



# 2020 Census Integrated Communications Plan

VERSION 2.0 • MAY 13, 2020

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United States®  
**Census**  
2020

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# A NOTE ON COVID-19 FROM THE U.S. CENSUS BUREAU

In January 2020, the U.S. Census Bureau officially launched the 2020 Census with early enumeration in remote Alaskan villages. By March 2020, as enumeration and communications campaign efforts were becoming widespread across the United States, including in Puerto Rico and the Island Areas, the country began to face the COVID-19 pandemic. Schools and businesses closed. People were asked to stay at home. The public learned to socially distance themselves from friends and neighbors.

These circumstances present an extraordinary challenge for the Census Bureau. To protect staff members and the public, we have adapted our operational plans, including by extending the census response deadline and by delaying the deployment of census takers to assist communities with enumeration. The Census Bureau has also been adapting the communications campaign to reflect those operational adjustments and the changing media environment. We remain committed to conducting a complete and accurate count and meeting the statutory obligation for reporting census results.

This Communications Plan Version 2.0 documents the communications plans and activities approved as of March 1, 2020, in support of the decennial census. The full breadth of communications tactics and messages to be used by the Census Bureau in response to challenges presented by the COVID-19 pandemic will be documented in a forthcoming addendum to this plan.

# SHAPE YOUR FUTURE. START HERE.

As the U.S. Census Bureau conducts the 2020 decennial census, audiences are seeing promotional and educational materials about the count. The 2020 Census website has launched, and through posters hanging in shop windows, social media posts, and the media, people across the country are hearing the call to “Shape your future. Start here.” This is the tagline for the Census Bureau’s Integrated Communications Campaign. This is the call to action for people across the United States, Puerto Rico, and the Island Areas to participate in the 2020 Census to help shape the future of their communities, including the roads, schools, hospitals, parks, and social services they use every day.

The plan presented in this document lays out how the Census Bureau is educating and motivating **all** audiences to stand up and take their rightful part in the 2020 Census.

# ABOUT THE 2020 INTEGRATED COMMUNICATIONS PLAN VERSION 2.0

In June 2017, the U.S. Census Bureau made public Version 1.0 of the 2020 Census Integrated Communications Plan, identifying the path forward for future communications efforts. Version 1.0 laid out foundational steps to develop a comprehensive communications campaign while providing a high-level overview of anticipated communications strategies. Version 1.0 can be found [here](#) on the Census Bureau's website.

**Version 2.0 builds on the original plan** by incorporating insights from extensive campaign research and by detailing the campaign theme, messaging, creative development, and testing. The "Shape your future. Start here." campaign was developed and refined with input from audiences across the country—which has impacted every aspect of the 2020 Census Integrated Communications Campaign approach.

# EXECUTIVE SUMMARY

## **Shape your future. Start here.**

As the U.S. Census Bureau conducts the 2020 Census count, that is the rallying call for the whole country.

The people in the United States, Puerto Rico, and the Island Areas care deeply about the future of their communities. And given the chance to stand up for those communities, they will.

The 2020 Census is that chance.

The decennial census is the opportunity for every person to be counted—giving voice to our communities and the people who comprise them. The resulting data will inform decisions about how more than \$675 billion in annual federal funding flows into states and communities in the years to come. And this will, in turn, impact decisions about our neighborhoods—from roads and infrastructure, to health care, schools, jobs, political representation, and so much more.

But just as census participation is important for a complete count of the country's population, it is also vital that we at the Census Bureau raise awareness of the impacts of census participation and make it easy for people to take part. Since 2000, Congress has allocated funding for the Census Bureau to conduct a communications campaign that educates the population about the decennial count and urges people to participate. This has been critical to the Census Bureau's success in delivering an accurate count.

For the 2020 Census, the Census Bureau is using the "Shape your future. Start here." platform to raise awareness and drive participation, with the goal of **counting everyone once, only once, and in the right place.**

This document outlines the Census Bureau's approach to planning and executing the 2020 Census Integrated Communications Campaign (ICC) around this platform, aiming primarily to maximize the self-response rate before conducting outreach to those who do not respond to the census on their own.

Of all the things you can help shape in life, the most important may be the shape of things to come.

In your family. In your community. The schools your kids will attend. The jobs that may come your way.

But before you can help them take shape, it helps to know where to start:

Census data starts the conversation.

How big does our town's hospital need to be?  
 How much more cell coverage can our county use?  
 What kind of bridge will our town need five years down the road?

When you complete your 2020 Census, you can shape your future.

And there's no better place to start.

**Shape your future. Start here.**

United States  
**Census  
 2020**

**Figure 1: Presentation Summary of the "Shape Your Future. Start Here." Campaign Platform**

The 2020 Census is unlike any of the 23 that came before it. **For the first time, census respondents can choose to complete their questionnaire online, by phone, or by mail. This decennial census is the first one in which all households will be invited to respond online.** And today's digital environment offers unprecedented opportunities to not only reach audiences in new ways, but to quickly refine our outreach and engagement during the response period, as results and data become available.

As we engage people of all ages, socioeconomic statuses, backgrounds, and language capabilities, we are taking a nuanced approach to promote the importance and relevance of the 2020 Census. We are also striving to show good stewardship of taxpayer dollars and respect for each individual's time and privacy.

Results from the survey portion of the Census Bureau's 2020 Census Barriers, Attitudes, and Motivators Study showed that funding for community benefits—including hospitals, fire departments, schools, and roads—ranked as the No. 1 motivator for census participation. In creative testing, the communications campaign's "Shape your future. Start here." platform

performed strongly, with respondents finding it personable and relatable, as if “speaking directly to me.”

Additional research showed that it is important for the Census Bureau to continue highlighting that census data can lead to programs and benefits for communities, including grants that support the building of schools, hospitals, and clinics, and the improvement of roads, bridges, and public transit services. These details, more than dollar figures in the billions, have been shown to resonate with the public.

Aiming to raise awareness and motivate self-response, the 2020 Census campaign encompasses activities within the following program component areas:

- **Stakeholder Relations.** Stakeholders help raise awareness about the count, as they are uniquely positioned to help identify the challenges and concerns that affect communities and neighborhoods. And as active users of census data, they are well poised to champion the value of an accurate count. The ICC will leverage these relationships continually.
- **Partnership Program.** Local, regional, and national partners play a valuable role in helping us connect with the public and reach hard-to-count (HTC) audiences through targeted communications, materials distribution, and events engagement. Our partners help show respondents that the census is relevant to their lives, their communities, and the causes that matter to them—and that the Census Bureau is committed to ensuring data privacy and security.
- **Advertising and Media Buying.** The paid media and advertising strategy incorporates the needs of every audience group, as well as evolving technologies, to raise awareness and drive self-response. For the first time, the campaign is driving response through digital ads that connect viewers to Census Bureau web properties, providing respondents the option to complete the questionnaire through an online response tool. As with many of these areas, the use of campaign data allows for continuous refinement of the integrated communications approach.
- **Public Relations.** The public relations strategy helps drive education and awareness efforts, particularly among HTC audiences, through earned media, participation in community events, and news briefings and releases on owned media. It is critical that the ICC continue to anticipate and address common questions about the census, including questions about data security, privacy, and the ways in which census data will be used. It is just as critical that the campaign inform the public about how to respond to the census questionnaire, with emphasis on the online response option.
- **Crisis Communications.** With the rapid spread of information in our digital environment, crisis preparedness and communications are more important than ever. The Census Bureau recognizes the need to plan for unforeseen events, issues, and disruptions that could hinder our ability to obtain a full and accurate count of the population. Our crisis communications efforts include threat monitoring and social

media listening, and we are deploying messaging, as needed, to make public announcements, issue authoritative responses, and mitigate the spread of mis- and disinformation. Crisis communications efforts are coordinated closely with public relations, partnership, and stakeholder management efforts to ensure a comprehensive approach.

- **Website Development and Digital Activities.** The 2020 Census website is a critical piece of the integrated communications approach, particularly with the widespread availability of the online response option. Website development and digital activities include the design of landing pages, strategic calls to action, and other web content—all optimized for mobile devices—to drive response and enable users to find information, share content, and access data.
- **Social Media.** Social media outreach offers a unique and valuable opportunity to personally engage with the public on a variety of platforms, including Instagram, Twitter, and Facebook. Social media efforts are leveraging existing Census Bureau channels and developing innovative approaches to raise awareness, drive response, and enhance customer service.
- **2020 Statistics in Schools Program.** The Statistics in Schools (SIS) program focuses on raising statistical literacy in pre-K through 12th grade classrooms across the country. Though the program is now ongoing, thanks to its many successes, additional elements have been created specifically for 2020. SIS has added live and virtual events as well as worksheets, maps, videos, and an “Everyone Counts” song to engage students and build awareness of the 2020 Census—in schools and at home.
- **Communications Efforts for Field Recruitment.** The Census Bureau has created a variety of recruitment materials and developed a centralized recruiting resource—the [2020 Census jobs website](#)—to encourage audiences to apply for decennial census jobs. These communications efforts have helped the field recruitment team hire the right people for the right geographic locations. Recruitment outreach has also served as an early 2020 Census messaging opportunity and a way promote participation among key communities.
- **Campaign Monitoring and Optimization.** This program component facilitates timely and data-driven adjustments to the communications campaign during the campaign’s execution. Continuous monitoring of census response rates and campaign engagement metrics allows for creative and messaging adjustments to be made. Media adjustments are also being made through reallocation of resources, helping to address response rate challenges and needs in regions and market areas across the country.
- **Data Dissemination.** Once the count has been finalized, the Census Bureau will begin to distribute census data, aiming for accuracy and efficiency in the process. Data dissemination will be important for thanking partners, supporting key stakeholders, and continuing to engage with public audiences well after enumeration efforts are complete.

The 2020 Census is a massive undertaking. It's also a huge opportunity. In the weeks and months ahead, the Census Bureau will continue to promote that opportunity, that chance to stand up and be counted—for our future and the future of the communities we call home.

## BACKGROUND

Since 1790, the United States has conducted a census every 10 years to count its population. The decennial census is mandated by the U.S. Constitution, and it is one of the tools specifically delegated to the federal government by the Founding Fathers.

The 2020 Census aims to count every person living in the 50 states, the District of Columbia, Puerto Rico, and the Island Areas (American Samoa, the Commonwealth of the Northern Mariana Islands, Guam, and the U.S. Virgin Islands). Conducted by the U.S. Census Bureau, it marks the country's largest nonmilitary mobilization of its workforce, and its results are critical in helping federal, state, and local government bodies determine:

- The number of representatives each state has in Congress.
- The allocation of more than \$675 billion in federal funding each year for communities across the nation, at both the national and local levels.
- The decisions to open schools, hospitals, and community centers and where to locate them.
- The distribution of funding to nonprofit organizations and the ability of those organizations to provide financial assistance to their communities.
- The data-driven decisions—such as where to locate, hire, and invest—that help entrepreneurs build businesses and grow the economy.
- Countless decisions that benefit local governments in all 50 states, the District of Columbia, and the territories.

A complete and accurate count in 2020 is critical. The Census Bureau must attempt to **reach and count every person living in the United States and its territories**—regardless of age, type of residence, location, or cultural background. Core to this mandate is the Census Bureau's steadfast commitment to protect the confidentiality and privacy of all data it collects. This commitment is among its highest priorities for the 2020 Census.

In 2020, respondents have the option to complete the census online by using their smartphone, tablet, or computer. The 2020 Census marks the first decennial census to offer all households this option, allowing more flexibility to respondents when choosing their preferred response method. The use of technology and the internet in the 2020 Census also provides opportunities for advanced, cost-efficient communications efforts, allowing the Census Bureau to reach audiences where they are and helping to ensure data security and confidentiality.

# 2020 INTEGRATED PARTNERSHIP AND COMMUNICATIONS PROGRAM

The Census Bureau's 2020 Integrated Partnership and Communications (IPC) program is one of 35 major operations that the Census Bureau engages as part of the planning and execution of the 2020 Census. This program is a critical component of the decennial operation. It aims to reach everyone living in the United States and five U.S. territories—regardless of their education, literacy, language, income, familiarity with technology, and general views and interests. The IPC program also communicates the importance of participating in the 2020 Census and educates the country's diverse population on how completing the census can shape the future of their families and communities.

The IPC program is composed of two major communications operations:

- **2020 Census Partnership Program.** The 2020 Census Partnership Program is responsible for cultivating relationships with organizations and stakeholders. These relationships help strengthen awareness of both the census and the partner organizations in communities. The program is carried out through the efforts of the National Partnership Program (NPP) at the national level and the Community Partnership and Engagement Program (CPEP) at the local and regional levels. Partnership development and engagement build trust and awareness of the 2020 Census as well as encourage participation.
- **2020 Census Integrated Communications Campaign.** The Integrated Communications Campaign is responsible for the design, development, and dissemination of creative, educational, and promotional assets within the general communications platform "Shape your future. Start here." Several key communications strategies underpin all campaign activities and program components, in turn, guiding the development of campaign assets. The Census Bureau, stakeholders, and partners using these assets across multiple communications channels. Communications efforts aim to raise awareness of and motivate participation in the 2020 Census.

The IPC program is critical to reaching and motivating individuals in different areas of the country—regardless of their education, literacy, language, familiarity with technology, income, and general views and interests. The strategy that underpins the "Shape your future. Start here." communications campaign—to be further detailed and explained throughout this plan—is guided and driven by the IPC program with the support of the Census Bureau's stakeholders.

## INTEGRATED COMMUNICATIONS CAMPAIGN

The 2020 Census Integrated Communications Campaign (ICC) marks the third time that the Census Bureau has utilized a paid advertising and communications campaign to increase awareness and participation in the decennial count. In the 2000 and 2010 censuses, the Census

Bureau also relied on advertising, partnership efforts, and communications campaigns but on a smaller scale than for 2020.

For the first time ever, the 2000 Census Partnership and Marketing Campaign used paid media, along with public relations, promotional materials, and partnerships. That effort was highly successful, increasing mail response rates and reversing decades of declining decennial census participation. Lessons learned from the 2000 Census campaign helped to influence the design of the 2010 Census campaign, which again included a paid media component.

The 2010 Census campaign was highly successful and boasted numerous accomplishments. It was multitargeted, multilingual, and multimedia, incorporating traditional media, new media (such as blogs and social media), and nontraditional media (harnessing the help of restaurants and food trucks, for example).

Building further on previous successes, the 2020 Census campaign will be one of the most extensive and far-reaching marketing campaigns ever conducted in this country. It is leveraging stakeholder relations, partnership programs, paid advertising and media buying, public relations and events engagement, crisis communications, web properties, social media, field recruitment efforts, and the Census Bureau's 2020 Statistics in Schools program to educate and engage audiences across the country.

The 2020 campaign is being carried out in English and 12 other languages, and it will reach the following audiences:

- Diverse mass audiences.<sup>1</sup>
- Hispanic audiences.
- Black/African American audiences, including Haitian Creole and Sub-Saharan African.
- Asian American audiences, including Chinese, Filipino, Japanese, Korean, and Vietnamese.
- American Indian and Alaska Native (AIAN) audiences.
- Puerto Rico.
- Native Hawaiian and Pacific Islander (NHPI) audiences.

<sup>1</sup> For the purposes of this plan, diverse mass audiences include all those, regardless of race or ethnicity, who consume English-language media, such as the English-speaking Hispanic population. People within diverse mass audiences might speak other languages but have English proficiency and consume various broadcast, digital, and other media in English.

- Arabic-speaking/Middle Eastern and North African (MENA) audiences.
- Other audiences, including Brazilian as well as Polish- and Russian-speaking audience groups.

The Census Bureau recognizes that its audiences are multifaceted, complex groups that cannot be defined solely by race and ethnicity. Understanding the differences among the country's diverse population groups—including cultural backgrounds, demographic attributes, economic status, geographic location, attitudes and beliefs, and other factors—has been an important focus of campaign research. The Census Bureau aims to utilize those communication channels that will most effectively reach each population group.

To carry out an effective, best-in-class communications campaign with national and local reach, on August 24, 2016, the Census Bureau contracted the services and expertise of 13 partnering large and small communications agencies, collectively referred to as Team Y&R. Team Y&R is led by New York-based advertising firm VMLY&R (formerly known as Young & Rubicam, LLC). The team was hired to help plan and execute the communications campaign and to implement communications best practices in support of a complete count.

All Team Y&R partner agencies collaborate to plan and implement all aspects of the ICC operation, including the development of this plan and its previous iteration. These agencies bring public and private sector knowledge, as well as a unique mix of strengths, qualifications, and expertise in working with the Census Bureau and communicating with diverse audiences. Collectively, Team Y&R firms boast unparalleled creative ideas and assets that are featured in some of the country's largest private sector media campaigns.

Team Y&R has developed and implemented strategies to take advantage of available technology and changing trends across diverse audience groups. Team Y&R includes multicultural outreach experts (see Page 33) who are immersed in and work closely with these diverse audiences. These experts stay abreast of media use and technology trends among the audiences they serve; participate in conferences, panels, workshops, and other events to directly engage with their audiences; and serve as industry leaders through cutting-edge client work.

(For more information about Team Y&R, see Appendix A).

## 2020 INTEGRATED COMMUNICATIONS PLAN

Every successful communications campaign begins with a robust and strategic plan, and the ICC is no exception. The 2020 Integrated Communications Plan is the product of ongoing collaboration among Census Bureau subject matter experts, program management officials, and contractors working together toward a successful 2020 Census communications campaign. This document also relies upon the background materials and inputs described below.

**2010 Census ICC Plan and 2010 Census ICC Lessons Learned Report.** Although the 2020 Census campaign is different from the 2010 Census campaign—due to an ever-evolving societal and political context, the expanded use of online and non-ID response, and the continued growth of digital media—many elements remain consistent. In developing plans for 2020, the

Census Bureau is both building on successes and experience gained in previous censuses and applying new innovations and research to further improve outreach to the public.

**Lessons Learned From Previous Censuses and Research.** The Census Bureau has a wealth of historical and data-rich information on the communications activities and messages that are likely to motivate diverse audiences to take part in the decennial census. This includes a strong understanding of public attitudes toward the government, civic engagement, online privacy, and data security. The 2020 Census Barriers, Attitudes, and Motivators Study (CBAMS), which was deployed during the early planning phase of the 2020 ICC, built on existing knowledge to identify barriers, attitudes, and motivators related to participation in the 2020 Census.

Additionally, insights into program component-level activities and their impact on audience response were drawn from the decennial campaigns in 2000 and 2010 and from intercensal campaigns like the American Community Survey.

**Lessons Learned From the 2020 Census Tests (2014, 2015, 2016, 2018, 2019).** Numerous 2020 testing efforts, but especially those conducted in 2015, 2018, and 2019, yielded key insights about response rate patterns and census mailing strategies. Testing outcomes from 2014 and 2016 also helped inform the development of timing benchmarks and predictive response rate models for 2020. The tests conducted in preparation for the 2020 Census include the nationwide 2019 Census Test (which tested the operational implications of including the proposed citizenship status question on the 2020 Census); the 2018 Census Test in Providence, Rhode Island; the 2016 Census Test in Los Angeles County, California, and in the Houston area; the 2015 Census Test in Maricopa County, Arizona, and in the Savannah, Georgia, area; and the 2014 Census Test in parts of Washington, D.C., and Montgomery County, Maryland.

More specifically, as part of the 2015 Census Test in the Savannah designated market area (DMA), the Census Bureau tested the effectiveness of deploying elements of an integrated communications campaign in a simulated decennial census environment. This included traditional paid advertising (TV, radio, and newspaper ads) as well as an on-the-ground partnership program for community outreach. The 2015 Census Test also assessed types and levels of digital advertising, like social media, keyword search ads, and display ads; it was the first time the Census Bureau used communications and paid advertising to drive direct response to an online data collection instrument, by which respondents could complete the questionnaire without a pre-assigned census identification number (i.e., non-ID response) (Vines et al., 2016).

The 2015 Census Test in the Savannah DMA found that mail materials are critical for increasing self-response. As part of the test, 90,000 housing units received a series of mailings, and they were exposed to advertising through the ICC. Those housing units that received mailings in addition to being exposed to the campaign had a significantly higher response rate than those that were exposed to the campaign alone. However, though mailed materials drove a large proportion of the response, postal communications interacted with other campaign communications. Within the group that received mailed materials in Savannah, 1 in 9

respondents went to the online form through digital advertising or the website, which was widely promoted through TV, radio, and partnership efforts. This validates the interaction between mailing strategies and integrated communications campaigns for the Census Bureau, and these findings directly shaped communications and operational plans for the 2020 Census (Vines et al., 2016).

**Insights From Regional Offices.** Regional office staffs across the country contributed insights related to their experiences, concerns, and challenges in preparation for the 2020 Census. Each region has its own characteristics that present unique opportunities and challenges for 2020. However, the collective feedback during discussion sessions highlighted these primary themes:

- **Media buying should be audience focused.** For the 2020 Census, the Census Bureau needs to conduct a cost-effective media buying campaign that is expansive enough to reach all audiences while also directly reaching hard-to-count (HTC) groups and persuading them to respond. The media plan developed for 2020 adheres to these principles through an audience-first focus that prioritizes plans for HTC audiences across each phase of the campaign. The plan's development was informed by the results of 2010 media buys, CBAMS and census testing. The media plan has also been shaped by regional stakeholders' insights into local, cost-effective media buying to drive participation. These resources have allowed us to create a plan that maximizes reach to all intended audiences.
- **Hard-to-count audiences cross all races and ethnicities.** We know there are communities whose members may be hard to count because of language barriers, distrust of government, and other factors. But there are also audience groups whose independent nature, self-sufficient communities, limited engagement with media, fear of government, or other characteristics make them difficult to engage. It is important not to overlook these groups in conducting HTC outreach. For instance, individuals who live in rural Appalachia—where there may be limited public service resources, few media outlets, and low internet penetration—may have fewer opportunities to hear about and experience the benefits of the census. They may require multiple contact attempts in order to respond. These groups will likely be motivated through direct outreach from the Census Bureau at events and through familiar local influencers.
- **Grassroots and hyperlocal outreach is key.** It is important to execute communications and outreach locally to make an impact. The interests and needs of audiences, particularly HTC audiences, vary greatly, and local influencers are best positioned to know what will engage and persuade their audiences and contacts. Using communication modes, messaging, and creative elements that are familiar or relatable at the local level helps build an emotional connection between the campaign and its target audiences. We are deploying such outreach alongside traditional media and other efforts—including collaborating with the Community Partnership and Engagement Program—to appeal to audiences and encourage participation in the census.

- **Local influencers are trusted voices that lend validity to Census Bureau messages.** It is important that the Census Bureau partner with local influencers to convey the value and benefits of the census to their communities. These partners are trusted voices whose statements resonate with their respective communities. When provided with customizable artwork and messaging materials, influencers can communicate the local relevance of the census and encourage participation.
- **Recruiting is a high priority.** A goal for the 2020 Census has been to streamline the process of recruiting and hiring enumerators. It is increasingly important for census regions to attract and hire enumerators who represent diverse socioeconomic, ethnic, and language groups, as successful enumeration requires focused outreach to various communities. The Census Bureau has prioritized working early and often with diverse stakeholder and partner groups to attract a strong group of candidates. The Census Bureau has integrated recruiting efforts with general awareness-raising efforts in advance of the 2020 Census, when possible, to promote open positions.
- **The political climate is a consideration in messaging to key audiences.** The Census Bureau recognizes that the presidential primaries are happening simultaneously to the Bureau's efforts to raise awareness about the 2020 Census. Accordingly, the 2020 Census communications campaign is taking place in a more partisan and overtly political environment than the 2010 Census campaign. We anticipate that some households will receive a significant volume of direct mailings from political candidates in 2020, around the same time they receive their census questionnaire (Printing Impressions, 2016). As a nonpartisan federal agency, the Census Bureau has worked to create and refine messages that will resonate with everyone and highlight the benefits of the census. We have taken steps to distinguish communications about the census from other federal government and political communications.



*Figure 2: Recruitment Ad for Facebook*

*Recruitment advertising, such as this Facebook ad, has been designed to reach diverse audiences and to help potential job applicants picture themselves working as enumerators working in their community.*

**Guidance and Insights From Key Stakeholders.** The U.S. Congress, the Census Bureau’s National Advisory Committee (NAC), the Census Scientific Advisory Committee, the Funders Census Initiative (a working group of the Funders’ Committee for Civic Participation), and other groups have keen insights into the needs of diverse audiences and can identify barriers to participation in the census and opportunities to engage with key influencers. The Census Bureau routinely reports to and solicits feedback from such stakeholders, using their insights to inform outreach tactics.

The U.S. Government Accountability Office recommended that the Census Bureau assess and refine existing census operations to focus on HTC audiences (Goldenkoff, 2011). The Census Bureau is concentrating outreach on HTC audiences through engagement with partnership specialists and census partners, paid media placements, and monitoring of response rates. We have also aligned our efforts and plans with the findings of NAC’s 2016 Administrative Records, Internet, and Hard to Count Population Working Group, which stress that the Census Bureau should explore outreach strategies to better enumerate HTC groups with limited internet connectivity (National Advisory Committee, 2016b). The Census Bureau works closely with regional census offices to reach HTC populations through established relationships with local organizations, continually emphasizing our commitment to protecting the confidentiality and security of individuals’ data.

**Risks as Identified in the 2020 Census Risk Register.** High-profile data breaches in the government and private sectors are among the risks identified in the decennial risk register. We implemented this register early in the campaign to capture an official log of challenges, both current and anticipated, as well as mitigation actions being taken to prevent or resolve these issues. We continually revisit this risk register and make changes on an ongoing basis.

## STRATEGIC CONSIDERATIONS FOR THE 2020 ICC

The U.S. Census Bureau has built on its long history of research to develop a communications campaign that reaches and resonates with diverse audiences, encourages self-response, and reduces taxpayer costs. By leveraging advances in communications technology, we can manage advertising and outreach activities for the 2020 Census with greater precision and responsiveness than in previous campaigns.

We acknowledge the challenges and barriers that may hinder an accurate count or otherwise affect response behavior—for example, concerns around data privacy and confidentiality of census responses as well as the historical undercount of young children.

**Operational Planning.** To the extent possible, elements of the [2020 Census Operational Plan](#) have been tested in advance of the 2020 Census so they can be successfully executed and minimize the need for course correction during enumeration. The plan emphasizes using tax

dollars efficiently by allocating resources to Integrated Communications Campaign (ICC) communications channels that can reach and motivate people in geographic areas with low self-response rates. The ICC has been designed to prioritize these campaign optimization opportunities—which allow for shifting of resources—to ensure that communications materials and messages motivate response among the intended audience groups.

**Promoting Self-Response.** The Census Bureau developed its 2020 Census Operational Plan with an aim to reach the entire U.S. population and encourage response through the channels people are most comfortable with and prefer to use. At the same time, the Census Bureau prioritizes cost efficiencies, wherever possible, in conducting the count.

To minimize taxpayer costs for the 2020 Census, the Census Bureau aims to maximize the percentage of the population that self-responds online. Though online self-response is the least costly enumeration method, self-response by phone or by mail is also encouraged. None of these three methods requires followup by census takers.

Nonresponse Followup (NRFU) operations—which send census enumerators to collect data from households that have not responded at a certain point—is costlier than digital and mail-back methods because NRFU requires face-to-face visits. To help achieve a high rate of self-response, the Census Bureau needs a strong communications strategy, which means the Census Bureau and the ICC must:

- Educate the population on the importance of the census to the nation, to our democracy, and to every state, community, and neighborhood—emphasizing its impact on schools, health care, emergency response, and other community services (Conrey, Wallack, & Locke, 2012).
- Explain the options for self-response to make it easy for everyone to participate.
- Assuage privacy and security concerns about sharing data with the Census Bureau.
- Communicate with audiences using the languages and communications channels most likely to reach them.

**The Use of Technology for a More Efficient Census.** The goals of the 2000 Census advertising campaign were to raise awareness of and increase participation in the census. In 2010, the goal of the Census ICC was to boost the effectiveness of the mail package that was sent to residential addresses, with the intent of increasing mail-back rates and reducing NRFU efforts. These goals maximized response at a time when participation was less convenient for respondents—and when it was not possible for audiences to participate online.

The 2020 Census, by contrast, offers an online response option to the population at large. The 2020 Census also marks a significant expansion in the ease of use of non-ID response, through which people can respond to the census without an identifying code unique to their name and/or household. The Census Bureau is providing online, paper, and phone response options for the 2020 Census, with the goal of maximizing online response.

These differences present opportunities to use digital engagement, new social media platforms, and other technologies—alone and in connection with partnership and events engagement—to encourage self-response. For example, some partners may make computers available at events to allow community members to take advantage of the non-ID response option on-site. Partners could use such opportunities to show respondents how to complete the census questionnaire using their mobile devices or other available technology. In general, Census Bureau partnership specialists in field locations across the country are encouraging partners to communicate about the 2020 Census through digital and social media channels, meeting constituents in the online environments where they interact and engage with partners already.

**Data-Driven Optimization in an Increasingly Crowded Media Landscape.** It is vital for our communications campaign to break through the noise of other messaging to encourage individuals to participate in the census. To attempt a complete and accurate count in a cost-effective manner, the Census Bureau benefits from a sophisticated, data-driven communications campaign—one that reaches our audiences with the messages most likely to appeal to them, through the channels by which they are most likely to engage. An enumeration of this scale requires the Census Bureau to engage in industry best practices, while observing federal government protocol regarding communicating with the public. This includes directing communications to audiences at very specific geographic levels (e.g., census tract, ZIP code, designated market area) and closely tracking results throughout the campaign. These results are being used to optimize strategies and tactics and to quickly shift and adapt communications in real time if a rapid response to unforeseen events is required during the campaign.

**Addressing Hard-to-Count (HTC) and Hard-to-Reach (HTR) Populations.**<sup>2</sup> Reaching populations that are typically less likely to participate in the census is a key priority for the Census Bureau. It is imperative for the Census Bureau to take full advantage of communications channels that can reach these audiences. Further, the ICC must promote appropriate messaging that motivates them to participate. In this document, we identify HTC and HTR populations—groups at risk of going uncounted.

In examining the results of the 2020 Census Barriers, Attitudes, and Motivators Study (CBAMS), the Census Bureau identified attributes shared by study participants who indicated a lower

<sup>2</sup> For this plan, a distinction is made between hard-to-reach (HTR) and hard-to-count (HTC) audiences. Audiences that are defined as HTR are also considered HTC, but not all populations defined as HTC are necessarily considered HTR. For example, young and digitally savvy audiences are easily reached through many forms of media but historically have low participation rates, making them HTC but not HTR. On the other hand, recent immigrants who may not be engaged with their local government and people in rural areas with low internet penetration rates may be difficult to reach and, therefore, HTC.

likelihood of responding to the census. While *intent* to respond does not necessarily equate with *actual* response, we noted the following attributes as possible factors that could lead to a person or community being considered HTC, including:

- Having a low level of internet proficiency.
- Having a low level of English proficiency (defined as speaking English at a self-reported level that is below “very well”).
- Being born outside the United States.
- Living in a household of six or more people.
- Fearing repercussions for responding.
- Feeling apathy about being counted.
- Having concerns about privacy.

This list is not exhaustive; many other factors can correlate with being HTC and HTR. (See Page 28 for more information on challenges facing the 2020 Census.)

Previous censuses, surveys, and tests identified the following factors as indicators of a possible lower propensity to respond: being designated as “low income;” living in rented housing; being designated as “young and mobile;” not having a high school diploma; living in rural or other geographically isolated areas; and living in places difficult for enumerators to access, such as gated communities, basement apartments, or buildings with security personnel or other protections in place.

**Importance of Traditional Outreach.** Although digital outreach is effective for reaching many audiences, not all people can or prefer to be reached online, and some audiences with a strong online presence may not be willing to respond to the census online. Traditional forms of advertising outreach—through print, outdoor, and broadcast media, and through partners and influencers, for example—continue to be important, to reach not only some HTC populations but also those who prefer traditional forms of media or who are less likely to trust communications delivered digitally. Because some audiences may have concerns about their data being shared with other government agencies or may be distrustful of the government (see Page 28), the strong support of partners is very important. As partners are approached and engaged in the campaign, the Census Bureau is asking them to lead the call to participate in the 2020 Census. Partners are also encouraged to underscore among their constituents that participation in the census is important, safe, and a great way to shape the future of communities.

**Continued Reliance on Mail.** Although the Census Bureau can have a direct impact on self-response through digital outreach and traditional communications channels, we do not overlook the importance of mailed notices and questionnaires. During the 2010 Census, most self-responses were submitted within two weeks of the questionnaire being mailed by the Census

Bureau (Letourneau, 2012). Results from ongoing data collections, such as the American Community Survey and intercensal tests, also demonstrate the impact of pieces sent to households by mail.

The Census Bureau has conducted extensive testing to identify ways to make the census mail package more effective, including in the 2015 Census Test in the Savannah designated market area (DMA). These studies have frequently found that more official-looking, authoritative designs are more effective than decorative or complex visual designs (Hagedorn et al., 2014; Schwede, 2008). Changes to the mail package design, like inclusion of a call-to-action message on a mailing envelope, or an increased number of contact attempts by mail can increase response rates and result in savings through reduced NRFU costs (Barth et al., 2015; Chesnut, 2010). (For more information on the 2015 Census Test in the Savannah DMA, see Page 18).

In preparation for the 2020 Census and the launch of the communications campaign, the Census Bureau conducted several focus groups in 2019 through its “Extending the Census Environment” experiment. The objective of this experiment was to test and improve planned household mailings. Ongoing evaluation of mailings is planned for 2020.

For more information on the 2020 Census mail strategy, see Page 67.



**Figure 3: Instagram Post Introducing the 2020 Census**

**Many people require numerous contacts by the Census Bureau before the questionnaire is available. The Census Bureau began engaging with audiences in April 2019 through digital channels, as demonstrated by this Instagram post. As this post was published before the campaign’s creative platform was selected, its design does not adhere to the platform’s standard look and feel.**

**Increased, Measured Use of Digital and Social Media.** Digital and social media offer an opportunity to effectively track and quickly assess the results of communications efforts. The introduction of widespread online response and the use of digital outreach strategies are key in driving online and offline completion of the census.

Digital and social media have also offered a strong opportunity for the Census Bureau to share information about the count with engaged audiences in advance of the census. Since the spring of 2019, social media outlets have served as a platform to spread the word about the upcoming count and its importance. This approach educates social media followers about the census, and it has offered the chance to build our social media following in advance of paid media efforts.

This type of outreach offers an inexpensive and targeted way of reaching many—but not all—segments of the U.S. population. Accordingly, the Census Bureau recognizes that it is important to balance the role of digital outreach with that of other commonly used outreach and paid media efforts. A campaign that is too heavily focused on digital outreach may overlook large parts of the population that are not likely to be engaged digitally—including some people age 65 and over, some rural audiences, and those who may prefer to receive news by word of mouth or through traditional media outlets—leading to increased costs for NRFU.



**Figure 4: Social Media Post Emphasizing the Importance of Census Participation**

**Importance of Early Education.** Educating the public about the purpose of the census, the role the public plays in data collection, the ways in which the data will be used, and the Census Bureau’s commitment to protecting all collected data is important for fostering participation. The Census Bureau needs a robust educational component to introduce audiences to the online response method and the Census Questionnaire Assistance toll-free hotline as well as to assuage concerns regarding the safety and privacy of their responses. Having more response options means educating the public is especially important for the 2020 Census. In addition,

raising audience awareness of the ongoing and valuable work of the Census Bureau can help combat the general decline in survey response rates across data collection efforts. Promoting positive associations with the census and the Census Bureau means that when the time to be counted arrives, audiences may be more likely to respond.

## ALIGNMENT WITH OTHER 2020 DECENNIAL OPERATIONS

To be effective, the Census Bureau's communications efforts must work in tandem with operational efforts. Relative to operational efforts, most of the country (approximately 95%) follows a standard mailing strategy designed to encourage and prioritize online self-response, while also indicating that phone and mail-back self-response are viable methods. By contrast, Puerto Rico, remote areas of Alaska, rural areas of Maine, and select other locations follow different operational procedures and prioritize different enumeration methods, such as in-person data collection by census takers. Distinctive communications efforts at the local level are encouraging census participation among these audience groups. The [2020 Census Operational Plan](#) lays the groundwork for this location-specific approach to enumeration operations, and it has been an important reference in the development of the ICC's communications approach.

## TIMING WITH BOTH DECENNIAL AND NONDECENNIAL OPERATIONS

While the majority of data collection efforts will take place in the spring and wind down by the fall of 2020, many operations must take place before then to ensure the success of data collection. For example, execution of the 2020 Census job recruitment campaign has intersected with and supports residential address canvassing—a key operational procedure. In addition, activities related to early enumeration involve staff interacting with members of the public, as do activities completed in conjunction with or after NRFU operations. Data collection efforts such as the American Community Survey will be underway at various points throughout the 2020 Census life cycle. These operational activities have been taken into consideration in the development of the communications campaign.

## CONSIDERATIONS FOR PUERTO RICO AND THE ISLAND AREAS

Differences in the way the census is conducted among the 50 states and the District of Columbia, Puerto Rico, and the Island Areas of American Samoa, the Commonwealth of the Northern Mariana Islands, Guam, and the U.S. Virgin Islands result in important nuances and considerations for communications activities in each geographic area. Activities described in this document should be interpreted to include the 50 states, the District of Columbia, and Puerto Rico. This plan serves as a reference for local governments responsible for conducting the census in the Island Areas. (In specific instances, such as with the 2020 Statistics in Schools program, specific activities are listed for the Island Areas. However, not all activities described in

this document should be assumed to be appropriate for or relevant to those areas.) Materials, such as customizable templates for outreach, and guidance on use of materials may be available to local governments in the Island Areas, as applicable, to conduct their own local outreach.

## INSIGHTS, OPPORTUNITIES, AND BARRIERS

### CHALLENGES FOR THE 2020 CENSUS COMMUNICATIONS CAMPAIGN

The Census Bureau is tasked with executing an engaging and effective campaign to drive self-response against a difficult backdrop. This backdrop has included a contentious debate about the possible inclusion of a citizenship question, declining response rates across the field of survey research (Obenski & Squires, 2012), a cluttered media landscape, and concerns about information security and privacy in the wake of breaches in the public and private sectors. A polarized and controversial political environment as well as competition with the 2020 presidential election in the media landscape are also key considerations for the 2020 Census.

These factors, along with the HTR and HTC characteristics identified on Page 23, challenge the Census Bureau's ability to conduct a complete count. In planning and executing the 2020 ICC, the Census Bureau has considered the following enumeration challenges:

**Distrust of Government.** Trust in the federal government has steadily declined since 2001, according to a Pew Research Center study published in 2019. Overall, trust is nearly at its lowest point since 1958, when public trust was first measured (Pew Research Center, 2019a). This has caused frustration to escalate to anger towards the government in recent years (Organisation for Economic Co-operation and Development, 2016). Fears about data-sharing among agencies such as the U.S. Department of Homeland Security and the IRS, and a divide between segments of the population and law enforcement agencies, may make it particularly difficult to foster support for the count in 2020. Findings from the 2020 CBAMS survey also revealed that:

- 28% of respondents were either "extremely concerned" or "very concerned" that the Census Bureau would not keep their answers confidential.
- 24% were either "extremely concerned" or "very concerned" that the Census Bureau would share their answers with other government agencies.
- 22% were either "extremely concerned" or "very concerned" that their answers would be used against them.

**Concerns About Data Security.** Incidents like the Target Corp. security breach of 2013, the Office of Personnel Management breach of 2015, the Yahoo user accounts breach of 2016, and the WikiLeaks email leaks during the 2016 elections, as well as more recent data breaches in the private sector, have kept concerns about data security in the spotlight. The Pew Research Center reports that only "6 percent of adults say they are 'very confident' that government agencies can keep their records private and secure" (Madden & Rainie, 2015). Individuals may fear that their

census responses will be accessed and used for nefarious purposes. Additionally, previous exposure to scammers and phishers may make people wary of any online data collection efforts, lest they be victims of a scam. Further, speculation that census data submitted by individuals could be passed between federal government entities could be of particular concern for those with unclear legal residency or housing status.

**Misunderstandings About the Census.** As a repeated finding in research for the 2010 and 2020 censuses, many people are confused about what the census is, what it does, and how it can benefit them. The 2020 CBAMS results revealed that less than half of respondents knew that the census is used to determine how much money communities receive from the government. This is critical, because the same study also found that funding for community benefits—such as hospitals and schools—ranked as the No. 1 motivator for participation.

**Overall Survey Response Decline.** Although decennial census participation has been legally mandated since the first census in 1790—with response rates remaining steady from the 2000 Census to the 2010 Census—participation in other types of surveys and questionnaires in the public and private sectors has declined in recent decades (Keeter et al., 2017). Factors contributing to this decline could include the growth and diversity of the U.S. population, language barriers, and difficulty reaching individuals to participate in face-to-face surveys. Other elements to consider include a possible increase in the number of surveys overall, especially given widespread adoption of digital technologies and the ease of conducting surveys online. Misunderstanding or lack of knowledge about the purpose of the census could also play a role in response decline, as learned from the 2020 CBAMS results.

**Changes in the Media Landscape.** We recognize new challenges emerging from the media landscape, including concerns related to made-up (or “fake”) news (Mitchell et al., 2019), changing perceptions of the media and journalism (Reilly, 2013), and the growing role of social media in news distribution (Shearer & Gottfried, 2017).

**A Constrained Fiscal Environment.** The Census Bureau is committed to its mission to reach and count everyone in the United States and its territories in the 2020 Census. Given a finite budget, we must properly allocate funds for operations and communications, among other activities necessary in carrying out a successful enumeration.

**Rapidly Changing Use of Technology.** The technology landscape is constantly evolving, which may serve as a barrier to effective communication if our messaging efforts are spread across too many or too few channels, or if our audiences are using channels different from those we target.

**An Overabundance of Information.** Given the ease and frequency with which our society accesses the internet and digital media, information is constantly being pushed out by news outlets, corporations, social networks, and other sources. This presents a noisy atmosphere in which messages must be clearly articulated and resonate with their target audiences. With the convenience of modern technology, and the wealth of information available, mis- and disinformation also circulate in the public sphere. The spread of mis- and disinformation can

cause confusion and severely damage the credibility and authoritative voice of government entities such as the Census Bureau.

Amid these challenges, the Census Bureau remains committed to conducting a count that is both accurate and cost-efficient. This requires integration between communications and operational efforts—particularly among mail packages, web and social media properties, and partners' and other outreach materials—to present a compelling, consistent case for why it is in each individual's best interest to complete the census questionnaire. We are analyzing numerous populations within audience groups to ensure that the 2020 Census communications campaign employs media and channel targeting tactics to effectively reach all populations, but particularly those considered HTR or HTC.

## THE CHANGING FACE OF AMERICA

Trying to capture the collective mindset of a large and increasingly diverse U.S. population is a challenge. In developing the 2020 Census communications campaign, our plans have been formulated to address the demographic and attitudinal differences between rural and urban populations and younger and older generations, especially. The Census Bureau taken these differences into account in messaging development, media planning, and partnership outreach activities.

**Family and Living Arrangements.** Based on research chronicling the difficulty of reaching complex households (Schwede, 2003), the Census Bureau has continued to analyze populations in which complex households are prevalent and to implement approaches to overcome barriers to effective outreach. The proportion of complex households increased between 2006 and 2010 (Elliot, Young, & Dye, 2011), and additional research suggests this trend has since continued (Vanorman & Scommegna, 2016).

The Census Bureau defines complex families as all households other than nuclear families, stem families (i.e., single-parent families), and single-person households (O'Hare, Griffin, & Konicki, 2019). Examples of complex households include multiple different families sharing the same address, groups of co-workers or friends living together, and households where multiple generations of a family share a home. The multigenerational household, in particular, continues to be a popular living arrangement, with Census Bureau-reported data showing that prevalence has returned to nearly 1950s levels across nearly all U.S. racial and ethnic origin groups (Cohn & Passel, 2018). This trend began in earnest during the 2007-2008 financial crisis, but immigration appears to be fueling its continued growth. Among prominent racial groups in the United States, Hispanic and Asian American populations—the latter being the fastest-growing racial group (U.S. Census Bureau, 2018b)—are the most likely to live in a multigenerational household. Today's multigenerational and complex households are different from those of the past, which saw older parents living with their adult children. Recently, researchers have found—in comparing data from 2014 with data from the 1880s and 1960s—that more young adults are living with their parents (Fry, 2016).

## ELECTIONS IN 2016 AND 2020

The national political environment—including the media atmosphere surrounding elections—can have a profound impact on public attention and attitudes. The 2016 presidential election, with a crowded primary field, created a powerful media scenario that pushed much other news out of focus.

Communications and messaging about the 2020 Census is competing with local and state elections, as well as a presidential election, whose competitive primary season overlaps with key census enumeration months. The last time a census and a presidential election overlapped was in 2000, and the media landscape is vastly different now. The Census Bureau also faces the challenge of channeling partisan political questions or commentary into apolitical discussion about the decennial census and its importance to the country. And we are facilitating this discussion in an atmosphere in which paid media could be more expensive than usual—given political campaigns eager to buy advertising inventory—and in which candidates for federal office may have an advantage over the Census Bureau in purchasing advertising spots. The Census Bureau also competes with an increased volume of direct mail related to the election (Printing Impressions, 2016). The ICC's messaging must stress that census participation is crucial without impeding or diminishing other messages that emphasize the importance of voting.

## ROBUST DATA AND THE MEANS TO ACT ON IT

The Census Bureau and its partners have access to a comprehensive set of data that informs our understanding of audience members' propensity for self-response, their preferred modes of communication, and their language preferences, living arrangements, interests, and other characteristics. With advances in digital media technology, the Census Bureau is using this data to improve communications with different groups across the country, sending targeted messages to small clusters of people as communications channels allow.

The proliferation of owned media—that is, the properties that the Census Bureau directly controls, such as its social networks and blogs—and the low cost to develop webpages, emails, and digital content enable the Census Bureau to create electronic materials in many forms and to share them through the channels preferred by various audiences. Such advances and cost-savings potential are not restricted to the digital sphere; the strategic use of data also allows for a better understanding of which neighborhoods to target with outdoor and print ads, for example, and which interest groups can be reached through outreach at events. Data is also helping to identify influencers to persuade HTC audiences to participate in the census.

## INFLUENCERS DRIVING MEDIA CONSUMPTION

The range of individuals and organizations that influence people on national or world issues has evolved dramatically in the past decade, as have the ways in which they reach their followers. News consumption has become more specific to a program, network, or individual than to a channel such as TV, radio, or the web (Norman, 2016). Influencers and thought leaders are found not only on daily broadcasts but also on YouTube, Facebook, Instagram, Twitter, podcasts, and

more. Even large media organizations like CNN, Fox News, and NPR have adjusted to a landscape where people follow one organization or person across many channels. And social media influencers are not always news personalities. They may be thought leaders in areas like sports, fashion, or gaming and are therefore suited to reach diverse audiences. Followers across channels observe an influencer's behaviors and listen to his or her recommendations and opinions—even those that extend beyond the influencer's area of focus or expertise.

People may say they are not loyal to any one organization or influencer, but their behavior says otherwise (Mitchell, Gottfried, Barthel, & Shearer, 2016). With the advancement of algorithms that drive what we see online, many Americans often do not encounter media points of view that differ from their own. This has created barriers and increased the importance of penetrating these spheres of influence. Understanding the impact of various influencers on U.S. audiences has been important to formulating the communications strategy for the 2020 Census.

## CHANGES IN THE MEDIA ENVIRONMENT AND AVAILABLE CHANNELS

The media landscape, particularly for digital media, is constantly shifting as new technologies are developed and refined and as consumer interests change. The proliferation of new media channels—and increased media exposure in our daily lives—makes it vital for the Census Bureau to leverage channels that are likely to break through the clutter and engage disparate audiences. The Census Bureau's plans for media (paid and nonpaid) have been developed to take advantage of the latest offerings and best practices in reaching diverse audiences.

**Social Media Channels and Outlets.** Since 2010, many new social media channels and traditional media outlets have risen to prominence, and the walls between them have come down. As of 2016, most Americans get at least some of their news from social media, making it an important source of trusted information (Shearer & Gottfried, 2017).

The Census Bureau continues to identify and leverage current trends and leading industry practices for the ICC's social media strategy, including:

- **A focus on video and socially optimized media** that is created specifically for a particular social media channel. This includes sound-off videos, some with large captioning, that feature short messages and can be digested in 6-10 seconds.
- **A priority on customer service.** Social media offers the opportunity to interact with the public on a one-to-one basis. To capitalize on this opportunity, we have deployed a messenger bot to address questions submitted via Facebook Messenger.
- **The use of paid and earned influencers to promote social messages.** Authentic voices that resonate with specific audiences can be trusted more than brands, making these influencers an important conduit of information.
- **The promotion of individuals to share content about the Census Bureau.** Peer-to-peer sharing of social content is critically important, as individuals can be trusted voices

for their circles. The campaign is activating individuals to share census content through 2020 Census branded GIFs and stickers, as well as through the use of photo filters. The availability of these social media assets encourages people to engage with their own networks about the census.

## AUDIENCE-BASED INSIGHTS

A nuanced understanding of the U.S. population is crucial for a successful 2020 Census campaign. The demographic and cultural makeup of the U.S. population is increasingly complex, resulting in a growing number of individuals and households that reflect diverse backgrounds (U.S. Census Bureau, 2015b). For example, in 2020, more than half of the nation's children are thought to be part of a minority race or ethnic group. The overall U.S. population is expected to follow a similar trend, becoming majority-minority in 2044 (U.S. Census Bureau, 2015b).

The Census Bureau leverages the expertise of multicultural partner agencies, who are part of Team Y&R. The multicultural partner firms have contributed best practices and critical insights to inform the Census Bureau's understanding of key audience groups. The insights discussed in this plan, which serve as a foundation for audience-specific campaign strategies, have been developed by these partners' subject matter experts, who have an intimate understanding of each community outlined.

In addition to capturing nuances regarding race, culture, and media consumption, campaign research has focused on understanding and segmenting audience groups based on factors such as likelihood to respond, attitudes, and demographics—including nonracial demographics such as geographic location, education level, and age.

There are other unique populations that are considered at risk of being undercounted in the census. Some groups cannot be categorized by race, attitudes, or demographic traits (such as people experiencing homelessness). Other groups demonstrate particular demographic characteristics associated with low likelihood to respond (such as people age 65 and over). Regardless, these unique populations are being engaged in the communications campaign via group-specific messaging that resonates with their circumstances, including:

- Diverse mass audiences, comprising audiences of varying levels of education, income levels, and geographic areas.
- Young and mobile audiences, of different economic means and family situations.
- Veterans and members of the military.
- People living in rural areas.
- People age 65 and over.
- People experiencing homelessness.
- Migrant and/or transitory populations.

- Parents of young children (under age 5)—an important audience given the historical undercount of young children.
- Lesbian, gay, bisexual, transgender, and questioning audiences.

For detailed information on the 2020 Census ICC’s audiences and media consumption details by audience, see Appendix A.

# PLANNING AND DEVELOPING THE 2020 CAMPAIGN

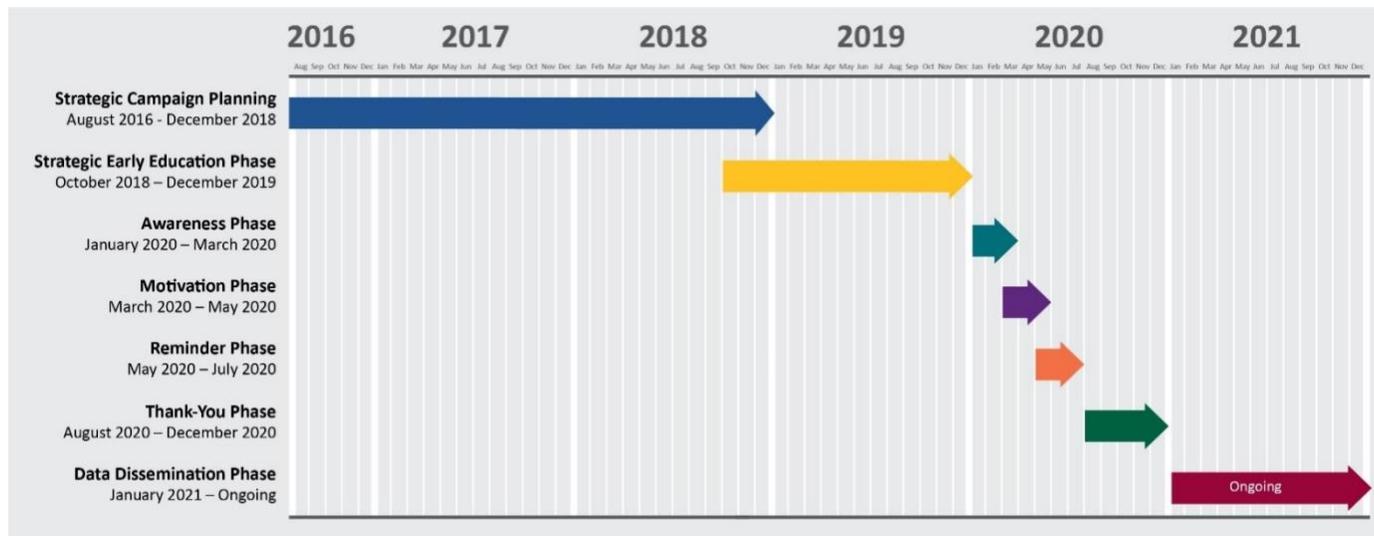
## PHASED COMMUNICATIONS APPROACH

The 2020 Census Integrated Communications Campaign (ICC) is following a phased approach in the coordination and strategic timing of all communications. Based on primary and secondary research, the U.S. Census Bureau continues to refine its approach to each campaign phase and tailor strategies accordingly. The success of the ICC in reaching and motivating census response across the United States, Puerto Rico, and the Island Areas through communications efforts depends on our ability to:

- Analyze, interpret, and act on robust data, including census response, media consumption, and engagement analytics data, throughout the campaign.
- Understand and capitalize on the rapidly changing media environment, including available media and outreach channels.
- Recognize the changing face of America and the similarities and differences in how distinct audiences want to receive information.

These considerations play an important role in making sure the right message is delivered to the right audience, at the right time, through the right channel.

Campaign communications are segmented into seven phases: strategic early education, awareness, motivation, reminder, thank-you, and data dissemination. Figure 5 shows the planned timeline for each phase, as well as the initial strategic campaign planning period.



**Figure 5: Planned Phased Approach for the 2020 Census Integrated Communications Campaign, as of March 1, 2020**

The planning period and formal campaign phases are described below; however, throughout execution, the Census Bureau may adjust the timing and tactics for the phases, as needed.

**Campaign Strategic Planning (August 2016 – December 2018).** The ICC contract was issued in 2016, laying the early foundation and identifying basic requirements for the campaign. The Census Bureau reviewed lessons learned from the 2010 Census communications campaign, explored data from recent American Community Surveys and census tests, and analyzed demographic, socioeconomic, and geographic trends to identify benchmarks for the 2020 Census campaign. Campaign component plans and scopes of work were also developed during the campaign strategic planning period. Furthermore, foundational campaign research was conducted to produce the Census Barriers, Attitudes, and Motivators Study (CBAMS) results. (For more information on the 2020 CBAMS, see Page 41.) Internal Census Bureau planning during this period helped to establish the role that individual campaign components, such as the Statistics in Schools (SIS) program, for example, would play in the formal campaign.

**Strategic Early Education Phase (October 2018 – December 2019).** It was critical during this phase to develop a base of understanding among all audiences about the Census Bureau and the upcoming 2020 Census. That was a key lesson learned from the 2010 Census (U.S. Census Bureau, 2012b). Throughout 2019, the Census Bureau worked to build public trust by educating key audiences about the decennial count and the importance of participation in the 2020

Census. In particular, efforts have helped to engage partners, stakeholders, and trusted voices to strengthen the reach of Census Bureau messaging among hard-to-count (HTC) audiences. These audiences include people who face barriers to responding to the census online, such as those who lack internet access, have limited digital literacy, or are otherwise not comfortable using the internet to respond. They can also include individuals who have concerns about privacy, are distrustful of the government, or are recent immigrants with limited understanding of the census.

The following Census Bureau programs have driven efforts to reach audiences that require early education: the National Partnership Program, the Community Partnership and Engagement Program, and the SIS program. Examples of the partnership program support provided by the Census Bureau's ICC during this phase include coordinating webinars with constituents of established partners and distributing 2020 Census informational materials at community events. Fieldwork supported by staff members in the Census Bureau's regional offices has also played a role in audience engagement.

Early recruitment outreach was another focus during this phase. While the objectives of recruitment communications differ from those of the broader 2020 Census campaign, recruitment outreach offered another opportunity to support early education efforts. By distributing recruitment marketing materials and promoting census job opportunities at the local level, the Census Bureau established early communication channels and fostered relationships with HTC audiences and the partners that represent them. For more information about field recruitment outreach and communications, see Page 177.

Other activities executed during the strategic early education phase include hosting educational events (such as the "Shape Your Future: A Census Experience" exhibit at the National Constitution Center's Constitution Day event), posting organic social media content on Facebook and Instagram, and conducting outreach to teachers and administrators through the 2020 SIS program.

**Awareness Phase (January 2020 – March 2020).** The awareness phase marks the formal launch of 2020 Census paid communications. In this phase, the campaign has aimed to communicate to the country, including Puerto Rico and the U.S. Island Areas, that "the 2020 Census is coming" and that it is important to participate. Significant outreach through paid media and advertising, social media engagement, public relations efforts such as media tours, hosted events (such as the Census Bureau's Counting Young Children Event in February 2020), and email marketing has ensured that key messages are heard across all audience groups, setting the stage to drive census response.

During the awareness phase, the Census Bureau launched national paid advertising to communicate with the public about the upcoming 2020 Census. Paid ads educate diverse audiences about the census and its importance to families, communities, and the country. We have deployed communications elements to inform audiences but also to build a sense of relevance, urgency, and safety around census participation. To capture audiences' attention, we have aimed to reinforce credibility in messaging and to ensure communications are relevant to the target audiences.

The Census Bureau has continued to use and promote the campaign’s tagline—“Shape your future. Start here.”—as introduced on Page 8 and described in further detail on Page 10. It is critical that people understand the purpose of the census, its value to their community, and how to participate. Research indicates that, to be successful, the campaign must help people understand the specific ways in which the census benefits their community, and it must reassure them that participation is safe.

Engaging with those most likely to respond to the census and encouraging others to participate has been crucial during this phase. Transforming individuals who are likely to respond to the census into active advocates for participation helps ensure a high level of self-response.

In addition, because enumeration starts earlier in some regions (e.g., remote Alaska, some group quarters around college and university campuses) than in the rest of the country, awareness building and outreach in these areas began in advance of other efforts. Some community partnership engagement, as well as social media and public relations efforts that started during the strategic early education phase, have remained ongoing during the awareness and subsequent campaign phases.

**Motivation Phase (March 2020 – May 2020).** During this phase, the campaign is motivating individuals to complete their 2020 Census questionnaires and to encourage participation among their circles. Enumeration for most of the country begins in March and all households receive mailings from the Census Bureau. Because immediate self-response is the goal, the focus is on promoting a sense of urgency in responding to the census. The campaign is making sure people know how to complete the questionnaire, where to find more information and resources, and what communications to expect from the Census Bureau and its partners. Audiences who are hesitant to participate might benefit from encouragement that reinforces how easy the census is to complete from their computer or smartphone. Audiences who are less likely to participate, such as those in the Multicultural Mosaic or Rural Delta and Urban Enclaves segments, need continued reinforcement of the safety and importance of participation. (For more information on the eight audience segments defined for the 2020 Census campaign, refer to Page 47.)

Planned activities during this phase include 2020 Census Day outreach and social media support, press briefings among multicultural media outlets and their target audiences, concentrated paid media efforts, the Statistics in Schools Program “Everyone Counts” Week, and the 2020 Census Response Rate Challenge (which employs social media, media relations, partnership outreach, and toolkit distribution to encourage state and local governments, as well as individuals, to promote census response in their communities). Through all channels, the campaign is continuing to reinforce the three key concepts introduced during the awareness phase: safety, urgency, and the benefits of census participation.

**Reminder Phase (May 2020 – July 2020).** At this point in the campaign, the census questionnaire will have been available for a few months, but some households may not have completed it. During the reminder phase, audiences will be reminded that the census is taking place and that there is still time to self-respond. They will be encouraged to participate if they have not done so already.

Campaign messaging will emphasize that households that have not responded may receive a visit from a Census Bureau employee to help them complete the questionnaire. Through Nonresponse Followup (NRFU) operations, the Census Bureau will conduct in-person enumeration through home visits. Reminder messages in campaign communications will offer people another chance to complete their questionnaire and will reduce the potential for a visit from the Census Bureau. Messaging will also encourage people to cooperate if an enumerator comes to their home.

Planned communications activities for this phase include continued support for partners through local engagement and materials distribution, public relations efforts to generate media coverage, and virtual engagement through the Census Bureau's social media platforms, as well as through digital and traditional paid media.

The reminder phase marks a vital opportunity to further build trust and credibility. Activating advocates during this phase will help people understand the personal relevance of their participation. Continued education will help minimize apathy and reduce the number of households requiring an enumerator's visit. It will also remind people that it is not too late to respond.

**Thank-You Phase (August 2020 – December 2020).** The census could not happen without the support of respondents and partners nationwide. During the thank-you phase, the Census Bureau will express its gratitude to respondents, partners, and stakeholders through focused communications. Communications will be designed to maintain engagement with the campaign's audience at large, including all census respondents; they will be encouraged to later review the census results made available during the data dissemination phase. Although some messages thanking respondents for completing the census may be delivered during the motivation and reminder phases, most thank-you messages will be delivered during the thank-you phase.

Thank-you messages will include more than an expression of gratitude. They will also include proof points that demonstrate the value of census participation, such as how census data has previously been used to produce tangible community benefits. Thank-you messages will also explain what happens next with the data that has been collected, such as when it will be delivered to Congress and when anonymized data will be publicly available.

**Data Dissemination Phase (beginning January 2021).** The Census Bureau will complete data collection and deliver the final state totals to the U.S. President in December 2020, at which time the anonymized data will be made publicly available. From mid-February through March 31, 2021, the Census Bureau will release redistricting data to states, as required by law. Further data releases will continue through 2023. During the data dissemination phase, the Census Bureau will communicate and promote the availability of the 2020 Census results. During this time, data and targeted materials will be disseminated to specific partners and audience groups. ICC communications efforts will encourage audiences to use the data and to continue interacting with the Census Bureau after the decennial census is complete. (For more information on data dissemination efforts, see Page 192).

# RESEARCH AND ANALYTICS

## KEY CONSIDERATIONS IN RESEARCH PLANNING

The Census Bureau has built on key inputs from previous research and communications efforts in developing the 2020 Census campaign approach. In executing research initiatives, the Census Bureau has followed the principles described below:

**Campaign materials are pretested and refined in multiple rounds.** Throughout 2020 Census campaign planning and development, we have conducted robust quantitative and qualitative creative testing to investigate how messaging and materials resonate with audiences of varying attitudes, languages, races, and ethnicities. This research has helped us modify and tailor communications for maximum impact.

**Research is designed to provide results we can act on.** The Census Bureau's approach to campaign research and creative testing is to produce tangible findings that we can act on throughout the campaign. Because different research methods are used to answer different research questions, our approach includes several initiatives that collectively contribute to an understanding of an increasingly diverse population while ensuring efficient use of budget and time.

Strategic planning, creative development, and campaign execution activities have involved engaging external multicultural communications agencies and specialized partners working with Census Bureau communications experts. Cross-team input was integrated into the overarching plan from early campaign formation, and this collaboration has allowed multicultural communications experts to develop meaningful creative executions to reach diverse audiences.

**Messages are tailored to specific audiences, especially HTC groups, such as renters, rural audiences, and young and mobile individuals.** Research and audience segmentation for the 2020 Census campaign aimed to reveal an understanding of groups that have previously demonstrated low response rates in data collections. We have used research insights to identify ways to mitigate barriers that could prevent HTC groups from responding. Using findings from research conducted for 2020 and from previous research and data collections, the Census Bureau identified audiences and themes for the 2020 campaign to effectively drive self-response.

## KEY INPUTS FOR 2020 RESEARCH EFFORTS

Research findings from previous decennial censuses were key inputs for the 2020 Census research and audience analysis. The Census Bureau built on findings, such as the HTC score and low response score (LRS), to aggregate projected 2020 Census response data at the tract, ZIP Code Tabulation Area (ZCTA), designated market area (DMA), and other geographic levels. Research activities for the 2020 Census have been underscored by the communications campaign's goal to encourage households to respond to the census without followup from an enumerator.

## *AUDIENCE SEGMENTATION AND PREDICTED RATES OF SELF-RESPONSE*

The Census Bureau used segmentation as a foundation for the 2010 Census communications campaign; it is especially useful in identifying the media channels and messages that are most likely to reach and resonate with target audiences.

For the 2020 Census campaign, audience segmentation data related to self-response was sorted into two typologies: (1) mindsets, which are combinations of knowledge about and attitudes toward the census that are shared by a group of people, and (2) tract segments—groups of census tracts with similar demographic characteristics and self-response predictions—selected for their distinctive patterns of media consumption and their distribution of mindsets.

To predict and understand patterns of self-response for the 2020 Census, we developed statistical models using Census Bureau data sources. We conducted research and developed these models based on predictions of the overall self-response rate, the proportion of self-response submitted by internet, and response and self-response timing drawn from previous data collections.

Self-response propensity is driven by characteristics that, research has shown, tend to remain stable as self-response predictors over time (Bates & Mulry, 2007). For example, analysis of the 1990 Census revealed that renting a home, being unmarried, and living in a mobile home were factors in patterns of nonresponse (Word, 1997). These factors remain relevant for the 2020 Census, as determined through the 2020 CBAMS and other Census Bureau research, including the [2020 Census Predictive Models and Audience Segmentation Report](#). The Census Bureau has identified demographic and housing-related characteristics that have consistently predicted low census response rates, and we used this information to develop the tract segments.

Our approach to the 2020 Census research is to deliver targeted campaign communications, while considering demographic, language-related, and cultural factors that will help us serve relevant content to audiences through the appropriate channels.

## *PREVIOUS DECENNIAL CENSUS RESEARCH*

The 2020 Census research and modeling approach uses inputs from research from previous censuses, including the 2000 HTC score, the 2010 LRS, and the 2010 mail return rates.

**2000 HTC Score.** This input helps us understand what makes someone hard to count (Bruce & Robinson, 2000). The majority of the predictors of the HTC score, established in 2000 through tract-level research, have remained consistent since 2000 and have informed our approach to predicting response behavior among HTC audiences.

**2010 LRS.** In the 2010 response rate assessment report, the Census Bureau used respondent-provided data to analyze patterns of nonresponse. These findings were used to help identify geographic areas for which we expect low response in 2020. The Census Bureau's assessments identified factors of an area that are highly predictive of self-response (Erdman & Bates, 2016), which include:

- Percentage of renter-occupied units.
- Percentage of female-headed households.
- Percentage of households with a child under age 6.
- Percentage of married family households.
- Percentage of vacant units.
- Median household income.
- Number of people per household.
- Percentage of the population that is Hispanic.

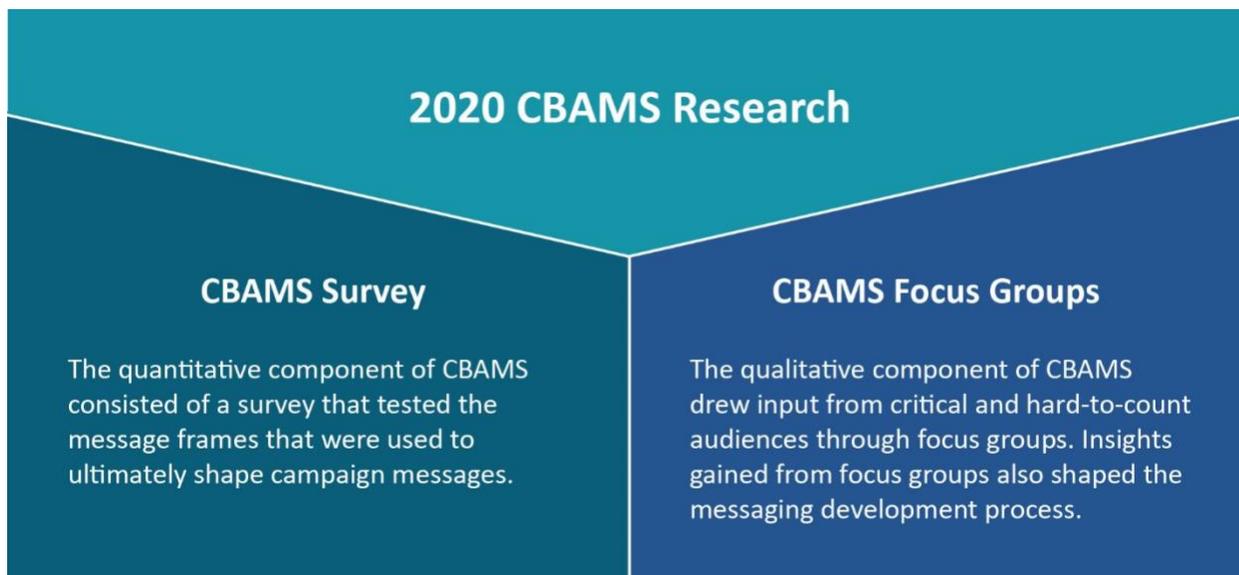
**2010 Mail Return Rates.** Other findings from the 2010 Census Mail Response/Return Rates Assessment Report reinforce the importance of household-level characteristics. Mail return rates were analyzed by home ownership status and householder age, race, and ethnicity. They were also compared with the average national response rates for the 50 states and the District of Columbia. Findings were recorded as of April 19, 2010, at which time the households to be visited by enumerators were identified.

## FOUNDATIONAL RESEARCH TO GUIDE CREATIVE DEVELOPMENT

In addition to using research findings from the 2000 HTC score, the 2010 LRS, and the 2010 mail return rates, the Census Bureau has conducted significant research leading up to the 2020 Census. Conducting research before creative development is critical; our research-driven approach, incorporating past and present research, ensures that the creative campaign and messaging are tailored to our audiences' needs and preferences.

Significant research for 2020 Census creative development was derived from CBAMS, which included a quantitative component (the survey) and a qualitative component (focus groups). The survey was designed to capture responses from speakers of English and Spanish. In-person focus group discussions helped the Census Bureau gain insight into the barriers, attitudes, and

motivators of those audiences who speak languages other than English and those considered hard to reach (HTR)—characteristics that often overlap.



*Figure 6: 2020 CBAMS Components*

**2020 CBAMS Survey.** As the quantitative component of our research, the 2020 CBAMS survey was designed to help us understand attitudes and behaviors that relate to census participation across demographic characteristics. The survey was intended to provide inputs aimed at informing and enhancing the quality of audience-specific messaging for the 2020 Census communications campaign.

The 2020 CBAMS survey was administered by mail and internet between February and April of 2018 to a sample of households across all 50 states and the District of Columbia. Adults age 18 and older were eligible to take the survey, which was offered in both English and Spanish. Each household received a prepaid incentive and up to five mailings inviting them to participate in the survey. Approximately 17,500 people responded to the survey, and the results were then weighted to be representative of all householders in the United States age 18 and older.

The 2020 CBAMS survey responses were used to compare barriers, attitudes, knowledge levels, and motivators related to participation in the 2020 Census across demographic characteristics, with a focus on differences in race, gender, education, and country of birth. Survey results helped us understand the attitudes and knowledge gaps that the 2020 Census campaign needs to address for each audience segment.

**2020 CBAMS Focus Groups.** Focus groups—the qualitative component of CBAMS—enabled us to hear directly from people who did not speak English or Spanish; had low literacy levels in those languages; or were otherwise unlikely, unwilling, or unable to respond to the quantitative

survey. Focus groups provided deep and more specific insights than could be obtained through the survey, especially for HTC populations. The Census Bureau drew from its team of multicultural and research experts to design and field the focus groups, which were conducted with individuals from minority demographic groups and other audiences at risk of low self-response. Particular emphasis for the focus groups was on characteristics that may be underrepresented in the survey, such as households in rural areas; young, single, mobile individuals; and no- or low-internet proficiency.

The number and makeup of focus groups were based on available funding, recommendations from our multicultural partners, and modeling activities, which helped determine priority audiences. To achieve meaningful results, we selected participants who varied in age, language, race, ethnicity, sex, and technology and media usage.

There were 42 total focus groups that took place in 14 locations between March and April of 2018. Focus groups were held in locations across the country, spanning rural and urban areas and regions from east to west. This range in location, especially, helped to ensure adequate representation of the country's diverse population and of the campaign's target audience groups. Among those sampled were HTC racial and ethnic minorities including American Indian and Alaska Native (AIAN), Native Hawaiian and Pacific Islander (NHPI), and Middle Eastern and North African (MENA). Historically, these groups have among the lowest propensities to respond to the decennial census, and the focus groups helped ensure that the Census Bureau had sufficient research to guide outreach to these groups as the communications campaign moves forward.

A full report on the execution of 2020 CBAMS and its findings is available at [census.gov](https://www.census.gov).

# CBAMS Executive Summary

## Motivators

- Funding for **community** needs is the **most influential motivator** across audiences
- Services such as hospitals, fire departments, and schools are important to many respondents

## Knowledge Gaps

- **Lack of knowledge** about census' scope, purpose, and constitutional foundation
- Important **subgroup differences**
- General **apathy** toward the census

## Concerns

- *Similar to 2010:*
  - **Privacy** concerns
  - **Distrust** of government
- *Stronger than in 2010:*
  - Fear of **repercussions**



- ✓ **Connect** census participation to support and resources for residents' **local** communities
- ✓ **Educate** the public on census scope, purpose, and process
- ✓ **Engage** trusted voices to address concerns that have led many to question their participation

Figure 7: Key Insights From 2020 CBAMS

## PREDICTIVE MODELING AND AUDIENCE SEGMENTATION ACTIVITIES

Building on Census Bureau data from previous research efforts and on other data, such as that collected by the American Community Survey, we created tract-level models for the 2020 Census. These models help determine the self-response propensity for each tract, which provides a base for planning communications activities. Specifically, we are using models to predict a tract's likelihood of self-response, the predicted proportion of self-response that will be online, and the expected timing of response.

Predictive models enable us to prioritize outreach efforts and to most effectively reach the U.S. population. The segments derived from models are analyzed and examined based on geographic location and media consumption, guiding the media team in selecting the outreach channels most likely to drive response. The team then deploys communications to ZIP codes (or related ZCTAs) or media markets—not just to census tracts—depending on the level of granularity with which we can deliver communications through the most effective channel.

While this self-response propensity approach provides flexibility to adjust communications activities based on incoming response data and insights, the Census Bureau recognizes that the expertise and insights of our partners are also critical. Their experiential and community-based knowledge is key in augmenting and validating our data-driven approach to reaching audiences.

## *SELF-RESPONSE MODELS FOR THE 2020 CENSUS*

Predictive models inform planning and segmentation. The Census Bureau used low response scores based on self-response to the 2010 Census to measure how little self-response a census tract is likely to have (Erdman & Bates, 2014). In the first stage of the modeling effort, we built on this research to develop a set of tract-level predicted self-response scores. As opposed to the LRS, which predicts the proportion of households that will not self-respond, the PSRS predicts the proportion that will do so. Predicted self-response scores were then adjusted to take the two 2020 Census contact strategies (i.e., Internet First and Internet Choice) into consideration. These adjustments resulted in another new score called the internet proportion of self-response, which predicts the proportion of self-response that will occur online. This is significant given that the 2020 Census is the first decennial census for which widespread online response will be available.

As campaign planning progressed, the Census Bureau enhanced these models by updating the data and incorporating other sources. As a last step, we created timing benchmarks that capture the timing of responses to previous Census Bureau data collections.

Predicted self-response scores and timing benchmarks support media planning efforts and campaign optimization. Tract-level scores can be aggregated for any larger geographic area, such as at the DMA level, to guide and substantiate media buying decisions and budget allocation. Furthermore, the campaign monitoring and optimization team is analyzing the actual rate of data collection for the 2020 Census relative to predicted self-response scores and response timing benchmarks. The Census Bureau uses this information to identify areas of potential concern and, accordingly, execute changes to the communications approach.

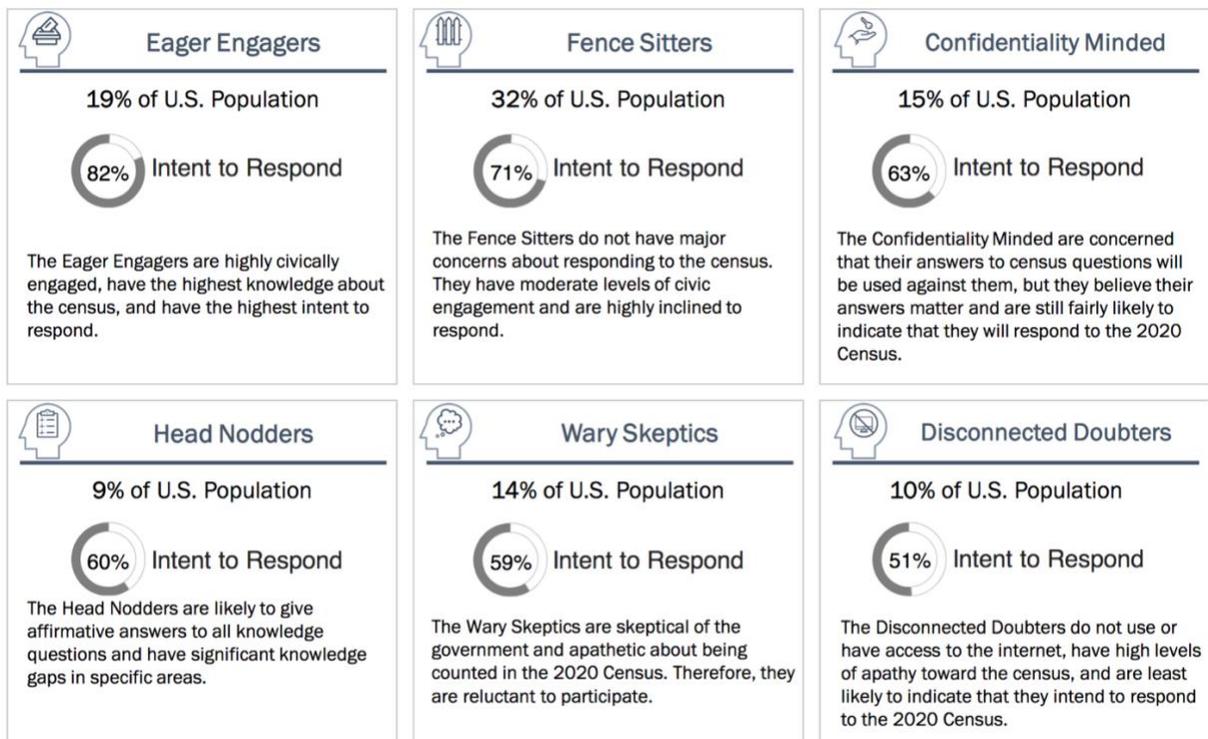
## *2020 CENSUS CAMPAIGN AUDIENCE MINDSETS*

The Census Bureau began the segmentation process by creating mindsets, which are underlying patterns in knowledge, attitudes, barriers, or motivators shared by groups of CBAMS quantitative survey respondents.

Mindset development involved running multiple statistical applications to identify groups of individuals with shared attitudes while maintaining meaningful distinctions between the groups. The Census Bureau used various clustering algorithms to sort respondents into possible mindset groupings based on their responses to the 2020 CBAMS survey. From those possibilities, the Census Bureau identified and proposed three viable sets of mindset groupings—or candidate mindset solutions. We then reviewed the three candidate mindset solutions, a process that involved analyzing the distribution of responses to the 2020 CBAMS survey questions for each potential mindset. Finally, the Census Bureau’s communications experts and multicultural agency partners selected the most actionable solution for the communications campaign.

Within the chosen solution, there are six mindsets that can be seen in the U.S. population:

- The **Eager Engagers** mindset is composed of the most civically engaged people and those with the highest level of knowledge about the census. This group also has the highest percentage of people who intend to respond to the census.
- The **Fence Sitters** mindset is the largest, making up 32% of the population. People with this mindset do not have major concerns about responding to the census.
- Individuals with a **Confidentiality Minded** mindset are the most concerned that their answers to census questions will be used against them, but they believe their answers matter.
- People with a **Head Noddors** mindset were the most likely to respond “yes” to all the knowledge questions on the CBAMS survey, and they revealed significant knowledge gaps in specific areas.
- The **Wary Skeptics** mindset is characterized by skepticism of the government and apathy about being counted in the census. Individuals with this mindset are reluctant to participate in the census.
- Individuals identified as having a **Disconnected Doubters** mindset do not use or do not have access to the internet, have above-average levels of apathy toward the census, and are the least likely to respond.



**Figure 8: Chart Describing the U.S. Population’s Six Mindsets Held With Respect to the 2020 Census**

## 2020 CENSUS CAMPAIGN AUDIENCE SEGMENTS

Audience segmentation for the communications campaign was developed using a process of clustering and evaluation. Segmentation brings together different types of information, such as demographic characteristics collected by the Census Bureau, self-response models, mindset estimates at the segment level, and media usage data. This information is then organized into a single coherent framework by classifying each census tract as best fitting a single segment.

The Census Bureau used two clustering algorithms to group census tracts by projected response rate and key demographic characteristics. Applying the clustering algorithms produced several potential segmentation solutions; the Census Bureau evaluation team considered those options with 12 or fewer segments per solution. This limitation ensured that the final audience segmentation would be manageable and useful for communications campaign planning. From many possible solutions, the Census Bureau selected three candidate segmentation solutions for further examination.

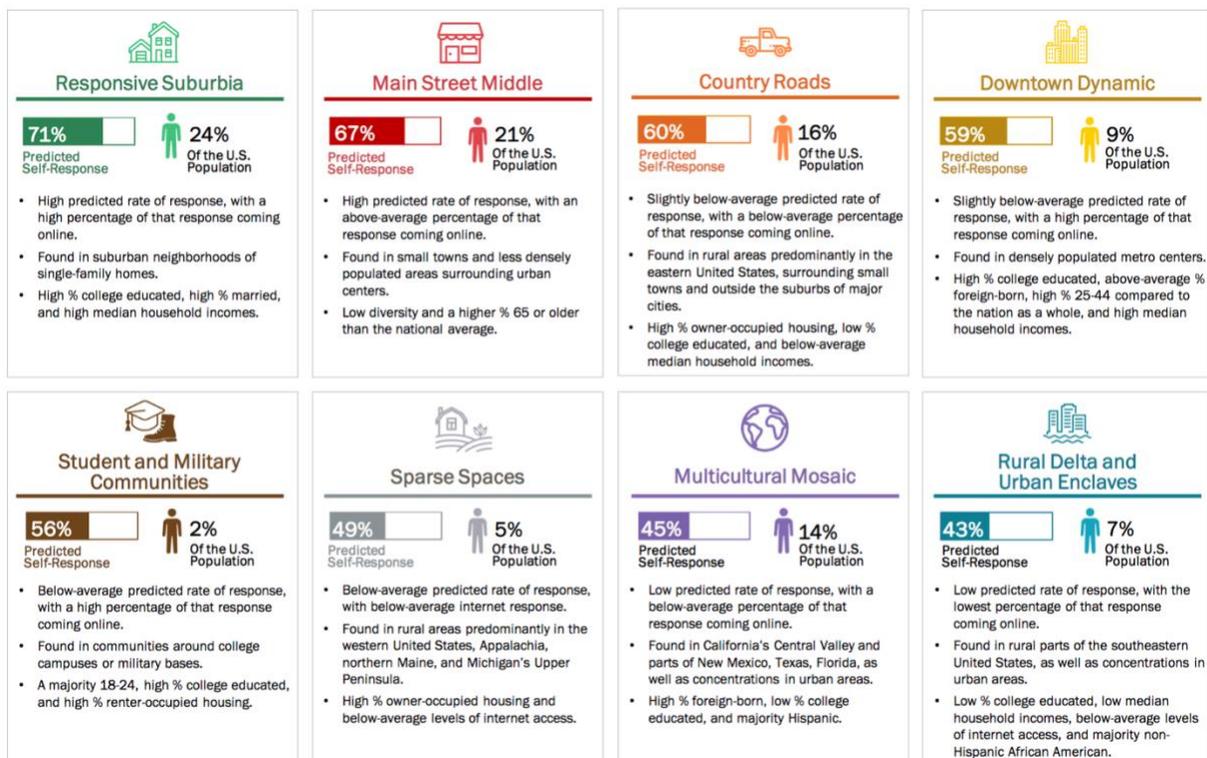
We analyzed the individual segments of each of the three candidate solutions, applying CBAMS mindset profiles and proprietary media consumption data to tracts in each potential segmentation solution. This helped us to understand the distribution of mindsets within each segment and to identify trends across mindsets and demographic characteristics, including ethnicity, race, age, and level of education.

After reviewing predicted response rates, underlying demographics, media usage, and mindset information, the Census Bureau's communications experts and multicultural partner agencies selected a single set of tract-based segments as the final audience segmentation approach.

The chosen solution identified eight audience segments in the U.S. population:

- **Responsive Suburbia** is predicted to have the highest rates of self-response overall and by internet. This segment is composed primarily of suburban neighborhoods of single-family homes.
- **Main Street Middle** is predicted to have a higher-than-average rate of self-response overall and by internet. This segment contains small towns and less densely populated neighborhoods surrounding urban centers.
- **Country Roads** is predicted to have an average self-response rate overall with a below-average percentage of self-response coming online. This segment includes rural areas located predominantly in the eastern United States, and small towns and areas outside the suburbs of major cities.
- **Downtown Dynamic** is predicted to have a slightly below-average self-response rate with the majority of self-response coming online. This segment includes densely populated metropolitan centers.

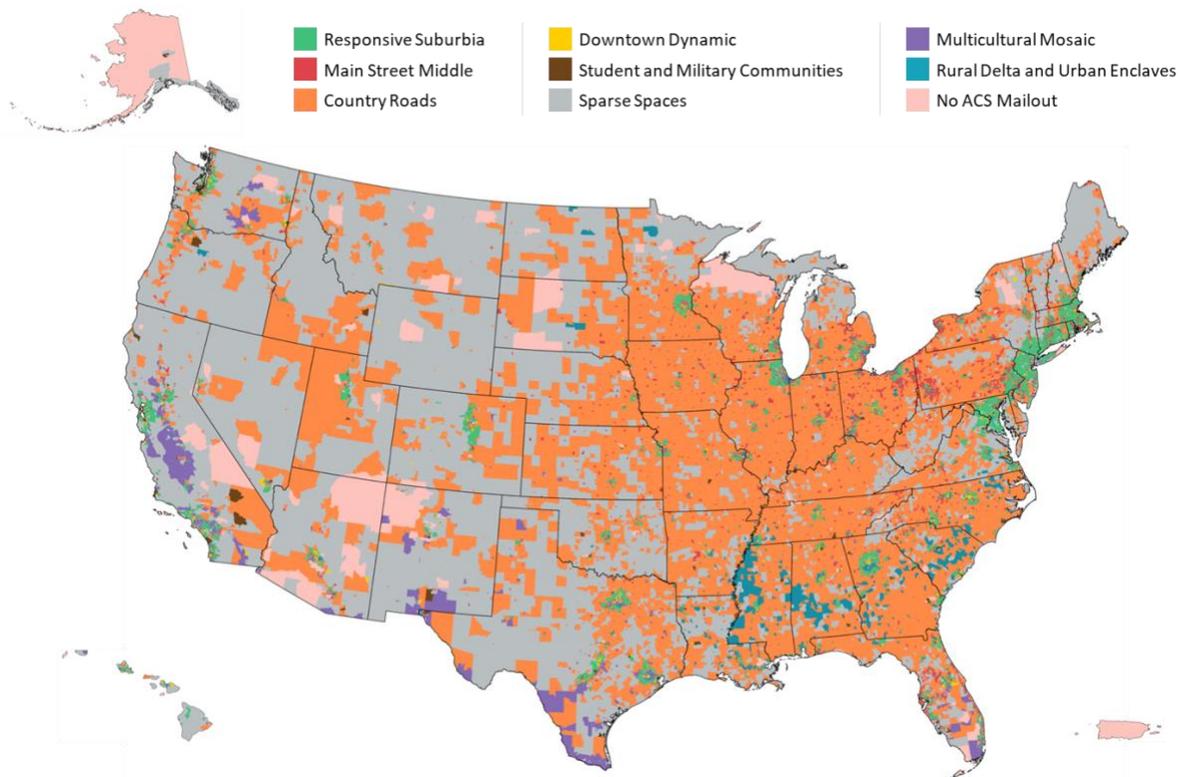
- **Student and Military Communities** is predicted to have a slightly below-average self-response rate with the majority of self-response coming online. This segment includes college campuses, military bases, and the towns that surround them. Only 2% of the U.S. population lives in the Student and Military Communities segment.
- **Sparse Spaces** is predicted to have a below-average self-response rate with a below-average percentage of self-response coming online. It is composed of rural areas located predominantly in the western United States, Appalachia, northern Maine, and Michigan’s Upper Peninsula.
- **Multicultural Mosaic** is predicted to have a below-average self-response rate with a below-average percentage of self-response coming online. This segment has the highest proportion of people born outside the United States and the highest proportion of non-English-speaking households. A majority of people in this segment are Hispanic.
- **Rural Delta and Urban Enclaves** is predicted to have the lowest self-response rate of all segments, with the lowest proportion of self-response coming online. A majority of this segment is non-Hispanic Black/African American.



**Figure 9: Chart Describing the U.S. Population’s Eight Audience Segments for the 2020 Census**

To make audience segmentation accessible and useful for communications planning, we developed short profiles for the final segments. Profiles identify and describe underlying

geographic distribution patterns and the distinctive demographic, mindset, self-response propensity, and media consumption characteristics of each segment. The Census Bureau’s media experts use these segment profiles to inform decisions on how to reach audience groups through the 2020 Census campaign. These experts determine the types of media to buy or outreach to conduct in a geographic area (tract or otherwise) based on the previous success of those media tactics. In addition, the Census Bureau aggregates tract-level segment data to produce aggregates for geographic levels such as DMAs, counties, congressional districts, school districts, and ZCTAs. As most media activities are not conducted at the census tract level, but at other geographic levels, such as the DMA, these aggregates are key to campaign planning and media buying. For more information on media planning and buying processes, see Page 96.



**Figure 10: National Map Showing Audience Segments by Census Tract**

The communications strategy and campaign optimization approach relies on highly targeted paid advertising, enabling us to prioritize the geographic areas that most need outreach, both early in the campaign and as campaign monitoring and optimization activities increase. The Census Bureau, with input from across the agency and from multicultural and communications partner firms, has carefully planned the research and analytics projects that support this approach. For more information on campaign monitoring and optimization, see Page 185.

Table 1 illustrates our integrated approach across modeling and segmentation activities. For further information about these activities, the 2020 Census Predictive Models and Audience Segmentation Report is available for reference on [census.gov](https://www.census.gov).

**Table 1: Integrated Research Approach in Action**

	<p><b>Step 1. We developed predictive models based on Census Bureau and third-party data and used these models to estimate a tract’s self-response propensity, its likely response mode(s), and the timing of response.</b> These predictions can be aggregated to other geographic levels, such as ZCTA and DMA, and the aggregates help determine the media and messaging strategies for the campaign.</p>
	<p><b>Step 2. We used results of the 2020 CBAMS</b> to help us understand the barriers, attitudes, motivators, and knowledge gaps that the communications campaign needs to address. The survey was structured so findings could be integrated with communications tailored to small geographic areas.</p>
	<p><b>Step 3. We grouped tracts into segments</b> based on their propensity for self-response and their demographic characteristics. Segments were profiled based on attitudes gathered from the 2020 CBAMS survey and third-party media consumption data.</p>
	<p><b>Step 4. We planned ways to reach each audience based on the segmentation data.</b> For example, to reach a segment that is geographically concentrated, we may use local tactics like spot television, radio, events, out-of-home advertising, Spanish-language media, or earned media.</p>
	<p><b>Step 5. We designed ads to reach each specific audience.</b> We have developed an overarching campaign platform and tailored initial designs for creative materials based on what we know about our audiences. After robust creative pretesting, we have improved ads based on feedback from people in each audience group.</p>

	<p><b>Step 6. We deliver the advertising,</b> carefully monitoring results and comparing them with predicted behaviors. This allows us to identify geographic areas, audience segments, or demographic groups where response patterns are a concern.</p>
	<p><b>Step 7. As tracts complete the census questionnaire,</b> we shift resources to areas predicted to have the highest number of nonresponding households. In turn, we will limit resources expended on geographic areas with high response rates. We use campaign analytics to identify the best messages and modes to reach various segments.</p>
	<p><b>Step 8. The campaign monitoring and optimization team addresses real-time issues.</b> We review response reports among key demographic and geographic groups, and we coordinate with field teams and partnership specialists, among other Census Bureau experts, to prioritize audiences, determine outreach tactics, and align messages to be used in outreach.</p>

## COLLABORATIVE AND MULTICULTURAL RESEARCH APPROACH

The Census Bureau took a collaborative approach to its research, working with a diverse team of multicultural and research experts to capture critical insights across audiences. This team of experts provided input on cultural and language-related aspects about all audiences participating in the research and testing processes. The multicultural and research expert team also influenced selection of moderators for focus groups, the content of focus group discussion guides, and the questions to be included in the survey.

As part of the research planning process, the Census Bureau identified the most appropriate research methods and best practices for capturing information from each audience. For HTC audiences, especially those that can be difficult to engage digitally, best practices were used to facilitate audience participation in research. These practices included holding focus groups at familiar community locations and in nontraditional spaces and encouraging partners to recruit participants. Using a balance of quantitative and qualitative research methods helped us produce valuable insights about each audience group.

# CAMPAIGN AND CREATIVE DEVELOPMENT

The creative development process for the 2020 Census campaign—including paid advertising, web and social media content, promotional materials, and all other communications—has ensured that all creative pieces are strategically sound, derived from comprehensive research, and resonant among their intended audiences.

The Census Bureau has involved a diverse group of creative and multicultural firms from the earliest stages of the campaign, and our team engages in continual collaboration with stakeholders. The key components of our creative development process are described below:

- **Creative Insights.** Collection and review of relevant findings from strategic and research-based inputs (including findings from the 2020 CBAMS).
- **Overarching Creative Brief.** A document that serves as a foundation for the central campaign idea and all creative executions.
- **Platform Workshop.** A collaborative event initiating the process by which creative platforms or overarching creative ideas are conceived.
- **Platform Testing.** A period in which three creative platform concepts developed in the workshop—and expressed as ad-like objects (“ad-lob”)—are tested using quantitative and qualitative techniques. An ad-lob consists of copy and supporting visuals, which help to express a platform concept’s main theme.
- **Platform Review and Selection.** Selection of the final creative platform and overarching creative themes, based on cross-team deliberation, consultation with communications experts, and analysis of platform testing results.
- **Creative Testing and Execution.** Development of campaign original executions in support of the selected platform. From those ad families qualified through testing, a full range of final ad executions for TV, radio, magazines, newspapers, digital, and out-of-home media are built out, produced, and deployed for active campaign use.



*Figure 11: Communications Campaign Creative Development Process*

The 2020 CBAMS results underscored three directives for the development and role of campaign creative materials:

- Connect census participation to subsequent support and resources for people and their local communities.
- Educate the public on the scope, purpose, and process for the 2020 Census.
- Engage trusted voices to address concerns that may lead to nonresponse.

These directives provided the foundation for crafting the Census Bureau’s initial creative insights. (For more details regarding CBAMS findings, see Page 41).

As Figure 11 shows, each creative design phase, starting with the creative insights phase, has built on the previous one. This provided the Census Bureau with a strategic pathway to arrive at a single creative platform for the entire 2020 Census communications campaign. Development of the creative platform—“Shape your future. Start here.”—derived its central themes from findings from CBAMS and other research.

Beyond this research, and following selection of the creative platform, we conducted multiple rounds of campaign and ad originals pretesting before finalizing creative materials. All advertisements we place on TV, the radio, outdoor billboards, social media platforms, or elsewhere have been thoroughly reviewed by members of the audiences the campaign is targeting.

However, even after advertisements are publicly released and shared, we monitor and continue to adjust creative elements, when needed. The 2020 Census campaign uses a broad media mix, which includes digital and social media. Use of digital and social media enables near real-time evaluation of advertisements’ performance. Census response rate monitoring also provides insights into the effectiveness of advertisements and other communications elements. Daily observation of audience engagement data—such as metrics that indicate which advertisements and messages are driving audience actions—allow us to understand what is working, what is not, and what can be refined for better performance.

The steps in this creative process are thoroughly detailed in the next section.

**Creative Review Team.** The leadership of a group with the authority to provide direction on and approve creative materials has been critical to the advertising development process for the 2020 Census campaign. The core Creative Review Team (CRT) works closely with campaign creative development teams. The CRT is a cross-directorate team composed of diverse personnel who collect internal feedback and approve creative materials, bringing their professional expertise, various cultural backgrounds, and rich government and community experience to bear upon their decision-making. This team reviews all creative elements related to the platform, campaign originals, and full creative executions. The team also provides direction and offers suggestions for adjusting creative elements in advertisements. The CRT includes representatives from the Census Bureau as well as the U.S. Department of Commerce who are highly familiar with various communities and regions—which is especially important for the review of materials designed to appeal to hard-to-count populations in those communities.

## THE CREATIVE PROCESS

The Census Bureau is following a clear and iterative creative process for developing the 2020 Census communications campaign. As the creative process formally began, the Census Bureau held a Creative Development 101 Workshop in August 2018. Participants learned about the steps required for developing advertisements, making alterations, and identifying next steps to publicly release ads. The workshop provided participants with clear guidance on the types of materials they would review, the type of feedback that would be most valuable, and the most efficient way to deliver that feedback.

### *OVERARCHING CREATIVE BRIEF*

The Census Bureau, including the creative development team, the CRT, and other research and communications experts (comprising marketing specialists for various multicultural groups and thought leaders on the trend of undercounts among young children), convened in September 2018 for a weeklong strategy workshop. They were supported by research leads who shared the results of the modeling and segmentation work. The first half of the workshop consisted of background briefings, including on 2020 CBAMS and HTC audience characteristics. The second half focused on developing the campaign creative brief, which took shape in the Objective, Challenge, Truth, Answer (OCTA) format.

The OCTA brief details an objective, challenge, truth, and answer, and it incorporates proof points based on background knowledge and experience, such as the findings and insights gathered during the background briefings. When developing an OCTA brief, we ask the following questions:

- **Objective:** What do we want to achieve, and how will we measure success?
- **Challenge:** What is the key barrier to achieving our objective?

- **Truth:** What do we know about people that will help us overcome the challenge and meet the objective?
- **Answer:** What do we need to do, not just say, to meet the objective?

Based on discussions in the latter half of the strategy workshop, the Census Bureau finalized the OCTA brief for the 2020 Census communications campaign in October 2018. Creative development teams then began crafting potential campaign platforms. A platform is an overarching creative idea at the center of a communications program. It is initially expressed as a short statement and description of the key promise or message to be communicated. The platform, with its key theme, serves as a foundation on which to build advertisement “originals” and, later, executions.

### *PLATFORM WORKSHOP*

In October 2018, the Census Bureau’s creative development team conducted a platform workshop to continue the creative process. The CRT and representatives from across the Census Bureau, the creative development team, and partner communications agencies convened for discussion and alignment on the campaign’s creative direction.

The workshop began with a review of the 2020 Census campaign creative brief and the foundational research and segmentation results. Attendees also participated in an exercise that helped them think beyond their own cultural and social frames of reference, with the goal of developing a range of ideas built from diverse perspectives.

Next, the creative development team, which includes strategists, multichannel experts, planners, and creative directors, alternated between ideation and review. They formulate potential platforms, expressing campaign concepts and themes through words, pictures, taglines, and other ad-like objects (ad-lobs). CRT and other Census Bureau representatives reviewed the potential platforms in two rounds, allowing for lockstep collaboration and course correction from the beginning of the creative process. For the second round, the platforms were fleshed out in several formats, including sample TV scripts, out-of-home media, mobile ads, and website landing pages. Reviewers selected three platforms from the eight options presented; selected platforms proceeded to Quick Idea Platform Testing (QIPT).

### *PLATFORM TESTING AND SELECTION*

The Census Bureau conducted QIPT for one week in November 2018 following the creative platform workshop. Testing explored how audiences perceived the creative platforms, and it assessed whether each platform was relevant, motivating, and compelling. Testing showed participants ad-lobs, which were created at the strategy workshop and refined before the start of testing. The goal of QIPT was to select the single strongest platform—of the three options presented—based on direct feedback from audiences and community representatives. Ultimately, it was important for the Census Bureau to discern whether its target audiences would

be driven to respond to the 2020 Census if presented with an advertising campaign in each platform's general theme.

**Quantitative and Qualitative Testing of Creative Platforms.** The testing plan balanced the desire to get efficient feedback across numerous audience groups with the limitations of various techniques for reaching different audience segments. The Census Bureau used a multimethod testing approach to determine which of the three proposed creative platforms would most effectively motivate target audiences. To ensure robust feedback from a "General Population" audience, people with HTC characteristics ("Low Response"), and multicultural audiences of concern, we used the following three methods:

- Online quantitative testing (with a sample size of 2000).
- Focus groups (18 in total).
- Community representative reviews (10 one-on-one interviews with representatives who are immersed in the culture and conduct of a target audience group and, therefore, could articulate the community's issues in a complete and contextual way).

For efficiency, testing was designed to reach as many audiences via the quantitative online survey as possible. Focus groups and community representative review (CRR) sessions were then layered into the testing for select audiences that could not be effectively reached by online testing. The proposed creative platforms were tested using only one of the three methodologies per unique audience, as outlined in Table 2. All platform testing was conducted in English.

The Census Bureau's multicultural partner agencies each recommended either focus groups or CRRs to reach additional audiences of concern that could not effectively be reached via online testing. CRRs with the Black/African American community enabled testing of creative platforms across a diverse country-of-origin representation, which would have been difficult to achieve with online testing or the number of focus groups available for this stage of research. Specifically, the aim was to elicit feedback from community representatives who could effectively represent the U.S. native-born African American experience. These representatives included Afro-Hispanics and Black immigrants from Africa and the Caribbean. CRRs for people living in Puerto Rico enabled the Census Bureau to reach those living in an area where internet penetration is particularly low (according to the 2016 American Community Survey) and where opt-in research panels would not have provided adequate coverage. Furthermore, the condensed testing and overall campaign planning timelines precluded translating materials into Spanish to hold focus groups.

**Table 2: Online Quantitative Quick Idea Platform Testing, Focus Group, and Community Representative Review Audiences and Methodologies**

QIPT Audiences	Online Quantitative Testing	In-Person Focus Groups	Community Representative Reviews
General Population	X		
Low Response	X		
American Indian and Alaska Native (AIAN)		X	
Asian (including, but not limited to, Chinese, Korean, Vietnamese, and Asian Indian)		X	
Hispanic, U.S. mainland (including a mix of origins)		X	
Native Hawaiian and Pacific Islander (NHPI)		X	
People living in rural counties		X	
Black/African American (BAA)			X
People living in Puerto Rico			X

**Creative Platform Selection.** The findings of QIPT indicated that all audiences could relate to examples used in the creative platform “Shape your future. Start here.” This platform showed strong performance in both quantitative and qualitative testing, and audiences interpreted its messaging and tone as positive and forward-looking. Testing participants saw the creative platform as both informative and personable, and they felt it was speaking to them through its messaging and tone.

In December 2018, the Census Bureau approved “Shape your future. Start here.” Selection of a final platform signaled to the creative development team that they could begin building out the ad-lobs, adding color, imagery, animation, music, voice-overs, and other creative elements as called for by the medium.

### **IN-PLATFORM CREATIVE TESTING**

Following platform selection, the creative development team built out creative “originals.” Originals are representative creative pieces for topically linked ads, and they are intended for specific audiences within a campaign. Writing, design, and strategy directors on the creative development team worked to craft TV and video animatics, audio recordings (suggestive of radio commercials), static ads (representative of magazine, newspapers and out-of-home advertising), and paid online and social ads (such as display banner and social media advertising). Originals serve as parent creative pieces, to be built out into larger families of similar advertisements centered on the same key theme or concept. The CRT provided input on all originals, and with final revisions and polish from the creative development team, these creative pieces were ready for campaign testing.

**Testing of Campaign Materials.** Campaign testing was conducted on creative original materials that were in both concept and early-stage formats, allowing time for course correction

when needed. The goal of campaign testing was to evaluate the originals created—and the stories these originals tell.

Similar to QIPT, campaign testing was conducted using a multimethod approach:

- Online qualitative sessions (with a sample size of 188).
- Focus groups (122 in total).
- Community representative reviews (34 in total).

These three methodologies were chosen because they were the most effective means to reach a broad range of audiences in testing. The overall research program was designed to ensure that each creative original was tested in at least two focus groups or the equivalent with the online qualitative activity sessions.

**Table 3: Campaign Testing Online Qualitative, Focus Group, and Community Representative Audiences and Methodologies**

<b>Audience</b>	<b>Online Qualitative Sessions</b>	<b>In-Person Focus Groups</b>	<b>Community Representative Reviews</b>
<b>Diverse Mass – General Population (English)</b>			
Rural	X	X	
Households with young children	X	X	
English-dominant Latino	X	X	
Black/African American (online)	X		
Lesbian, gay, and bisexual (LGB)	X		
Young and mobile	X		
Middle Eastern and North African	X	X	
South Asian	X		
<b>Other Non-English Languages</b>			
Arabic-reliant or preferred speakers		X	X
Polish-reliant or preferred speakers		X	X
Russian-reliant or preferred speakers		X	X
<b>American Indian and Alaska Native (AIAN)</b>			
American Indian		X	
Alaska Native		X	
<b>Asian</b>			
Chinese-reliant or preferred speakers (Mandarin and Cantonese)		X	
Japanese-reliant or preferred speakers		X	X
Korean-reliant or preferred speakers		X	
Tagalog-reliant or preferred speakers (Filipino)		X	
Vietnamese-reliant or preferred speakers		X	
Undocumented Asian			X
<b>Black/African American (BAA), Haitian Creole, Sub-Saharan African, Undocumented African/Caribbean</b>			
Low-income/low-education BAA		X	
Haitian Creole-reliant or preferred		X	X
Sub-Saharan African (French)		X	
Undocumented African/Caribbean			X

Audience	Online Qualitative Sessions	In-Person Focus Groups	Community Representative Reviews
Afro-Caribbean			<b>X</b>
<b>Latino, Brazilian, and Puerto Rican</b>			
Spanish, U.S. mainland (Including a mix of country of origin)		<b>X</b>	
Spanish, Puerto Rico (Island residents, not those living within continental U.S.)		<b>X</b>	
Portuguese-reliant or preferred speakers (Brazilian)		<b>X</b>	<b>X</b>
Undocumented Latino			<b>X</b>
<b>Native Hawaiian and Pacific Islander (NHPI)</b>			
Residents of U.S. mainland		<b>X</b>	
Residents of Hawaii		<b>X</b>	

Notes: (1) Black/African American online testing participants were not required to meet hard-to-count criteria, so the BAA online audience was not the same as the BAA audience in focus groups, which were made up of participants who met hard-to-count criteria.

(2) The LGB audience was limited to sexual orientation categories (i.e., lesbian, gay, bisexual) because, consistent with other Census Bureau surveys and forms, the gender identity screening question was a binary option (i.e., male/female) and thus did not measure non-cisgender identities.

As shown in Table 3, online qualitative sessions were utilized to reach the diverse mass audience, which represented a wide range of demographic criteria, as well as English-reliant audiences of interest. The diverse mass audience includes the following groups:

- General population.
- Rural households.
- Households with young children.
- English-dominant Latino individuals.
- Black/African American individuals.
- Lesbian, gay, and bisexual individuals.
- Young and mobile individuals.
- Middle Eastern and North African individuals.
- South Asian individuals.

Oversamples were used to ensure representation of smaller subgroups that receive diverse mass audience messaging as part of the 2020 campaign.

Focus groups and community representative reviews were used to reach audiences that could not be effectively reached via online testing. Focus groups were conducted in 13 languages, including English, with individuals demonstrating two or more HTC traits. In the focus groups, participants were asked to discuss and evaluate campaign concepts and messaging.

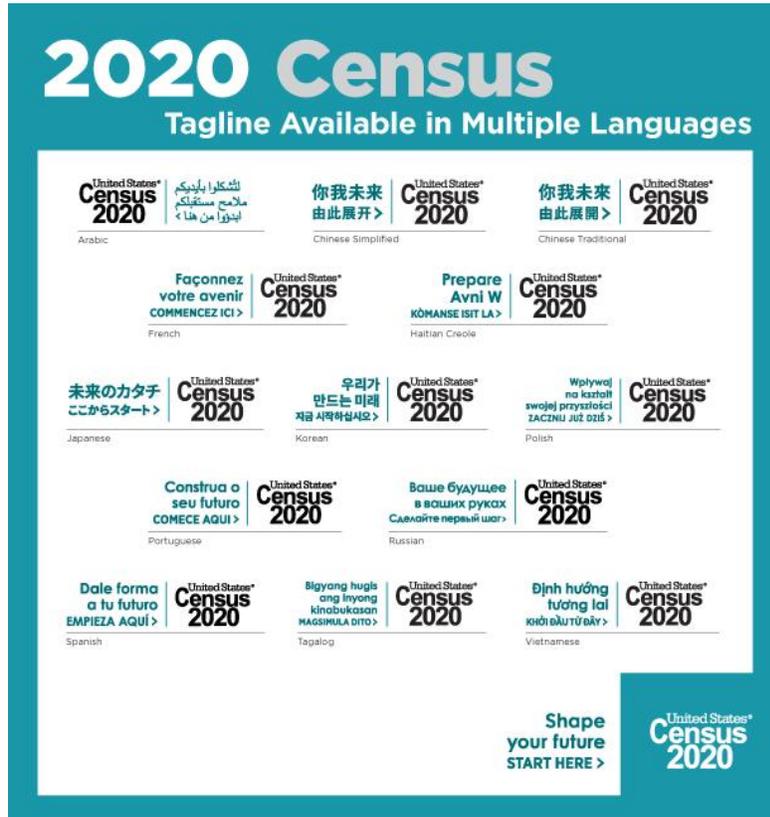
Audiences covered via community representative review include those with fewer than four focus groups or the equivalent of two focus groups' worth of participants from online qualitative sessions. Community representative reviews were conducted in English with in-language materials reviewed by bilingual community representatives. This method used direct one-on-one conversations with community representatives who could speak on behalf of identified audiences about how creative originals resonate with the audience's cultural perspectives, motivations, and concerns.

Research results from campaign testing were collected, analyzed, and summarized. Results were then presented to the CRT in June 2019. Researchers and strategists highlighted strengths and identified elements to watch for from testing data; they also provided actionable insights and suggested direction on refining the creative originals as final creative executions are produced.

**Feedback From Internal and External Census Bureau Stakeholders.** Following campaign testing, the CRT reviewed creative concept recommendations and provided direction to the creative development team. The creative development team, including the writers, designers, and strategists, worked to refine and finalize the creative executions, which are the versions to be broadcast, published, and otherwise released via communications channels.

Given the importance of the Census Bureau's internal and external stakeholders in conducting a successful census, they have been involved along with the CRT at various decision points

throughout the creation of the 2020 Census communications campaign, but especially during creative development. Census Bureau stakeholders have provided valuable insights that were incorporated into revisions of creative executions. In conjunction with the CRT and other members of Census Bureau leadership, stakeholders have been informed of creative development milestones and, ultimately, have been involved in the approval of final creative executions.



**Figure 12: Graphic Featuring the Tagline in All 2020 Census Communications Campaign Languages**

**To reach the campaign’s diverse audiences, advertisements are being produced in English and 13 other written languages. The campaign’s tagline—“Shape your future. Start here.”—is shown in various translations and cultural adaptations.**

### DEVELOPING FINAL CREATIVE EXECUTIONS

With final creative executions approved, the creative development team is formatting and packaging the designs. The Census Bureau’s media team is coordinating with communications channels and media vendors to make sure advertisements are released to the public as planned.

Throughout the creative development process, but especially as creative executions are being finalized, we have prioritized consistent application of brand identity and cross-team participation.

**Consistent Application of Brand Identity.** The strength of the Census Bureau brand is in its consistent application. As possible creative platforms moved forward, creative teams developed branding and identity guidelines to ensure that all materials developed for testing and feedback (e.g., social media posts, web properties, print ads) are visually consistent, speak in the same voice, and adhere to a common set of guidelines. Once the final platform was selected for deployment, the team formalized the guidelines to ensure that the Census Bureau and 2020 Census campaign brands are consistently and appropriately applied in all creative materials.

**Cross-Team Participation.** Multicultural and small business creative team involvement is critical to ensuring that our campaign reaches broad and diverse audiences. In addition to their upfront involvement in the creative development process, the Census Bureau’s multicultural contractors have been primary drivers in the build-out, testing, and production of audience-specific materials. Multicultural and small business creative teams provided key inputs for and co-developed the platform and messaging themes designed to resonate with all audience groups.

## *ANNOUNCING THE CAMPAIGN*

In March 2019, the Census Bureau formally announced the 2020 Census communications campaign platform: “Shape your future. Start here.” We presented the tagline and its underlying creative platform to our audiences as a positive, forward-looking theme, with messaging that speaks directly to them and their communities. “Shape your future. Start here.” highlights their ability to impact the future of their roads, their schools, their health care, and their communities by participating in the 2020 Census. This tagline and platform incorporate the top-ranking motivator, according to 2020 CBAMS, for census participation—funding for community needs. “Shape your future. Start here.” also addresses the major knowledge gaps related to the 2020 Census, namely, lack of knowledge about and a general apathy toward the census.

In announcing and promoting the 2020 Census campaign, we emphasized that the adoption of the tagline was supported by data. The tagline performed very well in both quantitative and qualitative testing across diverse audiences, who felt it was aspirational and informative, yet relatable. Further, all audiences were able to relate to the messages and examples, conveyed visually and in text, illustrated in the platform.

With our announcement of the “Shape your future. Start here.” platform and tagline, we encouraged audiences to engage with the Census Bureau in anticipation of the creative advertising, social media activity, partner outreach, and promotional events to come.



# No matter where we come from, we all get to shape where we're going.

When you're counted in the census, you count. You count for how much congressional representation your state gets. And you also help inform where billions in spending will go for things like health care, education, and infrastructure. Take a few minutes to help shape the future for all of us by completing the census **online, by phone, or by mail.**

**2020CENSUS.GOV**

Paid for by U.S. Census Bureau.

**Shape  
your future  
START HERE >**

**United States<sup>®</sup>  
Census  
2020**

Student, Census Taker

Retiree, Census Taker

Baker, Census Taker

Mother, Census Taker

Father, Census Taker

Musician, Census Taker

Writer, Census Taker

Analyst, Census Taker

Bulcher, Census Taker

Teacher, Census Taker

## Everyone counts, and we'll count everyone.

We all care about our communities, which is why we became census takers. We know how important it is to get an accurate count. It shows where there are more people and more needs. So, we'll be coming through your neighborhood to help anyone who has not yet completed the census. **It's not too late.**

Complete the census at:  
**2020CENSUS.GOV**  
Paid for by U.S. Census Bureau.

Shape  
 your future  
 START HERE >

United States®  
**Census  
 2020**

**Figure 13: Print Ads Intended for the Diverse Mass Audience**

**All creative assets produced for the 2020 Census communications campaign have a similar look and feel in alignment with the selected creative platform "Shape your future. Start here."**

## DEVELOPMENT OF STRATEGIC PLANS

This communications plan lays out ways to strategically reach each audience, identifying effective channels and messages. Knowledge of the messages and channels to use with specific audiences has also guided the creation of strategic plans detailing how to customize the Census Bureau's communications strategy at both the program and audience levels. (For initial audience-level insights, see Page 33 and Appendix B; for program component-level plans, see Page 75).

The campaign research and creative development process helped identify basic elements of the campaign, including target audiences (e.g., multicultural and HTC audiences such as renters, those in group quarters or complex households, young children) and communications channels (e.g., events, social media, out-of-home ads). We emerged from the research and creative development process having identified key tactics and relevant messages for each audience. These findings formed the basis of more detailed audience and program component-level plans, allowing us to identify the right resources to meet audiences where they are most engaged.

Our goal is to motivate everyone to respond to the 2020 Census, but we are prioritizing HTC groups that may need the most encouragement. The Census Bureau has prioritized this goal in developing and continuing to refine strategic plans.

## INTEGRATION WITH OPERATIONS

Because each audience and program plan is part of a cohesive 2020 Census approach, it is critical that communications delivered to the public and stakeholders are aligned and integrated with operational aspects of the decennial census. This alignment is important with respect to activities such as Nonresponse Followup, during which Census Bureau enumerators visit households who have not yet participated in the census. The communications campaign continues to encourage census response, especially among tracts with lower-than-desired response rates, as the operations team conducts direct outreach to people living in those areas.

Further, in group quarters environments, such as college campuses or military bases, operations staff must establish direct communications with institutions to ensure individuals living there are counted. While campaign messaging has considered those in the group quarters audience segment, operational touch points must be sustained so that people living in group quarters are not double-counted or missed. In following guidance issued by Census Bureau operations staff, these institutions are encouraged to communicate with their residents about the 2020 Census, indicating that residents will be included in their institution's group quarters count.

Coordination between communications activities and operations staff also helps the Census Bureau to anticipate spikes in phone or web traffic or to adjust operational activities as needed. Especially during the self-response period's peak during data collection, messaging and communications must be clear and consistent across the Census Bureau, with an effective feedback loop from Census Questionnaire Assistance and Field Division staff to the partnership

and communications teams. This alignment is important across all 13 languages supported by the 2020 Census communications campaign and among the 59 languages for which the Census Bureau is providing language guides and questionnaire support. Maintaining clarity in communications messaging and providing clear instructions for completing the questionnaire is key to achieving strong census response rates.

### *EARLY OPERATIONS*

While the bulk of data collection is taking place in March and April and will wind down by the late summer of 2020, many operations take place prior to this point to ensure successful data collection. These early efforts include the Census Bureau's geographic programs, Local Update of Census Addresses Program, In-Field Address Canvassing operation, and the recruitment and hiring of enumerators and temporary field staff. Accurate and timely messaging about these operations serves as an important foundation for the broader public campaign.

### *MAIL STRATEGY*

The availability of online non-ID completion makes it possible for nonmail communications to drive immediate response. However, results of previous Census Bureau campaigns and research indicate that direct mail through the U.S. Postal Service will continue to be crucial to 2020 Census communications.

The Census Bureau is deploying two mailing strategies for the 2020 Census. The "Internet First" strategy will be used for most households. These households receive an initial letter inviting them to go online to complete the census. This is followed by multiple mailed reminders. Households that do not respond online receive a paper questionnaire that can be mailed back. The second strategy is "Internet Choice," for which households initially receive a paper questionnaire to be mailed back but are also offered the choice of online response.

Most households in mail-out areas (the primary type of enumeration area in which households receive 2020 Census mail packages) are receiving mail pieces as part of the Internet First approach; the remaining households, which are primarily in areas with low levels of internet access, are receiving pieces that align with the Internet Choice strategy.

An important function of the communications campaign is to help audiences understand what actions to take when they receive a Census Bureau mailing. Thus, the mailing strategy is a key input for the development of program component-level plans. As noted in introducing the "Extending the Census Environment" experiment on Page 24, we have explored opportunities (on a limited basis) to integrate elements of the communications campaign into the mail package design. The two-way flow of information between operations staff in the Census Bureau's Field Division and communications and partnership staff is instrumental in identifying potential opportunities or challenges that may arise when sending pieces to diverse populations.

## *DIFFERENCE IN OPERATIONS IN PUERTO RICO AND THE ISLAND AREAS*

The Census Bureau is conducting the 2020 Census in the 50 states, the District of Columbia, and Puerto Rico. However, the 2020 Census of the Island Areas (American Samoa, the Commonwealth of the Northern Mariana Islands, Guam, and the U.S. Virgin Islands) is conducted through partnerships with local government agencies. Some questionnaires for these populations are longer than the questionnaire completed stateside. Further, the island of Puerto Rico utilizes Update Leave enumeration, which is carried out in regions where most housing units do not receive mail at the physical housing unit or where mailing address information cannot be verified (U.S. Census Bureau, 2019c). The Census Bureau has considered these operational aspects in developing campaign messaging to reach broad audiences and in creating campaign materials for those living in Puerto Rico.

The Census Bureau is providing guidance and access to materials for the local government agencies that handle enumeration of the Island Areas, recruit and hire staff to lead data collection, and conduct communications campaigns to promote census participation.

## *COMMUNICATIONS SUPPORT FOR OPERATIONS*

As the Census Bureau introduces non-ID online response, overhauls the data collection process, and introduces the use of administrative records for the 2020 Census, it is crucial for Census Bureau staff who interact with the public to have accurate and appropriate messaging about operations. Teams across the Census Bureau are working in close coordination to identify stakeholder questions and concerns. This allows the Census Bureau to develop guides and educational materials about the purpose of the count, the ways in which people are counted, and the use of census data. Operational staff members are receiving key messages, which have been tested and validated by research, that anticipate questions from individuals, reporters, and partners. Additional reference materials are described below.

**Information on Responding Through Different Modes.** Groups like State Complete Count Commissions and Complete Count Committees, along with other partners (see Partnership Program on Page 85), are key drivers of census participation, particularly among audiences that can be hard to count. We are providing these groups with use cases on modes of census response, based on their audiences' literacy levels, language preferences, and preferred communications methods.

**Materials To Explain Residence Criteria and Encourage Participation.** Given the diversity of the Census Bureau's audience and the range of audience living situations, it is important for individuals and communities to understand how they will be counted. To facilitate understanding of residence criteria, the Census Bureau is producing brochures and one-page documents that explain how renters, recent movers, students, service members, and residents of group quarters should be counted. Operations and partnership staff members are sharing materials with individuals or communities for whom these unique living situations might apply. The Census Bureau is also producing one-page documents intended for specific audience groups to assuage potential concerns and encourage participation in the census. These

materials address the safety, confidentiality, ease, and importance of being counted, and they are being developed for audience groups that demonstrate hard-to-reach (HTR) or hard-to-count (HTC) characteristics.

**Count yourself in the right place.**

In general, you should count yourself **where you live and sleep most of the time**. But pay special attention if you are:

- Completing Your Household's Form**  
When responding, count any children, including newborns, who usually live and sleep at your home—even if they're not your own. If they split time evenly between two households, count them where they are on April 1, 2020."
- A Recent Mover**  
Count yourself at your new address if you moved in by April 1, 2020.
- A Renter**  
Count yourself where you live. Even though you don't own the home, you need to participate. Don't forget your family and roommates.
- A College Student**  
If you don't live in a dorm, count yourself at your off-campus address—even if you go to your parents' home for school breaks. This includes international students.
- A Service Member**  
If you don't live in military barracks—and you aren't deployed or stationed outside the United States—count yourself where you live and sleep most of the time, whether on or off base.
- A Resident of a Group Facility**  
For people in the following living situations on April 1, 2020, Census Bureau employees will work with a representative from your building to ensure you are counted. They may or may not ask you to complete an individual census form.
  - College dorms
  - Military barracks
  - Nursing homes
  - Group homes
  - Shelters
  - Psychiatric facilities
  - Correctional facilities

For more details, visit [2020CENSUS.GOV](https://2020CENSUS.GOV).

**Figure 14: Brochure Explaining How To Participate in the 2020 Census Based on Living Situation**

**Materials for Census Questionnaire Assistance and Field Division Staff.** To support Census Questionnaire Assistance (CQA) and Field Division staff, the Census Bureau is creating briefs, talking points, FAQs, and promotional materials to address various scenarios that respondents may face. These scenarios may include technical difficulties, privacy and security concerns, and questions about the Census Bureau’s use of administrative records. These materials tie into campaign themes and audience-specific messages.

Being well-staffed and trained for the task ahead, CQA does not require extensive communications support. However, the communications team welcomes regular feedback from CQA staff members to identify and deliver communications support that meets CQA staff needs. The Census Bureau is also integrating data from CQA with the Customer Experience Management tool, using this information for analytics tracking throughout the campaign.

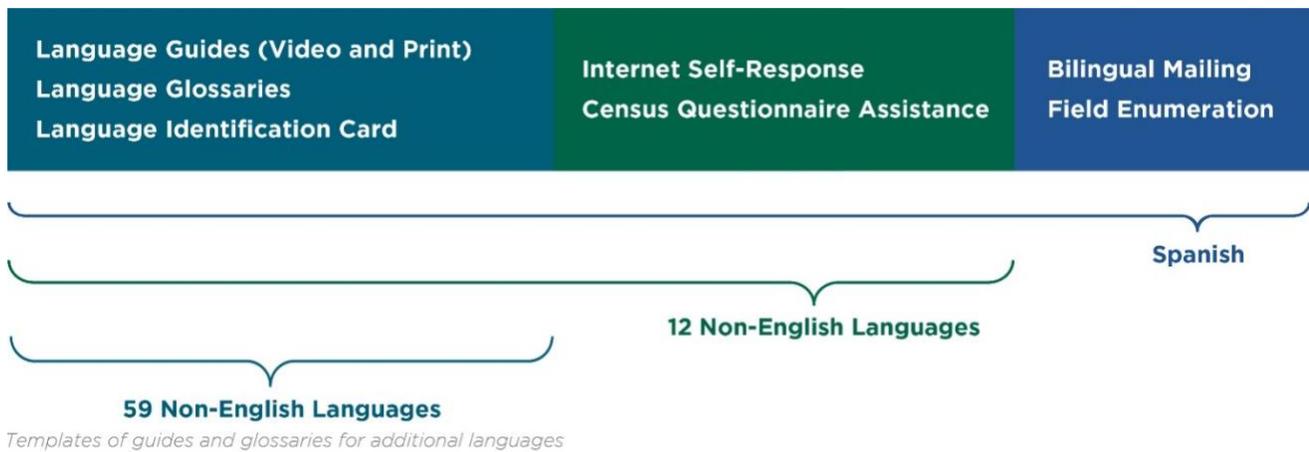
## *PROMOTIONAL MATERIALS AND ITEMS DEVELOPMENT*

The Census Bureau has worked closely with external stakeholders to identify campaign materials needed throughout the campaign. Our approach to materials development considers the following:

- **Potential for Customization.** Materials that reflect the target population are appealing to the intended audiences. While materials leverage the “Shape your future. Start here.” campaign, they are also tailored in message, tone, and imagery for specific audiences.
- **Appeal to HTC Populations.** Although materials are being developed to reach all audiences, extra care is being taken to appeal to HTC audiences. Building on campaign research, we are working with influencers and partners to develop materials that are most likely to be used by HTC populations.
- **Cost, Storage, and Origin.** The materials and items developed must represent the most effective use of taxpayer dollars. The Census Bureau acts as a good steward of taxpayer funds—selecting the lowest-cost options that meet quality standards and not producing multiple items that fulfill the same need. All print materials are produced by the U.S. Government Publishing Office (GPO), and any items purchased are 100% made in the United States. There is no funding available for stakeholders to access in-kind dollars for materials production, which is another reason we are developing materials that stakeholders can customize and deploy themselves. The Census Bureau established a GPO-run warehousing facility, where materials are organized and consolidated. The Census Bureau then disseminates materials for field operations.

## *REACHING AUDIENCES IN MULTIPLE LANGUAGES*

The non-English language support for the 2020 Census is the most robust language program the Census Bureau has ever built. In preparing for the 2020 Census, the Census Bureau’s Language Services staff obtained input from advisory committees and experts. Language Services staff also used the results of research, testing, and consultation to determine the cultural, educational, economic, and language barriers that must be considered in order to encourage census completion. Specifically, the languages chosen for the 2020 Census were selected based on data from the 2016 American Community Survey five-year estimates, and the selections were then verified with state- and region-level data.



**Figure 15: Language Coverage Across Key 2020 Census Resources and Materials**

**Language coverage for the 2020 Census was determined through research, testing, and consultation with language experts. Language guides, glossaries, and identification cards produced in 59 languages cover the needs of more than 99% of U.S. households.**

On the whole, the language program for the 2020 Census supports internet questionnaire self-response in English and 12 non-English languages; CQA phone support in English and 12 non-English languages; and video and printed language assistance guides in 59 non-English languages. The 2020 Census website plays a significant role in facilitating the language program’s breadth, with dedicated landing pages that align with the language guides described above. (See Page 131 for more detail on web properties.)

Further, the Census Bureau communications campaign’s paid media and promotional materials are available in the following languages:

- English
- Spanish (tailored for both mainland Spanish speakers and Puerto Rico)
- Chinese
- Vietnamese
- Korean
- Tagalog/Taglish
- Russian
- Polish
- Arabic
- Haitian Creole
- French (Sub-Saharan)
- Portuguese
- Japanese

In selecting these languages and planning campaign tactics, the Census Bureau has aimed for effective, far-reaching communications and efficient use of taxpayer funds. For language groups not listed above, we are tapping into our robust network of partnership specialists who are

focusing on small language groups, including those that are geographically concentrated. We are supporting efforts to recruit partnership staff with extensive language capabilities, and we are providing staff members with resources to engage all respondents in their preferred language. Many non-English-speaking respondents may be best encouraged to participate through direct interaction with partnership specialists in their communities or through engagement with trusted voices who partner with the Census Bureau.

Communications in non-English languages may be produced for some outlets or channels but not others, depending on use of those channels among language populations. Figure 16 illustrates the prioritization of the number of languages by channel.



**Figure 16: Approach to Campaign Language Coverage and Support by Communications Channel**

For instance, it is not cost-effective to create TV or radio advertisements in languages for which dedicated TV or radio channels are not available. However, partner materials—such as one-page sheets and web content—can be produced in many non-English languages and achieve broad audience coverage and cost efficiencies. We are making all materials available to partners and encouraging them to translate materials into other languages. Our goal is to reach as many people as possible, in the languages familiar to them, to motivate participation in the 2020 Census.

The Census Bureau and its multicultural communications agency contractors have collaborated heavily on the overall creative development process (as described on Page 52)—from ideation through design—to emphasize concepts and truths that resonate with each audience. Drawing from the language insights gathered early in the process has helped to ensure use of consistent translations and fitting cultural references—resulting in communications that are appropriate and meaningful to diverse audiences.

# METRICS AND TRACKING

## FINDINGS AND CONSIDERATIONS

The Census Bureau aims to maximize the self-response rate among households in the United States. Based on predictions, a higher self-response rate than those recorded in previous censuses will streamline Nonresponse Followup (NRFU) operations, helping to save substantial taxpayer dollars.

The Census Bureau is developing specific goals for methods of response and for key populations as operational and communications plans are finalized. Based on previous Census Bureau research, we are setting and evaluating metrics with two considerations in mind:

- **Evaluation metrics and studies should be developed early in the planning process to identify the true impact of various communications activities.** Where possible, and without hindering the 2020 Census campaign's execution, campaign evaluation projects are being developed. In the design of these projects, the Census Bureau is prioritizing the mitigation of experimental challenges that could adversely impact evaluation results.
- **Integrated communications activities, including partnerships and paid media, could be assessed based on which combinations of components work rather than on how well each activity works in isolation.** The 2010 ICC was designed to reach the U.S. population through multiple channels by reinforcing messages that would have a greater impact than individual messages on a single channel. For 2020, the Census Bureau is building on this idea by aiming to assess the integrated impact of communications, asking, for example, "What combination of communications components is most effective?"

Lessons learned from previous censuses are immensely valuable and have been considered in developing the communications approach to the 2020 Census. Similarly, the Census Bureau expects that insights gained during the 2020 Census campaign will produce a strong body of knowledge for use in ongoing data collection activities and in preparing for the 2030 Census. Throughout each phase of the 2020 Census communications campaign, we are monitoring and recording lessons learned regarding the following activities, where applicable:

- Coordination and communications with partners and stakeholders.
- Processes and policy.
- Individual tactics and results.
- Engagement with target audiences.
- Value obtained in labor hours and from other direct costs.
- Risk management and performance monitoring.

- Optimization and improvements.
- Program area findings (e.g., paid media successes, partnership coordination).
- Program management.
- Integration among campaign components.

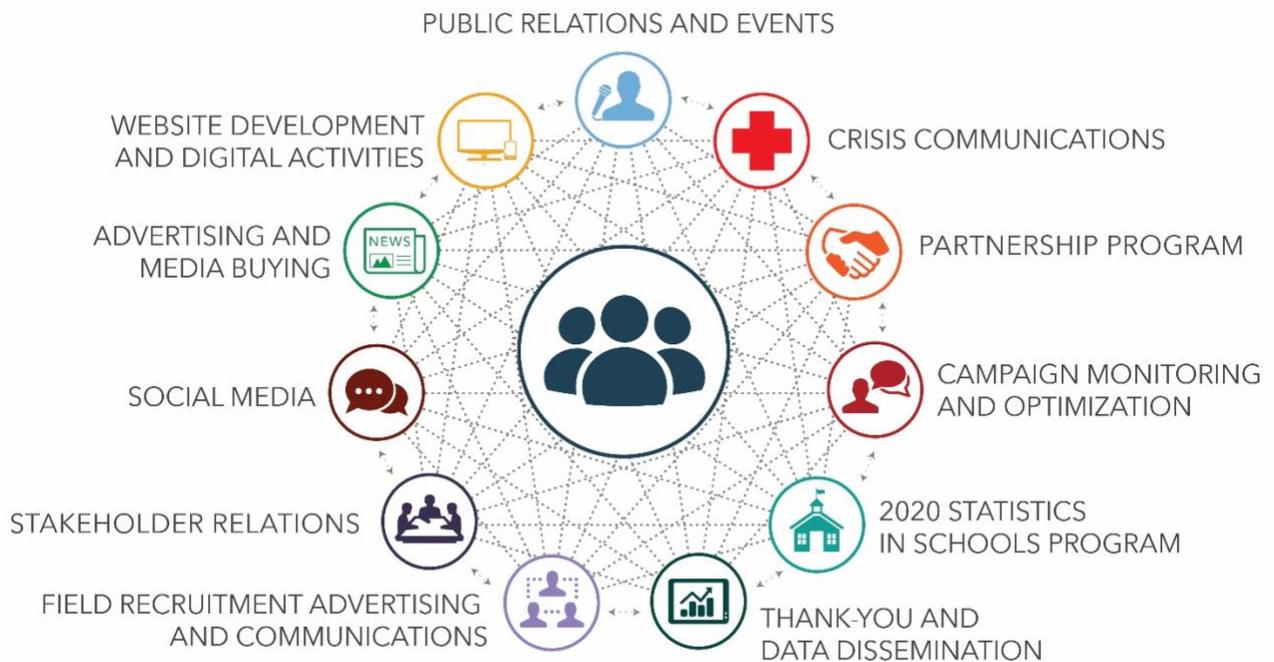
The Census Bureau will consolidate lessons learned into a written report, to be completed after the 2020 Census communications campaign has come to a close.

# IPC PROGRAM COMPONENT PLANS

The 2020 Census communications campaign involves multiple coordinated communications channels. As detailed in previous sections, campaign plans (and activities execution) have been heavily influenced by campaign and other Census Bureau research findings as well as by communications industry insights and expertise. The integrated activities and tactics discussed in the following sections are key to the strength and success of the 2020 Census campaign.

The components of our campaign, detailed in this plan, are:

- Stakeholder relations.
- The partnership program.
- Advertising and media buying.
- Public relations and events.
- Crisis communications.
- Website development and digital activities.
- Social media activities.
- The 2020 Statistics in Schools program.
- The integrated efforts to improve the count of young children.
- Field recruitment advertising and communications.
- Campaign monitoring and optimization activities.
- The thank-you and data dissemination campaign activities.



**Figure 17: Coordinated Communications Channels for the 2020 Census Campaign**

Each program component-level plan is organized into two sections:

- **Overview.** A high-level description of the program component, its goals, and associated activities.
- **Approach.** The steps the Census Bureau has taken to arrive at the component-level strategy. This includes inputs used, planning actions taken, execution channels and tactics adopted, and measurement and evaluation techniques implemented, as applicable.

Program component-level plans highlight the intended approach for campaign execution, as approved by the Census Bureau as of March 1, 2020. All planned activities, including their timing and sequence, have been refined based on research and communications expertise. As a note, the Census Bureau reserves the right to adjust or change its communications approach during campaign execution based on response rates, operational needs, and availability of resources.

The Census Bureau prioritizes diverse audiences and intends to conduct thorough outreach to help ensure these audiences participate and are represented in the count. The Census Bureau is also mindful of the need to make smart decisions when spending taxpayer dollars. The Census Bureau’s goal of preserving funds and precisely targeting communications, while thoroughly engaging diverse audiences in the campaign, applies in each program component plan. By

closely monitoring the effectiveness of campaign messages and outreach activities, the Census Bureau can conserve taxpayer dollars. This means we are continually optimizing communications to increase awareness and drive response, and we will cease those communications in areas where most households have already responded. After ceasing those communications, the Census Bureau will continue to promote the benefits of census participation and solicit support, as respondents may become advocates for census completion after they complete their own questionnaires. In addition, the Census Bureau will reinforce its commitment to data security and confidentiality throughout all outreach efforts.

The Census Bureau is not executing these program component plans in silos. Each component works in tandem with the others, promoting integration to build awareness and drive participation in the 2020 Census. The campaign's fundamental strategy and messaging elements underpin all program components. Further, communications experts collaborate in planning and executing campaign activities, building all creative assets within the 2020 Census campaign's unifying platform, "Shape your future. Start here."

Campaign research has helped communications experts to prioritize channels that will be more effective with certain audiences. For example, some hard-to-count audiences likely will be more responsive to personal, direct interactions with a community partner or more open to materials, messaging, and other content that a partner generates. Other audiences may be more likely to self-respond online after seeing a social media post shared by a friend. The successful integrated communications we strive for will reach audiences through their preferred channels, with the right message and at the right time.

The following considerations and inputs informed the Census Bureau's plans for 2020 Census communications:

- **Research.** Research from previous data collections has provided an important foundation for the development of the 2020 Census communications campaign. This research includes data from previous decennial censuses, census tests, and the American Community Survey. Further, we have considered other quantitative and qualitative studies, both those conducted by the Census Bureau and those conducted by external entities. Insights derived from 2020 CBAMS and other campaign research projects have also played a role in shaping component-level plans.
- **Lessons Learned.** The successes and challenges of the 2010 Census ICC and census tests have provided valuable insights for the 2020 Census campaign. In each component-level plan, we have considered lessons learned about strategy, planning, execution, timing, resource allocation, and integration with operations.
- **Operational Considerations.** There are critical differences between the way the 2020 Census is being conducted in the 50 states, the District of Columbia, and Puerto Rico and the way it is conducted in the Island Areas. In the latter case, the census is conducted through partnerships with local government agencies. The Census Bureau is making communications materials and usage recommendations available to government

agencies in the Island Areas. They can use these materials to support their own data collection and communications activities.

- **Campaign Timeline.** In several program component plans, particularly those for which early efforts are critical, timing is an essential part of the plan. In other component plans, tactics are tied generally to campaign phases, and exact timing is less critical to the campaign's successful execution.
- **Language Considerations.** The Census Bureau is committed to reaching people in the languages they are comfortable using. Accordingly, internet response and CQA are available in English, Spanish, Chinese (Mandarin and Cantonese), Korean, Japanese, Vietnamese, Portuguese, Arabic, Polish, Russian, French, Haitian Creole, and Tagalog. Census Bureau support materials are being offered in additional languages. Language coverage has been an important factor in helping to determine the number and types of materials created at the program component level. In producing these materials, we have leveraged our language research and expertise, as well as the expertise of our multicultural communications partners, to adapt messaging so it is both appropriate for diverse audiences and consistent across the campaign.



## STAKEHOLDER RELATIONS

### OVERVIEW

Stakeholders—groups and individuals to which the Census Bureau is accountable—are invaluable in successfully carrying out the 2020 Census. Stakeholders are key participants in data collection, and they are well positioned to identify the challenges and concerns that affect communities and neighborhoods. For example, understanding language preferences and cultural intricacies is key in serving communities with multicultural populations.

To date, stakeholders have contributed valuable ideas and recommendations for 2020 Census communications. The Census Bureau is dedicated to engaging with and responding to stakeholders who are invested in ensuring an accurate count.

The relationship between the Census Bureau and stakeholders is mutually beneficial. Stakeholders use census data to advance government, nonprofit, and business initiatives. They also promote the importance of the census among their audiences and support Census Bureau efforts related to the decennial census and other surveys. As active users of census data, many stakeholders are well positioned to champion the value of an accurate count; thus, successful stakeholder relations are central to performing a complete count.

Stakeholders, as well as partners, have established trust and open communication in their communities, and they actively advocate for their constituents on important issues. Throughout the 2020 Census, the Census Bureau is maintaining open lines of communication with stakeholders, ensuring that they have the information and resources to participate in and generate support for the 2020 Census.

### APPROACH

The Census Bureau's work is relevant to a diverse spectrum of stakeholders, including but not limited to governments, businesses, nonprofits, and community organizations. For the 2020 Census, we are continually leveraging our current stakeholders, partner relationships, and understanding of individual audience needs to expand our stakeholder register. Stakeholders include those representing diverse constituencies, such as populations living in specific geographic areas (e.g., rural, suburban, urban), students, and children.

Examples of stakeholders include:

- Federal oversight bodies, such as the U.S. Congress (including the House Committee on Oversight and Reform), the Government Accountability Office, and the Office of Management and Budget.

- Members of the National Advisory Committee, Census Scientific Advisory Committee, State Data Centers, and Census Information Centers.
- Intergovernmental associations.
- Faith-based organizations.
- Businesses and chambers of commerce.
- Local, state, and tribal governments.
- Academic institutions.
- Civic engagement organizations.
- Community organizations.
- Education and youth advocacy groups.
- Philanthropic groups.
- Members of the media.

Some stakeholders are also potential partners; their local community presence and focus on key audiences, including those considered HTC or HTR, make them viable candidates for census partnership. For more information on the 2020 Census Partnership Program, see Page 85.

## *INPUTS*

### **Inputs From the Census Bureau’s Office of Congressional and Intergovernmental Affairs**

**(OCIA).** OCIA manages interaction with congressional offices, and Census Bureau-related communications directed to Congress are coordinated through OCIA. In addition, OCIA manages relations with tribal, state, county, and local government leaders. Given OCIA representatives’ ability to reach constituents, they are engaging stakeholders leading up to and during the 2020 Census. Further, OCIA collaborates with data dissemination specialists on 2020 Census outreach efforts and works closely with the Census Bureau’s respondent advocates, who play a critical role in representing the interests of census respondents.

**Inputs From Census Bureau Outreach Efforts.** The Census Bureau conducts regular and ongoing outreach at the national, regional, and local levels and has extensive experience identifying and engaging with stakeholders across the country. For example, through local and regional outreach, engagement with trusted voices, and coordination with Complete Count Committees, the Census Bureau’s Community Partnership and Engagement Program helps ensure that communities and regions are counted.

**Inputs From the Census Bureau’s Regional Offices.** Regional office staff members have valuable experience working with their region’s stakeholders and understand how best to engage them. Regional offices are key to our coordinated approach to stakeholder relations, which builds on insights stakeholders provide in campaign development and execution.

**Lesson Learned From 2010.** Engaging with stakeholders early during campaign processes—especially during creative development, media placement, and program component integration—is useful in soliciting helpful feedback. Accordingly, the Census Bureau has held briefings for both external and internal stakeholders on the approach to creative and messaging development. These sessions have allowed us to gather information on the use and function of creative materials and collect early insights into how to reach various audiences. This engagement has contributed to a valuable and efficient feedback loop between stakeholders and the Census Bureau early in the campaign development process. We are continuing this stakeholder engagement as enumeration takes place.

## *PLANNING*

**Stakeholder Engagement Planning.** Campaign research, coupled with the Census Bureau’s experience engaging stakeholders in the census and other data collections, has helped us plan our stakeholder engagement activities. Frequent communication with stakeholders has laid the groundwork for further discussion about the interests of—and possible questions we may receive from—partners, the media, users of census data, and public audiences.

**Timing of Activities.** The campaign’s success relies on early and frequent engagement with stakeholders, particularly those with whom the Census Bureau has longstanding relationships. Our engagement with stakeholders helps keep them invested in the census, and often they can encourage participation at the regional and local levels. Public briefings on the 2020 Census campaign began in 2015, and the Census Bureau continues to facilitate communication with interested stakeholders. The frequency of engagement has increased incrementally, including when the campaign began and later when enumeration started.

The Census Bureau continues to host meetings and briefings with stakeholders, including influencers and representatives from HTC audiences. These efforts have contributed to our knowledge and understanding of stakeholders, stakeholders’ needs, and key audiences. In turn, this knowledge has helped us plan how to reach stakeholders through their preferred channels.

The campaign timeline identifies clear milestones at which we need stakeholder input. This input helps ensure that our approach, creative materials, and message delivery channels resonate with and reach key audiences and drive action. In addition, we are sharing information with stakeholders about our processes, especially those related to complex activities like media buying, to foster a collaborative and transparent relationship with stakeholders.

**Integration With Other Areas.** Stakeholders serve as trusted voices that spread the Census Bureau’s message, especially among those who may be less receptive to or hard to reach through traditional advertising. The Census Bureau regularly informs stakeholders of campaign activities and continues to integrate stakeholder voices into program components such as:

- **Partner Outreach.** When appropriate, stakeholder engagement is being coordinated with local and national partnership outreach, as Census Bureau partners’ and

stakeholders' audiences often overlap. See Page 85 for details on partnership engagement efforts.

- **Public Relations and Events.** Stakeholder engagement must be intertwined with earned media and related efforts. Census Bureau regional staffs connecting with stakeholders have worked closely with the Census Bureau Public Information Office to provide clear and consistent messaging to news media and stakeholders. See Page 115 for details on public relations and events.
- **Social Media.** Social media provides a platform for credible influencers and trusted voices to connect with their constituencies, including HTC audiences. We are working with stakeholders and partners to identify opportunities to integrate the Census Bureau's messaging into online conversations. Social media is also an important channel for communicating directly with stakeholders. See Page 141 for details on social media.
- **Crisis Communications.** In the event of a crisis, the Census Bureau must be prepared to rapidly address the needs and concerns of stakeholders. We may look to our stakeholders to help address the public and reach specific audiences in the event of a crisis. See Page 126 for details on the Census Bureau's crisis communications strategy.

## EXECUTION

**Initial and Continual Engagement.** Informing stakeholders of plans, soliciting their input and feedback, and keeping them abreast of progress are critical to maintaining strong support for the count and getting stakeholders' assistance with promoting participation. The Census Bureau worked with stakeholders during the research phase and will continue to do so during the outreach phases, engaging them through frequent and in-depth communications.

To recognize the support of stakeholders and communicate with them in meaningful ways, the Census Bureau is engaging them before, during, and after the count by:

- **Soliciting their feedback and advice, both through formal requests and by maintaining an open line of communication.** Stakeholder groups generously offer their time and experience to shape plans leading up to the census. Their input is key to refining audience-specific messaging and developing additional promotional materials that will raise awareness and drive participation.
- **Holding training sessions for stakeholders.** Training familiarizes stakeholders with key census topics and processes. Training also equips stakeholders to brief their own networks about the 2020 Census.
- **Holding regular updates with groups such as the Census Advisory Committees.** These updates offer the opportunity for stakeholders to ask critical questions about upcoming plans and provide insights and advice as plans are refined and executed.
- **Hosting briefings and producing materials for distribution to Congress, federal government agencies, tribal governments, and state and local governments.** The Census Bureau aims to make it easy for stakeholders to monitor campaign progress and

review proposed activities. As appropriate or requested, the Census Bureau appreciates the opportunity to share information with colleagues throughout the government and get their input.

- **Enlisting stakeholders to spread the word about Census Bureau activities.** Many stakeholder groups have far-reaching networks and understand the importance of the census to the country and to their audiences. The Census Bureau has created a “tangible benefits” toolkit that contains materials for stakeholders to use in communicating with their audiences. See Page 115 for details on public relations efforts and the toolkit.

**2020 Census Communications Activations With Members of Congress.** Collectively, members of Congress can reach constituents from coast to coast. They also have a keen interest in accurate census data because it is used to allocate congressional seats and funding for programs that help their constituents. Further, members of Congress have extensive networks and a reach that the Census Bureau can leverage. Communications activations for the 2020 Census include:

- Holding a series of Capitol Hill briefings for members of Congress and their staffs.
- Having a Census Bureau official speak at members’ lunches and press secretaries’ monthly meetings, as appropriate.
- Encouraging members to include census information in their remarks at conferences, to the media, and elsewhere.
- Producing a toolkit that assists members in disseminating information to constituents. The toolkit may include:
  - An FAQ and fact sheets about the census.
  - A calendar with ideas for timely media and constituent outreach.
  - A sample opinion piece for use in local newspapers and newsletters.
  - A prewritten email to constituents.
  - Examples of constituents and organizations that have used publicly available census data to benefit their communities.

**Localized Engagement.** Every town, constituency, and community has unique defining features, so it is critical that our outreach approach allow for local customization. The Census Bureau strives to make issues relevant, timely, and accessible to people in their own neighborhoods. Through the Community Partnership and Engagement Program, grassroots teams are playing a

vital role in both planning and executing local stakeholder relations strategies in their areas. We offer guidance to these teams on our national program goals, share tested messages with them, and provide them with promotional and educational pieces that incorporate approved materials to aid them in their outreach.



## PARTNERSHIP PROGRAM

### OVERVIEW

The Census Bureau relies on the support of partners throughout the country to achieve a complete and accurate count. Partnership outreach is critical in our approach to encouraging participation in the count from people in all communities.

Strong partnerships are needed to reach HTC audiences that represent a variety of cultures, ethnicities, living situations, and life circumstances. The Census Bureau engages these audiences by enlisting national and community-based organizations and other partners that work hand in hand with these communities and have gained their trust over the years. Partners play a key role in reaching and conveying to respondents that the census is relevant to their lives, their communities, and their causes—and that the Census Bureau is committed to ensuring data privacy and security.

Based on our current partners' insights and on our experience in previous censuses—seeing what did and did not work well—we developed a flexible approach to outreach and engagement that gives potential partners the chance to contribute. This audience-focused approach ensures that our efforts fit partners' needs and capabilities.

### APPROACH

#### INPUTS

**Database of Partners.** The Census Bureau enjoys the support of a broad base of partners at the national, regional, and local levels who have agreed to support the 2020 Census or have participated in previous censuses and other data collection efforts. The partner database—the Census Bureau's customer relationship management system—allows us to categorize partners by organization type, level of visibility, audience groups reached, and opportunities for collaboration. This database also provides us with the ability to log outreach and engagement efforts.

**Group Quarters.** The Census Bureau is partnering with institutions across the country that serve as group quarters (e.g., college residence halls, correctional facilities, nursing homes, treatment centers) to ensure that all people living in them are counted. The method of collecting data for group quarters is different from the method for individual residences, so the Census Bureau diversifies its outreach efforts and establishes partnerships accordingly.

**Campaign Research.** The Census Bureau is using self-response propensity predictions developed using the CBAMS survey and focus group data (see Page 41) to identify the locations of HTC audiences and the messaging that will be most likely to reach and engage them. This

research has shaped the outreach materials and promotional items we are sharing with partners to distribute to their respective audiences.

## PLANNING

**Identification of Potential Partners.** The Census Bureau benefits from the support of national and local partners who engage with populations nationwide, encouraging participation in data collection efforts and promoting awareness of the 2020 Census. In addition to building on existing partnerships, we are using a data-driven approach to identify audiences that are likely to be hard to count—audiences for which the most likely way to increase response is outreach by key influencers and intermediaries. Based on these target audiences, our partner outreach efforts (and the resources allocated to these efforts) help to prioritize the organizations and influencers that can best improve response rates.

**Development of Strategic Frameworks.** The Census Bureau has developed audience-focused frameworks informed by predicted self-response data, stakeholder recommendations, and assessments of federal and national organizations' reach and impact. These strategic frameworks help us to:

- Create statistics sheets for specific audience groups.
- Develop day-in-the-life analyses of how various audience groups engage with potential partners.
- Articulate the strategies for outreach to specific audience groups and the relationships that exist within those groups.
- Formulate specific directions on how to mobilize partners who regularly interact with specific audience groups.
- Identify organizations for partnership outreach.

Potential and existing national partners identified for outreach span the private, public, and nonprofit sectors. Before approaching a potential partner, selecting messaging, or developing requests, the Census Bureau first considers the audiences that organization is likely to reach. Table 4 shows some of the audience categories the Census Bureau is using when tailoring requests for potential partners.

**Table 4: Partner Considerations by Audience Type**

Ethnicity						
Black/African American	American Indian and Alaska Native	Asian American	Hispanic (stateside)	Native Hawaiian and Pacific Islander	Middle Eastern and North African	Those living in Puerto Rico

Demographic Characteristics (Nonethnic)					
Households with young children	LGBTQ+ people	Members of the military/veterans	Renters	People living in rural areas	People with disabilities
People experiencing homelessness	Young and mobile people				

Interest or Affiliation					
Data superusers	Faith-based organizations	Government-affiliated organizations (including federal government organizations, consultants, and embassies)	News media consumers	Organizations rooted in civic engagement and/or volunteerism	Organizations that conduct business-to-business transactions
State Complete Count Commissions and Complete Count Committees	Technology and innovation consumers				

*Note: While the table above lists many HTC population or audience groups, it is not exhaustive. Partners whose work focuses on ethnicities, nonethnic demographic characteristics, or interests and affiliations not listed above receive equal consideration for partnership efforts with the Census Bureau.*

**A Three-Pronged, Audience-Focused Approach.** From past censuses, we know that partners have varying levels of interest, capabilities, and timing requirements for working with the Census Bureau to promote the census. Partners also operate on different scales across the country. Accordingly, to engage partners and welcome their support within a scope that is comfortable for them, the Census Bureau is deploying partnership outreach efforts using a three-pronged approach:

- **National Partnership Program.** NPP engages with major national corporations, nonprofits, associations, and government entities across the country to support and encourage their audiences—especially HTC communities—to respond to the 2020 Census. In addition, NPP collaborates with the Community Partnership and Engagement Program (CPEP). Through this coordination, NPP helps connect the chapters or affiliates of national organizations with CPEP representatives at the local level, strategically seeks out trusted partner voices, and supports partners’ communications activations, such as regional or local events, when possible.
- **Community Partnership and Engagement Program.** CPEP staff members work out of field offices throughout the United States, collectively carrying out 18 total overarching initiatives. The 1,500 partnership specialists know their audiences well, and this network is poised to engage with local and regional partners. All partnership program staff members use materials in various languages, but the CPEP staff distributes tailored pieces to engage community members on small and very direct levels. The CPEP staff works in coordination with NPP representatives to help leverage and localize national partnership opportunities, when possible.
- **Census Open Innovation Labs.** The Census Bureau’s COIL office focuses on engaging high-impact potential partners and encouraging them to use their own creativity and ideas to promote census completion. COIL hosts events and workshops in which leading organizations in digital media, education, and community and social activism brainstorm ways to improve the count. These organizations leave the events with action items for fostering participation and promoting partnership among members of their networks.

Through coordinated outreach, these three entities offer suggestions to partners on how they can support a complete and accurate count in their communities. The programs also assist partners in tailoring their participation based on available time and resources. In direct conversations with partners, the Census Bureau is discussing promotional techniques ranging from low effort to large scale.

The breadth of our three-pronged approach ensures that partners’ requests for access to census data, training materials, and subject matter experts are fulfilled. This approach also facilitates opportunities for partners to report out to the Census Bureau and peer organizations on their activities and to be acknowledged for their community outreach efforts.

Discussions during introductory meetings between the Census Bureau and prospective partners help identify the best approach and commitments for each partner. While some partners may

commit to a large-scale activity such as printing promotional messaging on store receipts, others are more comfortable committing to a smaller-scale promotion, such as including a link to the 2020 Census website in a company newsletter.

Further, the Census Bureau has held interviews with community stakeholders who have expertise in various professional fields and deep ties to specific audience groups (listed in Table 4). These interviews helped us gain a broader understanding of how best to communicate with the partnership programs' target audiences and motivate them to participate in the census. Findings from these interviews have guided partner selection and outreach, helping the Census Bureau to identify the messages that can best resonate with audience groups as well as the activities that would interest and be feasible for potential partners.

By suggesting a variety of partner engagement activities that range in resource requirements, the Census Bureau makes it easy for supporters to identify the engagement option that best suits them. In addition to providing suggestions, the Census Bureau encourages partners to offer their own ideas on the type of commitment in which they are most interested. This presents the opportunity for novel ideas that can lead to unique and tailored engagements.

Regardless of the level of support each partner provides, the Census Bureau deeply values the participation of all partners in helping ensure a complete and accurate count.

**Materials Creation.** The Census Bureau is making it easy for partners to promote the census by providing numerous outreach materials in English and additional languages. Partnership specialists directly provide partners with these materials—including digital resources like social media and video content. Materials are also accessible through the 2020 Census website. Understanding that not all partners have the resources to print materials themselves, the Census Bureau is making print materials available upon request.

To support targeted outreach, the Census Bureau is also providing customizable marketing and communications materials that partners can download, print, and use to communicate with their constituents. The following list describes materials that are or will be available to partners. This list is a sample of all materials the Census Bureau has developed, and it may be updated based on audience needs.

- **One-Pagers and Fact Sheets:** Documents that outline what the census is, the benefits of census participation, and how to complete the questionnaire. Information is tailored for specific audiences. These include:
  - **Fact sheets for multicultural/ethnic audiences:** Documents that describe what the 2020 Census is and how census participation benefits different audiences, tailored for different racial, ethnic, and other relevant multicultural backgrounds.
  - **LGBTQ+ one-pager:** A document that describes what the 2020 Census is and how census participation benefits the LGBTQ+ community.

- **Fact sheet for military:** A document that describes what the 2020 Census is and how members of the military will be counted.
- **Fact sheet for rural audiences:** A document that outlines why participation in the 2020 Census is important for rural communities.
- **Half-Pagers:** Half-page documents printed on thick-stock paper that describe census benefits to specific audiences. These include:
  - **Half-pager for college students:** A document highlighting how the 2020 Census can help improve higher education, targeted to off-campus college students.
  - **Half-pager for Black/African American audiences:** A document highlighting how the 2020 Census can benefit Black/African American communities.
  - **Half-pager for Hispanic audiences:** A document in Spanish highlighting how the 2020 Census can benefit Hispanic communities.
  - **Half-pager for rural audiences:** A document highlighting how the 2020 Census can benefit rural communities.
  - **Half-pager for migrant workers:** A document highlighting the benefits of the 2020 Census for migrant workers and their communities and emphasizing that responses are confidential.



**Figure 18: Sample Fact Sheet for Prospective Partners**

- **LGBTQ+ half-pager:** A document highlighting the relationship status question that appears on the 2020 Census and the benefits of census participation for the LGBTQ+ community.
- **Fact Sheets:** One-page documents that describe the benefits of partnering with the Census Bureau. These include:
  - **Partnership fact sheet:** A document that describes the benefits of partnering with the Census Bureau.
  - **Fact sheet for Hispanic partners:** A document that explains how partnering with the 2020 Census will benefit Hispanic organizations and communities.
  - **“Why Your Company Should Become a 2020 Census Partner”:** A document targeted to businesses that provides more information on partnership opportunities and benefits.
- **Residence Criteria Brochure:** A trifold brochure that provides information about the 2020 Census about how people in specific living situations will be counted in the 2020 Census.
- **Posters:** Posters that describe key census benefits to specific audiences. These include:
  - **Awareness poster with LGBTQ+ focus:** A poster that explains the inclusion of a question on the 2020 Census that offers the opportunity to identify as being in a same-sex relationship.
  - **Awareness poster with confidentiality focus:** A poster that explains that personal information provided on the census questionnaire will be stored securely and kept confidential.
  - **Posters for multicultural/ethnic audiences:** Posters that describe the 2020 Census and the benefits of census participation, tailored for different racial, ethnic, and other relevant multicultural audiences.
- **Sample Messages:** Documents that contain messaging for partners to draw from or customize and share with their audiences through emails, blogs, newsletters, and other communications channels. These include:
  - **Complete Count Committee messaging:** A series of short messages that, through facilitation with Complete Count Committees, can be printed on materials including government organization bills, receipts, and lottery tickets.
  - **Sample message template:** A one-page document with a sample message that partners can send to their communities to announce their support of the 2020 Census.
- **Introduction Letters:** Brief letters that partnership specialists can use to recruit or welcome new partners. These include:

- **Introduction letter to community organizations:** A letter to recruit organizations that are civically engaged or mission driven as partners.
- **Introduction letter to schools:** A letter to recruit schools and education institutions as partners.

**Items Production.** To further promote the 2020 Census, the Census Bureau is developing promotional items for partnership specialists to disseminate at events and meetings. These items are things that people use often or every day, and the 2020 Census branding on the items helps foster further engagement with the census and maintain its visibility, especially among audiences that may be hard to reach or count. The following list describes items that are or will be available, and it may be updated based on audience needs.

- **Executive-Specific Items:** Notebooks and pens for partner executives.
- **Drinking Vessels:** Water bottles and travel mugs.
- **Paper Products and Similar Items:** Notebooks, notepads, sticky notes, business placards, window clings, stickers, hand fans, and bookmarks.
- **Bags:** Drawstring backpacks and totes.
- **General Promotional Items:** Chip clips, stress balls, lapel pins, lanyards, lip balm, pens, and webcam privacy covers.
- **Event Banners and Similar Items:** Fabric retractable banners, tablecloths, table runners, and hanging banners.



**Figure 19: Spanish-Language Handout for Migrant Workers**

**Handouts, like this one, are being distributed to inform specific audiences about how they can participate in the census and to assure them that responses will be kept confidential.**

**Language Considerations.** Partner and other supporting organizations play a critically important role in making materials and information available in languages other than English. While the Census Bureau is creating many partner materials in all 13 languages covered by the campaign, including Spanish, Haitian Creole, and Vietnamese, we encourage partners and supporters to customize or translate materials into languages that best meet their needs for communicating with their audiences.

**Integration With Other Areas.** Partners serve as trusted intermediaries who can help spread the Census Bureau’s message, especially with audiences that may be difficult to reach or less receptive to traditional advertising. Close and frequent coordination with partners throughout the campaign is critical and involves program components such as:

- **Stakeholder Relations.** Because of the overlap between stakeholders and partners, it is important to coordinate national and local partnership outreach with stakeholder engagement. In addition, messaging and communications should be consistent and clear across materials, and the integration of partnership and stakeholder relations teams helps ensure streamlined efforts. See Page 79 for details on the proposed stakeholder engagement approach.
- **Public Relations and Events.** Partnership efforts must be intertwined with public relations efforts such as promoting partner activities and events using social and other media forms. In addition, we are collaboratively leveraging trusted voices who resonate with our target audience groups and have visibility across traditional, digital, and other communications channels. See Page 115 for details on public relations.
- **Statistics in Schools.** Many partners at the national and local levels support SIS through direct engagement with the program as well as through sharing SIS materials in their communities. These partners have included education officials in the Island Areas who advise on topics for SIS activities; organizations with stakeholders who share messages about teacher recruitment for SIS activity development; and entities such as the U.S. Department of Education and the National Education Association. Partners can promote the SIS program by sharing materials.
- **Social Media.** We have created shareable content for partners to post and circulate across their networks. We are also working with partners to identify opportunities to integrate 2020 Census-related messages into their online conversations, leveraging credible, trusted voices to encourage self-response. See Page 141 for details on social media.
- **Website Development and Digital Activities.** Partnership affords the opportunity to leverage organizations’ web presence to drive visitors to the online census questionnaire. The Census Bureau has developed materials such as web badges to allow partners to direct their site visitors to the 2020 Census website. These kinds of digital materials, along with downloadable materials for printing, are available at [2020census.gov/partners](https://2020census.gov/partners). The Census Bureau also highlights partners on the website to recognize and show appreciation for partners’ efforts to educate people about the purpose and importance of the census.

## EXECUTION

**Outreach to Partners.** Through the combined efforts of NPP, CPEP, and COIL, the Census Bureau is approaching partners that represent a diversity of communities and populations. To reach these groups, we are leveraging the expertise of multicultural agency contractors to identify trusted voices who can connect with and engage our diverse audiences. Engaging with trusted voices also helps our partnership specialists understand how these audiences may perceive the census—the benefits they see and the concerns they have. The Census Bureau is leveraging multicultural agencies' established relationships within their respective communities to build an extensive network of census partners.

As a first step in the partnership development process, partnership portfolio managers and account managers strategically target and secure meetings with organizations that represent a diversity of communities and populations. In developing pitches to these organizations, the Census Bureau identifies factors that interest specific types of partner organizations. For example, influential digital media companies have been motivated by seeing how their efforts have been successful in getting out the vote; these organizations make strong candidates for Census Bureau partnership. The Census Bureau has also provided recommendations to major league sports organizations on how they might integrate census promotions into game day events; we have proposed promotional activities that highlight their players while engaging and encouraging fans to participate in the census.

In meeting with potential partners, Census Bureau partnership program staff members provide examples of activities that partners might use to engage with their audiences about the 2020 Census. In addition, the partnership staff educates potential partners on the community, economic, and civic benefits of partnering with the 2020 Census. Once a partnership is solidified, the portfolio team works with the partner to confirm an understanding of the activities committed to, the planned schedule, and any additional items, materials, or support needed for the partnership.

**Distribution Methods To Reach Partners.** Timely availability of census outreach and promotional materials is imperative to successful partnership operations. The Census Bureau is working with the Government Publishing Office and external vendors to produce promotional items and materials. These are being shipped to Census Bureau headquarters and regional offices, where they will be made available to partnership specialists for distribution to partners as needed.

Digital distribution is the Census Bureau's primary distribution method. The Census Bureau is leveraging its digital properties to facilitate access to materials online. The use of digital products, such as social media graphics, infographics, and online videos, reduces distribution costs and ensures that materials are accessible to many audiences. Downloadable materials are available to all partners on the 2020 Census website for partners' outreach use.

**Customer Relationship Management (CRM) System.** The CRM system helps avoid communication gaps and minimizes the duplication of outreach efforts. It also allows CPEP and NPP to keep track of the types of partners they are working with, maintain a record of partners' interactions with the public, and coordinate interactions with those partners.

**Ensuring Opportunity for All.** The Census Bureau has adopted a baseline promotion strategy that borrows from its public announcement processes to communicate partnership opportunities equally to all potential partners. Such opportunities include:

- Making announcements during quarterly Program Management Reviews.
- Posting announcements on the Census Bureau website.
- Distributing announcements through Census Bureau email distribution lists.

In addition, the Census Bureau is widely promoting the availability of partnerships through other channels and activities, which include:

- The 2020 Census partner website.
- Earned media efforts, such as news releases and media tours.
- Social media.
- Exhibits and presentations at industry conferences and events.
- Dissemination of information through umbrella or trade organizations that represent numerous national organizations.

The Census Bureau is working to ensure that organizations that want to support the 2020 Census have equal access to partnership information and opportunities. This may entail "self-service" opportunities (e.g., supporters downloading materials or designing their own using publicly available census graphics), in addition to collaboration with the Census Bureau to identify the best way to show support. When we proactively identify and approach an organization about a potential partnership, we make a reasonable effort to extend the same opportunity to other organizations in that industry. This is done through phone calls, emails, and meetings with potential partners.



# ADVERTISING AND MEDIA BUYING

## OVERVIEW

Paid advertising plays a crucial role in the 2020 Census campaign, raising awareness of the census and driving self-response through online and traditional modes.

Increases in technology use and in the number of available media channels create numerous opportunities. Digital platforms are rapidly expanding their audience reach and penetration. For example, Pew Research Center reported that nearly 70% of adults used Facebook in 2019, compared with less than 60% in 2012 (Perrin, 2019). These developments are important because, with the expanded availability of non-ID response in 2020, digital advertising is helping people navigate to the starting point of the census questionnaire with a single click. The Census Bureau is monitoring the evolution of these trends as enumeration occurs to ensure that our strategy remains relevant in the changing digital landscape.

However, while the use of digital media is rapidly expanding, TV, radio, print, and out-of-home media are still critical channels for advertising, especially among certain HTC and HTR populations with limited internet access. Nielsen's Total Audience Report for the first quarter of 2018 showed that U.S. adults spend just under four hours a day consuming TV, including live and time-shifted TV, and over 3.5 hours using an app or the web on a mobile device. Though radio trailed both of these media consumption trends—with adults reporting, on average, less than 90 minutes per day listening to the radio—certain geographic areas and audience segments reported significantly increased radio listenership (Nielsen, 2018).

Given the pace of change in the media environment and varying preferences for media consumption within the U.S. population, particularly between different ethnic groups, a one-size-fits-all approach is not sufficient to reach all audiences. Our paid media and advertising strategy addresses the needs of distinct regions and audience groups as well as changing technologies. Local paid media and advertising is playing an important role in setting a baseline for reaching audiences across the United States while supporting and reinforcing national paid media efforts. National efforts include partnership outreach, the Census Bureau's Statistics in Schools program, social media, public relations, and other points of contact with the Census Bureau's audiences.

## APPROACH

The 2020 Census presents new challenges and opportunities related to self-response. The Census Bureau has developed its 2020 paid media strategy, in part, to drive action in an environment in which audiences can respond online using non-ID response; previously, they had to wait for materials to arrive in the mail. However, we are sensitive to the fact that not all

respondents wish to reply using non-ID response. We are also sensitive to the possible burdens that increased non-ID response may place on back-end operations, particularly those involving clerical address validation. Thus, we are developing a flexible paid advertising strategy that can be adjusted to meet evolving goals and needs.

Our approach to paid advertising and media is heavily informed by campaign research, especially modeling activities to predict self-response. Our approach is also the product of coordinated participation from the Census Bureau's multicultural agency partners to reach key audiences.

In 2010, the Census Bureau referenced the list of factors that generally make a population group HTC (as discussed on page 23) to create a paid media budget allocation model. In this model, audience segments that were harder to count in the 2000 Census received greater investment. Dollars were then allocated to various channels. This approach, which prioritizes HTC audiences and leverages real-time response data to optimize activities during the campaign, laid the groundwork for our robust, data-driven approach to the 2020 Census.

In refining our paid media and advertising strategy for the 2020 Census, we have continued to build on models and processes from 2010, with a focus on effectiveness, visibility, efficiency, and continual optimization. To be effective, we are utilizing a diverse channel mix across campaign phases to achieve mass scale and increase awareness. To stay visible, we aim to establish high awareness levels through frequent and multichannel audience advertising. Increasing efficiency means we need to balance broad and targeted reach to motivate and educate our audiences at the right place and time. Finally, continual optimization requires flexibility to adapt campaign elements based on census response rates.

## *INPUTS*

**Campaign Research.** As described in the section starting on Page 39, our campaign research and analysis serve as the foundation for our comprehensive campaign strategy, which considers audience segmentation, media consumption by channel, and messaging frameworks based on audience behaviors, attitudes, and motivation for completing the census. The frameworks also outline messages and guide budget allocation by channel.

**Advertising at the Appropriate Level Using Predicted Self-Response Propensity.** Campaign research has focused on the creation of self-response propensity scores generated by predictive models. (For more information on modeled scores, see Page 45). These scores are aggregated at the census tract and other levels useful for media planning, such as ZIP code, designated market area (DMA), and ZIP Code Tabulation Area. This data—and the flexibility to access it at various levels of targeting—is instrumental for our planning process and for the campaign's efficacy, as not all media can be targeted at the same geographic level. For example, knowledge of DMA-level self-response propensity scores will allow the Census Bureau to prioritize broadcast TV and radio advertising in specific DMAs.



*Figure 20: Advertising and Media Buying Approach*

**Key Communications Phases.** The awareness, motivation, and reminder phases for the 2020 Census communications campaign are especially relevant to our paid media and advertising activities. Not only is the focus and timing of each phase helping determine the messages our advertisements convey, but campaign phases and their strategic intent have guided our selection of advertising channels. For details on the campaign’s phases, see Page 34.

Paid media will have the greatest impact on self-response during the awareness, motivation, and reminder phases. Paid media also supported Alaska’s early enumeration, which occurred during the early engagement phase of the campaign at large. At the end of the campaign, paid media may support the thank-you phase through additional funding, should it become available, and through added value from media vendors, as provided and as timing allows. As mentioned in the campaign monitoring and optimization section on Page 185, we have built and are utilizing a response model to analyze census questionnaire completion by week.

**Pilot Programs and Tests.** The Census Bureau conducted some paid activities before the 2020 launch of the media campaign, such as a paid social media pilot program that ran in designated markets in late 2019. The pilot program included multiple campaigns targeting select HTC audiences. Through the pilot program, the Census Bureau gained insights into messaging, formatting, and stylistic elements that could influence ongoing content development for 2020 Census social media channels. The Census Bureau also tested campaign optimization systems. We used a limited paid media budget to test the data integrations between the paid media platforms and the campaign management platform tool we developed. This test includes social, programmatic, search, and site-direct media.

**Campaign Monitoring and Optimization System.** The ability to reallocate paid media spending and refine messaging during the campaign is critical to campaign optimization. The Census Bureau is aligning its media buying and reporting with the needs of the campaign monitoring and optimization systems. The ability to optimize and refine media placements throughout the campaign differs according to the type of media. For example, digital placements can be altered quickly, and many will be continually and automatically optimized for best performance on different ad platforms. However, it takes longer to reserve space and

deploy static billboards and bulletins, so it may not be possible to alter those media types during the campaign. See Page 110 for details on paid media lead time by type.

**Participation of Multicultural Partner Agencies.** Census Bureau communications team members have extensive experience reaching multicultural audiences. We also look to our contractor advertising and multicultural expert agencies to refine our approach and extend our reach. Multicultural agency experts know how to reach specific audiences through culturally appropriate means. Our partners have accumulated insights through extensive community engagement and boast years of experience with audience-based media buys at the local and national levels. They are active and integral participants in the media planning process. For example, they have identified microtargeted advertising at cultural festivals and other events as an effective avenue through which to reach multicultural audiences. They serve as experts in identifying trusted voices that audiences recognize and that can be featured in advertising, such as billboards and local radio commercials. Insights from multicultural partners are key in shaping the media plan.

**Census Bureau Regional Offices and Other Stakeholders.** Like multicultural partners, regional office directors have important insights to contribute to the advertising and media buying plan—particularly regarding how to reach HTC populations—and they have been actively involved in the media planning process. They provided early input on critical media outlets to include in the media plan. As potential broadcast, digital, out-of-home, and other media vendors responded to the 2020 Census campaign’s request for proposals (RFP), regional offices tracked vendor submissions. They also provide input on proposals received and on the selection of vendors. Census Bureau stakeholders such as the National Advisory Committee and the Census Scientific Advisory Committee contribute guidance and feedback as well.

**Lessons Learned From 2010.** One lesson learned from the 2010 campaign was that the Census Bureau needs to better communicate the media buying process for the 2020 campaign among stakeholders and members of the paid media and advertising industry. As we execute the 2020 Census campaign, we are communicating a clearly defined media planning and buying process and aim to ensure equity and alignment.

## *PLANNING*

Campaign research has been instrumental in the development of the paid media and advertising plan for the 2020 Census. To ensure the media plan’s effectiveness, the Census Bureau developed a streamlined planning, review, and approval process that involves internal stakeholders, including regional teams. The Census Bureau is also keeping external stakeholders and partners informed of the advertising approach and of the research and data influencing campaign plans.

**Media Workshops.** To ensure a shared understanding of the media buying process, the communications team held multiday in-person Media 101 and 102 training sessions in the fall of 2018. Census Bureau stakeholders came together to learn the terminology, processes, and

important milestones and deliverables related to 2020 media buying. The training sessions also included a discussion of diverse audience environments, media negotiations and purchasing, and campaign activation and reporting.

**Media Review Team.** Close and regular coordination with stakeholders across the Census Bureau is critical to ensuring the efficiency of our media buying process. The Census Bureau assembled a group of internal stakeholders to review paid media and advertising placements for relevance and appropriateness. The Media Review Team liaises with the Creative Review Team (CRT), which is responsible for reviewing the creative materials that go live or air in those media placements. (Details about the CRT can be found on Page 54).

**Media Channel Planning Tool.** Some data produced through campaign research is being analyzed through use of a decision-making tool that is proprietary to the Census Bureau's communications contractors. This tool's comprehensive framework informs channel strategy by using consumer data, secondary research tools, and case study data to establish the most effective touch points. It guides channel selection by prioritizing channels that offer strong reach and are most likely to drive behavior change. Further, the tool helps answer questions such as:

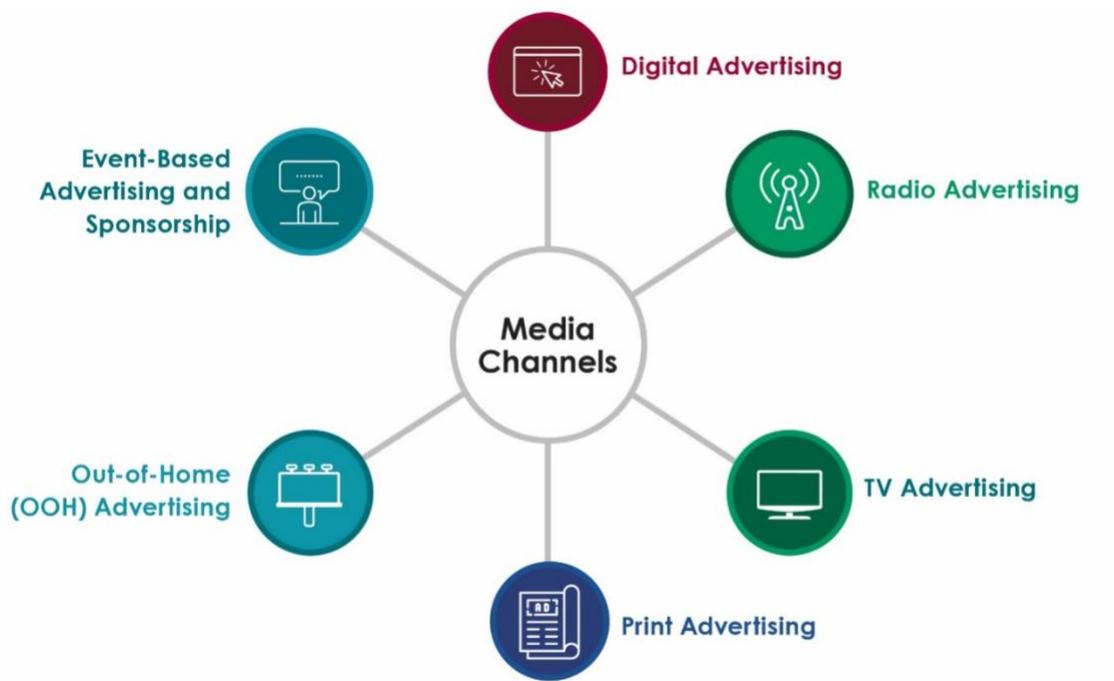
- What communication tactics should I use to meet my objectives?
- Which touch points will best deliver my messages to their intended audiences?
- Where should I focus my energies within the audience's journey, which progresses from learning about, to engaging with, and eventually to responding to the 2020 Census?
- How should I spend my budget across touch points and communication tasks?

We are using this tool in conjunction with other campaign research and self-response propensity scores to develop the media plan.

**Focused Local Advertising Supported by a National Baseline.** To ensure that the Census Bureau reaches diverse audiences across the United States, the media plan includes a mix of focused paid advertising at the local and hyperlocal levels, supported by a base of national paid advertising. Final budget allocation for national and local (and hyperlocal) media is being informed by modeled self-response scores and campaign research, input from multicultural partners, plans proposed in vendor responses to the RFP, and the strategic goals of each campaign phase. Overall media planning and budget allocation are being optimized based on self-response.

While focused local and hyperlocal media are targeting specific HTC audiences, the foundation of national paid advertising is helping drive self-response among both HTC and non-HTC audiences. Further, this baseline of national coverage serves as a backdrop for tailored local advertising, such as to specific cultural groups or HTC audiences.

Because it is often less efficient to communicate through local media than through national media, the Census Bureau has considered relative price when determining the right mix of national, local, and hyperlocal budget and how various advertising channels can be leveraged to reach audiences at the local level. For example, rural households are one of the Census Bureau’s key audiences. Because there are rural households in many areas across the country, the Census Bureau might pursue a national-level buying strategy to reach them. That national budget would then be directed to specific local areas that include rural households, allowing the Census Bureau to optimize its national buy and maximize local reach.



**Figure 21: Paid Media Channels**

*The paid advertising component of the 2020 Census communications campaign is spread across media channels. Channels have been selected based on their ability to reach and resonate with the intended audience groups.*

**Media Channels.** The media mix encompasses channels identified as most appropriate for reaching our target audiences, with consideration given to how the channels can be leveraged to reach multicultural groups using messaging in their preferred language. These channels include but may not be limited to:

- **Digital Advertising.** Advances in the media buying process, spurred by access to data that describes how audiences consume content on and interact with media channels, allow marketers to reach their intended audiences with precision. The Census Bureau has carefully determined the appropriate mix of display, search, video, social, mobile, and email advertising to use in the 2020 Census campaign. Especially on the local level, digital media—more than any other medium—can deliver tailored messaging to target

audiences and can be optimized based on real-time results. These results allow us to collect and aggregate insights at various geographic levels. We can then identify priority geographic areas and create geofenced digital ads, exclusively targeting internet users in high-priority areas. Given the opportunities presented by evolving technologies, the Census Bureau may also use channels that allow for custom content, nontraditional advertising, and traffic-garnering tactics.

- **Radio Advertising.** Radio advertising includes a combination of national and local buys and incorporates terrestrial, satellite, and streaming radio ads, using ads read live by local hosts as well as prerecorded ads. Network radio may serve as an effective channel within our national media mix, employing approved, trusted voices, such as well-known radio DJs, to reinforce the Census Bureau’s messages. The combination of radio outlets allows us to customize advertising for audiences by geographic area, station, genre, ad format, language, and time of day. To extend the reach of radio among key audiences, we may use podcast advertising as well.
- **TV Advertising.** Like radio advertising, TV advertising includes national and local buys. Our plan prioritizes programming, networks, and genres based on their effectiveness in delivering messages to our target audiences. Local television advertising is overlaid onto national advertising. This reinforces the national strategy, helps directly target HTC groups, and ensures that media are purchased efficiently. In addition, given the rise in popularity of digital streaming services and connected devices, we have also considered incorporating these channels into our strategy.
- **Print Advertising.** Print advertising includes magazines, newspapers, and other publications at the national, regional, and local levels. For HTC audiences, this may include advertising in highly localized publications.
- **Out-of-Home (OOH) Advertising.** OOH advertising is another component of the media mix. Campaign research has helped identify those who are most likely to see and be persuaded by OOH advertising—for example, people who spend a lot of time driving or who live in rural areas. Our media buyers have considered various opportunities and identified poster and billboard placements to best reach targeted groups, especially HTC populations.

We may also use digital OOH ads. The ability to quickly adjust messages and creative elements based on environmental factors, such as the time of day or the weather, would allow us to implement innovative and responsive advertising.

- **Event-Based Advertising and Sponsorship.** Advertising at events can help reach key audiences, particularly those that may be difficult to reach through traditional or online media. Advertising at cultural events and coordinating closely with outreach programs such as CPEP is important in reaching multicultural audiences.

**Safe Use of Emerging Digital Technologies.** As enumeration approaches, we are harnessing digital media capabilities, given their strength in targeted audience reach. However, we are diligently monitoring digital activities to ensure we do not raise privacy concerns among

potential respondents or violate policies governing privacy and intrusiveness. To ensure safe technology use, the Census Bureau continues to seek feedback from stakeholders about policies and the implications of using new digital technologies.

**Impact of Political Advertising.** Because our paid media campaign is running during the 2020 presidential election year, we have considered the impact that political advertising could have on the marketplace. Based on observations from 2016 and 2018, we have anticipated that political advertising will have the greatest impact on local broadcast pricing and inventory from the first through the third quarters of 2020, directly corresponding with the awareness, motivation, and reminder phases of our campaign (Maxus internal data, 2017). Most of the spending in the 2016 presidential election occurred during the primaries; during presidential election cycles, primaries take place from February through June, and primary election dates vary by state. It is important to note that these months—February through June—make up the Census Bureau’s primary period for advertising, especially paid media. We have taken the following steps to help minimize the impact of political advertising given the presidential election taking place in 2020:

- **Identifying key primary markets.** Because elections mainly affect local advertising, identifying key primary states has helped us plan and adjust our tactics.
- **Getting in early.** Securing media placements upfront often provides cost advantages, while short lead times can be met with premiums and limited inventory.
- **Avoiding shorter units.** In broadcast, 15-second ads are more likely to be bumped from ad lineups than standard 30-second ads. In local television, 15-second ads are also sold at a relative premium (usually 65% the cost of a 30-second ad).
- **Investigating TV sponsorships and sponsored segments.** Sponsorships help drive audience recognition through logo placement, branded content, and other promotional arrangements presented by or through known TV networks. Sponsorships are typically negotiated and paid for well in advance. These early negotiations help advertisers avoid being preempted by the lowest unit rate—a low-cost advertising opportunity that broadcasters are required to provide to political candidates in the 60 days preceding an election.
- **Building flexibility into plans.** We recognize the potential need to reallocate ads to different programming and times during the advertised window. Television advertising may also need to be adjusted around primary schedules—ramping up after a state’s primary is held to avoid competition.
- **Thinking local radio.** Except for news and talk stations, local radio is less affected by political spending than TV. The Census Bureau has also considered digital radio streaming and related services.
- **Considering digital OOH advertising as a broad-reaching alternative.** If pricing of other ad inventory is high and availability is limited, especially in battleground states,

digital OOH advertising could be a good replacement. The battleground markets in the 2016 presidential election had good static bulletin and digital OOH coverage and were not dramatically affected by the increase in political pressure in the market.

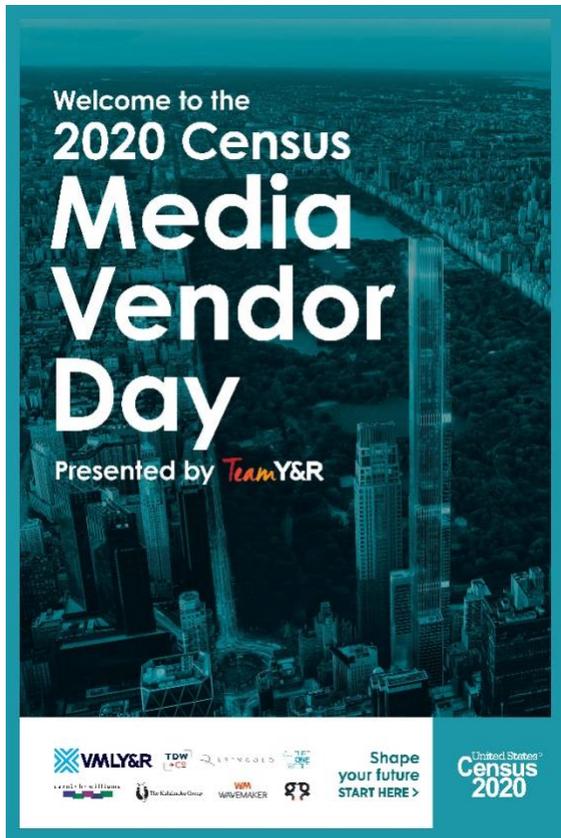
**Contingencies and Budget Reserves for Campaign Monitoring and Optimization.** Our media plan includes contingencies in case adjustments are needed during execution. For example, if a media purchase made several months in advance of when advertising is scheduled to air cannot be realized due to shifts in the landscape or other unforeseen circumstances, we will adapt.

A key component of campaign optimization efforts is adjusting our media and advertising activities to reach audiences that yield low response rates during data collection. Our advertising and media buying plan allows for flexible budget allocation to help maximize census response.

**Planning Timeline.** Based on the campaign phases described on Page 34, paid advertising activity was minimal during the strategic early engagement phase (January – December 2019), although social media, public relations, and other efforts were underway. Paid media efforts to support Alaska’s early enumeration started in December 2019. At that time, limited paid advertising began to target remote and other audiences that may require more time to learn about the 2020 Census and complete the census questionnaire. The awareness, motivation, and reminder phases that follow encompass the bulk of paid advertising, as the Census Bureau urges people across the nation to respond to the census.

The timeline below describes the progression of key activities in the media planning process.

- **July 2018:** The Census Bureau conducted media planning kickoffs and initiated discussions with multicultural partner firms.
- **August – September 2018:** Using campaign research, demographic information, and media consumption insights, we developed the media brief. We also developed the objectives, strategies, and target audiences for the paid media campaign.
- **October 2018:** The Census Bureau conducted a Media 101 workshop with the Media Review Team (MRT) and finalized the media brief.
- **November 2018:** The Census Bureau conducted a Media 102 workshop with the MRT. We also held planning calls and materials reviews with all partner agencies to prepare for the planning workshop.
- **December 2018:** All partner agencies met for a planning workshop, aggregating information to produce a single media plan. This plan was timed to support earned and owned media and partner outreach, and it encompassed all phases of the campaign.
- **January – March 2019:** The Census Bureau finalized Media Plan 1.0. We also developed and agreed on media vendor RFP criteria.



*Figure 22: Art for Welcome Signage Used at the 2020 Census Media Vendor Day Events*

- April 2019:** Media vendor days were held on April 3 in New York City and on April 5 in San Juan, Puerto Rico, to educate potential vendors about the 2020 Census campaign and answer questions about communications objectives. These events were livestreamed, recorded, and posted online for nationwide access. The media vendor days also marked the kickoff of the submission period for 2020 Census campaign paid media proposals. The RFP was open to any media channel that wanted to submit a proposal, including national, local, and hyperlocal vendors.
- May – June 2019:** As the RFP submission period ended, we prepared for negotiations for upfront national media buys. These negotiations focused on securing placements and pricing well in advance of the advertising air dates.
- July – September 2019:** We refined and finalized Media Plan 2.0. The Census Bureau committed to upfront television and other long-lead media buys before securing advertising inventory. We secured other long-lead opportunities, such as sponsorships, as well.
- October – December 2019:** The Census Bureau’s media team finalized local upfront negotiations and placed vendor insertion orders in preparation for the launch of the paid advertising campaign. Paid media support for early enumeration efforts in Alaska also began.

- **January – June 2020:** Paid media is activated. Advertising is building awareness that the 2020 Census is coming (awareness phase, starting in January), motivate people to complete the form (motivation phase, starting in March), and remind those who have not yet completed the form to do so (reminder phase, starting in May). By the end of June, paid media will wind down as the volume of enumeration activities also declines.
- **July – August 2020:** The media team will begin to assess the campaign's performance, synthesizing post-buy metrics. We will also coordinate with vendors to schedule make-good media placements that did not run earlier in 2020 as scheduled.
- **September – December 2020:** Paid media activities will resume in September to support the thank-you phase campaign. Paid media may also support the data dissemination phase, if and as funding becomes available. Once the paid advertising campaign ends, media buyers will conduct post-buy analyses. The Census Bureau will compare media plans and actual executions and will begin to assess the success of the paid campaign.

It is important to note that ongoing research, real-time results, and feedback from both the Census Bureau and the campaign itself will inform adjustments to media planning and placements as the campaign progresses.

**Integration With Other Program Components.** As described throughout this section, the Census Bureau is closely coordinating media planning and advertising development to ensure that the campaign's messages and channels are appropriately chosen and integrated. Media planning and buying is also being integrated with the following components:

- **Social Media.** Advertising through social media channels is an integral part of our strategy. We are aligning paid and organic social media activities to establish and reinforce a consistent message across channels.
- **Partnership and Stakeholder Relations.** Paid advertising provides a backdrop against which partnership and stakeholder relations activities can be leveraged. In addition, trusted community voices—that partners will help identify—are an important part of paid media efforts.
- **Public Relations.** Advertising, especially in print magazines or newspapers, will help the Census Bureau leverage additional earned media opportunities. Especially in smaller, ethnic, or community publications, purchasing paid advertising can result in editorial pieces or other coverage.
- **Campaign Monitoring and Optimization.** Paid media and advertising will be a critical component of campaign monitoring and optimization activities. We are designing our tools, systems, and processes with this requirement in mind.
- **Operations.** While all program components require coordination with Census Bureau operations, it is especially important for paid media to be coordinated with operational

activities. We are striving for consistency in branding, messaging, and calls to action across all campaign materials.

## **EXECUTION**

During the execution phase, the Census Bureau will engage in media buying, ad production, and measurement of the placements. We are scheduling and buying placements based on market availability and on insights regarding the optimal time to purchase or hold back on inventory, given real-time conditions. Placements will be selected from cost-efficient TV, radio, and digital outlets that best reach our target audiences—in their preferred languages as needed—with a special focus on HTC populations. Advertisements in newspapers and magazines will target populations that are more likely to notice and trust ads in a local or demographically oriented publication than ads served digitally or by broadcast.

**Placing Advertisements in Appropriate Outlets.** The Census Bureau is not placing ads in outlets that could be considered inflammatory, highly controversial, or offensive. We are also monitoring placements to minimize the risk of ads running adjacent to potentially inflammatory, highly controversial, or offensive content. We are aiming to strike the right balance between selecting programming and outlets that will reach target audiences and maintaining the integrity of the 2020 Census campaign. This is important because some audiences with low response rates use media and content platforms that might be considered controversial by some but that could also be effective in reach and credibility. Given the rapidly changing media environment and the speed at which controversial content and comments can spread, especially through channels such as social media, we are continuing to monitor placements after outlets have been selected and advertising has been executed.

As part of our media buying process, we have developed a policy outlining the Census Bureau's requirements and expectations for placement of advertising. We are clearly communicating our do-not-buy guidelines to stakeholders, partners, and the public. As described previously in this section, a key function of the Media Review Team is to review proposed outlets for relevance and appropriateness before securing placements. The MRT has also reviewed and approved the do-not-buy guidelines.

**Negotiating the Best Rates and Ensuring Cost Efficiency.** We are taking a varied approach to entering each media marketplace and negotiating rates. Based on national TV marketplace conditions, we are using a mix of upfront and "scatter" spending to provide both flexibility and cost containment. With upfront spending, national TV buyers enter the market before the new television season to negotiate favorable rates, guaranteed ratings, opportunities to reduce a portion of the initial buy, and access to premium content. Conversely, scatter buys occur closer to the advertising period and allow advertisers to select the remaining unsold inventory at variable prices. Sellers' models are based on selling scatter inventory at a premium. Historically, these premiums add 5% to 20% to the cost of advertising (GroupM, 2016).

**Leveraging Both Large and Small Businesses for Buying Power.** The Census Bureau values its commitment to engaging small businesses, such as our multicultural partner firms, and leverages their expertise to reach various audiences, particularly in HTC communities. We also value the benefits and cost savings that come with using large media buyers, who are often able to negotiate deals that would otherwise be unavailable. Thus, the Census Bureau has found an appropriate balance in the management of media buying activities. We are working with a national media buying leader to place some ads and with small businesses—including our multicultural partner firms—to place others. Small business media buyers will work in collaboration with the larger media buyer, which will serve in an advisory role to the small multicultural partners. Small businesses will place paid media at both the local and national levels as guided by channel, placement options, and the needs of their audiences.

**Streamlining Inter-Team Participation.** The Census Bureau is working closely with media buying partners who specialize in outreach to diverse groups. Multicultural partners are providing inputs to the media plan and executing buys at the national and local levels. The Census Bureau and its partners use a common media planning and buying system that allows buyers to determine how best to reach their target audiences. Using a common system promotes alignment and integration within the team.

The Census Bureau's partners have expertise in reaching important audiences across various media channels. In addition, multicultural partners have strong relationships with members of the ethnic media markets they represent.

A list of the team members and their relevant audiences is presented in Table 5.

**Table 5: Inter-Team Participation in Media Buying**

Media Buying Partner	Key Audience
Carol H Williams	Black/African American audiences
Culture ONE World	Hispanic and Brazilian audiences
G&G Advertising	American Indian and Alaska Native audiences
The Kālainmoku Group	Native Hawaiian and Pacific Islander audiences
Reingold	Diverse mass, Polish, Russian, and Arabic audiences (digital media)
TDW+Co	Asian American audiences
Wavemaker	Diverse mass, Polish, Russian, and Arabic audiences (traditional and other media)
Wavemaker Puerto Rico	Residents of Puerto Rico

In addition to delivering the media placements, our multicultural partners are measuring and optimizing the ads and media buys. Further, our partners will provide benchmark reporting on media spending for alignment with the overall media buying team’s reporting. As the paid media campaign progresses, the team is collaborating to maintain a consistent process for buying, delivering creative elements for, reporting on, and evaluating paid advertising.

**Engaging in Continual Refinement.** The Census Bureau’s data-driven campaign approach allows us to continually refine paid advertising tactics and strategy, drawing insights and analysis from real-time response results and audience engagement with media.

“Continual refinement” refers to our ability to respond to the question “How is our advertising working?” Answering this question—in addition to analyzing media metrics—allows us to make in-campaign adjustments to maximize census response.

**Making Creative Adjustments Based on Nearly Real-Time Results.** Across all channels, creative elements and advertising messages go through robust research and testing before launch. But digital advertising allows us to use real-time A/B testing to comparatively test aspects of each creative execution, including message, language, format, image, platform, and audience reached. We are observing how each of these influences the audience’s actions following exposure to an ad, such as whether audience members click through to or fill out the census questionnaire.

**Optimizing Paid Media During the Campaign.** Flexibility is a critical factor in determining media buys for the 2020 Census. Having the ability to adjust media (channels, programming,

and messaging) strengthens the effectiveness of our media flights and the efficiency of budget allocation.

Table 6 shows the options, across paid media types, for changing advertisements after their initial purchase. The levels of flexibility depicted provide directional considerations as we progress in the paid advertising campaign; final thresholds for canceling, adding, and shifting inventory and for replacing creative elements are being determined in negotiations with media companies. The Census Bureau recognizes that individual vendors have varying requirements for inventory adjustments, and these were identified early to ensure efficiency. For example, some smaller media companies that reach niche audiences or small populations may require more lead time than other vendors.

**Table 6: Paid Media Flexibility by Type**

Placement Type	Canceling Inventory	Adding Inventory	Shifting Inventory	Changing the Message	Additional Comments
National TV Upfront (Long-Term): Broadcast, Cable, Syndication, Cinema	Firm at time of order.	Depends on marketplace conditions. Can incur additional costs.	Depends on availability and when/where inventory is moved. Can incur additional costs.	3-7 days. May take longer with syndication, depending on the program. Cinema changes take 2 weeks.	Refers to long-term purchases made for an entire broadcast year (Q4 through Q3).
National TV Scatter (Short-Term): Broadcast, Cable, Syndication, Cinema	Firm at time of order.	Depends on marketplace conditions. Can incur additional costs.	Depends on availability and when/where inventory is moved. Can incur additional costs.	3-7 days. May take longer with syndication, depending on the program. Cinema changes take 2 weeks.	Refers to short-term purchases, usually made within one quarter.
National TV Opportunities (Last-Minute): Broadcast, Cable, Syndication, Cinema	Firm at time of order.	Depends on available inventory and client flexibility.	Depends on marketplace conditions and available inventory.	N/A	Refers to last-minute purchases made within days of the airdate. Offers advantageous rates but can't guarantee that inventory will be available and is

Placement Type	Canceling Inventory	Adding Inventory	Shifting Inventory	Changing the Message	Additional Comments
					therefore difficult to plan.
Network Radio	Firm at time of order.	2-3 weeks	At least 30 days, depending on market conditions at the time of request.	1 week	Network radio 30-second copy must be provided 2 weeks before the start date. If the campaign includes traffic service vendors that require 10- and 15-second scripts, copy can be provided with 1-week notice.
Local Television	2-4 weeks, depending on the vendor and market conditions.	2 weeks	2 weeks	1 week for a creative change. Accelerated log times for holidays.	Depends on the number of markets affected and marketplace conditions.
Local Radio	2-4 weeks, depending on the vendor and market conditions.	2 weeks	2 weeks	1 week for a creative change. Accelerated log times for holidays.	The number of markets affected and marketplace conditions both affect turnaround.
Local Cinema	Cancellations are offered only for upfront, multiquarter commitments. The first quarter is always firm, and the subsequent quarter(s) require 60 days' notice before the start of the quarter.	2-4 weeks	2-4 weeks	1-2 weeks	N/A
Newspapers	2-7 business days			2-7 business days	Lead times for newspapers are

Placement Type	Canceling Inventory	Adding Inventory	Shifting Inventory	Changing the Message	Additional Comments
					dependent on the publisher.
National Magazines	8-12 weeks before issue date; dependent on published space closing date.			6-10 weeks before issue date; dependent on published material closing date.	N/A
Local Magazines	4-6 weeks before issue date; dependent on published space closing date.			2-4 weeks before issue date; dependent on published material closing date.	N/A
Out-of-Home Digital	Firm at time of purchase.	Depending on available inventory, lead time could be 2 or more weeks.	Firm at time of purchase.	1 week	N/A
Out-of-Home Static Bulletins and Transit	Firm at time of purchase.	4 weeks	Firm at time of purchase.	Lead times on static boards are too long to change creative, so the message is set at the time of installation.	N/A
Online Display	2 weeks	1-7 business days	1-7 business days	1-7 business days	N/A
Digital Content Marketing	2 weeks	1-7 business days	1-7 business days	1-7 business days	N/A
Site-Direct Digital	2 weeks	9-11 business days	9-11 business days	9-11 business days	N/A

Placement Type	Canceling Inventory	Adding Inventory	Shifting Inventory	Changing the Message	Additional Comments
Online Video	2 weeks	1-7 business days	1-7 business days	1-7 business days	N/A
Search	2 weeks	1-7 business days	1-7 business days	1-7 business days	N/A
Social Media	1-7 business days	1-7 business days	1-7 business days	1-7 business days	N/A
Nontraditional Outlets	Varies by media opportunity.	Includes opportunities such as advertising at ethnic supermarkets and cultural events.			

**Storing Advertising Materials in a Repository.** As the Census Bureau develops its library of advertising materials, these materials are being stored—together with relevant licensing and copyright information—in a repository of communications campaign assets. The materials will be available for Census Bureau reference for several years following the end of the campaign.

**Conducting Testing and Analysis.** For 2020, we have established goals for reach and frequency during each phase of the paid advertising campaign, as shown in Table 7. Reach is the percentage of households exposed to the media, while frequency is how often the households are exposed.

*Table 7: 2020 Campaign Reach and Frequency Goals*

Phase	Population Reached by Media
Awareness Phase	99.9% (at least 26.8 times with base funding)
Motivation Phase	99.9% (at least 61.5 times with base funding)
Reminder Phase	99.4% (at least 11.9 times with base funding)

The success of the advertising campaign in 2020 will be measured by rates of self-response; however, metrics for reach and frequency—including how many people are shown an ad and how often they are shown it—are also being captured as part of our evaluation plan. This allows

the Census Bureau to recommend adjustments to advertising activity based on ad performance and response rates—and based on the integration of the self-response propensity scores and campaign optimization activities. As the campaign launches, we are clearly identifying key metrics by channel, which include but are not limited to those listed in Table 8.

**Table 8: Key Metrics by Channel**

Channel	Common Metrics
TV	Impressions and gross rating points (GRPs)
Radio	Impressions and GRPs
Digital	Varies by channel. Includes but is not limited to impressions, click-through rate, website visits, video views, and engagements (such as social media engagements and the number of times visitors complete the questionnaire).
Out-of-Home	Impressions and GRPs
Print	Impressions and circulation numbers

During the campaign, these metrics are feeding into our campaign optimization system and informing campaign activities. After the campaign, we will review the results of our paid media advertising, which will be detailed in a comprehensive post-campaign report.



## PUBLIC RELATIONS AND EVENTS

### OVERVIEW

As a complement to the partnership and advertising program components, public relations and related media activities are assisting the Census Bureau in reaching diverse audiences nationwide, including HTC populations. Public relations efforts anticipate and address common questions about the census, including questions about data security and privacy, the importance of the census, and the ways that census data will be used. Another aspect of public relations involves providing information to the public about how to respond to the census questionnaire, including how to use the internet response option.

The Census Bureau's goals for public relations for the 2020 Census are to:

- Educate the public about the 2020 Census, its importance, and the response process.
- Assure the public of the confidentiality, safety, and security of personal information.
- Encourage self-response (by internet, phone, and mail) and an accurate response.
- Reach communities that have traditionally demonstrated low response rates.
- Support the reputation of the Census Bureau.

### APPROACH

Active engagement with members of the media and with local trusted voices forms the cornerstone of the public relations effort. Our media engagement reaches diverse mass audiences, with a focus on HTC audiences that may be less familiar with or more skeptical about the census and require more information to be comfortable responding. The Census Bureau is engaging with our target audiences' trusted media sources and influencers to create compelling content and story angles that connect the census to issues our audiences care about.

In developing our approach, we have considered that most people consume news and information from multiple sources. Accordingly, the Census Bureau has developed media relations strategies to reach audiences through print, television, radio, and online media in the following categories:

- National traditional and multichannel news and feature media outlets.
- National online-only media outlets.
- Regional and local and feature media outlets in and around:
  - Atlanta

- Chicago
- Denver
- Los Angeles
- New York
- Philadelphia
- Multicultural and ethnic media outlets.
- Entertainment and sports media outlets.
- Government and communications trade media outlets.
- Niche media outlets serving special population groups such as military and veteran, LGBTQ+, and young and mobile audiences.

The emergence of smartphones and tablets has also led to the hypercustomization of news and information across specialty or niche channels, the most significant of which are increasingly nontraditional news organizations. Audiences get their news from multiple media outlets and through social media platforms such as YouTube, Facebook, and Twitter.

Our media relations approach follows the phased approach of the 2020 Census communications campaign at large—which consists of the strategic early education, awareness, motivation, and reminder phases. Messaging and pitching to media outlets are being strategically executed in alignment with the phased campaign timeline to help inform the public of key operations during the communications campaign.

Further, and related to the dominance of digital and social media, inaccurate content marketed as accurate news has been a concern for many Census Bureau stakeholders as well as for the general public. The Census Bureau is conducting a robust effort to monitor and mitigate misinformation and disinformation campaigns while considering how such campaigns may affect audiences' willingness to respond to the census.

Within the news media industry, corporate mergers have reduced the number of media companies while increasing the size and reach of the largest companies. These mergers have led to reduced coverage of a range of issues, including those that relate to important census data and changing demographic trends. It is important to note that in 2020 the Census Bureau is competing for coverage with state and local government elections and with the presidential primaries, which typically dominate news cycles.

In addition to planning for public relations, we have developed a detailed plan for managing potential communications crises, with an emphasis on quick and effective action. See Page 126 for more information on our crisis communications plan.

## INPUTS

**Audience Research.** We are drawing from self-response propensity scores and campaign research, including 2020 CBAMS. This research identified audiences that may need more information or encouragement to respond to the census; it also identified the messages that are most likely to resonate with these audiences. Audience research also helps the Census Bureau anticipate issues that may inhibit self-response and determine where heavier communications efforts are likely to be needed.

**Media Tools.** The Census Bureau is using a variety of tools to provide insight on the media channels that will be most effective in reaching and resonating with our target audiences. These tools are measuring and monitoring public conversation about the 2020 Census by tracking earned and sponsored media coverage. The Census Bureau is supplementing its tracking regimen with use of social media listening tools that offer detailed, audience-focused analysis.

**Census Bureau Regional Offices.** Regional staff members are valuable resources when it comes to understanding the landscape of their local news media. They help identify regional influencers and nontraditional partners that play a role in the media landscape. The Census Bureau is working closely with its regional offices throughout all phases of the campaign.

**Multicultural Agencies.** The Census Bureau's multicultural agency partners have relationships with individuals and organizations that are shaping the planning and execution of public relations activities. We are using research and data insights from partners to identify influencers who are important to our key audiences—including influencers who resonate strongly with HTC audiences.

**Lessons Learned From 2010.** Insights collected during the 2010 Census highlighted key opportunities for 2020, including:

- **Timing of and Access to Information.** Key to the 2020 Census campaign is building and maintaining robust outreach efforts throughout the campaign. Public relations communications formally kicked off in March 2019 in tandem with traditional and social media efforts. We are making public relations materials easily accessible to Census Bureau stakeholders, partners, and staff members.
- **Integration of Partnership, Stakeholder Relations, and Public Relations Efforts.** We are promoting integration among program components to ensure consistency in messaging to key audiences, to take advantage of community outreach opportunities, and to collaboratively execute events and social media activities for strong impact.
- **Localization of Efforts.** For 2020, we aim to make public relations materials as adaptable as possible to suit a region's specific geography and demographic makeup. The ability to customize these materials makes them more relevant to local audiences and more effective in encouraging participation.

## PLANNING

**“Early and Often” Approach to Engagement.** To build awareness of the online response option and emphasize the importance of responding early, we engaged media outlets earlier than was done in previous decennial counts. We formally kicked off public relations efforts in March 2019 in anticipation of Census Day 2019 (April 1). As campaign momentum increased, we pitched broadcast, print, and digital media outlets with stories tailored to both national and local markets. Our goal in early outreach was to educate reporters about the 2020 Census and the benefits of participation for their respective audiences. We prioritized engagement with media outlets that serve hard populations (who will likely be hard to count) and geographic areas with limited media coverage, engaging media outlets that serve minority populations.

**Story Development.** Building on insights from campaign research, self-response models, interviews with subject matter experts, and previous successes working with members of the media, the Census Bureau is creating stories to generate interest in the census and awareness of the Census Bureau’s mission. Stories are organized around distinct themes; for example, one story may explore what the census is and how to complete the questionnaire, while another may reinforce the idea that census participation is easy, and that all data will be kept safe and secure. This approach demonstrates the relevance of Census Bureau data to people’s daily lives and connects our messages and calls to action with trending topics, relevant news cycles, and the previous reporting of our targeted journalists.

The Census Bureau is rolling out these story themes in distinct phases designed to build a groundswell of interest, educating and motivating the public to participate in the 2020 Census. Our stories reinforce:

- The human face of the census, by showing:
  - People working in nonprofit organizations who have used census data to help secure grants to benefit HTC communities.
  - Census workers, including enumerators, on the front lines.
  - People completing the census online for the first time.
- The tangible benefits of census participation, which include funding for the development of schools and free lunch programs, roads and infrastructure maintenance, and services for young children and older adults.
- The ease of completing the census, especially with the new online questionnaire.
- The confidentiality, privacy, and security of data provided to the Census Bureau, including online responses.
- Call-to-action messages that drive people to respond.

- The importance of *everyone* being counted—particularly those who have been historically undercounted in previous counts, such as young children (ages 0 to 5) and those living in rural areas.

Compelling examples of public and private organizations' use of census data or other census involvement are also being incorporated into stories promoted in campaign outreach.

**Identification and Training of Spokespeople.** We are identifying spokespeople around the country who are willing to promote 2020 Census efforts, finding those who have the most credibility and impact. To guide spokespeople in interviews, we are providing them with key talking points and a toolkit with media materials, such as fact sheets and census data explainers. In addition, more than 300 Census Bureau officials have received media training and are prepared in every region to communicate key talking points about the 2020 Census if they are interviewed by members of the media.

**Collaboration Among National and Regional Officials.** The Census Bureau's Public Information Office (PIO) coordinates closely with Census Bureau regional directors and media specialists to provide guidance on messaging and talking points about the 2020 Census. In addition to hosting weekly coordination calls, the PIO has provided media training to regional directors and their appointed spokespeople.

**Media Monitoring.** The Census Bureau is conducting ongoing media monitoring activities to determine whether key messages are breaking through and to correct any misinformation. We began by conducting baseline background monitoring in 2017, and we increased other monitoring and listening activities throughout 2018 and 2019. Activities will reach their peak in 2020, when access to real-time reporting of media coverage and events informs Census Bureau leaders' responses and decision-making.

**Integration With Other Program Components.** The Census Bureau's public relations team is carefully integrating its efforts with other program components to maintain clear and consistent messaging that inspires action and is useful to media, influencer, and stakeholder audiences and their respective networks.

- **Social Media.** Because this is the first census to which all households can respond online, we are frequently using social media and online platforms to facilitate our public relations efforts. We are communicating with journalists and members of the media on online platforms and directing them to relevant information, stories, and spokespeople to encourage their development of content about the 2020 Census. We are also using listening tools to track media mentions of online conversations and other census issues. For more information on social media, see Page 141.
- **Partnership and Stakeholder Relations.** Partners serve as important, trusted voices that can be amplified through the media. We are leveraging partner stories, activities, and live events to create compelling, shareable content. We are also working with the Census

Bureau’s regional offices, which provide field staff members with materials for conducting media relations efforts in conjunction with local partnership specialists.

## *EXECUTION*

As with activities in other components of the campaign, we are following a phased approach with public and media relations activities. Building on previously described plans, materials, and content, we are working with the PIO to leverage localized relationships with members of government and the media, helping to ensure blanket messaging nationwide. The Census Bureau is tailoring stories for broadcast, print, and digital media outlets at the national and local levels to educate reporters about the 2020 Census and the benefits of participation. Our stories consistently demonstrate the value of census data and connect our core campaign messages and calls to action with previous reporting.

**Preliminary Outreach and Interview Preparation.** We began directly engaging and forming relationships with members of the media in March 2019. We are providing Census Bureau spokespeople with the background information they need on reporters, outlets, and topics to ensure strong interviews. We are also working with spokespeople to strengthen their ability to convey the Census Bureau’s messages effectively. To help them deliver clear and consistent messages, we have given them talking points that reflect the results of research, such as CBAMS. Multicultural partners are also providing talking points that resonate with their specific audiences. Our media trainers—most of them former journalists—are also advising spokespeople on interview techniques. These trainers are leading “learning by doing” simulations, in which participants practice responding to challenging questions and remaining calm in intense interviews.



*Figure 23: Photo of News Briefing at the One-Year Out Event on April 1, 2019, in Washington, D.C.*

**Phased Execution.** Public and media relations activities are taking place in distinct phases, with discrete messages for the public; however, our activation tactics are similar across all phases. We are pursuing and executing:

- News conferences and briefings with key Census Bureau leaders, stakeholders, and members of the media.
- Media and public relations events, including those held in conjunction with milestone dates in the enumeration process.
- Deskside briefings with key members of the media, editorial writers, and social media influencers such as bloggers with large audiences, and larger-scale multicultural media briefing events across audience segments.
- Explainer content, including videos, fact sheets, articles, and infographics, that describes how to respond to the census and underscores response confidentiality.
- Interviews with members of key media outlets, editorial writers, and social media influencers that could be featured on drive-time radio or popular broadcast programs.
- Coordination with media outlets to create visual stories and shareable content (e.g., infographics, podcasts, b-roll video, animations) that illustrate the importance of census data in shaping communities.
- Media training sessions, roundtables, webinars, and conferences with key Census Bureau leaders and trusted voices, as appropriate.
- Op-eds, blog posts, and letters to the editor written by regional Census Bureau spokespeople and other local stakeholders.

Public relations and media-focused events efforts are supporting the key phases of the overall communications campaign, as described on Page 34. The activities conducted in the public relations and media-focused events program component are adhering to the following timeline:

**Strategic Early Education Phase (March 2019 – January 2020).** The goal of this first phase was to build public awareness and understanding of the 2020 Census through media relations activities. The Census Bureau conducted outreach and formed relationships with members of the media, particularly with outlets that appeal to specific ethnic and cultural populations. This was particularly important for long-form feature stories and publications that have long lead requirements for content planning.

During this phase, the Census Bureau has planned and executed multiple events, which have garnered regional and national attention as we educated the public about the upcoming 2020 Census. The first of these events took place on April 1, 2019, one year out from Census Day, with a formal news briefing in Washington, D.C. The event was livestreamed online for viewers across the country, and social media efforts supported engagement and discussion online.

The Census Bureau hosted a second event in Philadelphia on Constitution Day 2019 (September 17). This event included a news conference held by Census Bureau executives. It also included an interactive museum exhibit at the National Constitution Center—“Shape Your Future: A Census Experience”—through which thousands of middle and high school students were able to learn about the census and its benefits.



**Figure 24: Exhibit Elements From the U.S. Census Bureau's September 2019 Constitution Day Event**

**Shown are elements of an interactive activity that was part of the September 2019 Constitution Day event and “Shape Your Future: A Census Experience” historical exhibit in Philadelphia. The activity encouraged student participants to place a footprint sticker where they would like to live in 2030, when the next decennial census will take place.**

A third event, hosted at the National Processing Center Paper Data Capture Center – West in Phoenix on October 22, 2019, attracted Census Bureau partners and members of the media. Census Bureau representatives answered questions about jobs and the hiring process, with the goal of recruiting temporary workers for positions opening in the spring of 2020. The event included an opportunity to tour the processing center, allowing attendees to observe how census forms are processed. The tour also allowed partners and members of the media to see new processing technologies being used for the 2020 Census.

**Awareness Phase (January – February 2020).** Throughout this phase, the objective for public and media relations activities was to broaden the population’s understanding of how to respond

to the census and how they benefit from participating. To accomplish this, we sought to create “aha!” moments for reporters—and by extension, their audiences. Our aim was for them to think, “I had no idea that my participation in the census made this possible.” During this phase, we illustrated the numerous ways that census data directly affects decisions on matters of national and local importance: education, employment, veterans’ services, public health care, rural development, the environment, transportation, and housing. We also worked with partnership specialists to enhance our relationships with influential stakeholders involved in these matters.

We used a range of content types during the awareness phase: infographics, animations, photos, blog posts, videos, podcasts, and newsletters. We highlighted examples of community members’ using census data to address critical needs faced by hospitals, emergency services, job training centers, schools, senior centers, and other service providers. Stories illustrated, for example, how census data has shown communities where to open senior centers, and how data has led to the implementation of English language programs for students with limited English proficiency.

The Census Bureau has pitched these types of stories to network nightly news programs as broadcast TV segments. In addition, we have exploring opportunities with cable networks, which have a large viewership and strong following on social and digital media platforms.

As the campaign moved closer to the motivation phase, in which self-response has become available, we have pitched stories that position the Census Bureau as an innovator and the count as an example of smarter government for the 21st century. The key has been our consistent and easy-to-understand explanations of “how it works”—particularly how enhanced technology is keeping personal information confidential and secure. We hosted events during this phase to bolster reporters’ and the public’s awareness and understanding of the 2020 Census. This has helped keep the census in the public eye just before the self-response option becomes available.

**Motivation Phase (March – May 2020)**<sup>3</sup>. As the self-response option became available in March, public relations efforts are focusing on encouraging participation in the 2020 Census and driving self-response. Recognizing that no two markets are alike, the Census Bureau is mobilizing its regional offices to tailor strategies to suit the nuances and cultures of communities across the country. Media relations and public engagement may include the following activities:

<sup>3</sup> This section reflects plans for the Motivation Phase as of March 1, 2020. Due to the COVID-19 pandemic, live events in support of the 2020 Census have been postponed or cancelled. More information about 2020 Census communications initiatives in response to the COVID-19 pandemic will be discussed in a forthcoming addendum to this plan.

- **Media-Focused Events.** Media-generating events are being executed during this phase. The Census Bureau intends for these events to inform the public that it is time to respond to the 2020 Census and to highlight the importance of a complete and accurate count. The Census Bureau will livestream many of these events online, including on social media platforms. We may also organize satellite and radio media tours featuring Census Bureau executives to reach media markets that we are unable to visit in person.
- **Census Day Event Series in Multiple Locations in Different Markets.** The Census Bureau and its partners is hosting a series of events across the country on Census Day 2020. In geographic areas where there are large concentrations of non-English language speakers, events may be conducted in Spanish or Chinese, for example. These events will benefit from a heavily localized social media push, requiring coordination across several programs and initiatives of the Census Bureau, including paid advertising efforts, the Community Partnership and Engagement Program (CPEP), the National Partnership Program, the Statistics in Schools program, and regional offices.
- **Festivals, Parades, and Community Events.** Using campaign research and working closely with CPEP and regional staff members, partnership specialists are identifying people who may not be easily reached through traditional communication channels. In response to their findings, we are prioritizing events that attract HTC audiences or offer opportunities to drive mass response. Appearing at and participating in community events and activities is helping the Census Bureau build relationships with HTC audiences, and these relationship building efforts are benefiting from the experience of Census Bureau regional staff members and multicultural partners. We may leverage pre- and post-event opportunities, including advertisements, booklets, and followup newsletters, to continue engagement with audiences beyond the event.

**Reminder Phase (May – July 2020).** During this phase, public and media relations efforts will be instrumental in supporting the final push to participate in the 2020 Census. Given the goal of this campaign phase—to encourage census response, especially among HTC populations and in areas of low response—outreach will be hypertargeted at the local level. Monitoring response rates, the Census Bureau will coordinate campaign optimization efforts with public relations outreach to communicate messages that encourage response to people living in tracts with low response rates. We will urge target audiences to participate by reminding them that the census is winding down and that census participation is a key opportunity to help shape their communities. The Census Bureau will work with media specialists to develop customized content and story angles for local television and radio and appropriate multicultural media outlets. One final media-generating event is planned for this phase to highlight the start of the Nonresponse Followup operation and to reiterate the importance of responding to the census.

**Thank-You Phase (August – December 2020).** Public and media relations will help sustain public engagement with the Census Bureau after the decennial enumeration is complete. Messages will thank the public for its participation in the 2020 Census. In addition, our communications during the thank-you phase will use preliminary insights from the enumeration (such as response rates) to build anticipation for the upcoming data dissemination phase.

**Data Dissemination Phase (beginning January 2021).** After the 2020 Census count has been delivered to the President (by December 2020), insights derived from the census data will provide useful news hooks to further emphasize the importance of data collection efforts. Ongoing story development and media relations efforts using this data will generate further support for the Census Bureau, creating a backdrop against which ongoing and intercensal data collections will take place. The aim of public and media relations communications during this phase is to maintain recognition of the Census Bureau, encouraging sustained engagement with census data and further data collections.

**Activation of Stakeholders To Support Media Efforts.** The Census Bureau is augmenting its foundation of stakeholders by identifying a set of trusted influencers, including community leaders and media personalities. These individuals will be credible and persuasive in building awareness of the 2020 Census, and they can underscore its value. We are working to integrate these trusted voices into earned and owned media efforts and into social media partnerships. Outreach activities will include:

- News media interviews.
- Speaking engagements at events.
- Content distribution through stakeholder networks and platforms.
- Web videos.
- Briefings to Congress.

For more information about engaging stakeholders, see Page 79.

**Measurement and Evaluation.** To guide us in refining media efforts over the course of the campaign, we have implemented evaluation strategies and metrics to track our work as we conduct it. Metrics for public and media relations efforts include the number of times the Census Bureau or the 2020 Census is mentioned; the number of interviews secured for Census Bureau spokespeople; the number of times Census Bureau spokespeople are quoted; and the number of times media outlets report on a topic related to the 2020 Census. Qualitative assessment—evaluating the quality of content and coverage—is also helping to determine whether Census Bureau messaging is influencing media coverage as anticipated.



## OVERVIEW

In preparing for the 2020 Census, we recognize the need to plan for unforeseen events, issues, and disruptions that could hinder our ability to obtain a complete and accurate count. A crisis is defined as a situation that significantly threatens the health and safety of Census Bureau employees or the public, compromises the safety or integrity of Census Bureau data, undermines public confidence in the security of Census Bureau data, interferes with the Census Bureau's ability to carry out operations effectively, or damages the Census Bureau's reputation.

The types of threats could vary widely. For example, the Census Bureau could face internal threats such as operational challenges, real or rumored data breaches, fraud, or employee misconduct. External threats, such as natural disasters, public health epidemics, pervasive misinformation or disinformation, and significant security incidents at other federal agencies or in the private sector, could also cause harm. The development of plans and procedures to be executed in such circumstances is key to maintaining the safety, security, and efficiency of the Census Bureau's enumeration process.

Coordination is key to effective delivery of important messages when rapid response is needed. During any crisis, the Census Bureau will provide employees, media outlets, elected officials, and our stakeholders and partners with appropriate information. We will also work with them to address issues and deliver pertinent information clearly and efficiently.

## APPROACH

By emphasizing preparedness, the crisis communications component area helps ensure that, if urgent issues or crises arise, the Census Bureau can respond with adequate, timely information and communicate with audiences as needed. Our approach is proactive to enhance our readiness and capacity to respond to crises.

The goals of our efforts and planning are to mitigate issues that may disrupt operations; to develop strategies, messages, timing, and distribution channels for communicating effectively; to respond promptly to crises; to speak clearly with one voice; to correct and minimize dissemination of false rumors, speculation, and misinformation; and to protect the reputation of the Census Bureau, our employees, and the 2020 Census itself.

## INPUTS

**Risk Register.** Early in the campaign, we implemented a risk register, which is an official log of challenges both current and anticipated. The risk register also includes mitigation actions being taken (or that can be taken) to prevent or resolve these challenges. We review the risk register

frequently to assess possible vulnerabilities that can be addressed and to determine whether any new vulnerabilities have been identified. The Key 2020 Census Risks section of the [2020 Census Operational Plan](#) provides a starting point for this effort, particularly in the identification and classification of possible issues that could hinder implementation of the 2020 Census communications campaign. In the operational plan, the Census Bureau Public Information Office identified and detailed possible risks of high concern. We are prioritizing these based on impact and probability, and we have developed guidance for response to risks with the greatest impact and probability.

## PLANNING

**Crisis Communications Planning.** The Census Bureau must be prepared to respond to a crisis at any time before or during the 2020 Census. Thus, crisis communications planning began early in the campaign, bringing together a team of experts from the Census Bureau as well as several external contractors with proven success in addressing public affairs and crisis response needs. Our crisis preparations include plans and processes that increase readiness for risks and scenarios we may encounter as we conduct the 2020 Census. The Census Bureau aims to communicate swiftly and effectively with affected audiences as we address crisis situations—particularly those that are identified in the Key 2020 Census Risks section of the [2020 Census Operational Plan](#). Ensuring early awareness and efficient management of potential crises is a critical part of our plan.

**Establishment of a Crisis Communications Team.** To ensure that we can effectively identify, address, and recover from a potential crisis, the Census Bureau created a team that leads all crisis communications. This team interfaces with decennial and field staff members and coordinates with the Census Bureau’s Fusion Center, which serves as the hub for tracking potential incidents or crises across the Census Bureau. The detailed crisis communications plan:

- **Outlines the crisis communications life cycle**, including how the team monitors the communications landscape to detect a crisis, assesses and evaluates the crisis, knows when and how to escalate the crisis to leadership, and responds to the crisis.
- **Establishes specific procedures and steps** the team takes in receiving and evaluating notifications about potential crises.
- **Identifies proven response tactics** the team should use to best position the Census Bureau and the census itself during a crisis situation.

**Playbooks for Key Risks.** We have developed playbooks for specific crisis scenarios based on those risks identified as having the highest probability of occurring and greatest potential impact. Playbooks include the following elements:

- A description of the scenario and potential variations.
- Draft statements for immediate response, which will serve as a starting point for communication if the Census Bureau faces that situation or a similar one.

- Prescribed channels—such as websites, social media, email, and phone calls—for delivering resolution-focused messages to affected audiences or the public at large, depending on the crisis scenario.

**Social Media Monitoring.** We established an “always-on” social listening operation using a combination of third-party and proprietary technologies. This early warning system automatically alerts our team to the emergence of issues that need immediate attention. In addition, frequent manual checks ensure that we identify smaller occurrences to neutralize or capitalize on.

**Fighting the Spread of Misinformation and Disinformation.** The rise of digital technology, the use of mobile devices, and the general public’s dependency on social media for news and updates have created an environment in which digital marketing and communications tools can be used to spread mis- and disinformation. Misinformation is incorrect or misleading information that is disseminated without the knowledge that it is false. Disinformation is false information that is deliberately and often covertly spread to influence public opinion or obscure the truth. Digital marketing and communications tools can be manipulated to spread misinformation or disinformation, and this spread could severely damage the Census Bureau’s reputation and impede its ability to obtain a complete count in 2020.

To mitigate reputational, operational, and other risks posed by potential misinformation and disinformation campaigns related to the 2020 Census, the Census Bureau has developed a Trust and Safety team. This team monitors all available channels and open platforms, rapidly identifying risks and following established plans to prevent risks from turning into crises. The team also engages with government agencies, private sector entities, and community partners to ensure that misinformation and disinformation campaigns are quickly detected and disrupted—and that accurate information about the census is widely communicated.

Further, the Census Bureau is employing deterrence measures and fostering public engagement; it is important that the public trusts as authentic the information communicated by the Census Bureau, media outlets, stakeholders, and partners. Finally, we have developed a dedicated [page on the 2020 Census website](#) to address rumors and clarify facts about the census.

## *EXECUTION*

The Census Bureau is prepared to respond with crisis communications at any point leading up to or during the 2020 Census. The Census Bureau will assess the crisis, gather key facts, and notify the proper personnel prior to issuing communications. This will help ensure the appropriateness of crisis management messaging and the channels selected to issue communications.

**Crisis Communications Execution.** Throughout the course of the campaign, we will be vigilant in anticipating and identifying potential risks that need to be mitigated through media or stakeholder outreach so that we are ready to act at any moment. To further strengthen our crisis

preparedness, we conduct periodic training sessions and drills with the crisis communications teams and others at the Census Bureau. Training includes:

- **Crisis Tabletop Exercises.** A crisis simulation exercise provides an opportunity to test the crisis communications plan. Further, it gives team members the opportunity to familiarize themselves with the prescribed procedures and protocols and with their roles and responsibilities.

For each exercise, we identify a high-level risk scenario, and a facilitator provides prompts to participants. As in a real-world situation, participants are presented with crisis developments and asked to discuss the communications strategy and response actions. The scenario escalates over time, with mock media inquiries, news stories, social media posts, and phone calls from stakeholders to make the exercise as realistic as possible. Each exercise concludes with a team debriefing to identify successes and challenges and to set goals for the next exercise.

- **Crisis Communications Training.** The crisis communications team also holds training sessions—outside of rehearsing specific scenarios—to build understanding and familiarity with procedures and steps outlined in the crisis communications plan.

**Identification of a Crisis and Team Activation.** A critical factor in effective crisis management is early warning—making operations and crisis communications teams aware of potential crises as early as possible so they can take steps to mitigate and contain the situation. Early warning can also allow teams to resolve an issue before it escalates to a crisis. To identify potential crises, the team reviews daily media monitoring reports, including social media insights, to flag stories that could signal the development of an issue or start of a crisis.

Census Bureau employees at any level might become aware of a potential concern. We have established internal communications channels through which any employee or partner can alert the crisis communications team.

**Crisis Communications Management.** We have created tools and templates for the crisis communications teams to use in assessing a potential crisis and taking appropriate actions. These tools include:

- **Assessment Questions.** Gathering as much information as quickly as possible is essential. This checklist includes information-gathering questions organized by categories such as: What happened? Who is involved? Has the general public begun spreading the news?
- **Anticipated Questions.** This list of questions that members of the media and stakeholders are likely to ask allows for advance preparation of responses.
- **Checklist of Initial Actions.** The steps in this checklist should be initiated as soon as possible in a crisis. Checklist items include drafting initial statements, key messages, and talking points, as well as communicating with employees and key stakeholders who may be affected by or interested in the situation.

- **Response Tactics.** This list lays out the full range of crisis response tactics available to the team to facilitate rapid evaluation and implementation of tactics.
- **Audience List.** The plan includes a list of all potential audiences to address during a crisis. Having a prepared list helps ensure that everyone is reached effectively in the event of a crisis.

**Responding to Cyberthreats.** Cybersecurity incidents represent an advanced and specific type of crisis for which the Census Bureau must be prepared. Cyberthreats present unique communications challenges and reputation-related risks, because an incident has the potential to significantly undermine public trust. Substantial questions could be raised about whether the Census Bureau invested enough resources in establishing processes and technology to protect respondents' data. To preserve the public's trust, the Census Bureau is ready to communicate—at a moment's notice—both what it has done to prevent cyber incidents and how it is responding to a particular incident, which would include supporting those whose information may have been compromised. Being able to do this in the aftermath of an incident depends on having an effective crisis communications infrastructure, as discussed above, in place.

**Measurement and Evaluation.** While plans for crisis communications are ever evolving, the Census Bureau is monitoring threat and crisis identification processes and responses as the campaign progresses. We will assess performance in managing and communicating crisis events or threat circumstances based on the efficiency of the response process and the effectiveness of applying established plans. Appropriate execution of the crisis communications plans during crisis simulation exercises will also be reviewed in evaluating the success of this program component.



# WEBSITE DEVELOPMENT AND DIGITAL ACTIVITIES

## OVERVIEW

The current digital environment is fundamentally different from the one that the Census Bureau navigated in past decennial counts. In this new, highly sophisticated digital landscape, the Census Bureau's web and digital properties are critical tools, helping to educate, engage, and motivate response across the population. Those properties also provide materials and information for use in paid and earned media and partnership efforts. And in 2020, for the first time in the history of the decennial count, everyone in the U.S. has the opportunity to complete the questionnaire online, using the 2020 Census website.

Research shows that, since 2016, mobile (including all smartphones and tablets) has overtaken desktop as the primary source of internet traffic (StatCounter Global Stats, 2019). Most recently, in 2018, 58% of web traffic was conducted using a mobile device (Enge, 2019). For the highest possible response rate, the Census Bureau needs to meet users where they are. That is why, for the 2020 Census, we are emphasizing a mobile-first approach and ensuring that our websites work effectively on the devices that most visitors use, while also providing a positive experience for desktop users.

We are designing landing pages, strategic calls to action, and other web content—all optimized for mobile devices—to help drive response and enable users to find more information, share content, and access data. Content is tailored for users based on their audience segment and how they arrive at the website (whether by clicking on an ad or manually navigating to the site). Regardless of their entry point, users will see consistency between web and other communications activities, such as digital advertisements—ensuring seamless, integrated audience engagement.

This creative integration is not limited to digital advertising. The Census Bureau is striving to ensure consistency of look and feel, as well as consistency of messaging, across all program components of the communications campaign.

## APPROACH

### INPUTS

**Campaign Research.** Our ability to predict self-response propensity—along with other findings from 2020 CBAMS, stakeholder interviews, and sessions with multicultural partners—has helped us determine the types of webpages needed (including landing, exit, and informational pages)

and the content that should appear on them. Our research has also allowed us to tailor these pages for distinct audiences, with specific messaging and features designed to maximize response.

**Partnership Program Integration.** We have developed and continue to update the 2020 Census website with Census Bureau partners in mind. The site includes a landing page that explains the importance of partners to the census. It also includes a partner spotlight page that highlights different partners over the course of the 2020 Census. Further, an outreach materials subsection allows partners to view and download items such as fact sheets and social media content.

**Website and Campaign Data.** Website analytics and lessons learned from prior campaigns and ongoing survey efforts are informing our website planning and development. Analytics from ongoing, iterative A/B testing throughout the 2020 campaign are providing additional information on what types of pages are proving effective, what messages are resonating with audiences, what is prompting visitors to act, and which audiences are and are not responding.

**Decennial and Census IT Standards and Guidelines.** We have ensured that the 2020 Census website aligns with other Census Bureau digital properties, allowing content and other features to be repurposed and brought to the main Census Bureau website at the end of the 2020 Census campaign.

We are also making sure that landing pages and web content adhere to the highest standards for technology and security, including being compliant with Section 508 accessibility standards. Section 508 criteria require federal agencies to ensure that electronic and information technology is accessible to people with disabilities. This can include offering sign language, large print, and Braille features. All materials, including downloadable PDFs, presentations, and videos, are built on a 508-compliant foundation by a team of graphic designers, video editors, and web developers. With the 2020 Census website, the Census Bureau also adheres to longstanding policies, including those for website governance, security, and web support. All data storage complies with our privacy policy.

**Cybersecurity.** The Census Bureau is closely monitoring risks related to cybersecurity, including the potential for phishing scams and advertising falsely purporting to represent the Census Bureau. Across the campaign, visually and in messaging, we are emphasizing the validity and credibility of messaging so that audiences recognize our communications and know the communications are safe and authentic. As a central channel for communications and as a vehicle to complete the census, the 2020 Census website must be safe and secure, and we are taking all necessary steps to protect and maintain the site's security.

**Lessons Learned.** We have considered insights gained in conducting previous decennial and other Census Bureau communications efforts, particularly those related to website development and use. These lessons learned have influenced our work on the 2020 Census web properties,

helping us better understand the role of the website, the audience, the content, technical components and requirements, and key performance indicators.

## PLANNING

**Mobile-First Approach.** The trend toward mobile internet use continues to grow; of the more than 279 million internet users in the country, some 83% use a mobile phone to go online. And 16% of internet users (44.8 million) are mobile-only users as of 2018, compared with 14% in 2016—and the percentage is expected to grow to 18% by 2020 (eMarketer, 2018).

In addition, research into internet users' multitasking indicates that even those who are otherwise engaged in something such as watching television—referred to in the digital media industry as the “second screen”—may also be using a mobile device: In 2017, 20% of TV viewers simultaneously used mobile devices (Ericsson, 2017). The proportion of media consumers multitasking across devices has continued to grow rapidly. Accordingly, we must optimize webpages for mobile use to ensure that every census respondent has the best user experience possible.

Some HTC audiences are particularly drawn to using mobile devices for their web browsing. For example, 90% of African Americans live in a household that has at least one smartphone, compared with 84% of the U.S. adult population. In addition, African Americans outpace the general population in their use of a smartphone for social networking (75%), video streaming (66%), and audio streaming (45%) activities (Nielsen, 2018). Understanding such nuances among various audiences has helped us in developing the website.

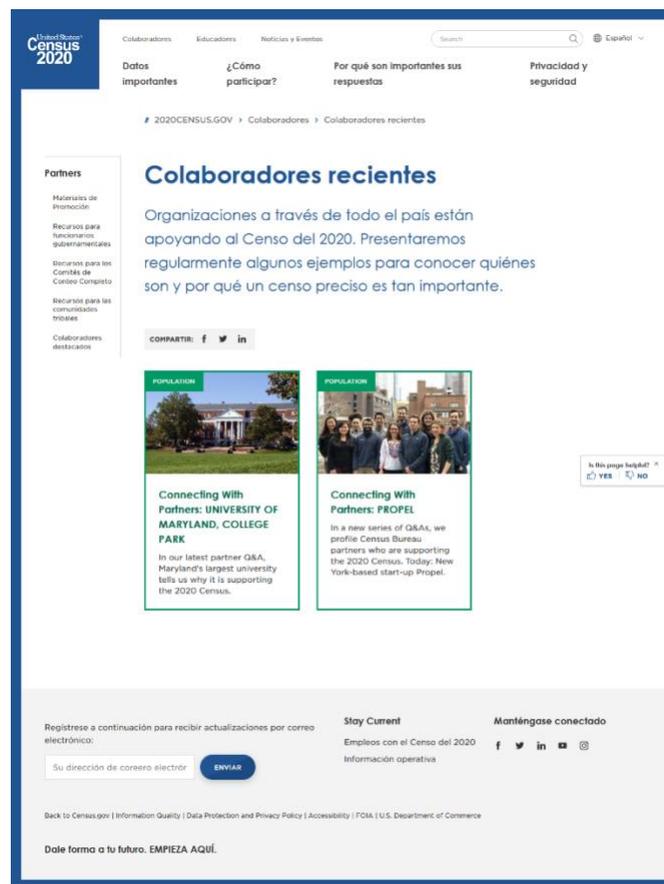
**UI/UX Considerations.** While planning and developing web content, the Census Bureau has conducted user interface/user experience (UI/UX) testing. This has included web-specific focus groups and usability testing, which typically takes the form of user interviews conducted in small groups. These findings have informed elements such as the site map navigation headings, linking strategy, and more. A consistent and optimized user experience that removes roadblocks that respondents might encounter helps create a seamless flow—from when our audiences first become aware of the census to when they ultimately complete the questionnaire.

To maximize access across audiences—especially among those that are not digitally savvy—the Census Bureau is ensuring that pages can also be viewed on older browsers and devices. In building the site, we have worked with our multicultural partners to conduct research and gain insight into which devices and user experiences work best for each audience and have included adaptations as needed (e.g., alt tags—text descriptions of visual content—and static backup images for instances in which video does not load).

**Multiple Languages.** The entire 2020 Census website is presented in English with a full “mirror” site in Spanish that includes the same elements and features as the English site. The census response survey is available in 13 languages, including English and Spanish.

Further, the 2020 Census website features landing pages in 58 different languages (excluding English and Spanish). Each landing page links to a corresponding language guide, which includes, in that language, a video and instructions for completing the census questionnaire.

Landing pages also provide information on the privacy and security of census responses, offer tips for using the self-response tool, and include instructions for contacting a call center for further assistance in a given language. A banner at the top of these landing pages offers users easy access to the full English-language site. All users have the option to select their language upon reaching the site. For some users, the landing pages may adjust to display the appropriate language based on their internet browser settings or the URL embedded in the digital ad they clicked.



**Figure 25: Spanish-Language Webpage Highlighting 2020 Census Partner Involvement**

Downloadable marketing and communications materials, as well as links to resources and information, are available on the 2020 Census website. These materials and resources provide details about the census for non-English-speaking site visitors and for partners who interact with non-English-speaking audiences.

For site visitors who have questions about completing the online questionnaire, the Census Bureau provides support in 14 languages, including English, with its dial-in Census

Questionnaire Assistance (CQA) operation. CQA also offers an interview option so that respondents can complete the census over the phone.

**Integration With Other Program Components.** Web development relates to all aspects of the communications campaign, and appropriate web content is being built for each program component. The 2020 Census website includes recruitment pages, partnership materials, online event calendars, and tailored web content for media engagement through public relations efforts.

In addition, the web development team has held planning sessions with the campaign optimization team to ensure that web and digital properties are built with the flexibility to handle various contingencies. If these contingencies occur, we will work closely with the crisis management team, revising or adding content and addressing other issues. We will ensure that any issue or crisis response communicated on official Census Bureau properties provides clear and authoritative information.

However, we know that not all audiences are active web users, and that is why we have a comprehensive approach to maximize our reach to a diverse population. This integrated approach across program components includes media relations efforts, outreach at regional events, and contact through partnership organizations and trusted voices in the community.

## *EXECUTION*

**Developing Public-Facing Content.** In addition to content that supports activities in other program components, the Census Bureau is creating landing pages and personalized content to be rolled out in phases and in tandem with other campaign efforts. This includes creating personalized content by user segment and region (using capabilities such as geotargeting). By creating tailored content, we can provide specific information on the value of the 2020 Census during the awareness phase, for example, or deploy pages during the motivation phase that show individuals how they can support census activities. While the primary audience is the public, we also want to ensure that the 2020 Census website provides information for stakeholders such as members of the media, partners, and congressional leaders.

We are also developing thank-you pages for people who have completed the questionnaire. Such pages thank respondents for their participation, tell them when key data will be available, and invite them to sign up for an email or text message to alert them to the new data for their area once it is published. These pages include multimedia features such as videos, offering opportunities to keep site visitors engaged even after they have completed the questionnaire.

Website content remains integrated into the larger communications campaign, with consistent branding across all platforms. The Census Bureau is ensuring that webpages maintain a look and feel similar to other platforms—including similar fonts, colors, and trusted symbols such as the Census Bureau logo—to maintain seamless engagement and engender trust among visitors. Similarly, we will ensure user experience cohesion from the website to the online response tool.

This is particularly important when engaging people who have received the 2020 Census questionnaire by mail; the site reinforces trusted symbols and complements the look and feel of that mail package.

As audience research dictates, we are designing content to be interactive and shareable, while also directing site users to the internet self-response tool. Web content includes:

- **Video and written testimonials** speaking to the data's benefits (e.g., from a councilmember whose area built a new school based on census data, from a business owner who used census data to expand to new locations, from a nonprofit organization that applied for and received a grant using census data).
- **Blog posts and editorials that discuss a wide range of topics**, such as the benefits of completing the census, the ease of completing the census questionnaire online, and examples of partners that are encouraging census participation in their communities.
- **Brief, visually rich tutorials** and language assistance guides that demystify, or alleviate the stress of, filling out the census questionnaire; they may show how easy the questionnaire is to navigate and complete.
- **Shareable social media content** for a variety of platforms, making it easy for users to share relatable, promotional posts with their audiences.
- **Interactive features such as maps and other data visuals**, as well as annotated sample census questionnaires that explain various questions.
- **Easy-to-understand, shareable content**, including infographics and other visual components, hashtag campaigns, and more.
- **Content in both English and Spanish** that can be shared among social networks and understood by multiple generations.

Where relevant, we are featuring trusted voices and images that are tailored and targeted to website visitors from different regions.

In coordination with the Census Bureau's partnership, Statistics in Schools, Island Areas, and Group Quarters and Transitory Location Enumeration teams, the web development team is posting downloadable and printable outreach materials, such as flyers, brochures, and fact sheets, on the 2020 Census website. This is important for HTC groups, especially those that may have limited internet proficiency or connectivity. Partners and community organizations can easily access, print, and share census-related materials directly with their audiences—maximizing the reach of materials to relevant communities beyond the website. Further, the web team is including content that can be tailored based on a user's location, so that users in remote or hard-to-count areas get information better suited to their needs than they may otherwise.

**United States<sup>®</sup>  
Census  
Bureau**

**America Counts: Stories Behind the Numbers**

**Want to Join the Gig Economy? Join Census**

From driving for a ride-sharing company to selling homemade crafts online, people in the United States are increasingly earning extra income in new and creative ways.

These side jobs — or so-called gigs — are fueled by new opportunities triggered by technology and a trend by companies to hire more part-time or contract workers. And now, the U.S. Census Bureau is on the verge of becoming the largest gig employer next year.

[Read More](#)

More than 500,000 temporary and part-time jobs are available as the Census Bureau ramps up hiring to conduct the 2020 Census next year. Hiring has begun for a variety of jobs including census takers who visit homes and office workers who check home addresses among other things. Pay ranges from \$13 to \$30 an hour, depending on where you live.

**About America Counts**

*America Counts* tells the stories behind the numbers in a new inviting way. It features stories on various topics such as families, housing, employment, business, education, the economy, emergency preparedness, and population. Contact our [Public Information Office](#) for media inquiries or interviews.

**Stay connected with us!**  
Join the conversation on social media.

**Figure 26: Email From the U.S. Census Bureau's America Counts Subscription Series**

**Emails in this series encourage readers to consider various uses of census data and ways to get involved in the 2020 Census. Featuring a story about the gig economy, the email above encourages readers to consider becoming a census taker.**

**Email Marketing Opt-In.** The 2020 Census website provides another avenue for educating and engaging audiences by giving visitors the opportunity to sign up for periodic email updates. By clicking on a “Get an Email Reminder” button and providing a valid email address, visitors can receive updates about the 2020 Census, more information on how it works, suggestions for getting involved, and reminders to complete the census. In the first week after signing up, they

will receive a thank-you email, followed by other messages that identify the benefits of census participation, frequently asked questions (with answers), the types of questions included on the census questionnaire, and ways to get involved.

**Personalizing Web Content.** Census Bureau landing pages are customized to engage a wide range of target audiences, including members of the news media, lawmakers, and partners. All pages have the same goal: to quickly refer visitors to the online questionnaire and to maximize online self-response. Secondly, we aim to engage site visitors in another activity within or linked from the site, such as sharing social media content, engaging with trending topics, accessing partnership toolkits, or finding answers to frequently asked questions. We are personalizing the site by leveraging users' geolocation services; this allows us to serve customized experiences, tailor content based on how a user enters the site, and use other tactics that have emerged from brainstorm sessions with multicultural partners and various Census Bureau representatives.

For example, if a site visitor is in San Francisco, the images on the landing page they see could represent the West Coast. Similarly, landing pages for visitors brought in from advertisements aimed at the security-conscious could include messaging that underscores the Census Bureau's commitment to privacy and data security. In addition, advertisements in Spanish lead visitors to Spanish-language landing pages.

The Census Bureau is conducting testing throughout the response period. Given the high volume of traffic, we can easily identify which landing pages drive the highest rates of response. As we gain conclusive results, we will optimize the less effective pages based on insights derived from analytics monitoring.

New landing pages may be needed to reach audiences that show low response rates. Accordingly, the Census Bureau is poised to quickly author proposed webpages and implement changes based on real-time response results and web analytics. We could update and further segment landing pages by language. Or, after reviewing statistics on site engagement by age, we might segment pages by age group (e.g., younger versus older households).

**Continual In-Market Analysis and Refinement.** The 2020 Census website is recording user behaviors for daily optimization of the site during the response period. Site analytics are helping to measure the effectiveness of landing pages and other web content. By collecting relevant data, we can refine the landing pages for the audience segments we are targeting and identify landing page traffic sources. We are also reporting on these metrics in dashboards, indicating the number of visitors, where they come from, and what they do on the site. These dashboards offer insights that can be used to further optimize the campaign.

Capturing website analytics and metrics is critical to understanding our audiences—what they are interested in, what brings them to the site, and what motivates them to act. Tracking metrics informs and can help us refine many aspects of the overall communications campaign.

In addition, we are aligning efforts with those of the social media and public relations teams to review qualitative information that pertains to the website, including insights gained from social media management and listening tools.

**Measurement and Evaluation.** The success of the 2020 Census website will be measured by how many users complete the 2020 Census through the internet self-response tool, which reflects the Census Bureau’s priority to maximize online response. Key performance indicators—to be evaluated throughout the enumeration period—will be the percentage of website users who complete the census questionnaire online and the percentage of census respondents overall who complete the questionnaire online. The Census Bureau’s website management team is ensuring that key performance indicators—and any changes made to the website structure based on interpretation of key performance indicators—consider metrics based on survey data, usage modeling, and user interactions. We are monitoring these metrics using an advanced proprietary website analytics tool. Based on analytics and insights, we are optimizing the site throughout the campaign to improve the user experience and motivate users to complete the questionnaire online.

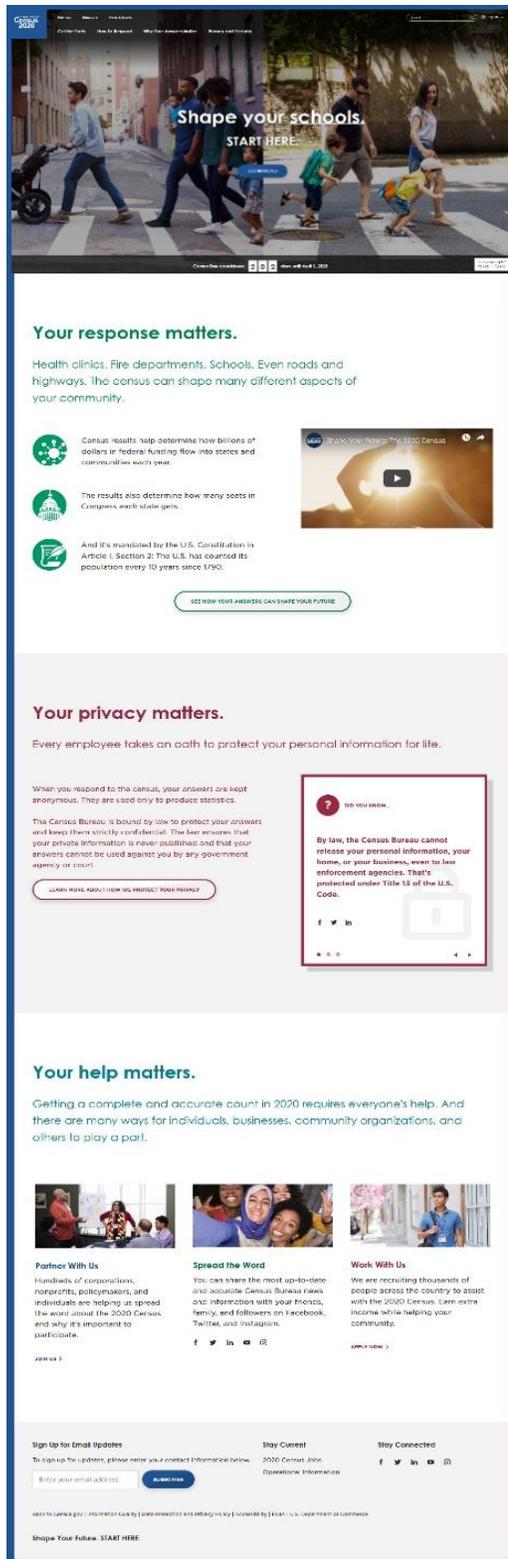


Figure 27: The 2020 Census Website Homepage



## SOCIAL MEDIA

### OVERVIEW

The goal of social media is not only to reach target audiences but also to encourage them to act, including by engaging in conversation and sharing content. The ultimate goal of our social media program component is to spur people to self-respond to the 2020 Census—ideally online. To achieve this, the Census Bureau is taking a comprehensive approach to social media outreach that includes working with social media influencers and using emerging technology.

We must reach our target audiences with timely, shareable content that is culturally relevant, that effectively communicates the purpose of the 2020 Census, conveys why response is necessary and beneficial, and promotes participation. We must also engage influential partners to amplify messaging, increase engagement, and encourage self-response. Finally, we must respond quickly and clearly to questions and concerns from partners, stakeholders, and members of the public.

Social media offers multiple benefits for the 2020 Census campaign:

- **It facilitates real-time customer service.** Social media is interactive and conversational, and it offers an effective mode of customer support before, during, and after the 2020 Census. Many people will ask questions and solicit information on social media before turning to traditional web or offline options.
- **It is a rapid form of earned media.** Social media helps spread messages quickly and promotes engagement among friends and acquaintances, making social endorsement an important message amplifier. As content gets shared, free impressions accumulate.
- **It delivers a message at the right time.** Social media is a gateway to online self-response by driving traffic to the census questionnaire while audiences are already online.
- **It provides a consistent, accurate source of audience data and feedback.** Data does not just inform our research; it offers continuous feedback for improving messaging, branding, visuals, and other elements of communications.
- **It supports digital and on-the-ground events.** Online posts can raise awareness of events, enhancing the live experience and keeping regional and other Census Bureau staff members engaged with key audiences.

The tactics described in this plan are designed to move audiences across a continuum of engagement, from awareness of the 2020 Census to participation. The Census Bureau leverages its established social media presence to maximize engagement in the 2020 Census

communications campaign. Simultaneously, we continue to explore opportunities to integrate and align new channels, tools, and technology with our longer-term goals and capacity.

## APPROACH

Social media plays a critical role in several of the communications campaign's phases. Primary objectives include raising awareness of the census, particularly among HTC audiences; motivating people to self-respond to the 2020 Census; and fostering engagement with the Census Bureau and the 2020 Census campaign. Social media is also being used to enhance customer service efforts, promote recruitment efforts, and assist with data dissemination.

The Census Bureau's social media plan comprises tactics that are dynamic and flexible and can shift to incorporate new platforms, new data, emerging trends, and the changing needs of the campaign. In an evolving digital environment, continual evaluation of the social media landscape, coupled with a strategic framework for execution, represents the data-driven approach needed for the campaign's success.

With the expansion of social media, many new channels have emerged. All social media platforms focus on real-time creation and sharing of content, but the audiences that each channel attracts and the ways that people engage on them vary. While it is important that the Census Bureau create relevant, powerful messages to reach target audiences, it is equally important that it optimize efforts to reach the most people.

The Census Bureau is aligning content and outreach strategies by channel and audience, and it is integrating ongoing monitoring and analysis—along with inputs from partners and stakeholders—to continually refine social media efforts.

To do so, the Census Bureau has and will continue to:

- Perform research on the social media landscape to understand how the census is being mentioned.
- Analyze the use and performance of our social media networks.
- Evaluate new social media features and tools against established procedures and protocols.
- Prioritize goals and supporting strategies for expanding social media outreach.
- Integrate social media tactics across the 2020 Census campaign—integrating them with public relations to promote events, with paid media activities to create content for distribution, and with crisis communications to uncover topics and trends through social listening.

## INPUTS

**Campaign Research.** Census Bureau research, especially self-response models and audience segmentation, has helped identify which audiences and channels our social media outreach

should prioritize, with particular attention given to reaching HTC audiences. We have also determined the languages and types of messages that tend to resonate with those audiences. Such insights are helping us plan and prioritize efforts by location, audience behaviors, beliefs and attitudes, and media preferences.

**Analysis and Audit.** Our social media team started by conducting a comprehensive audit to learn where and how key audiences were interacting and what census-related topics they were discussing on social media channels. We identified strengths in ongoing outreach techniques, and we identified opportunities for expanding owned and earned outreach on existing and emerging channels. Included in our social media audit were:

- **Landscape analysis** across social media channels that has helped us prioritize and understand conversations, perceptions, influencers, and topics discussed on social media that are related to the census and census participation.
- **Analysis of social media trends** to understand U.S. media consumption behaviors (including those of specific audiences), platform usage, and emerging channels based on consumer data reports and studies.
- **Audit of existing Census Bureau social media platforms** to understand the usage and performance of social media channels; it included analysis of audience demographics, content, and message effectiveness at the national and regional levels.

We have used several tools in our social media audit and other analyses. Searches conducted through these tools have retrieved results from millions of sources, including news properties, blogs, forums, photo- and video-sharing sites, and social networking platforms. These tools have allowed us to track and analyze relevant conversations, and they aid us in examining demographic trends in conversation, conversation volume over time, trending hashtags and topics, and influencers and conversation drivers. We also use the tools to analyze historical data and evaluate changes over time.

**Social Media Platforms.** The Census Bureau evaluated a range of social media platforms as part of the research and analysis discussed above. Our evaluation included new channels as well as those on which we already had a presence, helping us determine which channels to use in the 2020 Census campaign. We prioritized promoting efficiency and minimizing cost. To decide whether to develop and maintain new channels, we considered cost and staff members' capacity to manage platforms.

For the campaign, we are using Census Bureau-owned social media channels, as well as other channels, for paid and earned outreach. We have considered the relevance of various platforms to diverse audiences as well as the platforms' cost and reach. For 2019, we used the Census Bureau's largest owned channels to publish content and build early awareness. Because most of the paid media campaign launches in 2020, our platform strategy focuses on getting those who already follow the Census Bureau accounts to act as champions and share messaging. Our platform strategy is expanding in 2020, as paid media outreach allows us to use platforms in a

targeted way with unique content opportunities and formats to reach audiences and drive action.

Included in our social media plan are multiple factors by which we evaluate platforms. These criteria allow us to consider the effectiveness, capabilities, and optimal use of existing and emerging channels. These factors, with brief descriptions, include:

- **Media type:** Owned, earned, or paid outreach.
- **Market level:** National or local outreach.
- **Language:** English or another.
- **Content type(s) supported:** Text, static imagery, animation, and video.
- **Campaign objective:** Awareness, engagement, or completion of the census questionnaire (referred to as "conversion").
- **Audience engagement:** Average number of engagements per post and average engagement rate.
- **Content performance:** Engagement rates by media type and by channel.
- **Platform growth overall:** Audience and user trends and follower or subscriber counts.
- **Customer service opportunities:** Manual customer service monitoring and automated bot engagement.

We frequently evaluate established and emerging platforms to define how Census Bureau platforms can be used and to set overall and platform-specific goals for our communications. By considering the evaluation factors above, the Census Bureau can determine the unique opportunities each channel presents, including:

- Ways that various social media platforms work and the content that can be distributed on them.
- Audience each channel aims to reach (and the channel's geographic and demographic distribution).
- Level of management and maintenance required for each channel.
- Channels for which the Census Bureau will need to call on partners, influencers, and trusted voices to reach audiences.
- Ways that social media channels can optimally support the paid media campaign in an increasingly pay-to-play environment.

**Lessons Learned.** In 2010, the public's ability to engage with the census campaign through social media was limited. Social media was not as popular, and the Census Bureau did not use paid social media to target specific groups with messages. To foster deeper engagement through social media in the 2020 Census campaign, we have considered our audiences'

perspective in our strategy. Tactically, we are encouraging participation by promoting user-generated video responses, photos, and other content that supports key 2020 Census messaging.

## PLANNING

Using findings from research and analysis, the Census Bureau developed strategies for 2019 and 2020. Given the campaign timeline differences between 2019 and 2020, the addition of paid media in 2020, and other campaign dependencies (such as creative testing results), we separated the social media strategy by year and created two plans—one for 2019 and one for 2020.

**2019 Social Media Strategy.** This plan outlines the platforms on which the Census Bureau performed owned outreach; its content strategy, with topics and types of multimedia; an event strategy with national and regional activations; and operational plans. We also developed a customer care and engagement strategy detailing how the Census Bureau accounts will be managed and monitored, with specific workflows related to comment monitoring and response and with broader engagement protocols for content about the census. In addition, we developed a social listening strategy that defines the primary use cases for social listening, with examples of how those use cases can inform analysis and outreach. Further, the 2019 strategy includes recommendations for alerts and reporting structures so that data shared from listening can inform ongoing outreach and timely campaign optimization needs.

**2020 Social Media Strategy.** This lists the plans for integrated social media across owned, earned, and paid media channels, with campaign strategies mapped by phase of the campaign. It details our content strategy, core content types and themes, and the ways that social media content are being integrated across the campaign into public relations, web and digital activities, paid media, and the 2020 Statistics in Schools program. The strategy also recommends a few large activations to drive mass outreach during the awareness and motivation campaign phases. It includes plans for the Census Bureau to operationalize a large volume of content in 2020, through templates, style guides, and a mix-and-match process that helps us scale up our outreach as the campaign builds. Finally, the 2020 strategy lists channels, targeting, and plans for measuring social media.

**2020 Content Plan.** Building on the strategy, we developed a content plan focused on the productions that are being executed to gather, create, and optimize content for social media in 2020. We detailed the types of content and stories we seek to collect and create within each content theme, and we developed a production plan for live-action and animated content. The content plan also defines how many assets are being produced and how they are being distributed for each audience.

To operationalize social media efforts for 2019 and 2020, we conducted a comprehensive review of social media management platforms that offer customer care, social listening, and content publishing and analysis capabilities. We reviewed leading platforms and assessed their

alignment with our needs. We then selected a third-party tool that combines listening and customer care with publishing. Since April 2019, we have worked to implement interfaces and structures in preparation for 2020.

**Engagement With Prominent Social Media Leaders.** The Census Bureau is working with partners from leading social media platforms to promote the census through products, targeting capabilities, data sets, and other tactics. We are also seeking opportunities for platforms to serve as partners and promote census participation among their users. These outlets have similarly promoted civic activities such as voting, which has proved effective in bringing motivational messages into the public eye. For instance, we have met with prominent digital media companies, such as Facebook, to discuss the Census Bureau’s monitoring and interference policy and how these companies can promote accurate and responsible messaging about the 2020 Census. By reviewing online conversations, the Census Bureau is building a criteria framework for its monitoring teams to use in flagging or blocking social media content.

**Use of a Bot for Streamlined Communications.** As part of our customer care efforts, we have developed and deployed a messenger bot on Facebook and Twitter. The Census Bureau developed primary use cases for the bot, including question and answer triaging, partnership collaboration, and help with completing the census questionnaire. As the enumeration begins, we are completing the implementation and technical integration process, which connects the messenger bot with our social media management and customer care team tools.

**Content Development.** Today’s heavily saturated social media landscape requires rich media, interactive graphics, and timely hooks to break through the clutter and gain traction. For the 2020 Census, we are developing content that is customized for each channel and tailored by audience segment, interest, language, and geographic area. This ensures we engage audiences with the right message, through the right channel.

The Census Bureau’s content development strategy also focuses on creating content for partners to use in reaching their audiences. Partners will amplify messages, adding credibility and impact, particularly during the self-response period.

The Census Bureau launched content in support of the 2019 social media strategy in April 2019, and content was posted on its owned social media platforms. This content focused on raising awareness of the census and the breadth of data it collects, the impact of that data, who is counted, and the security and confidentiality measures the Census Bureau takes to protect census data. Monthly content calendars include both timely and evergreen content (with messaging and multimedia assets). After content is posted, we analyze data on how content performs and use that data in content planning.



**Figure 28: Instagram Post Promoting Multimedia Audience Interactivity**

*2020 Census social media efforts incorporate static and dynamic images, short videos, infographics, and other visual elements. Encouraging participation in events, through in-person attendance or livestreaming, is one way the U.S. Census Bureau uses social media to engage audiences.*

**2020 Playbook.** This playbook describes the look and feel of content to be developed in 2020, featuring templates organized by theme and by content type—for example, one set of templates might focus on the privacy and security of all census data, especially for those responses submitted online. Templates include specifications, format requirements, and best practices by channel. The playbook ensures organization of the large volume of content—and allows optimization by social media platform and audience—while creating a consistent look and feel within the campaign platform. The playbook and included templates enable coordination among internal Census Bureau departments, ongoing collaboration with stakeholders and partners, and improvements to content through optimization efforts.

**Batched Content and Content Calendars.** Using content calendars as our guide, we are producing social media content in batches. Social media assets include:

- Cutdowns of live-action footage, in formats and lengths optimized for the channel and audience.
- Animated videos, as the content type allows.
- Cutdowns of advertising production assets for repurposing on social media.

- Other graphics and static content, repurposed as slideshows, images, infographics, and more.

While the batched content supports much of the 2020 social media outreach (including for paid promotion), we are also developing ad hoc content in tandem with campaign optimization decisions. Content calendars are being developed and finalized on a biweekly basis, though they may be produced more frequently as needed.

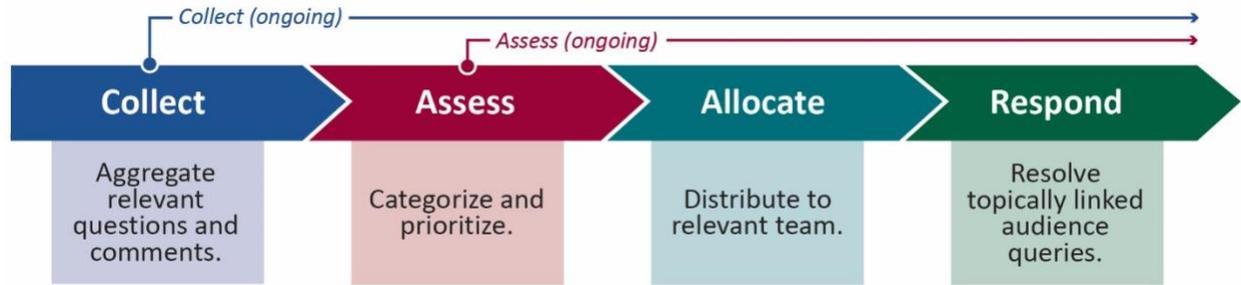
**Plan for User-Generated Content.** The social media strategy details plans for employing user-generated content, which helps amplify audience voices and leverage peer interactions on social media. The Census Bureau is developing strategies for promoting and sharing user-generated content, especially content from census outreach events and from crowdsourced calls to action on social media. The Census Bureau carefully reviews and approves all published user-generated content. There are two primary uses of this content:

- On the social media hub on the 2020 Census website, we are encouraging users to share content with their networks to drive engagement, particularly before and during the motivation phase.
- During the motivation phase, we are encouraging users to participate directly in the Census Bureau’s social media activities by posting or sharing stickers, badges, hashtags, and filters that feature a message about participating in the census.

**Content Approval, Monitoring, and Moderation Processes.** The production and publication of social media content follows an established process of review, approval, and ongoing monitoring. This protocol includes:

- **Content Approval Process.** The process by which relevant parties create, share, and review content includes consultation with an internal social media review team to provide feedback and approve content. To ensure common understanding, the Census Bureau hosted a “Social Media 101” training for internal reviewers. All content is being archived for easy review and reference. In addition, content approval and deployment plans detail how we are managing the creation and review of a large volume of assets during 2020.
- **Platform Management and Response Plan.** Efficient and coordinated maintenance of our social media presence is essential for optimal user engagement. Ensuring that content is preapproved and that social media team members are assigned to monitoring and moderation roles allows the Census Bureau to manage outreach with consistently high standards. We are also ensuring appropriate coordination with operational systems such as Census Questionnaire Assistance customer phone support.

The following graphic illustrates the general process of social media monitoring and response:



**Figure 29: Social Media Management, Monitoring, and Response Approach**

- Monitoring and Customer Care.** Listening to and engaging with social media audiences throughout the campaign is critical. The Census Bureau is monitoring social properties frequently, helping to determine which types of posts drive the most traffic to the 2020 Census website. Social listening tools allow us to continually monitor comments and conversations on content and properties. Our monitoring plan details roles and responsibilities by channel, along with a schedule for frequency of monitoring and timing for responding to users. We also built a library of written responses, vetted for authenticity and voice, that can be posted quickly in response to user comments. A customer service contractor is supporting moderation and customer care on owned channels, and this social media monitoring will take place 24 hours a day, seven days a week, during the campaign’s peak in 2020.
- Crisis Management and Risk Mitigation.** Social media is a critical means of quick message dissemination during a crisis. The Census Bureau has established a social media risk management plan to quickly handle events such as a social media security breach or crisis circumstance (such as a significant political or societal event or a website lapse). We are continually monitoring the Census Bureau’s social networks and conducting reputational and security threat monitoring. We will quickly identify and act on inadvertent or inappropriate posts on the Census Bureau’s social media content. A protocol for accidental posts ensures that the content is corrected or removed as soon as possible. The protocol includes prewritten responses to inappropriate user comments on Census Bureau social media networks, organized by the sentiment or topic of the comment. For more information about the Census Bureau’s comprehensive crisis communications approach, refer to Page 126.
- Social Listening.** We have implemented a social listening interface in our social media management platform and conducted internal training on using the tool. We are monitoring timely topics—especially those discussed in the news media and related to current events. Further, the Census Bureau is documenting conversation trends, and it is creating weekly, monthly, and ad hoc social listening reports.

**Metrics and Evaluation Planning.** Social media performance metrics are aligned with the goals of the campaign plan. While metrics for each platform vary, we are capturing data to understand the impact of our social media communications, including reach, engagement, leads, and

conversions, which are actions taken online that support the campaign. Collectively, performance metrics reflect how many users are being served Census Bureau social media content; how many are actively engaging with and having conversations about that content; how many are being referred to the Census Bureau’s website from social media platforms; and, ultimately, how many are completing the census questionnaire. Customized reports, created weekly and monthly, show key data points and performance trends for our content and outreach on owned channels.



*Figure 30: Instagram Post Promoting Community at New York City’s Puerto Rican Day Parade*

**Social Media Events.** The Census Bureau has run numerous social media events in collaboration with its partners. In total, we have planned to participate in more than 20 events by the end of the 2020 Census campaign.

Several events in which the Census Bureau has participated include:

- **Census Day 2019.** This event was supported on social media with a full day of coverage across channels. To kick off promotion of the 2020 Census, we shared quotes from the event speakers, videos and photos from the event, and more.
- **National Puerto Rican Day Parade.** Community pride and the Census Bureau’s involvement in the parade were promoted on social media with Spanish- and English-language content targeted to the Puerto Rican audience and larger Hispanic audience. This content—shared throughout the day of the event—featured messages about the importance of the 2020 Census, highlighted moments from the parade, and announced partnerships with influencers to promote census messaging during and after the event.
- **Census Open Innovation Labs LGBTQ+ Creatives for the Count “Createathon.”** The event was supported on social media with content throughout the day, highlighting the importance of counting LGBTQ+ audiences and the partnership of numerous advocacy groups that made the event possible.

- **National Association of Black Journalists Annual Convention.** We shared live coverage from the “Reporting on the Census” session with Michael Cook, Sr., Chief of the Census Bureau’s Public Information Office. We also partnered with regional Census Bureau offices and the Census Bureau’s Center for New Media and Promotion to share stories about census resources.
- **Constitution Day at the National Constitution Center.** The Constitution Day event was supported on social media with content throughout the day across all channels. We shared moments from the news briefing featuring Regional Director Fernando Armstrong as well as photos and videos of Census Bureau Director Steven Dillingham visiting the “Shape Your Future: A Census Experience” exhibit. Finally, we captured video content featuring a census historian to share at a later date.

Additional events are being finalized with collaboration across multiple program components to ensure an integrated events strategy. More information about upcoming events can be found at [2020census.gov](https://2020census.gov) as they are added.

**Integration With Other Program Components.** Social media efforts are coordinated closely with earned media; communications across the campaign, including digital advertising; and the partnership program’s public relations and events, offering opportunities for strategic social media integration and amplification.

- **Partnership and Stakeholder Relations.** To reach broad and diverse audiences through social media, Census Bureau partners, stakeholders, and influencer groups are being relied upon to distribute content across their channels. We are coordinating with the National Partnership Program and the Community Partnership and Engagement Program to identify opportunities to work with partners who have a strong social media presence, including in non-English-language media environments (e.g., radio stations and online newspapers). Census Bureau partners and stakeholders offer valuable, trusted channels through which to reach audiences that are skeptical of news media and government-issued communications.

Each partner channel offers a specific, culturally relevant connection to a given community. Partners’ relationships with their communities vary based on language preference, level of acculturation and country of origin, and degree of knowledge of and trust in the census. For example, when trying to reach Hispanic audiences, the Census Bureau will coordinate social media efforts with Hispanic-focused nonprofit organizations, bloggers, and social influencers that reach younger, English-dominant, Hispanic audiences. The Census Bureau is also coordinating with community and faith-based organizations to help ensure that the message to participate in the 2020 Census is received by Hispanic audiences.

- **Public Relations.** Social media is augmenting media outreach and engagement efforts. Events execution is closely coordinated with social media activities, as elements of events may be broadcast using livestreaming, hashtags, or other tactics to virtually reach

audience members. In addition, the Census Bureau is conducting earned media efforts in tandem with the other public relations activities.

- **Paid Media Advertising.** Campaign research, especially audience segmentation, has helped define the audiences we are targeting using paid media. Microtargeted paid media through social media channels is an important part of this strategy. In identifying audiences that should be targeted with social media advertising, we are working with social media advertising vendors to develop data sets on different HTC populations. Among these audiences are ethnic minorities, people who do not speak English or have limited proficiency, people with lower incomes, and the young and mobile population.
- **Website and Mobile.** The aim of much of our social media messaging is to drive online actions such as completing the census questionnaire, spreading the word through online networks, and learning more about the Census Bureau. We have designed our web and mobile properties with this aim in mind. Further, web properties will feature social media logo badges and other links to Census Bureau social media channels.
- **Campaign Optimization.** During the campaign, the Census Bureau will adjust its social media approach based on census response rate data, audience engagement metrics, and social media channel performance. The social media team will coordinate closely with the campaign optimization and crisis communications teams to allow for swift content updates, management, and monitoring based on circumstances or events as they unfold. Social media will allow the Census Bureau to quickly respond to breaking news or events and communicate important information to key audiences, especially news media, partners, and stakeholders.

**Timing of Campaign Launch.** Communications to support Census Bureau activities started well before 2020. As campaign momentum for the 2020 Census builds, social media is serving as a critical channel to raise awareness among and educate audiences—not just about the census and how enumeration will work but also about why their participation is important.

## *EXECUTION*

After finalizing the social media plan and developing frameworks for content and outreach, the Census Bureau began conducting outreach on its channels and through partners and influencers. Outreach consists of planned posts, events, and engagement, coupled with capitalizing on opportunities presented by social media conversations and interactions. Data consistently informs decisions and next steps across all activities.

As we wrap up 2019 activities and look toward 2020 execution, we will see:

- **An increase in social media events** to engage with audiences and improve collaboration with partners and stakeholders.
- **Growing influencer outreach** to leverage the voices and platforms of those who have far-reaching and influential social media presences.

- **Ongoing listening and customer care** to provide social media users with a central source for answers to their census-related questions and to inform improvements in tactics and messaging.
- **Deployment of the messenger bot** to serve audiences efficiently while limiting the burden on the call center.
- **Constant monitoring and optimization** of social media activities based on user behavior and feedback.

**Thank-You Phase Tactics.** Social media communication in the thank-you phase will inform audiences that enumeration efforts for the 2020 Census have ceased. Our social media efforts will also foster ongoing interaction between the public and the Census Bureau. The Census Bureau will express its appreciation for partners' and respondents' participation, and it will encourage the public to engage with the census data generated. By continuing social media activities, we will maintain the 2020 campaign's momentum, encourage response in other data collection efforts, and demonstrate that census data is anonymized and available for public use.

**Data Dissemination Phase Tactics.** Beginning in late summer 2020, we will conduct the followup phase of our social media plan. Social media activities will raise awareness of the census's relevance, promote the use of census data and Census Bureau services, and widely share the 2020 Census results. We will target results-oriented content to groups with specific interests, such as business and the economy, education, and urban planning.

The Census Bureau has the opportunity to spur more people to use census data, and social media is an ideal conduit to show the general public and data specialists how they might use this data. The Census Bureau will develop content that tells the story of census data and why it matters, tailoring content by channel. Such social media content may include branded graphics and visual representations, long-form narratives derived from data, stories of individuals and communities talking about how they use data, and posts promoting data releases. In these materials, the Census Bureau will draw attention to Census Bureau data collections.

**Measurement and Evaluation.** Our social media strategy produces a range of metrics that we are analyzing as the campaign progresses. Data helps the Census Bureau understand how content is performing. It also helps us identify what formats, messages, and media are most effective, allowing us to continually refine our efforts.

The Census Bureau is also developing and tailoring a social media management system that helps in measuring the campaign's success through ongoing evaluation of key performance indicators, supplementing social listening and conversation monitoring.

Our measurement and evaluation strategy must be both comprehensive and integrated. A comprehensive strategy allows us to react quickly if inaccurate information spreads rapidly online. A comprehensive strategy also helps us identify audiences that have low response rates, and we can adjust our messaging to reach them. In addition, an integrated strategy ensures

coordination across Census Bureau program components. Evaluating social media activities alongside other campaign activities, such as public relations or partnership efforts, guides us in determining how best to reach different audiences and optimize the campaign overall.



# 2020 STATISTICS IN SCHOOLS PROGRAM

## OVERVIEW

Over the last decade, the Census Bureau has transformed the Statistics in Schools (SIS) program into a program that has expanded beyond teaching about the decennial census to focus on increasing statistical literacy in intercensal years. This is a critical subject: 2018 data from the U.S. Bureau of Labor Statistics predicts that statistics-related jobs, in industries such as business, health care, and engineering, will increase by more than 30% between 2018 and 2028.

The program offers activities for students and resources for teachers that highlight the census, the data it collects, and the ways the data can be used. Activities are designed to align with existing curricula and to supplement studies in math, geography, history, English language arts, and sociology, with all activities incorporating statistics and data-oriented concepts.

For the 2020 Census, the Census Bureau has the opportunity to increase understanding of the decennial census among adults by educating students. SIS is important in reaching HTC audiences and individuals who have limited proficiency in or do not speak English, as they may rely on their children to translate information into their native language.

New materials and activities are being created and added to the SIS program for the 2019-2020 school year. These activities educate students—and through the students, the adults in their households—about the importance of completing the 2020 Census. The goal of the 2020 SIS program is to increase awareness of and response to the 2020 Census by engaging teachers, students, and the adults in students' households in conversations about the decennial census.

To encourage use of SIS activities in classrooms throughout the United States, Puerto Rico, and the Island Areas, the Census Bureau is engaging with educational organizations and associations to promote the free resources available during the 2019-2020 academic year.

## APPROACH

### INPUTS

**Ongoing SIS Transformation.** Since 1950, the Census Bureau has worked with the education community to raise awareness about the decennial census. That year, we partnered with the National Education Association to create a book titled "We Count." These student-centered education efforts have evolved with each subsequent decennial census. In 1990, the program, called the Census Education Project, included posters, lesson plans, and more. In 2000, it expanded to become the Census in Schools program.

After 2010, the Census Bureau elevated the program, emphasizing the use of data to engage students and promote understanding of the count. This transformation from Census in Schools to Statistics in Schools demonstrated the importance of teaching statistical literacy in the classroom, and it met educators' demand for an evergreen program that is:

- Informed by extensive research.
- Designed by educators for educators.
- Optimized for the latest rigorous education standards.

SIS is an established program within the Census Bureau that continues to develop new educational content and teaching strategies. The SIS content developed for the 2020 Census supplements the materials and activities already available. The 2020 SIS program helps students improve their statistical literacy while it teaches them about the decennial census, how the census affects the country, and how the count can help shape their communities in the future.

**Lessons Learned.** The 2016 Census Test—which included Harris County, Texas, and Los Angeles—helped shape 2020 SIS outreach efforts. The Census Bureau recognizes the need to learn how education is administered in each state and how state-issued communications filter down to school districts in order to conduct effective outreach.

Other lessons learned from 2016 and the 2010 Census in Schools program include the following:

- Materials are impactful when tailored to the needs of students by geography. For instance, specific activities and maps are being developed for Puerto Rico and the Island Areas.
- Digital engagement is the best way to communicate with teachers about education resources. This engagement can be fostered through email campaigns, social media content with relevant hashtags, and use of the Pinterest social platform for easy access to SIS program materials.
- The use of computers in the classroom and in lesson planning has increased dramatically in the last two decades. Materials should be available online and, where possible, materials should include interactive elements for administrators, educators, and students.

It is most cost-efficient to distribute materials through centralized networks. Within the Island Areas, distribution through a single local office in each area worked well in 2010. The Census Bureau will repeat this practice in 2020.

**Census Data and Research.** The Census Bureau has used findings from the 2020 Census Barriers, Attitudes, and Motivators Study, the American Community Survey, and the 2010 Census to prioritize outreach efforts to schools in HTC areas. We are strategically planning SIS events to address the needs of these HTC population groups on a national scale. While all schools nationwide will receive SIS resources, schools in HTC areas will receive additional materials and support, as available.

## PLANNING

**Merging Data Use With Civic Lessons.** The activities developed will help students exercise their skills in math, social studies, and English language arts to learn about the 2020 Census. Within each subject area, students examine how census responses are used to shape the future of their communities. The activities illustrate how the 2020 Census affects students' communities and show how students can analyze Census Bureau statistics to learn about the country. Where possible, activities use data tools, such as American FactFinder and QuickFacts, to enable customization for cities or states, allowing students and teachers to relate to the data in tangible ways.

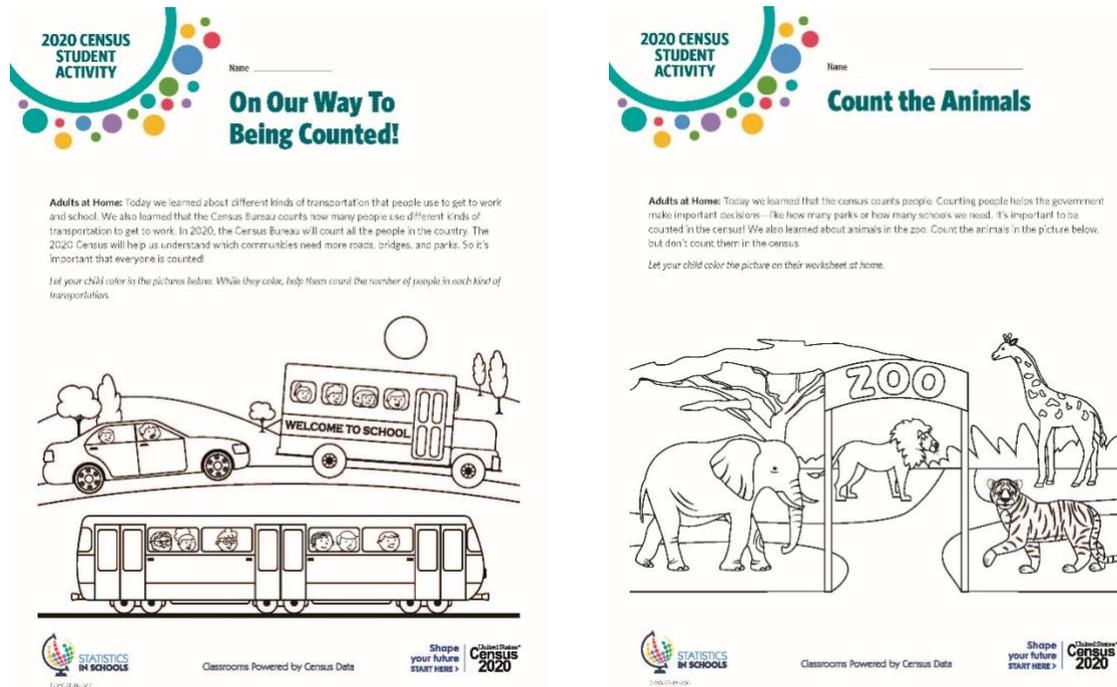
**Teacher-Led Creation.** No one understands the needs and interests of teachers and students better than teachers themselves. That is why the Census Bureau recruited and hired a diverse group of educators from across the United States, from Puerto Rico, and in each Island Area to help create all SIS activities for the 2020 Census. We encouraged partners in the education field to spread the word and assist with recruitment. Working in groups to develop and refine worksheets, these teachers are bringing experience and insight to the service of the Census Bureau, assisting in creating classroom materials that are timely, relevant to curricula, culturally appropriate, and effective. The teachers represent a wide variety of types of schools and experiences working with various populations, including English language learners (ELL) and tribal school students. They are being compensated for the valuable insights and materials development assistance they are providing for this short-term commitment to the Census Bureau.

**Short, Flexible Activities.** Teachers must follow required curricula. Accordingly, the Census Bureau offers brief activities that fit into a single class unit and can easily be incorporated into lesson plans. Because the 2020 Census form will be completed by an adult in every student's household, each activity includes an optional take-home portion for students to share with their parent or guardian. For example, one take-home activity involves students interviewing their parent or guardian about the adult's previous experience completing census forms.

**Inclusion of Pre-K, English as a Second Language, and Adult Language Learners.** For the 2020 Census, we are expanding our reach to younger students and their families by developing activities for children ages 2 through 5. The Census Bureau hired a team of educators and subject matter experts who have direct experience with children of pre-K ages to create materials. Partnerships play a key role in distributing these materials to organizations that focus on young children, especially organizations like Head Start that target HTC populations.

Pre-K materials include classroom activities, a story and activity book that explains what the census is and why it is important to be counted, a webisode video series that brings the storybook to life, an animated video with music and lyrics, and a letter for parents in households with young children highlighting the importance of the census. These resources focus on early education concepts, such as counting and learning about the people in a child's community.

Additionally, we are developing materials for use specifically with adult language learners (such as in night school) and for younger students in ELL programs.



**Figure 31: Sample 2020 SIS Program Activities for Children Ages 2-5**

**Classroom Activities and Impacts.** The Census Bureau has worked with multicultural community and education field experts to develop classroom activities on various topics. Our goal for these activities is to appeal to teachers and students from diverse backgrounds who live in the United States, Puerto Rico, and the Island Areas.

Table 9 provides an overview of the number of classroom activities created by geographical area, grade level, or group of students, as relevant. Teachers and students can select resources from a portfolio of more than 200 teacher-created assets.

In addition to the 67 classroom activities, there are other classroom materials that have been developed for the 2020 Census SIS program. They are outlined in Table 10.

**Table 9: 2020 SIS Program Classroom Activities by Audience**

Grade Level or Student Group	Tailored For	Number of Activities
Pre-K*	General Use	5*
K-8	General Use	12
K-8	Puerto Rico	8
K-8	Island Areas	8
High School	General Use	8
High School	Puerto Rico	6
High School	Island Areas	4
English Language Learners	General Use	12
English as a Second Language Adults	General Use	4

\* Note: While there are five activities for the pre-K student group, all five are available in English and Spanish.

**Table 10: 2020 Census SIS Program Additional Resources by Audience**

SIS Resource	Audience
Stateside elementary school map	Elementary school students in the 50 states
Stateside middle school map	Middle school students in the 50 states
Stateside high school map	High school students in the 50 states
Stateside high school diversity map	High school students in the 50 states
Puerto Rico K-8 map	K-8 students in Puerto Rico
Puerto Rico high school map	High school students in Puerto Rico
Guam K-12 map	K-12 students in Guam
American Samoa K-12 map	K-12 students in American Samoa

SIS Resource	Audience
U.S. Virgin Islands K-12 map	K-12 students in the U.S. Virgin Islands
Commonwealth of the Northern Mariana Islands (CMNI) classroom map	K-12 students in CMNI
Stateside administrator booklet	School administrators in the 50 states
Puerto Rico administrator booklet	School administrators in Puerto Rico
Guam administrator booklet	School administrators in Guam
American Samoa administrator booklet	School administrators in American Samoa
U.S. Virgin Islands administrator booklet	School administrators in the U.S. Virgin Islands
CMNI administrator booklet	School administrators in CMNI

Though the number of activities helps to illustrate the range of materials being distributed to student groups, it is also important to consider the learning impacts these activities will have. The array of worksheets, activity and story books, maps, and videos span subject areas including history, geography, math, and English language arts. Through engagement with these materials, students build literacy, data interpretation skills, and civic understanding.

In addition, the evergreen SIS program—which is always available for students and schools—provides an array of materials to enhance student learning. The activities and resources are designed by subject area (English language arts, geography, history and social studies, mathematics and statistics, and sociology) and tailored by grade level (from kindergarten through high school). The range of educational materials encourages adaptation for a variety of classroom orientations and curricula, enabling statistics learning to happen in any classroom.

**Development of Take-Home Materials for Parents.** In addition to developing activities, resources, and promotional materials, the Census Bureau is creating materials for students to share with their parents and guardians. These materials will let adults know that their child is learning about the census and census data through a variety of classroom activities. Take-home materials convey the importance of the census and its impact on communities and the country.

**Integration With Other Program Components.** The SIS program is integrated with other program components, including public relations, the partnership program, and the data dissemination program.

- **Public Relations.** The SIS program offers numerous opportunities to get earned media coverage. The SIS team is developing news releases and opinion pieces to share with the media at local and national levels.
- **Partnership and Stakeholder Relations.** Key partnerships at the local and national levels support SIS in different ways, such as by informing activities (e.g., stakeholders from the Island Areas share topics of interest to include in activities), recruiting teachers to assist with activity development, and promoting the program (e.g., through the U.S. Department of Education).
- **Data Dissemination.** The Census Bureau is providing regional staff members and data dissemination specialists with SIS program materials and promotional materials, like pamphlets and stickers that feature the SIS website URL. This allows staff members to become familiar with the materials so they can share and discuss them with schools. The Census Bureau is also providing webinar materials and scripts for data dissemination specialists, who may conduct events that show teachers how to incorporate the SIS program into their classrooms.

## EXECUTION

**Initial Outreach Efforts.** The SIS program is supporting early efforts to educate audiences about the Census Bureau and the value of the census, particularly for schools in HTC areas. The Census Bureau is providing regional offices with event plans and toolkits. Regional offices use these materials to introduce the program to schools across the country and help schools host SIS program and census-related celebrations.

**Website Updates.** While most 2020 Census-related campaign content is hosted on the 2020 Census website, 2020 SIS program activities are available on the general SIS program website, [census.gov/schools](https://census.gov/schools). This helps us to leverage the existing community that SIS has built in the intercensal years. The Census Bureau is expanding the SIS pages to include 2020-focused content, ensuring that relevant content is available where site visitors expect to find it.

**Distribution of Administrator Kits.** An administrator kit was developed and shipped to schools in the fall of 2019. This kit informs education leaders about the SIS program and the 2020 Census. The administrator kit materials listed below were mailed to every principal and superintendent in the United States, the Island Areas, and Puerto Rico:

- **Administrator Guide.** This guide provides materials—intended for administrators to share with teachers—that explain and promote the 2020 SIS program. The guide includes information about the 2020 Census and the impact the census can have on school funding. The administrator guide includes:

- **Letter to Administrators:** A letter describing the program and the benefits of a complete census count—including federally funded school programs. Also included are audience-specific calls to action, encouraging administrators to promote census participation and urging schools to use 2020 SIS program materials.
- **Resource Overview:** A comprehensive list of the 2019-2020 SIS program materials available by age or grade level.
- **Promotional Flyer for Teachers:** A flyer that administrators can distribute to teachers, encouraging them to adopt the SIS program in their classrooms.
- **Promotional Flyer for Parents or Guardians:** A letter that educators can give to parents or guardians, encouraging them to learn more about SIS and educating them on the importance of responding to the census.
- **FAQs:** A list of answers to common questions about the program.
- **Program Timeline:** An outline of key SIS activities happening during the 2019-2020 school year.
- **Large Map(s).** Large, colorful maps filled with census facts. Maps are intended to support curricular instruction for grades K-12 and were mailed to school principals only.

For public schools, the Census Bureau distributed outreach materials first to the Council of Chief State School Officers, which is positioned as an intermediary between the Census Bureau and local superintendent offices, state boards of education, and state supervisors of social studies and math. We intend for these leaders to distribute materials to principals, administrators, math coaches, media specialists, district curriculum coordinators, and others. Principals and administrators also distribute SIS information to teachers, encouraging participation in the program and directing them to 2020 activities. We have taken a similar approach in distributing materials to private schools. Further, the Council of Chief State School Officers has representation from the Island Areas, the Bureau of Indian Education, and U.S. Department of Defense Education Activity, ensuring that teachers and students in other educational programs can engage with the SIS program.

Teachers can distribute take-home materials to parents and guardians, and the Census Bureau has provided email and other content for teachers to use in outreach to parents and guardians. These take-home materials encourage adults to ask children what they are learning about the census. The Census Bureau may also coordinate with Department of Defense Education Activity facilities, administrators, and teachers to reach active duty military families.

The Census Bureau is also alerting audiences to available resources through partnership efforts, email updates, and social media ads targeted to teachers. Materials are available on the Census Bureau website for printing or digital distribution.



**Figure 32: Two-Page Spread From the 2020 Census Statistics in Schools Stateside Administrator Kit**  
*The SIS Stateside Administrator Kit includes frequently asked questions, descriptions of available resources by student group, printable flyers for teachers and students, and information on how schools can get involved in the SIS program.*

**SIS Ambassador Program.** The Census Bureau developed the SIS Ambassador Program to engage teachers to promote the SIS program and the importance of the census among their peers. Teacher-to-teacher recommendations play a critical role in capturing the attention of educators. The SIS Ambassador Program is intended to remain active after the 2020 Census communications campaign has ended. Ambassadors will continue to advocate for classroom use of evergreen SIS program materials in peer schools as well as their own. Ambassadors will also be called on by the Census Bureau as subject matter experts when needed.

**Distribution and Promotion of SIS Outside of Schools.** We are asking partners and education organizations to share information about SIS with their audiences, whether parents, teachers, or other community members. Materials provided include sample social media posts, newsletter content, and email templates that make it easy to promote the program.

**Digital Marketing and Outreach Campaign.** The growth of the digital space provides teachers with more opportunities—through search engines, social media platforms, and other education-specific resources—to locate materials online for incorporation into classroom practice. To address the needs of SIS audience members in this expanded digital landscape, the Census Bureau is exploring ways to leverage the scale that digital education organizations bring to content distribution. Our media strategy layers sponsored content and paid media on top of promotional efforts spurred by partnerships with large digital platforms. We have also developed an outreach strategy for Census Bureau owned social media platforms that includes expanding platform use, building digital partner relationships, and leveraging existing email contact lists and social media followings to grow our audience reach and diversity.

**Participation at Conferences.** Many education organizations host conferences, which provide valuable means of engaging with large groups of educators and showcasing the SIS program. The Census Bureau attends conferences and events across the country, particularly those attended by superintendents and principals. Special consideration is placed on conferences that convene educators working with HTC student populations and young children.

**Public Service Announcements.** The Census Bureau has developed audio and video public service announcements (PSAs) that explain the SIS program and how it promotes census response and increases statistical literacy. PSAs can be customized by census partners with brief promotional messages for their target audiences. The Census Bureau is sharing the PSAs with media outlets and partners for customization and distribution to their respective networks.

**Additional Features and Events.** To further promote and celebrate the 2020 SIS program, the Census Bureau is holding several events, including:

- **National SIS Event.** The Census Bureau hosted a national 2020 Census SIS program event at the Liberty Bowl in Memphis, Tennessee in October 2019. We showcased SIS program offerings and invited the news media to attend.
- **Mini Events in Local Communities.** The Census Bureau is providing how-to guides and toolkits to regional offices so they can hold events in local schools and communities. These materials are also available to educators who are interested in hosting events at their schools. SIS promotional materials—including maps, rulers, and notebooks—can be distributed at these events in HTC areas.

**Program Evaluation.** The Census Bureau intends to assess the success of the 2020 SIS program through three main actions:

- **Collecting Feedback on the Program.** The SIS website hosts a feedback form, allowing educators, parents, students, and other SIS stakeholders to submit comments. We will also seek feedback during the thank-you phase of the communications campaign.
- **Measuring the Program.** The Census Bureau measures how (and how many) people are using the program by tracking website metrics like resource downloads and requests for

print materials. We are also tracking engagement at schools—especially those in HTC areas.

- **Measuring Awareness of the Program.** The Census Bureau measures program awareness, in part, by recording the number of conferences SIS representatives attend and the number of presentations made on the program’s behalf. We are also collecting email addresses from teachers who express interest in the SIS program. Capturing this information allows us to track email opt-ins and to identify the messages that resonate with teachers. Furthermore, we are utilizing tools and website analytics to measure traffic and engagement with paid and owned social media and web channels. Finally, in the Island Areas, we have ongoing dialogue with regional offices to gauge SIS website user response in order to optimize outreach efforts accordingly.

# INTEGRATED EFFORTS TO IMPROVE THE COUNT OF YOUNG CHILDREN

## OVERVIEW

In previous data collections, children under the age of 5 have historically been undercounted. For example, in the 2010 Census, the net undercount for children under the age of 5 was higher than for any other age range (U.S. Census Bureau, 2016). An estimated 1 in 10 children in this age group—about 2 million children—went uncounted in the 2010 Census. The net undercount (after eliminating duplications) was 4.6%, or almost 1 million young children (U.S. Census Bureau, 2016). It is important to note that some young children not counted in the 2010 Census did reside in households that submitted a census form—an indication that children were left out (U.S. Census Bureau, 2017b). This demonstrates the need to educate and persuade every household with young children not only to respond to the census but also to include all children in their household when completing the questionnaire.

The impact of undercounting children can be felt for 10 years following a decennial census. Given that census responses influence the allocation of federal funding for public programs, an undercount of young children prevents those programs and services from receiving the funds they are due. Impacted by this funding deficit are food assistance programs, Head Start, child care services, housing support organizations, public schools, early intervention services for children with special needs, children's health insurance programs, and other entities. Especially concerning is that young children facing risks, such as those living in low-income communities, complex households, and limited English-proficiency households, are the ones that most frequently go uncounted. Many of these children rely on federally funded programs to help set them up for success. Because the census occurs once every 10 years, the 2020 Census provides an opportunity to ensure an accurate count so young children can be supported during this critical time of life.

Improving the count of young children is a key priority for the 2020 Census and the Census Bureau. To achieve this goal, we are developing and executing an integrated set of cross-component activities, including digital marketing, partnership development and engagement, public relations efforts, and promotional and collateral materials distribution. These coordinated activities will help address one of the ICC's key challenges and project the campaign-wide message that the country's youngest children must be counted.

## APPROACH

### INPUTS

**Key Research Findings.** Since the 1960 Census, the undercount of young children has increased, despite a decrease in the census undercount overall (Yu & O'Hare, 2018). The undercount of young children is thought to be caused by a combination of factors. According to

prominent research, children from birth through age 4 living in households that demonstrate one or more of the following characteristics are most at risk of going uncoun­ted:

- They are not the biological or adopted children of the householder.
- They are Hispanic or members of a racial minority.
- They live in a complex household—a circumstance in which a child has a temporary living situation or lives with a householder who is not his or her biological or adopted guardian.
- They live in a renter-occupied, multiunit structure.
- They are 3 months old or younger.
- They have recently moved.
- They live in a household with limited English proficiency.

Additionally, the following factors have been shown to influence the undercount of young children (O’Hare, Griffin, & Konicki, 2019):

- **Stability of the Household.** A distinct correlation exists between the undercount of young children and stability of a household. If a household moves frequently, is multigenerational, or rents their home, young children in that household are less likely to be counted.
- **Caps on Household Size.** Children who live in housing with caps on the number of people who can live there are at risk of not being counted. This can occur in senior citizen dwellings and in some public housing programs. The person filling out the census questionnaire may fear repercussions if the number of people included on their questionnaire exceeds the number of individuals allowed in their home. Additionally, there may be general sensitivity about living in a capped household.
- **Geography.** The Esri Tapestry and the Census Bureau’s Planning Database segmentation analysis helped the Census Bureau identify types of census tracts with high rates of potential coverage error for young children. Neighborhoods with language barriers, low educational attainment, high levels of poverty, high rates of unemployment, a high population of recent immigrants, and complex household compositions had the highest rates of potential coverage error. These segments were concentrated in the southern and western regions of the United States. The Esri Tapestry analysis also showed that getting an accurate count of young children is especially challenging in neighborhoods located in and around large urban centers.
- **Language Limitations.** Adults who are not proficient in English have been shown to report information incorrectly on their census forms (Passel & Cohn, 2016).
- **Low or Unreliable Internet Access.** Households with limited internet access face an additional barrier to completing the census accurately. Only 2 out of 3 at-risk households

have internet access, and 1 in 3 of those households accesses the internet exclusively through a mobile device.

**Lessons Learned.** Analyses of the 2010 Census found that children who are not the biological or adopted children of the householder completing the census questionnaire are at greater risk of being missed than biological or adopted children. It is thought that householders do not consider themselves to be directly responsible for those who are not their biological or adopted children (O'Hare, Griffin, & Konicki, 2019).

A similar situation arises when extended family members stay temporarily in a relative's home. Research indicates that 40% of children under age 5 live in complex households where these and other complex situations may exist (Jensen, 2017). Data indicates that this could be a key factor in young children being left off the census form; the children's presence in the home may be temporary, so they are not viewed as living in their relatives' homes.

Households with limited English proficiency and those with limited internet access are also at high risk for undercount. One in four Hispanic children live in households with limited English proficiency (U.S. Census Bureau, 2017). Language barriers pose a significant challenge for householders whose primary language is not English; barriers impede understanding of census communications in English and make it difficult to locate communications in Spanish. This is especially true for materials that explain how to count everyone in a complex household. Furthermore, as stated above, only 2 out of 3 families with young children have home access to the internet, and 1 out of 3 of those households has access only through a mobile device (Herbst, 2019). To prevent an undercount in 2020, it is important that the Census Bureau disseminate materials in English and Spanish. In addition, relevant materials should be accessible in mobile-friendly formats.

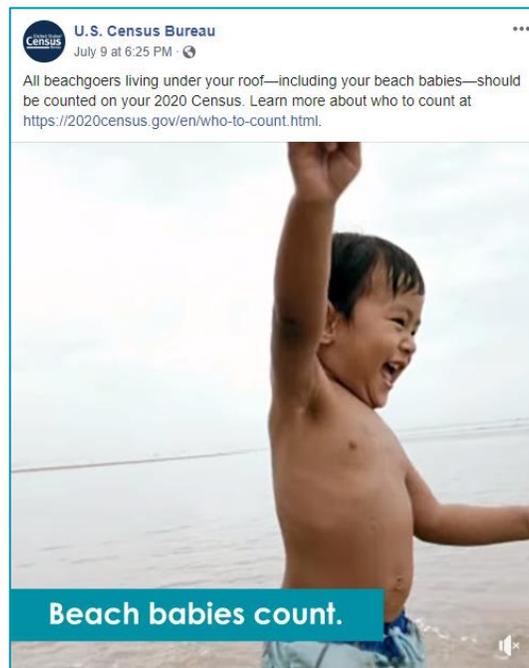
## **PLANNING**

**Plan and Goals for Efforts To Prevent an Undercount.** Coordinated efforts to mitigate the undercount of young children involve reaching out to parents, caregivers, and households with young children. To effectively reach these key audiences, the Census Bureau is:

- Informing parents, caregivers, and householders in HTC population groups that young children under the age of 5 must be accounted for on their 2020 Census form.
- Seeking to build trust with parents, caregivers, and householders living with young children by emphasizing the privacy and security of all census responses—especially by highlighting that law enforcement agencies do not have access to census data.
- Motivating parents, caregivers, and other householders to learn about counting young children in the 2020 Census and to share their knowledge with others.
- Motivating trusted voices (e.g., pediatricians and faith leaders) to advocate for including all children in the 2020 Census count.

- Engaging multicultural audiences by informing, motivating, and gaining trust through partnership engagement and targeted messaging.

**Reaching Our Audiences.** The **primary target audience** for the efforts to mitigate an undercount of young children includes parents, caregivers, and householders who are Black/African American, Hispanic, low-income, Asian, American Indian and Alaska Native, recent immigrants to the U.S., or part of another HTC population group. Messaging is addressing this group collectively. The message conveyed is that all people living in the U.S. and its territories are responsible for counting young children in the home.



*Figure 33: Facebook Post Encouraging Adults to Count Young Children in Their Homes*

*The U.S. Census Bureau started educating the public about the upcoming 2020 Census early on social media, as demonstrated by this Facebook post published in July 2019.*

The **secondary target audience** includes libraries and community centers, churches and faith-based organizations, parent organizations, nonprofit organizations, medical providers, and other partners that the primary audience considers trusted voices. The messaging directed to this secondary audience is similar to messaging for the primary audience—make sure all children in the home are counted. In addition, messaging for the secondary audience encourages members of that group to use their own channels to further spread the message that young children must be counted. Secondary audience entities—as trusted voices among the primary audience—who encourage census participation can help validate and build the primary audience’s trust in the Census Bureau’s message. Secondary target audiences may communicate through social media

posts, email blasts, web properties, or other channels with which the primary target audience regularly engages.

Across both audiences, engagement is being fostered through research-backed messaging and calls to action communicated through the channels most likely to reach target audiences. These messages are thematically aligned with, but also distinct from, the messages motivating census response that are targeted to the general population. There has been no decline in the count of children ages 10 to 17 since 1960 (O'Hare, Griffin, & Konicki, 2019)—an indication that general messaging has been effective for the count of this age group. The significant decline in the count of young children shows the need for targeted efforts to complement the ICC's general messaging and to help ensure that the youngest children are counted during the 2020 Census.

**Integration With Other Program Components.** Concerted efforts and consistent communications aimed at improving the count of young children help ensure that audiences understand the short- and long-term impacts of an undercount. All aspects of these communications must convey messaging that promotes the count of young children. Specific points of program component integration include:

- **Advertising.** Paid advertising is being developed to underscore the importance of an accurate count; to reiterate that census participation helps dictate funding for educational and child-related public services; and to remind households to include young children when completing the census form. The Census Bureau's multicultural partner agencies are considering ways in which they can engage households with young children through their materials and media plans.
- **Stakeholder and Public Relations.** This is an invaluable component because stakeholder groups—such as community organizations, faith-based groups, business associations, and government leaders—can personalize and localize issues in the communities they serve. In addition, the news media can raise awareness of the importance of counting young children through census- and funding-related stories. The Census Bureau is working to incorporate topics related to young children and households with young children into editorials. Topics may include:
  - **New schools,** highlighting examples where population growth, particularly among young children, has led to the development of new schools.
  - **School lunches for children,** showing the relationship between census participation and tangible benefits for low-income children (e.g., school breakfast, lunch, and summer programs).
  - **Changing families and homes,** highlighting diverse and complex households to reflect the changing face of the family structure in the United States.
  - **Focus on Hispanics in America,** offering a look at the growing Hispanic population in the United States.

- **Digital Marketing.** Research indicates that roughly 50% of parents say they trust ads and other messages they see on social media platforms (Zero to Three, 2016a, 2016b). This research has been analyzed along with the strategic framework focused on households with young children (as developed under the partnership program; see Page 85 for details). Together, these inputs are informing how we use the ICC’s digital media platforms to reach households with young children. Messages deployed digitally are emphasizing the need to count all children living or staying in a home. These efforts are being closely coordinated with the efforts of the Census Bureau’s social media and digital marketing teams. Tactics may include:
  - Featuring young children in social media stories.
  - Using images on Census Bureau social media accounts that depict families and young children.
  - Promoting general awareness messaging and targeting social media event information to caregivers of young children.
  - Publishing social media content that highlights the importance of counting newborns and young children.
  
- **Partnerships.** We are engaging current and potential partners to determine the platforms or properties they can use to spread key messages; channels may include social media posts or email newsletters. The Census Bureau is providing partners with messaging about families with young children that aligns with the partners’ constituents. We are also packaging and providing content in the appropriate format for partners’ use on their platforms. The Census Bureau and its partners are collaboratively carrying out the following efforts to help reduce the undercount:
  - Conducting outreach to and coordinating with national partners whose focus is on young children.
  - Developing partnership materials that include relevant information on the importance of counting young children.
  - Preparing for and executing the Counting Young Children Event in Cleveland in February 2020.

## *EXECUTION*

**Timing of Outreach Efforts.** Our activities follow an action plan encompassed in the following phases:

- **Phase One (March 2019 – August 2019).** During this period, the Census Bureau developed and approved an overall plan and created supporting materials. We also conducted outreach to potential partners and established new partnerships.

- **Phase Two (September 2019 – February 2020).** This period marks the launch of regular, coordinated outreach efforts as we continue raising awareness of the importance of counting young children.
- **Phase Three (March – May 2020).** As part of the ICC’s motivation phase, we are deploying additional communications to our primary and secondary audiences with a focus on HTC groups.
- **Phase Four (June – August 2020).** As part of the ICC’s reminder phase, we will continue to target HTC groups and remind all audiences that their participation—and inclusion of young children—in the census is crucial.

**Partnership Plan.** To reach as many people in our primary audience as possible, the Census Bureau is establishing partnerships with organizations that serve as trusted voices among members of this primary audience. Consistent communication with our partners and timely delivery of key messages to target audiences requires close coordination among the Census Bureau’s count of young children integrated communications team, the National Partnership Program, the Community Partnership and Engagement Program, the Statistics in Schools program, and the Census Bureau’s multicultural agency partners.

In order to efficiently manage partner outreach and engagement activities, our coordination efforts include:

- Developing a list of current partners who are best situated to engage with HTC audiences—especially those with young children.
- Developing a list of potential new partners and tailoring strategies to engage and confirm them as partners.
- Developing a timeline for partner engagement, including activities such as planning and promoting the National Improving the Count of Young Children Event to be held in February 2020.
- Distributing a toolkit for partners’ outreach to households with young children that includes an FAQ sheet about how young children should be counted in the census; social media messages for partners to use in communicating about census participation; and a quick facts sheet focused on the benefits of counting young children in the census.

The Census Bureau is reviewing each partner’s resources, constituents served, and desired level of involvement to help the partner determine the outreach support efforts that are right for them. Once a partner has been approved to conduct outreach, the Census Bureau suggests messaging and advises on social media platform use to best communicate with the partner’s constituents. We also offer guidance on how the partner can most effectively integrate messaging related to young children and the census into their own general messaging.

We are focusing on establishing partnerships with organizations that are known trusted voices among members of the primary target audience, including young children’s education organizations, medical organizations and providers, public service providers, and religious organizations.

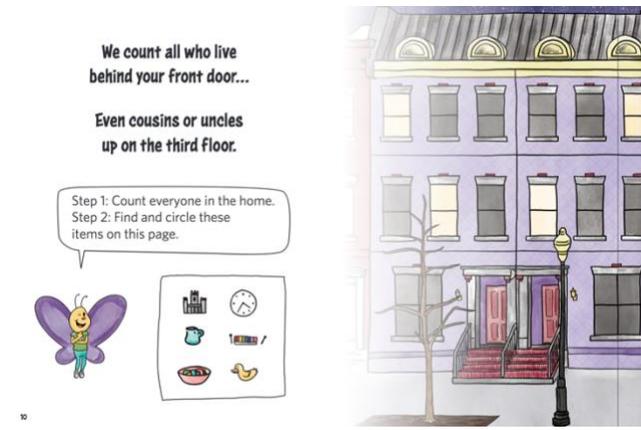
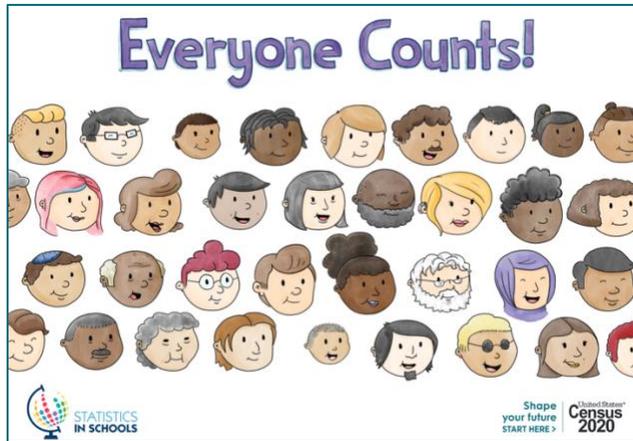
**Materials Production and Distribution.** The Census Bureau plans to develop the assets listed in Table 11. Because language barriers contribute to the undercount of young children, key materials will be translated and adapted into Spanish. (These assets are marked with an asterisk).

**Table 11: Planned Assets for Coordinated Efforts To Improve the Count of Young Children**

*Items marked with an asterisk (\*) will be translated into Spanish.*

Asset	Description	Audience Reached
Public service announcement	The PSA highlights the importance of counting young children and reflects the look and feel of the 2020 Census campaign at large.	General audiences
National radio tour	The radio tour is planned to complement the broader 2020 Census radio tour and to provide a platform for subject matter experts to speak directly to the audience, focusing on the challenges and importance of counting young children in the census.	General audiences
National and local news releases *	News releases target national and trade media publications relevant to minority audiences. Local press release templates are customizable and are being sent to regional census offices for area-specific tailoring and outreach.	General audiences Primary audiences Media outlets
Customizable press release	A press release template is being distributed to local partners and media outlets for customization and release to the general public.	Secondary audiences Media outlets
FAQ sheet *	The FAQ sheet contains responses to common questions about the count of young children.	Secondary audiences Media outlets
Partnership strategic framework	The strategic framework defines and helps the Census Bureau engage key partners who are considered trusted voices among members of the primary audience.	Secondary audiences
Talking points	Talking points educate speakers on the historical undercount of young children and provide data-backed messaging to ensure that the primary	Primary audiences

Asset	Description	Audience Reached
	audience understands how to count all children in their home—and the importance of doing so.	
National event and planning document	We are hosting a national event for and about young children in February 2020. The event includes media relations support and is taking place in Cleveland—which has a high proportion of people belonging to HTC population groups. The planning document is being sent to regional census centers. It outlines how they can remotely participate in the national event and create similar events in their own regions to engage target audiences.	Primary audiences Secondary audiences Regional census centers Children
Fact sheet *	The fact sheet targets parents, caregivers, and households with young children and explains the importance of young children being counted in the 2020 Census. It provides key information about how to include children when completing the census questionnaire.	Primary audiences Secondary audiences
Distribution strategy and promotional items *	<p>Promotional items engage young children and the adults in their households. These items supplement items and materials being developed by the 2020 Statistics in Schools program for K-12 audiences.</p> <p>The strategy covers how to effectively coordinate and distribute items through outreach at events and other activities to reach target audiences. Examples of tactics include creating welcome bags with items for preschool or day care registrations, staffing event booths, and attending local community events.</p>	Primary audiences Children
2020 Statistics in Schools program pre-K materials *	<p>The 2020 SIS program materials for children ages 2-5 will include:</p> <ul style="list-style-type: none"> <li>• Three pre-K webisodes.</li> <li>• Lyric and music video. *</li> <li>• Storybook with activities. *</li> <li>• Five worksheets. *</li> <li>• Letters to pre-K teachers and parents. *</li> </ul>	Primary audiences Secondary audiences



**Figure 34: Pages From the Story and Activity Book for Young Children**

*The story and activity book for young children helps spread the message among the adults in children's lives that everyone in their homes should be counted in the census.*

**Campaign Monitoring and Evaluation.** The Census Bureau is implementing a monitoring and evaluation approach to assess the ability of all messages to reach their intended audiences. We are working closely with our social media team to analyze key performance indicators for published content and evaluation metrics across social media platforms. We plan to measure:

- **Social Engagement.** This is defined as the number of people from the target audience who engage with published social media content. Engagement is measured through the number of views, shares, likes, retweets, and other platform-specific analytics.
- **Active Coverage.** This is defined as the spread and reach of the PSA, national and local news releases, and the radio tour across geographic areas.
- **Potential Reach.** This is defined as the estimated total potential reach of national and local news releases, PSAs, and radio broadcasts.
- **Media Outreach.** This is defined as the impact of the messages released, including:

- How much coverage the outreach generated.
- Number of partnerships established and leveraged as a result of media outreach.
- Degree of audience saturation.
- **Geographic Presence.** This is defined as the extent of message distribution in geographic areas that are generally considered HTC.
- **Partnership Reach.** This is defined as the success of local and national partnership activations as evidenced by the following:
  - Number of partners sharing key messages and working toward improving the count of young children through their outreach activities.
  - Number and depth of audiences reached by partners.
  - Quantity of materials supplied to partners for distribution within their constituent communities.



# FIELD RECRUITMENT ADVERTISING AND COMMUNICATIONS

## OVERVIEW

Decennial census enumerations are as complex to carry out as they are important to the nation. Given the magnitude of decennial enumeration, the Census Bureau is expanding its staff. In approaching the 2020 Census, the Census Bureau has aimed to recruit more than 2.6 million applicants, with the intention of hiring more than half a million staff members, most of whom will serve as census takers.

As a significant number of job applications are being collected online, we are using a streamlined system to inform candidates about job openings and capture candidates' job applications. We have developed a 2020 Census jobs website with information about available positions, including descriptions of work, guidance for completing job applications, and other details. The online environment provides the Census Bureau with an efficient, accessible system to ensure that the right people are hired.

The goal of field recruitment activities is to recruit the maximum number of 2020 Census employees in the right geographic locations, at the lowest reasonable cost. To achieve this goal, we are reaching out to former Census Bureau employees, particularly those who have previously served as census takers. We are also capitalizing on social and paid digital media trends to maximize the public's exposure to 2020 Census opportunities. Further, to build strength of messaging and maintain consistency of brand application, we are linking recruitment marketing materials to the overall 2020 Census advertising campaign.

Regional efforts play a critical role in recruiting. The Census Bureau takes a hyperlocal approach to recruiting potential applicants, and regional and field teams are using marketing and media resources to meet their specific goals. To enhance our understanding of local needs, we are analyzing census data for HTC areas to determine which neighborhoods should be the focus of additional recruitment efforts. Early 2020 Census communications and partner activities conducted in these communities focus on recruitment, spreading the word about job opportunities and highlighting that the census is coming. We recognize that we must maintain coordinated and consistent communications—at the national, regional, and local levels—with partners and stakeholders aiding in recruitment efforts.

## APPROACH

### INPUTS

**Campaign Research.** We conducted discovery sessions to fully understand the job types, hire volumes, needs, budget, timelines, and other factors related to recruiting. Census Bureau data is

also helping us identify and analyze HTC areas and the specific neighborhoods that require additional recruiting efforts. Self-response propensity scores from modeling activities have been useful in determining our priorities when recruiting diverse candidates within and across census tracts. In general, the lower the self-response propensity, the more enumerators will be needed to conduct the count in that area.

**Audience Insights.** We identified characteristics of ideal candidates for the available temporary 2020 Census jobs, and we have developed messaging according to these insights. By crafting recruitment messages that resonate with people demonstrating these characteristics, we attract strong applicants and successful employees. We characterized the audience as people who currently work or have previously worked in the service, retail, and restaurant industries; those performing “temporary-type” functions (e.g., food delivery, cab driving); older people and second-career candidates; veterans; and those who are underemployed. A significant number of candidates are being reached through social and digital outreach. Others may be resistant to those channels or may not be exposed to them. In those cases, outreach is being directed through field and partnership efforts, which can boost recruitment in HTC areas.

**Lessons Learned.** Our approach to 2020 Census recruiting is built on insights from previous census collections to start recruitment early and increase the representation of various cultural groups in recruitment efforts. The Census Bureau has emphasized these factors during the planning and execution stages.

## *PLANNING*

Our approach to recruitment marketing considers existing recruiting systems, as well as input from recruitment staff across Census Bureau headquarters and field offices. The cornerstone of recruitment efforts is the 2020 Census jobs website, which is available in both English and Spanish. Our plans to conduct a still photo shoot and create print materials, videos, and digital media mock-ups were formulated with the goal of increasing awareness of decennial census job opportunities and directing potential candidates to the 2020 Census jobs website.

Our approach is built on two pillars:

- **Message and Communication Activation.** This pillar involves developing a value proposition that resonates with our audiences. Defining this value proposition helps to ensure that audiences find value in the jobs that the Census Bureau offers. This pillar also involves developing a core message and creative approach, with all communications leading to the 2020 Census jobs website.
- **Attraction and Engagement.** This pillar involves determining the best strategies for reaching key audience segments, using the jobs site, search engine optimization, and digital and social media. The Census Bureau has taken a hyperlocal approach to recruiting among HTC audiences, so we can reach potential applicants as narrowly as by neighborhood.

**Phased Recruitment Strategy.** Recruitment communications efforts were planned to roll out in two phases: Early Operations Recruiting (Phase 1) and Peak Operations Recruiting (Phase 2).

In preparing for Phase 1 communications efforts, the Census Bureau conducted internal interviews and fact-finding sessions to understand the recruiting, internal hiring, and application processes, creating a foundation on which the recruitment materials could be designed and produced.

The Phase 1 recruiting period began in September 2018 and ran through June 2019. Hiring during this phase was primarily for listers—census workers who help update address lists and maps using mobile devices. The Census Bureau’s goal for this phase was to select as many as 150,000 qualified candidates for temporary lister positions.

The Phase 2 recruiting period ran from August 2019 through March 2020, and this phase represented the bulk of the 2020 Census recruitment efforts. Hiring during this phase was for census takers (or enumerators) who canvass communities to knock on doors and ask questions about the characteristics of each household. The recruitment goal for this phase was to select as many as half a million qualified candidates in temporary enumerator and field office positions. For Phase 2 communications development, materials from Phase 1 were updated and adapted to align with the “Shape your future. Start here.” creative platform.

**Contacts and Networks.** A key first step for the Census Bureau was to contact census workers from previous census activities and recruit them to return as supervisors and enumerators. This allowed us to create a pipeline of potential candidates.

Through the Community Partnership and Engagement Program and other outreach initiatives, our regional and local partnerships are also playing a critical role in local recruiting. Partners are using their community networks to find candidates who are proficient in languages other than English. This is crucial for helping enumerators relate to and understand the HTC audiences whom they are counting.

**Message Development.** Based on campaign research, audience insights, and recruitment experience from previous data collections, we developed employment messages to resonate with potential candidates. We considered regional diversity and cultural nuances in crafting these messages, ensuring clarity and consistency of voice throughout. Further, as the “Shape your future. Start here.” creative platform was finalized, recruitment materials from Phase 1 were updated to reflect the communications campaign’s overall look and feel. These updates ensure continuity and consistency with other advertising assets, promotional materials, and general messaging.

**Clear and Consistent Communications.** To ensure a smooth recruitment effort and build trust with job seekers, we are reinforcing a singular and consistent recruitment brand. Outreach materials use clear and direct language and follow platform branding guidelines. Early dissemination of these materials has been key to our strategy.

Print and digital materials produced for recruitment communications include flyers, posters, online banners, brochures, videos, printable PDFs, and an email template.

To manage expectations among applicants and attract a qualified candidate pool, we developed clear and direct language about job requirements and descriptions as well as about the hiring process. Using the centralized 2020 Census jobs website, the connected candidate portal, email, and other communications, the Census Bureau is keeping applicants apprised of their application status and hiring decisions.



**Figure 35: A 2020 Census Job Recruitment Flyer in Korean**

**2020 Census Jobs Website.** The 2020 Census jobs website was programmed with responsive design for accessibility across all audiences and for use on all computers and mobile devices.

The website allows site visitors to select their state and county, enabling them to see available jobs near them as well as the associated pay rates. A national map identifies field offices across the country, and in selecting their state and county, a site visitor is shown a regional map displaying field offices near them. The phone number, physical address, job availability, and pay rates for each field location are also displayed.

The 2020 Census jobs website links to USAJobs and the 2020 Census applicant tracking system. These links help direct the application process and streamline the candidate database for the Census Bureau's talent acquisition staff.

**Online Attraction and Engagement.** The jobs website includes general information about the opportunity to be part of the 2020 Census count. It also details job availability, requirements, and pay rates. Furthermore, the site provides instructions on how to apply, and it allows candidates to submit an application and upload a resume. Videos and images depict the actions and experiences of enumerators, encouraging candidates to "see themselves" as enumerators.

As the Census Bureau continues to better understand applicants, it is optimizing the website to incorporate keywords for which audiences commonly search. By ensuring that common search terms are woven into the site's content, we increase the visibility of census job opportunities.

**Integration With Other Program Components.** Filling 2020 Census jobs is a priority among stakeholders to ensure that the audiences they represent are counted. Census Bureau partners, data users, other government agencies, and members of the public are also interested in the Census Bureau's recruiting efforts and job opportunities. The Census Bureau shared informative, promotional materials about open positions with interested partners. We also requested that local government agencies post information about census jobs and encourage members of their communities to apply. To facilitate this, we provided a recruitment toolkit as well as customizable web and social media content for stakeholders, partners, and government agencies that they can use to communicate hiring announcements and events. The Census Bureau aligned recruitment advertising with other campaign components to ensure integration and consistency.

## *EXECUTION*

**Early Partnership and Stakeholder Relations.** As we requested 2020 Census support from individuals and organizations, we provided them with messaging to promote census jobs and hiring announcements among their networks and audiences. Partners use these resources to promote job opportunities among their constituents and incorporate information about the census into their own web, digital, and other marketing materials.

Partner organizations include state and federal agencies as well as entities that can amplify job opportunities, including state and city job sites, the Office of Personnel Management's USAJobs, and the General Services Administration's USA.gov website and email newsletters.

**Phased Recruitment Materials Development.** As introduced earlier in this section, communications materials were created to promote recruitment efforts, and they have been distributed in two phases: Early Operations Recruiting (Phase 1) and Peak Operations Recruiting (Phase 2).

In Phase 1, the Census Bureau developed the initial recruitment campaign concept for all advertising and promotional materials. Based on this concept, we created materials to inform

prospective applicants of census job availability and to encourage them to apply for a temporary position. These communications pieces included flyers and posters, trifold brochures, social media-ready assets, digital ads, video shorts, and other assets. These materials focused on the diversity of our job-seeking audience and the communities they could serve. Following production, the Census Bureau distributed materials, tapping into partnership program networks and using localized grassroots outreach.

In Phase 2, we applied the 2020 Census campaign platform and brand guidelines to recruiting materials, helping to ensure alignment and consistency with the ICC. We used some materials from Phase 1 to support Phase 2, though most materials were redesigned for Phase 2 with the “Shape your future. Start here.” platform as the creative foundation. As in Phase 1, we produced print, digital, video, and other assets for Phase 2. We considered diversity of people and location, and we designed materials to show day-in-the-life style vignettes of enumerators knocking on doors in their communities. Additionally, we scaled communications assets to align with media distribution and platform requirements. As in Phase 1, the Census Bureau’s recruitment staff distributed materials produced for Phase 2. Also, our media buying partners strategically placed materials in social, digital, paid search, and other media environments.

**Activation of Messaging.** The Census Bureau activated employment messaging on the jobs website and associated pages. We positioned the website as the key destination for information on census job opportunities. This helps engage potential candidates, while also conveying the importance of the work and the value of census data.

We created and distributed a recruitment catalog to encourage consistent use of recruitment materials across outreach channels by Census Bureau staff. This catalog includes guidance on use and adaptation of creative materials as well as creative asset files and templates. (Providing creative assets, or elements, and templates allows regional recruiting teams to tailor recruitment materials to local audiences.) Consistency in employment messaging communicated throughout the recruitment ecosystem—such as in the Census Bureau’s owned media (e.g., jobs website) and earned media (e.g., search engine optimization, word of mouth)—is key, especially given that recruiting staff members are located across the country.

**2020 Jobs Website.** The 2020 Census candidate job site comprises the following:

- [Jobs landing page](#), which provides general information about the 2020 Census and clear calls to action to apply now.
- [Job details page](#), outlining job types and qualifications, hiring timelines, and what to expect in accepting a position with the Census Bureau.
- [Application overview page](#), which explains how to apply and check application status, as well as the steps and timeline involved in applying for a census job.
- [Pay and locations page](#) that includes a location finder and pay rate tool, as well as a national map identifying locations of field offices.

- Individual pages by state, with job availability, pay rate, and contact information for local offices.
- [Frequently asked questions page](#), with answers to questions grouped by subject, such as questions about applying, interviewing, and training.
- Portal for candidates (linked from the site-wide “Apply Now” button) to submit and access job applications for a range of available positions.

During Phase 2, we are continuing to enhance the 2020 jobs website based on stakeholder input and usability testing, with such updates as:

- Navigation enhancements, including between the [2020 jobs website](#) and the [2020 Census campaign website](#).
- Layout and design enhancements.
- Site search enhancements.
- Application process guidance.
- Search engine optimization.
- Pay, locations, and map updates.
- Updates to frequently asked questions.

**Federal Hiring.** The federal hiring process is lengthy, as it requires a thorough background check. The wait times between completing an application, receiving a job offer, and beginning work can be several months, which might seem burdensome for a short-term post, and this could contribute to low recruitment. The Census Bureau continually engaged with applicants and partners during this time—not only to maintain applicants’ interest, but also to foster goodwill toward the 2020 Census among those who are no longer interested in the jobs. Email newsletters were used to regularly update potential candidates, and any visitor to the site could voluntarily sign up to receive job alert emails about available jobs.

**Measurement and Evaluation.** The success of the Census Bureau’s job recruitment efforts depends on the reach and impact of the communications materials, including how well these materials resonate with our diverse target audience. The Census Bureau has monitored analytics collected from the online jobs portal and tracked the number of candidates hired for available positions, comparing these totals with overall recruitment goals by phase. In addition, the Census Bureau has worked closely with its external media buying partner to analyze reach and response data generated by paid media efforts. Data points extracted from the jobs website and portal, from internal Census Bureau hiring teams, and from audience engagement with paid media help paint a picture of the recruitment initiative’s overall performance.



English

Job Details
How to Apply
Pay & Locations
Frequently Asked Questions
APPLY NOW



## Earn extra income while helping your community.

The U.S. Census Bureau is recruiting thousands of people across the country to assist with the 2020 Census count.

APPLY NOW



**Job Details**  
We are hiring for a variety of temporary jobs, including census takers, recruiting assistants, office staff, and supervisory staff.

[REVIEW JOB DETAILS >](#)



**How to Apply**  
Candidates must complete an online job application. The application includes assessment questions about your education, work, and other experience.

[LEARN MORE >](#)



**Pay & Locations**  
Positions for the 2020 Census are located throughout the United States and Puerto Rico.

[CHECK PAY RATES >](#)

**Ready to Apply?**  
Take the next step toward joining our team! Complete your application today.

[APPLY NOW >](#)

**Already Applied?**  
Check your status, or update or download your application.

[REVIEW YOUR APPLICATION >](#)

### We're Here to Help

**Frequently Asked Questions**

For a full list of our FAQs, visit our [FAQ page](#) for the answers to questions we get most often about 2020 Census Jobs.

**Contact Us About 2020 Jobs**

For answers to technical questions, or to reach your area census office, please visit our [Contact Us page](#).

### Why Apply?

**Earn Extra Money**  
Could you use a little extra income? Jobs for the 2020 Census offer competitive wages that are paid weekly. Authorized expenses, such as mileage, are reimbursed for employees doing fieldwork.

**Support Your Community**  
Decennial census data are used to determine your representation in Congress, as well as how funds are spent for roads, schools, hospitals, and more. Help ensure that everyone in your community is counted in the next decennial census.

**Fit Your Schedule**  
Temporary positions for the 2020 Census feature flexible hours—a perfect fit if you are looking to earn a little extra money, even if you already have other commitments.

**Be a Part of History**  
Every 10 years since 1790, the United States has undertaken the momentous task of counting all of its residents. This is your chance to play a role.

[APPLY NOW](#)

### Other Employment Opportunities

The Census Bureau has other employment opportunities; to learn more search the Federal Government's official employment site at [usajobs.gov](#), browse [Field Jobs by State](#), and/or visit the [National Processing Center](#) site.

The U.S. Census Bureau is an equal opportunity employer.

**Sign Up for Email Updates**

To sign up for updates, please enter your contact information below.

**Stay Current**

2020 Census Jobs  
Operational Information

**Stay Connected**

f
t
in
v
y

Back to Congress (Information Quality | Data Protection and Privacy Policy) | Accessibility | FOIA | U.S. Department of Commerce

Shape Your Future. [START HERE.](#)

Figure 36: 2020 Census Jobs Website Homepage



# CAMPAIGN MONITORING AND OPTIMIZATION ACTIVITIES

## OVERVIEW

One of the primary goals for the 2020 Census is to motivate and drive self-response, especially online. In support of this goal, the Census Bureau's campaign monitoring and optimization team is identifying when, where, and among which populations self-response is not meeting expectations. In response to these incidents, the Census Bureau is adjusting the communications campaign to direct campaign resources as efficiently and effectively as possible. This work is guided by processes and policies established for implementing timely course corrections in campaign tactics, such as adjusting spend levels across media types, as conditions change or issues arise. Monitoring also helps us identify trending topics in the media and in public spheres that may require Census Bureau intervention to mitigate threats or issue a crisis communications response.

To support these functions, the Census Bureau developed a governance process to manage agile decision-making—automating routine optimizations to the campaign, quickly handling larger changes, and, when needed, escalating issues that need additional input.

## APPROACH

### INPUTS

**Foundational Planning Efforts.** The Census Bureau's preliminary research and analytics activities are vital to the success of the campaign monitoring and optimization component area. Research activities produced one foundational and two subsequent generations of predictive self-response models, which establish a baseline against which actual response rate data is evaluated.

**Campaign Monitoring and Optimization Platforms.** As a first step, the Census Bureau has conducted discovery research among potential users of campaign data, including the various Census Bureau teams that need access to that data. Insights from this research informed the data integrations and dashboards that we have built and will use to make decisions about the campaign. The research also helped us identify the communications data needed to support campaign activities and the best ways to show that data visually, ultimately making it possible to act on the findings. Accordingly, the Census Bureau is developing an analytics toolkit, which includes the Census Bureau's customer experience management platform and an external paid media integration platform. The elements of this toolkit help to portray campaign data in a visual way and enable the Census Bureau to assess the status of the campaign as it progresses.

Our campaign monitoring and optimization infrastructure supports the following functions:

- **Monitoring response rates relative to modeled response benchmarks.** The system takes in daily questionnaire response rate data as collected by the Census Bureau. By tracking response rates relative to modeled response benchmarks and other contextual data, we will have a better picture of the performance of the 2020 Census campaign.
- **Enabling execution of an optimized paid media strategy.** We are optimizing the campaign to focus on the creative materials and advertisements that demonstrate the greatest impact in leading audiences to the response tool and motivating self-response. The system takes in campaign performance data, helping us to reallocate resources to optimize the campaign. For example, as the campaign’s motivation phase progresses, we may decide to allocate additional resources to geographies that show lower-than-expected response rates. By allocating additional resources, we can boost media spending in the associated designated market areas—and hopefully increase census response.
- **Identifying key issues and remediation processes. Within this broad capability, we are conducting the following activities:**
  - Identifying geographic areas and audiences for which the response rate is significantly lower than expected and intervention is needed. Similarly, we will identify over-performing geographic areas and audiences; this helps us understand important lessons that can be applied to other geographic areas and audiences to help increase the response rates among them.
  - Diagnosing why the response rate is lower than expected through analysis of media clips, social listening, and feedback from partners and stakeholders.
  - Formulating a communications strategy to alleviate the problem (i.e., identifying an audience with a low response rate and, based on foundational campaign research, utilizing the message, messenger, channel, or media type to better reach and resonate with that audience).
  - Evaluating the impact of a communications strategy by conducting followup monitoring of the problem, making sure that it has adequately been addressed.

**Data Inputs to the Optimization Platforms.** The types of data collected by the optimization platforms include:

- **Modeled Response Rates.** These projections help ensure that the Census Bureau is on track to meet response rate goals, both across the country and for specific population subgroups or geographic areas.
- **Response Rate Data.** This indicates the percentage of households in a geographic area that have completed the census. The Census Bureau will direct advertising to geographic areas and audience segments with response rates below expected levels.

- **Media Campaign Data.** This indicates the channels through which traditional paid advertisements are planned to deploy and how the digital advertising campaign is performing.
- **Social Listening.** Data from social media listening platforms helps the optimization team identify and diagnose potential problems, such as viral posts or events that could affect the public's intent to respond to the census.
- **Earned Media Monitoring.** Reviewing a clips summary helps the optimization team identify and diagnose issues, such as the discovery of an opinion piece that questions the importance of the 2020 Census.
- **2020 Tracking Survey.** As we launch and execute the communications campaign, we are conducting an internet and telephone-based tracking survey of more than 100,000 people in the United States. The survey, conducted in English and Spanish, measures awareness of and intent to respond to the 2020 Census. It also measures exposure to the 2020 Census advertising campaign; participation decisions such as the intended mode of response (i.e., online questionnaire or paper form); and the prominence of barriers like data privacy and confidentiality.

As campaign activity increases, we will use large daily survey sample sizes to provide insights into key demographic groups. The survey enables us to make adjustments to our communications plans or materials based on public sentiment and emerging events, such as concern about a particular issue or a full-blown crisis.

We are using survey results to monitor changes in awareness levels and attitudes as the campaign progresses.

**Data Protections and Privacy.** The Census Bureau is committed to protecting the privacy of individuals and the data they provide. As we collect response rate data and optimize the communications campaign, we will ensure these protections by upholding:

- **Title 13.** Census Bureau data is protected by Title 13 of the United States Code, forbidding the disclosure of data that identifies individuals. The Census Bureau's campaign optimization team accesses aggregated data only and will remain diligent in upholding privacy rules and regulations.
- **Data Access Policy.** Census Bureau data can be legally accessed only by Census Bureau employees and contractors with Special Sworn Status. This status is given to individuals who are approved by the Census Bureau to access data protected by Title 13.

The campaign optimization team plays a role in promoting census data protections by ensuring that all campaign optimization systems remain secure and adhere to Census Bureau IT requirements.

## PLANNING

**Building a Campaign Monitoring and Optimization Team.** To facilitate real-time collaboration, quickly and effectively optimize the campaign, and respond to issues, we have

established an optimization team that includes Census Bureau representatives from across the campaign, such as those from paid and earned media, social media, partnerships, field operations, and the Statistics in Schools program, as well as multicultural experts. We have also established a plan for preapprovals of content and tactical interventions to maximize the agility of this team.

**Developing Governance Processes.** The Census Bureau began by identifying potential developments, mapping key data to watch, developing reporting protocols, and defining team roles and responsibilities for executing issue-related or optimization responses. We have also developed a process for analyzing data points within the campaign optimization platforms, tailoring our reports to user groups' needs.

We also developed a playbook to serve as a decision tree for quick reference throughout the campaign. This allows us to think through critical aspects of various situations before campaign activity increases. The playbook lays out recommended interventions in response to potential issues most likely to arise. It enables expedient decisions, helping to mitigate the need to come up with solutions as issues are unfolding.

**Integration With Other Program Components.** The Census Bureau is facilitating a process to collect input from partnership specialists, enumerators in the field, telephone centers, inbound email, and mainstream, digital, and social media monitoring, among other channels. This "continual listening" monitoring helps in tracking trends in conversations among social media users, identifying and responding to "on the ground" issues flagged by partners or Census Bureau field operations staff, and locating issues or pain points on the website that may be hindering users from responding online.

The Census Bureau is facilitating this collaboration through regular meetings of a cross-functional campaign optimization team and a shared reporting dashboard. Region-specific recommendations and actions come out of regular campaign optimization meetings; accordingly, we have established channels through which recommendations can reach regional and field staffs. This approach also allows for regional and field staff members to participate in discussion and decision-making.

## **EXECUTION**

Each day, the Census Bureau reviews response rates and other data for each communications channel, including earned and social media, digital advertising, and the 2020 Census website. This allows us to monitor participation and adjust resource allocation and activities to optimize campaign performance. Based on our analysis, we recommend and authorize interventions, adjust our tactics, and execute changes to the communications campaign as needed.

**Providing Reports.** The Census Bureau generates dashboards and reports daily, or as needed for ad hoc analysis. Each day, we review the number of responses we have received by that date

relative to our expected response rate for a given geography. Our dashboards offer data by geography, including census regions, states, media markets, counties, and tracts.



Figure 37: Samples of Dashboards for Campaign Monitoring

**Analyzing and Reporting on Data.** Analysis of response rates and supporting data suggests whom we need to target—and how—to boost census response.

During our review of this data, we look to our multicultural partners for audience-specific insights, helping us understand possible cultural nuances within response trends that arise during data collection. We then determine recommended remediation activities, and we adjust our messages, ad buys, and other communications as needed. Establishing a protocol to make decisions about what changes are needed and who will execute them is critical to our successful campaign optimization process.

Once a recommended intervention is approved, we immediately move to implementation. An online ticketing workflow management tool tracks when and how changes are implemented. Campaign monitoring and optimization response activities include:

- **Intervening in geographies or audiences that exhibit unexpectedly low response rates.** In instances where a geographic area or specific audience segment is responding at lower rates than anticipated, we quickly analyze the situation, identify whether there is an acute cause for concern (e.g., a negative news story about the census, or a community leader speaking negatively about the Census Bureau), and recommend a strategic or tactical adjustment (e.g., purchasing additional television ads, deploying partnership specialists to conduct outreach, or activating local public relations efforts).
- **Monitoring engagement metrics of digital ads.** If data shows that one message is driving more interaction than another within an audience segment, we may reallocate resources to increase visibility of the digital ad with the stronger message.
- **Adjusting reserves to match campaign progress.** For example, if response rates are very low in a media market, we may draw on a reserve budget to increase advertising in the lower-response market.

**Issue Management and Mitigation.** In the event of an issue or crisis, the Census Bureau’s campaign optimization team works closely with its crisis management team, conducting the following activities in response:

- **Data Gathering and Analysis:**
  - Analyze census response data to understand whether and how the response rate has been affected by the issue, in what response modes, and among which audiences.
  - Collect partner input and concerns about affected audiences.
  - Gather feedback from key campaign optimization stakeholders, including Census Bureau field team leadership.
  - Gather information from other stakeholders to foster a broader understanding of the impact of the event or activity.
- **Issue Assessment and Escalation:**
  - Identify the issue and evaluate its severity, likely impacts, and the affected audiences.
  - Analyze social media data to understand what the affected audiences and the general public are saying about the issue and about the Census Bureau as well as the news they are consuming.
  - Map the affected populations to identify concentrations in specific geographic areas.
  - Conduct other digital and traditional media analyses to extend the investigation to other online and offline forums.

- **Development of Proposed Approach:**
  - Recommend actions based on our analyses.
  - Determine the appropriate immediate response.
  - Submit recommendations, determine the course of action, assign tasks to responsible parties, and record decisions.
  - Develop or adapt existing talking points for partner materials and advertising, as appropriate.
  
- **Optimization Implementation and Documentation:**
  - Mobilize cross-functional teams of subject matter experts to address high-priority issues, if applicable.
  - Implement responses and document results of activities.
  - Assess the impact of campaign interventions, record results, and adjust the strategy to account for any changes in messaging and/or response rates.
  - Continue to monitor issues acted on to ensure they have been (and remain) resolved.

**Evaluation and Measurement.** In conducting ongoing monitoring and analysis of census response rates and communications campaign engagement, the Census Bureau will determine the course of further activities, such as those discussed above. The success of our campaign monitoring and optimization efforts depends on our ability to recognize issues or threats and to effectively intervene, implementing tactical changes in the campaign as necessary. The goal of our efforts in this program component is to maximize self-response with the most efficient use of campaign resources.



# THANK-YOU AND DATA DISSEMINATION

## OVERVIEW

The accurate and efficient dissemination of census data will be critical throughout the 2020 campaign, from aiding early awareness efforts to driving ongoing activities during the thank-you phase and supporting key stakeholders after the count is complete. Throughout the 2020 Census campaign, we are showing appreciation to respondents, partners, and the public for their support. Once enumeration is over and results of the 2020 Census have been analyzed, data dissemination will help carry census engagement forward into the next decade.

After enumeration, but before the census results are released, we will also work to engage stakeholders, partners, and the public by providing some preliminary data (e.g., response rates) and compelling features (e.g., interactive maps based on existing Census Bureau data).

The following are milestones with tentative dates we may use as opportunities to communicate with the public, stakeholders, and partners:

- Delivery of apportionment counts to the President by December 31, 2020.
- Delivery of redistricting counts to states by March 31, 2021.
- Release of final 2020 data products in starting in 2021 and continuing through 2023.

Disseminating data helps build trust, maintain transparency, engender goodwill for future data collection efforts, and reinforce relationships with partners, stakeholders, and participants.

## APPROACH

### INPUTS

**New Data Platform.** The Census Bureau's Center for Enterprise Dissemination Services and Consumer Innovation is building a robust platform that will ultimately house and disseminate census data. This platform is being developed to ensure that data is easily released and accessible to stakeholders, partners, and a variety of audiences, including new data users, superusers, and those searching for specific data points. It will be an important feature of data dissemination efforts once the results of the 2020 Census are available.

**2020 Enumeration Results.** Key insights gleaned from the 2020 Census campaign and enumeration will influence data dissemination efforts. We will examine more than just population counts; to more deeply understand the needs and interests of our audiences, we will consider what communications channels and messages were most effective in reaching them. Through activities and outreach conducted early in the campaign, we are establishing an

infrastructure for engagement, building on relationships through partnership efforts and increased engagement with schools in HTC areas. We intend to use these networks for data dissemination purposes, connecting with communities in ways that resonate and providing suggestions for how they may use the available data to better serve constituents.

**Data Products.** Data files, tables, reports, maps, and other materials we create will be a useful starting point in considering additional data products to create for the 2020 Census. Once the new data platform is finalized, it will serve as a repository for these products. It also may provide opportunities to interact with census data in new ways.

## *PLANNING*

**Early Start.** The dissemination of data starts well before the count is complete. During early engagement and awareness efforts, including the education of audiences in HTC areas, we continue to refer to data from previous censuses to generate interest in the 2020 Census. Data remains at the forefront of our efforts to engage stakeholders, partners, and the public throughout all phases of the campaign.

**Review and Approval Process Streamlining.** Ensuring that all data is routed through and housed in the new platform will add efficiency to the approval process for data products. To further streamline reviews, we are creating templates for products such as social media posts, flyers, and fact sheets. We may package these items in a toolkit for ease of access and consistency of use across audiences. We will work to anticipate frequently asked questions before data is released and create data dissemination tools that can be used to identify answers to those questions. Having templates and tools in place before the availability of 2020 data will allow us to rapidly update and distribute data products.

**Integration With Other Program Components.** Data dissemination is not viewed as an activity that happens only when enumeration is over. We will integrate data across the communications campaign, including in partnership outreach, stakeholder engagement, earned media opportunities, crisis communications responses, and the Census Bureau's Statistics in Schools program. Data dissemination can help the Census Bureau build key relationships, promoting integration among operations and communications programs and maintaining public, partner, and stakeholder engagement with these component areas after enumeration is complete.

## *EXECUTION*

**Support of the Thank-You Phase.** Upon completion of enumeration, the Census Bureau will launch the thank-you phase of the 2020 Census campaign to show appreciation for the individuals and organizations that participated in the census. These messages of appreciation will be shared publicly before the 2020 Census data is available. They will also be an important bridge to maintaining public interest and engagement with the Census Bureau.

During the thank-you phase, we will distribute materials and information of interest to census partners and stakeholders, encouraging them to continue interacting with the Census Bureau, to

use available Census Bureau data, and to check back for the results of the 2020 Census. We will also develop social media and digital content, in addition to a splash or landing page on the 2020 Census website featuring thank-you messaging. In addition, we will develop print pieces, such as a one-page fact sheet or flyer, and distribute them in communities and among partnership networks. These pieces will thank public audiences for their participation and underscore the benefits of responding to the decennial census.

**Results Reporting.** A wide range of stakeholders and people with different levels of experience, knowledge, and needs will access and use the data collected by the 2020 Census. Once the Census Bureau has delivered apportionment counts to the President and redistricting counts to the states, we will use 2020 Census data to develop a suite of data products in multiple formats to essentially “give back” the data to communities nationwide. These data products will be available on the Census Bureau’s website, making them accessible to those who are interested. The Census Bureau will determine the data needs of the various audiences, while also identifying which data sets and materials each audience could use. We will also identify the appropriate outreach and distribution strategies for particular audiences—especially for partners and stakeholders who may be less familiar with the Census Bureau’s rich data offerings—to ensure they can access and benefit from the data.

We will develop tailored materials that offer information on census results, from in-depth data sets for superusers to simple infographics that highlight findings at a glance for the average reader. Respondents who opted in for an email after completing their census questionnaire will receive an automatic email with the resulting data for their city, county, or state. We will also develop a process to make data accessible for people who are searching for very specific data points in large quantities, such as town clerks updating their population figures.

In addition, the Census Bureau will create presentations, digital tools, and collateral materials, such as flyers or fact sheets, that staff members can use to promote the use of the census data to larger audiences. We may also develop news releases, newsletters, and products such as data charts, briefing books, interactive maps, and trackers. These materials would allow users to compare results among populations and geographic areas, helping to foster immersion in the rich data produced by the 2020 Census. In addition, we may host briefings or online events with Census Bureau staff, partners, stakeholders, and members of the media to walk through the results and encourage engagement with census data. Furthermore, we will make it possible to easily share this content with others on social media.

As we develop data products, we will ensure that the data is published accurately and with enough context to be understood, encouraging the public to conduct their own analyses and providing guidelines for how data can be used. We will also collect partner feedback on ways to enhance partner outreach and learn how partners prefer to receive updates about future efforts.

# APPENDIX A: TARGET AUDIENCES AND CONTRACTOR EXPERTISE

The 2020 Census Integrated Communications Campaign (ICC) is intended to reach and resonate with diverse audience groups, who collectively reflect the diversity of the United States, Puerto Rico, and the Island Areas. Team Y&R, the U.S. Census Bureau’s communications contractor group, includes multicultural agency partners who are experts with extensive experience serving the cultural communities of which they are a part. Listed in the table below are the campaign’s key audience groups and descriptions of those multicultural agency partners who are contributing insights and leading development of campaign materials for these audiences.

Target Audience Served	Team Y&R Partner Agency
Black/African American (BAA) Audiences, Including Haitian Creole and Sub-Saharan African	Carol H Williams Advertising is a full-service marketing agency with offices across the United States and expertise in leading national and local campaigns to reach African American audiences. The agency is a member of the American Association of Advertising Agencies and the American Advertising Federation, and experts at the agency attend digital conferences led by groups like Ad Age and Digiday to keep up with technology trends and how they affect the African American market. Carol H Williams Advertising also participates in numerous multicultural conferences, such as ADCOLOR, ColorComm, and other broadcast and print journalism conferences. These activities keep the agency acutely aware of industry trends and the ever-changing emerging media and research landscapes.
American Indian and Alaska Native (AIAN) Audiences	G&G Advertising has been a leader in AIAN advertising and outreach to AIAN audiences for more than 20 years, and the firm was a team member for the 2000 and 2010 census campaigns. G&G Advertising consistently stays up to date on new and current media as well as trends within the AIAN market. Through its client work and ongoing environmental scans, the firm remains attuned to the best modes of communication for reaching its target audiences. G&G Advertising is represented on the executive board of the Rocky Mountain Tribal Leaders Council and was recognized as the 2016 Rocky Mountain Indian Chamber of Commerce National Business of the Year.
Asian American Audiences, Including Chinese, Filipino,	TDW+Co is a full-service cross-cultural agency with 15 years of experience in reaching Asian Americans. The agency provides culturally relevant and

Target Audience Served	Team Y&R Partner Agency
Japanese, Korean, and Vietnamese	creative solutions to connect with diverse Asian American audiences that are rooted in community insights but that also extend beyond traditional norms. As a member of the Asian American Advertising Federation and in consultation with the Alliance for Inclusive and Multicultural Marketing, TDW+Co is dedicated to being at the forefront of emerging trends and innovative solutions to reach Asian Americans, the fastest-growing population in the United States. The agency regularly attends media conferences and national Asian American conventions, and it subscribes to media source information to closely observe the interests and behaviors of the audiences it serves.
Hispanic (Spanish-Speaking) and Brazilian (Portuguese-Speaking) Audiences	Culture ONE World is an integrated communications agency that has developed nearly 100 fully integrated Hispanic market campaigns in almost every branch of federal government. Culture ONE World manages the Hispanic media portions of some of the largest annual federal government campaigns, including a national campaign to prevent distracted driving for the National Highway Traffic Safety Administration, as well as those for nongovernmental and private sector organizations such as AT&T. The agency also employs subject matter experts with communications experience in reaching Brazilian audiences. Culture ONE World’s work involves maintaining contact with media industry representatives and participating in industry conferences—and the use of the latest digital platforms affords the company insight into evolving media outlets and technologies. The agency sits on the Google Public Sector Advisory Council and has been asked to speak at the last two annual VidCon events, which bring together thousands of digital and video industry influencers.
Arabic-Speaking/Middle Eastern and North African (MENA) Audiences	VMLY&R employs marketing and advertising experts who are experienced in reaching and motivating Arabic-speaking audiences. These team members bring language skills, cultural knowledge, and community engagement experience to the Census Bureau’s service.
Native Hawaiian and Pacific Islander (NHPI) Audiences	A leader in reaching NHPI audiences, The Kālainokū Group is an agency based in Hawaii with offices across the South Pacific. The principals of The Kālainokū Group sit on nonprofit boards and provide contract work for major organizations that routinely monitor and use outlets and technologies that resonate with its audiences—including Kamehameha Schools, the Native Hawaiian Legal Corporation, Office of Hawaiian Affairs, Department of Hawaiian Home Lands, and Hawaii Tourism Authority.

Target Audience Served	Team Y&R Partner Agency
Russian- and Polish-Speaking Audiences	<p>Hogarth is a global language services firm in the marketing communications space that provides transcreation and adaptation services. While Hogarth is providing these services for non-English-language communications materials across the 2020 ICC, the firm is leading the creative development work for Russian- and Polish-speaking audiences. Hogarth has extensive experience, demonstrating language transcreation and adaptation for leading brands such as Ford, Pfizer, Unilever, HSBC, Volvo, and Mattel. Hogarth is the No. 7 provider of language services in the world, and, in 2018, its team of more than 3,000 translators and writers worked in 150 languages. Team Y&amp;R contractor partner Reingold is supporting Hogarth in reaching Russian- and Polish-speaking audiences and in providing digital media buying and creative development services.</p>
Puerto Rican Audiences	<p>VMLY&amp;R San Juan is a creative agency and member of the VMLY&amp;R Advertising family with experience reaching audiences in Puerto Rico through compelling advertising campaigns. A partner in the 2000 Census campaign, VMLY&amp;R San Juan is completely immersed in its key audience of Puerto Rican residents, having worked with MMM, a local Medicare Advantage plan, for more than 10 years. VMLY&amp;R San Juan has access to the same marketing and consumer behavior information used by VMLY&amp;R Advertising for reaching diverse mass audiences. Wavemaker Puerto Rico is supporting VMLY&amp;R San Juan in providing media buying and advisory services.</p>
Diverse Mass Audiences	<p>The diverse mass audiences consist of English-speaking audience groups in the United States, Puerto Rico, and the Island Areas. VMLY&amp;R, Wavemaker, PSB, BCW, and Reingold are collaboratively working to develop advertising and communications materials and execute media strategies in support of diverse mass audience outreach. More details about these Team Y&amp;R contractor partners can be found in Appendix D.</p>

# APPENDIX B: INSIGHTS AND SAMPLE ADVERTISEMENTS BY AUDIENCE

The detailed audience descriptions and sample advertisements shown below have been developed in close collaboration with our multicultural outreach and communications partners. These partners have deep experience in working with and serving specific cultural audiences. Their knowledge and expertise has helped the Census Bureau to conduct outreach to and promote the 2020 Census among the campaign’s diverse multicultural audiences.

## *Insights on Black/African American (BAA) Audiences*

<b>Audience</b>	<b>Black/African American</b>
<b>Overview</b>	<p>The Black diaspora represented in the United States and its territories consists primarily of U.S. native-born individuals of African ancestry. Increasingly, the country’s 21<sup>st</sup>-century Black population includes Sub-Saharan African and Afro-Caribbean immigrants. In addition, this audience group includes people of mixed race who identify as Black/African American (BAA).</p>
<b>Insights</b>	<p><b>General Makeup</b></p> <p>According to the 2011-2015 American Community Survey 5-Year Estimates:</p> <ul style="list-style-type: none"> <li>• Those who identify as one race, African American, make up 12.6% of the U.S. population. Those who identify as African American alone or in combination with one or more other races make up 13.8% of the U.S. population (U.S. Census Bureau, 2011-2015, Table: DP05).</li> <li>• Among African Americans, 19.5% have a bachelor’s degree, compared with 29.8% of the general U.S. population (U.S. Census Bureau, 2011-2015, Table: S1501).</li> <li>• The median age of African Americans in the United States is 33.2 (U.S. Census Bureau, 2011-2015, Table: B01002B), compared with the general population’s median age of 37.6 (U.S. Census Bureau, 2011-2015, Table: S0101).</li> <li>• In the past 12 months, African Americans had median household earnings of \$35,695, compared with \$53,889 within the general population (U.S. Census Bureau, 2011-2015, Table: S1903).</li> <li>• Renters account for 57.6% of African Americans (U.S. Census Bureau, 2011-2015, Table: B25003B), compared with 36.1% of the general population (U.S. Census Bureau, 2011-2015, Table: B25003).</li> </ul>

Audience	Black/African American
	<p><b>Detailed Makeup</b></p> <ul style="list-style-type: none"> <li>African Americans are the fastest-growing indigenous population in the United States; this population’s growth is outpaced only by Asian and Hispanic immigrants.</li> <li>Foreign-born Africans come from all over the continent, but the largest countries of origin for African immigrants are Nigeria, Ethiopia, Egypt, Ghana, and Kenya. These five countries accounted for half the foreign-born African population in the United States in 2015 (Anderson, 2017).</li> <li>The United States has also seen an influx of migration from the Caribbean and Central and South American regions, with many immigrants seeking the opportunity for work and safety from escalating conflicts in those areas.</li> <li>Many people from impoverished nations also seek to migrate to the United States for a better education. The Diversity Visa program, implemented in 1990 for legal migration into the United States, quickly increased the number of immigrants, especially those from Nigeria, Egypt, Ghana, and Kenya.</li> <li>The African American population skews younger than the general population, with more than half the segment younger than 35 and two-thirds younger than 50 (U.S. Census Bureau, 2011).</li> </ul> <p><b>Finance and Education</b></p> <ul style="list-style-type: none"> <li>In 2015, African Americans controlled almost \$1.2 trillion in buying power, 8.6% of the nation’s total—a 21 percentage point increase over 2010, according to the Selig Center for Economic Growth (Weeks, 2015).</li> </ul> <p><b>Attitudes and Beliefs</b></p> <ul style="list-style-type: none"> <li>While Black/African American populations are varied, with different attitudes, behaviors, and beliefs, ethnic pride spans these diverse groups. A large majority of group members agree that ethnicity is a significant part of their identity (Charmaraman &amp; Grossman, 2010).</li> <li>This ethnic pride carries over into what this audience expects from media and advertisements. Eighty-seven percent of African Americans report believing that ethnic recognition is important, compared with 59% of the general population (Nielsen, 2014a).</li> <li>Compared with the general population, African Americans are 30% more likely to believe diversity in advertising is important and 38% are more likely to make a purchase when the advertisements include African American people (Nielsen, 2014a).</li> <li>African Americans are markedly more religious in a variety of measures than the U.S. population as a whole—including level of affiliation with a religion, attendance at religious services, frequency of prayer, and the importance of religion in life (Pew Research Center, 2009).</li> </ul>

Audience	Black/African American
	<ul style="list-style-type: none"> <li>• Historically, the Black church has been associated with helping communities and seen as a source of support, resources, civic engagement, and bare necessities, when not otherwise provided. This institution provides support at various levels across social classes within the African American community (Shuck, 2015).</li> <li>• While most of the Black/African American population in the United States is Protestant, 20% of U.S. native-born Muslim Americans identify as Black (Pew Research Center, 2017).</li> </ul> <p><b>Media Habits and Consumption</b></p> <ul style="list-style-type: none"> <li>• African American consumers are deliberately seeking providers and services that meet their cultural needs. These consumers also spend more money on quality products that work well for them and are relevant to their lifestyle, meaning that they are less likely to spend money on products that are not effective for them.</li> <li>• This audience spends 44% more time on education and career websites than does the population as a whole (Curry, 2013).</li> <li>• Seventy percent of Black individuals own a smartphone, compared with 64% of the total U.S. population (Smith, 2015).</li> <li>• This audience is 65% more likely to listen to a local radio station online, compared with the general market (Nielsen, 2013).</li> <li>• From a consumer perspective, values encompassed by the top African American brands include authenticity, connectivity, and continuous improvement.</li> <li>• African Americans have historically been and remain a driving force behind urban culture and influence. Urban influence is exhibited through fashion, music, food, sports, show business, and media—all key avenues for reaching the urban African American market. Targeting African Americans through messaging generates return on investment within the segment itself and can have a broad-reaching impact within the total market (Collage Group, 2015).</li> </ul>
<p><b>Possible Factors Affecting Likelihood of Responding</b></p>	<p>The lower-income, less educated populations within this audience group may be less likely to respond because of several factors, including:</p> <ul style="list-style-type: none"> <li>• High distrust of government as a result of historical and persistent disenfranchisement.</li> <li>• Unequal distribution of and limited access to educational resources, schools, hospitals, roads, and jobs.</li> </ul> <p>African American Muslims and immigrants are likely to be hard to count because of lower civic engagement levels.</p>

Audience	Black/African American
	<p>Another consideration is that educated, middle class, or transcendently wealthy African Americans will respond more readily than those of lower education or income levels.</p>
<p><b>Paid Media Considerations</b></p>	<p>Both digital and traditional media are important. Although African American audiences over-index on a great deal of media, they are very deliberate in their choices. Black adults age 18 and older, on average, consume 13.5 half-hours of media per day—almost 2.5 hours more than the average adult. Weekly TV viewing reaches 90%, radio reaches 92%, and mobile reaches 81% of the BAA population in the U.S. (Nielsen Q1 Audience Report, 2018). Generally, content that speaks to their unique experiences is prioritized over generalized expressions targeted to larger audiences.</p> <ul style="list-style-type: none"> <li>• Social TV—the act of commenting live on an awards show or highly rated show during its first run—is a great example of the connection and interaction that many African Americans seek in their media activities.</li> <li>• Relevant and critical digital paid media that effectively reach the African American market include paid social media, digital retargeting, streaming radio, and culturally relevant digital publishing (including legacy print media available in digital formats, podcasts, and posts by influential bloggers).</li> <li>• Digital media is a highly efficient way to engage African American audiences on platforms where they spend most of their time. Ninety-one percent of African Americans own and access the internet with their smartphones, which allows for real-time engagement, content sharing, and storytelling (Nielsen, 2016c). The average time spent per day on traditional, digital, and video media among African Americans is eight hours, four minutes (Nielsen Q1 Audience Report, 2018).</li> <li>• Sixty-two percent of African Americans are more likely than the average members of other populations to think that advertising content accessed through mobile phones and devices is useful (Nielsen, 2014a).</li> <li>• Fifty-three percent of African Americans say that TV ads provide useful information about new products and services (Nielsen, 2014a).</li> </ul> <p>Among traditional forms of paid media, television is still an effective medium for reaching African American consumers; on average, they watch 10 hours of programming per week, which is 1.2 times more than the U.S. population overall (Cohen, 2015). Current TV trends include increasingly diverse programming, such as FX’s “Atlanta,” Fox’s “Empire,” OWN’s “Greenleaf” and “Queen Sugar,” and ABC’s slate of shows produced by Shonda Rhimes. African American consumers can effectively be reached through both networks and national cable channels where these and other programs are aired.</p> <ul style="list-style-type: none"> <li>• Multiscreen usage in the age of connected TV and digital video (DV) continues to increase as more consumers—particularly millennials—become “cord cutters.”</li> </ul>

Audience	Black/African American
	<ul style="list-style-type: none"> <li>• Connected TV services, such as Roku and Amazon Fire TV, have benefited from this shift, as have DV services such as Hulu, Netflix, Crackle, and Amazon.</li> <li>• African Americans continue to over-index on time spent watching linear TV (network and cable). However, eroding audience size and ratings make it necessary to include DV to extend the reach of messaging (Nielsen, 2014b).</li> </ul> <p>Social media considerations include the following:</p> <ul style="list-style-type: none"> <li>• African American/Black consumers tend to share third-party content that mimics their personal views.</li> <li>• Consumers are looking for ways to communicate with friends and family members privately, while still maintaining access to the native tools available through their smartphones (e.g., emoji, stickers, GIFs).</li> </ul>

Figure 38: Sample Print Advertisement for Black/African American Audiences



## If I could do one thing, I'd have a daycare closer to work.

If you could do one thing for your community, what would it be? More daycare centers? More funding for Head Start? Completing the 2020 Census is a safe and easy way to inform how billions of dollars in funding flow into your community for hundreds of services.

**Respond online, by phone, or by mail.**

Complete the census at:

**2020CENSUS.GOV**

Paid for by U.S. Census Bureau.

Shape  
your future  
START HERE >

United States®  
**Census  
2020**

Figure 39: Sample Print Advertisement for Haitian Creole Speakers



## Kèlkeswa moun ou ye, kèlkeswa kote ou soti, resansman 2020 an konsène w.

Kèlkeswa moun ou ye, ou kote ou soti, patisipasyon ou nan resansman 2020 an enpòtan. Nenpòt sa estati ou ye, kit ou se yon sitwayen ou pa, repons ou enpòtan. Patisipasyon ou ka gen yon efè sou lajan gouvènman an ka depanse pou kominote nou yo. Repons ou yo ap rete prive e an sekirite. Kidonk, chak moun dwe santi yo alèz pou konte chak moun ki nan fwaye yo. **Ou ka reponn sou entènèt, sou telefòn, oswa kourye.**

Patisipe nan resansman an sou:  
**2020CENSUS.GOV/ht**  
**844-477-2020**

Se Biwo Resansman Etazini ki peye pou piblisite sa a.

**Prepare  
Avni W**  
KÒMANSE ISIT LA >

United States  
**Census  
2020**

**Figure 40: Sample Print Advertisement for Sub-Saharan African French Speakers**



## Aimer notre communauté c'est remplir le recensement de 2020.

Nous avons maintenant la possibilité d'influencer la façon dont les fonds fédéraux circulent dans nos collectivités afin d'affecter le financement des écoles, des programmes de soins de santé, des parcs, etc. Comptez toutes les personnes qui vivent avec vous, y compris les nouveau-nés et les enfants. Toutes vos informations sont privées, alors complétez votre recensement en toute quiétude. **Répondez en ligne, par téléphone ou par courrier.**

Remplissez le recensement sur:  
**2020CENSUS.GOV/fr**  
**844-494-2020**

Payé par le Bureau de recensement des États-Unis.

**Façonnez  
votre avenir  
COMMENCEZ ICI >**

United States  
**Census  
2020**

### *Insights on American Indian and Alaska Native (AIAN) Audiences*

Audience	American Indian and Alaska Native (AIAN)
<b>Overview</b>	<p>AIAN individuals live in all 50 states within various populations. The total AIAN population (AIAN alone, or in combination with one or more other races) is 5.3 million, or 1.7% of the U.S. population. Those included represent various tribal backgrounds and speak more than 250 languages (although English is usually understood) (Tribal Court, 2016).</p> <p>About 28% of the AIAN population is younger than 18 (based on data for those who identify as AIAN alone) (U.S. Census Bureau, 2011-2015, Table: B01001C), compared with only 23.3% of the total population (U.S. Census Bureau, 2011-2015, Table: S0101). The median age for members of the AIAN population living on reservations is 26, compared with 37.6 for members of the overall U.S. population (NCAI, 2017).</p> <p>The AIAN population under age 25 makes up 39.8% of the total AIAN population (based on data for those who identify as AIAN alone) (U.S. Census Bureau, 2011-2015, Table: B01001C), whereas the U.S. population under age 25 is only 33.1% of the total population (U.S. Census Bureau, 2011-2015, Table: S0101).</p> <p>The states with the highest proportion of AIAN individuals are Alaska (19.5%), Oklahoma (12.9%), and New Mexico (10.7%) (U.S. Census Bureau, 2011-2015, Table: S0101).</p>
<b>Insights</b>	<p><b>General Makeup</b></p> <p>According to the 2011-2015 American Community Survey 5-Year Estimates:</p> <ul style="list-style-type: none"> <li>• Those who identify as one race, AIAN, make up 0.8% of the U.S. population. Those who identify as AIAN alone or in combination with one or more other races make up 1.7% of the U.S. population (U.S. Census Bureau, 2011-2015, Table: DP05).</li> <li>• Among the AIAN population, 13.8% have a bachelor’s degree, compared with 29.8% of the general U.S. population (U.S. Census Bureau, 2011-2015, Table: S1501).</li> <li>• The median age of AIAN individuals in the United States is 32 (U.S. Census Bureau, 2011-2015, Table: B01002C), compared with the general population’s median age of 37.6 (U.S. Census Bureau, 2011-2015, Table: S0101).</li> <li>• In the past 12 months, AIAN individuals had median household earnings of \$37,408, compared with \$53,889 within the general population (U.S. Census Bureau, 2011-2015, Table: S1903).</li> <li>• Renters account for 46.9% of the AIAN population (U.S. Census Bureau, 2011-2015, Table: B25003C), compared with 36.1% of the general population (U.S. Census Bureau, 2011-2015, Table: B25003).</li> </ul> <p>Work on the 2010 Census indicated that AIAN populations are not likely to be persuaded solely by an advertisement, a partnership, public relations, a grassroots</p>

Audience	American Indian and Alaska Native (AIAN)
	<p>effort, or a poster to complete and return their census questionnaire. It is a combination of these strategies—engaging and enlisting critical partners, the right media, community relations, new technology, special events, traditional advertising, and more—that can ultimately drive results.</p> <p>Motivating personal action requires tapping a complex combination of beliefs and supports. Responders must be aware of the action, believe that the benefits of that action outweigh the risks or costs, view the action as easy to do, believe that it conforms to their cultural and social beliefs, know that others are doing it, be fully aware that there are consequences associated with failing to act, and have the skills and access to take the action.</p> <p><b>Housing and Infrastructure</b></p> <ul style="list-style-type: none"> <li>American Indians are increasingly becoming homeowners; their homeownership rate has grown by 40% over the last 10 years.</li> <li>Indian Reservation Roads (IRR) comprise more than 104,000 miles of public roads and are owned by the Bureau of Indian Affairs, Indian tribes, states, and counties. More than 65% of the system is unimproved earth and gravel, and approximately 24% of IRR bridges are classified as deficient (NCAI, 2017).</li> <li>While the number of fatal crashes per year in the nation declined by 2.2% over the past 25 years, the number of fatal motor vehicle crashes per year on Indian reservations increased by 52.5% (NCAI, 2017).</li> </ul> <p><b>Education</b></p> <ul style="list-style-type: none"> <li>The number of AIAN students enrolled in colleges and universities and the number of postsecondary degrees awarded have more than doubled in the past 30 years (DeVoe, Darling-Churchill, &amp; Snyder, 2008).</li> <li>Only 5% of AIAN Americans have graduate or professional degrees, compared with 10% of the U.S. population. Only 13.8% of the AIAN population has a bachelor’s degree, compared with 29.8% of the U.S. population (Census, 2011-2015, Table: S1501).</li> </ul> <p><b>Media Habits and Consumption</b></p> <p>Mass media will provide the means of building awareness among most members of the AIAN population, but for others—such as those who distrust the government; are homeless, disabled, or poorly educated; live on a reservation, in a remote island area, or in temporary housing; or worry that their personal data might not be safe with the Census Bureau—the support of a program that embraces a combined communications strategy will be critical in moving from awareness to intention and action.</p>
<p><b>Possible Factors Affecting</b></p>	<p>Based on the experience of our multicultural expert partners, it is possible that specific groups within the AIAN population have views and opinions that may discourage response. Some of these viewpoints include:</p>

Audience	American Indian and Alaska Native (AIAN)
<b>Likelihood of Responding</b>	<ul style="list-style-type: none"> <li>• Doubt that the count will provide personal benefits.</li> <li>• An increasing distrust of government and misconceptions about the census and its purpose.</li> <li>• An entrenched intention to avoid being counted.</li> <li>• An increasing sensitivity about releasing personal information.</li> <li>• The misconception that “my tribe/government or corporation already counts me.”</li> </ul> <p>Contrarily, some motivating factors may include:</p> <ul style="list-style-type: none"> <li>• Family involvement in decision-making.</li> <li>• The classification of tribes.</li> <li>• The value of the census to tribes.</li> <li>• Funding for needed tribal services.</li> </ul>
<b>Paid Media Considerations</b>	<p>Based on the experience of our multicultural expert partners, to reach AIAN audiences a paid media approach should emphasize the legitimacy of the Census Bureau and offer opportunities to communicate through multiple channels, including:</p> <p><b>Television:</b> Cable and network television can reach a large proportion of AIAN communities, offer some selectivity in reaching the target audience, and have a high level of impact and audience recall. Among AIAN populations, TV is an inexpensive form of entertainment for the whole family.</p> <p><b>Radio:</b> Benefits of spot radio include the immediate delivery of the message and high frequency. Radio is highly available and targets local audiences, both off and on reservations, and in both AIAN and border towns.</p> <p><b>Billboards:</b> In the experience of our AIAN cultural partners, billboards provide the greatest reach among all media and have the lowest cost per thousand exposures. Billboard advertising offers location selectivity and a very frequent reach among these populations. Billboards can reach target audiences on and off reservations and near high migration traffic areas.</p> <p><b>Newspapers:</b> In the experience of our AIAN cultural partners, newspaper ads rank highest for believability across all media among these populations. Newspapers offer large amounts of local coverage and daily delivery of the message. This medium is effective for reaching mass audiences and offers ways to target specific audiences. There are currently more than 50 AIAN newspapers or border town papers that specifically target AIAN populations throughout the United States, including Alaska.</p> <p><b>Magazines:</b> Magazines are a viable tool for reaching this audience. According to our AIAN cultural partners, magazines are found in many of the Indian Health</p>

Audience	American Indian and Alaska Native (AIAN)
	<p>Service waiting rooms throughout Indian country. In addition, magazine advertisements can be purchased at a reasonable cost.</p> <p><b>Internet:</b> The internet is an increasingly important communications tool for the AIAN populations both at home and in schools. This channel has strong reach within this population, including through AIAN websites and local AIAN online newspapers, information-based sites, and social media sites.</p> <p><b>Promotions/Events:</b> Promotional tactics for a grassroots approach can be carried out through AIAN events. Messages can be spread through outreach at community gatherings and at larger, national AIAN events—including powwows such as the Gathering of Nations.</p>

Figure 41: Sample Print Advertisement for American Indian and Alaska Native Audiences

**According to us,  
we're irreplaceable...**

...when we participate in the 2020 Census. The census is our voice to show others how our communities have grown and what we need. When we participate, the census provides us information that we use for programs and grants to help shape the future for generations to come.

To learn more go to  
**2020CENSUS.GOV**  
PHOTO BY JILL DAVIS/ISTOCK

Shape  
our future  
START HERE >



The advertisement features a large photograph of a Native American man in traditional regalia, including a large feathered headdress and a beaded necklace, performing a dance on a riverbank. The background shows a wide river and a forested hillside under a cloudy sky.

### *Insights on Asian American Audiences*

Audience	Asian American
<b>Overview</b>	<p>The Asian American population is 16,235,305 (Census, 2011-2015, Table: DP05). It is diverse, but it shares a rich culture. The culture of Asian Americans is reflected in the common Asian heritage, embodied in arts and artifacts, language, and eating habits. The environment and surroundings also shape Asian Americans' identities. In the experience of our Asian American cultural partners, first-generation Asian Americans have a more culturally ingrained mindset than the second generation, reflecting important cultural values and mores that need to be considered when reaching this audience.</p> <p>The Asian American audience is growing, having increased by 25% from 2009 to 2014 due to immigration and births. The largest growth is expected for 2014 to 2019 in the West and South (Nielsen, 2016a).</p> <p>Asian Americans tend to have higher incomes than the population as a whole, and they are often well educated (Nielsen, 2016b). Asian Americans are also often perceived as the "model minority," a myth that stereotypes all Asian Americans as well-off and successful and that neglects to acknowledge diversity and disparity within the population (Wingfield, 2016).</p>
<b>Insights</b>	<p><b>General Makeup</b></p> <p>According to the 2011-2015 American Community Survey 5-Year Estimates:</p> <ul style="list-style-type: none"> <li>• Those who identify as one race, Asian American, make up 5.1% of the U.S. population. Those who identify as Asian American alone or in combination with one or more other races make up 6.1% of the U.S. population (U.S. Census Bureau, 2011-2015, Table: DP05).</li> <li>• The median age of Asian Americans in the United States is 36.3 (U.S. Census Bureau, 2011-2015, Table: B01002D), compared with the general population's median age of 37.6 (U.S. Census Bureau, 2011-2015, Table: S0101).</li> <li>• In the past 12 months, Asian Americans had median household earnings of \$74,245, compared with \$53,889 among the general population (U.S. Census Bureau, 2011-2015, Table: S1903).</li> <li>• Renters account for 42.1% of Asian Americans (U.S. Census Bureau, 2011-2015, Table: B25003D), compared with 36.1% of the general population (U.S. Census Bureau, 2011-2015, Table: B25003).</li> </ul> <p><b>Detailed Makeup</b></p> <ul style="list-style-type: none"> <li>• The Asian American audience (alone or in combination with one or more other races) grew by 18.3% between 2010 and 2015 (U.S. Census Bureau, 2015a).</li> <li>• Asians make up 30% of the nation's immigrants, with China and India having replaced Mexico as the top countries of origin for immigrants in the United States (Zong &amp; Batalova, 2016).</li> </ul>

Audience	Asian American
	<ul style="list-style-type: none"> <li>• Asian Americans are on pace to become the largest foreign-born group in the country by 2055 (Zong &amp; Batalova, 2016).</li> <li>• Nearly 75% of Asian Americans reside in 10 states (U.S. Census Bureau, 2012).</li> <li>• The largest group of Asian Americans is Chinese or of Chinese descent, followed by Asian Indian, Filipino, Vietnamese, Korean, and Japanese populations. Migrants and refugees are also members of this group, and emerging groups within the Asian American communities include the Bangladeshi, Cambodian, Hmong, Indonesian, Laotian, Malaysian, Pakistani, Sri Lankan, Taiwanese, and Thai communities (U.S. Census Bureau, 2015a).</li> </ul> <p><b>Language</b></p> <ul style="list-style-type: none"> <li>• The Asian American population speaks a range of languages. Many Asian American population segments have multiple languages that break out into dialects. For example, within the United States, there are eight dominant languages and dialects within the Chinese segment: Cantonese, Formosan, Fuchow (Fuzhou), Hakka, Hsiang (Xiang), Kan (Gan), Mandarin, and Wu (U.S. Census Bureau, 2013).</li> <li>• Aside from the spoken languages in the United States, the Chinese segment also has two written languages: simplified and traditional Chinese. The choice of spoken and written language can be a good indicator for the cultural background an individual identifies with (Tabouret-Keller, 1997).</li> </ul> <p><b>Finance and Education</b></p> <ul style="list-style-type: none"> <li>• Asian Americans are the wealthiest U.S. population on a per-household basis. They have a median household income of \$74,245, 38% higher than the national median household income of \$53,889 (U.S. Census Bureau, 2011-2015, Table: S1903).</li> <li>• With 51.4% having earned a bachelor's degree or higher, Asian Americans over-index the national rate of 29.8% (U.S. Census Bureau, 2011-2015, Table: S1501).</li> <li>• The number of businesses owned by Asian Americans grew by 24% between 2007 and 2012 and saw the highest percentage sales increase among businesses owned by any population segment. Of the 87 U.S. startup companies valued at more than \$1 billion, 19 were founded by Asian Americans (Nielsen, 2016b).</li> <li>• Spending patterns indicate that, on average, Asian Americans spend more than Americans as a whole on housing, groceries, transportation and travel, clothing and apparel, and child care (Nielsen, 2016b).</li> <li>• Asian Americans' total current buying power is \$825 billion and is expected to increase to \$1.1 trillion by 2020 (Nielsen, 2016b).</li> </ul> <p><b>Attitudes and Beliefs</b></p>

Audience	Asian American
	<ul style="list-style-type: none"> <li>• Faith-based organizations are an important bridge within the Asian American community. Christians are the largest religious group among Asian American adults, and the unaffiliated group is the second-largest. Other religious groups include Buddhists, Hindus, Muslims, and Sikhs (Pew Research Center, 2012).</li> <li>• Respect for elders is a trait shared by many Asian American families, as is recognizing the importance of family. Acknowledgment and respect for the family unit is prominent, as is relying on extended family members as support systems. Asian Americans turn to family and friends first as a trusted resource (Guillermo, 2014).</li> <li>• The vast majority of Asian Americans (73%) believe that caring for parents is expected of them, compared with 49% of the general population. This percentage is higher among Asian Americans than within any racial or ethnic group (Guillermo, 2014).</li> <li>• Forty-two percent of Asian Americans ages 45-55 were helping to care for their elders—nearly double the percentage for all Americans ages 45-55 (Guillermo, 2014).</li> <li>• A significant number of Asians come to the United States to pursue higher education. The pursuit of a college degree or other advanced degree often leads to a professional job; then, the person with a job often becomes the anchor in the United States as family members are brought over through family visas (U.S. Department of State, 2017).</li> <li>• Academic achievement and hard work are values instilled in many Asian American children at a young age (Breitenstein, 2013).</li> <li>• International students from Asia represent a large potential hard-to-count (HTC) population because of their lack of knowledge about and awareness of the census. China is the single biggest source of foreign college students in the United States, and most of the increase in the number of foreign college students over the past 15 years can be attributed to Chinese students (Desilver, 2015).</li> <li>• Asian American parents frequently see their children’s academic success as a ticket out of the toil and sacrifice that they themselves experienced. Many of them view hard work in school as a small price to pay for a lifetime of security (Yang, 2015).</li> </ul> <p><b>The “Model Minority” Myth</b></p> <ul style="list-style-type: none"> <li>• Asian Americans are seen as a group “whose hard work, initiative, personal responsibility, and success” make them a “model minority” in the United States. But certain groups within the general population skew the data. This myth is problematic for Asian Americans because it implies that the population does not require assistance, experience discrimination, or face challenges similar to those experienced by other minority groups (Wingfield, 2016).</li> </ul>

Audience	Asian American
	<ul style="list-style-type: none"> <li>While incorrect headlines portray all Asian Americans as wealthy, the appropriate use of disaggregated economic data provides an accurate portrait of this population’s status and corrects the misconceptions about the “model minority” (Nam, 2015). The “model minority” stereotype also plays an important role in the intense pressure to perform that many Asian American students feel, contributing to negative outcomes such as depression and even suicide (Lee, 2009).</li> </ul> <p><b>Media Habits and Consumption</b></p> <ul style="list-style-type: none"> <li>While most Asian Americans consume media in both English and another language, there are nuanced differences in media content usage among different Asian segments (Asian American Federation, 2016).</li> <li>Fifty-one percent of Asian Americans say they are receptive to advertising on tablets or mobile phones if it means they can access content for free, and 35% prefer ads that contain geographically relevant information (Nielsen, 2013).</li> <li>Familiarity also leads to clicks among Asian Americans, as 35% said they would be willing to click on an ad for a brand they already know about (Nielsen, 2013).</li> <li>Asian American audiences may be well served by outreach through the latest technology, as they are often early adopters. Asian Americans tend to be tech-savvy, and they over-index in smartphone usage, online video consumption, and internet connectivity (Nielsen, 2016b).</li> <li>Ninety-three percent of Asian American households have high-speed internet access. Asian Americans agree, at a higher rate than the total population, that going online is one of their favorite pastimes, is a main source of entertainment, and keeps them connected to their friends (Nielsen, 2016b).</li> </ul>
<p><b>Possible Factors Affecting Likelihood of Responding</b></p>	<p>Based on the experience of our multicultural expert partners, portions of this audience may be hard to count or hard to reach because of cultural and language barriers. They also may lack familiarity with the census and may not understand or support its purpose. Concerns about confidentiality and privacy—as well as distrust in the government—have been increasingly prevalent among Asian American population groups. In addition, members of the Asian American audience may not understand the potential benefits of census participation.</p> <p>Specific HTC groups within the Asian American audience include young and mobile individuals, renters, refugees, immigrants, adoptees, undocumented immigrants, international students, English language learners, low-income individuals, older people in retirement homes/home care, and nonimmigrant workers and their families. Education about the census and the benefits of being counted, as well as clear non-English instruction on how to respond, is key to fostering a high response rate among these groups.</p>

Audience	Asian American
<p><b>Paid Media Considerations</b></p>	<p>Given Asian Americans’ diverse cultural backgrounds, there are limited national media vendors from which the Census Bureau can buy in large scale. The majority of appropriate media is made up of smaller “mom and pop shops” that are locally operated in each market by ethnic segment (Nielsen, 2016b).</p> <ul style="list-style-type: none"> <li>• The majority of Asian Americans consume print newspapers and magazines—whether in print, online, or through a mobile application—on a weekly basis as their primary source of local news (Asian American Advertising Federation, 2016).</li> <li>• Asian American viewers are moving toward broadband-only TV access at nearly twice the rate of the general population. Subscription video on demand is now found in 68% of Asian American households, outpacing adoption among households in the general population by 21% (Asian American Advertising Federation, 2016).</li> <li>• Non-English-language programming is a strong venue for reaching those who prefer languages other than English. Most Asian American viewers consume non-English-language news, weather, sports, and entertainment programming on free local TV and radio stations, since these platforms provide an authentic cultural connection (Asian American Advertising Federation, 2016).</li> <li>• Many Asian Americans look to traditional radio for news and music and to the internet and satellite radio primarily for music (Asian American Advertising Federation, 2016).</li> <li>• In the experience of our cultural partners, reaching this tech-savvy HTC population through culturally relevant non-English-language digital outlets (e.g., WeChat, LINE, Weibo) is an effective approach.</li> <li>• The Asian American HTC population also includes other underrepresented groups that may not be tech savvy, and they generally can be reached through non-English media outlets, traditional media, and community organizations and grassroots events.</li> </ul>

Figure 42: Sample Print Advertisement Using Traditional Chinese Characters



## 華人普查你我他。

你我的參與，將使2020年人口普查更準確且有效力。

身為華人，我肩負著重要的使命；  
這對於2020年人口普查也意味重大。

每十年一次的人口普查，都要統計居住在美國的每一個人。  
這些數字能對社區進行全面性的瞭解。藉由得到的數據，  
政府方可決定如何分配每年數千億的公共資金，用於學校、  
醫療機構或是修繕道路等，並得以決定我們在政府裡的  
席次和各種代表性。

我能在網上填寫問卷，以中文回覆普查。  
我的回覆舉足輕重，因為如果沒有我，就沒有我們。  
一起讓人口普查為華人發聲！

**2020年人口普查即將開始！**

詳情請上

**2020CENSUS.GOV/zh-hant**

本廣告由美國人口普查局提供

**你我未來  
由此展開 >**

United States<sup>®</sup>  
**Census  
2020**

Figure 43: Sample Print Advertisement Using Simplified Chinese Characters



## 我爱引人注目！

这里所谓的瞩目，是拥有政府席次，  
成为具代表性的一员。

而我想表达的，是要为个人和社群做出改变。

十年一次的人口普查会精确统计住在美国的每一个人。  
这些数字将决定我们在各级政府里的代表程度。  
这样一来，才可确保我们的需求被听见。

只需要回答几个简单的问题，  
微小的付出就能得到广大的效应。

请上 [2020CENSUS.GOV/zh-hans](https://2020census.gov/zh-hans)  
或致电 844-398-2020 (广东话)  
844-391-2020 (普通话) 完成普查。

本广告由美国人口普查局提供

你我未来  
由此展开 >

United States<sup>®</sup>  
**Census**  
**2020**

Figure 44: Sample Print Advertisement for Japanese Speakers



## 数字、大好きです！

私が言っているのは、2020年国勢調査と公的予算のこと。

私は会計士じゃありません。でも、数字が増えていくのが大好きなんです。

アメリカで暮らす人の数を完全に、正確に知るため、10年に一度、国勢調査が行われますよね。そしてその数字が正確であればあるほど、私たちのコミュニティに予算が割り当てられるチャンスが増えるってご存知でしたか？これは学校や病院や道路に使われる毎年6,750億ドルを超える予算のことです。

私が国勢調査に回答すれば、コミュニティの問題解決に役立つでしょう。

みんなが回答すれば、私たちのコミュニティをより力強いものにできます。

**今すぐ [2020CENSUS.GOV/ja](https://2020census.gov/ja) または844-460-2020に電話**

広告スポンサー：アメリカ合衆国国勢調査局

未来のカタチ  
ここからスタート>

United States<sup>®</sup>  
Census  
2020

Figure 45: Sample Print Advertisement for Korean Speakers



## 제 개인정보가 안전하게 보호된다고 믿습니다.

2020년 센서스 인구조사에 제가 응답한 내용을  
말하는 것입니다.

10년마다, 센서스 인구조사는 미국에 거주하는 모든 사람을 빠짐없이 정확하게 집계하는 것을 목표로 합니다. 이 집계 결과를 활용하여 각 지역사회에서 선출할 정부 대표의 규모를 결정합니다. 센서스 인구조사에 대해 알게 될수록, 나 자신과 지역사회에 대한 발언권을 갖는 것이 매우 중요하다고 느낍니다. 그런데 응답 내용은 어떻게 처리될까요?

응답 내용은 미국 인구조사국에서 관리하며, 법으로 보호됩니다. 개인 정보는 절대 공개되지 않으며, 다른 정부기관과도 공유되지 않습니다. 인터넷, 전화, 우편 중 어떤 방식으로 응답하든, 응답 내용은 언제나 안전하게 기밀로 유지됩니다.

**2020CENSUS.GOV/ko** 에서  
또는 **844-392-2020** 으로 전화하십시오  
센서스 인구조사에 응답하세요.

이 광고는 미국 인구조사국 자금으로 제공됩니다

우리가  
만드는 미래  
지금 시작하십시오 >

United States<sup>®</sup>  
**Census**  
**2020**

Figure 46: Sample Print Advertisement for Vietnamese Speakers



## Xin chào, tôi là nhân viên Thống Kê Dân Số 2020.

Công việc của tôi là giúp trả lời Thống Kê Dân Số 2020 một cách an toàn, đơn giản và nhanh chóng.

Năm nay tôi có một việc quan trọng phải làm. Tôi ghé thăm các nhà để giúp trả lời Thống Kê Dân Số 2020.

Mỗi 10 năm, chúng tôi cố gắng tổng kết đầy đủ và chính xác số người sinh sống trong toàn Hoa Kỳ. Những con số này giúp chúng tôi thấu hiểu nhu cầu của mỗi cộng đồng.

Điều quan trọng là mọi người đều trả lời. Quý vị có thể trả lời qua mạng, qua điện thoại, hay với một trong những nhân viên làm Thống Kê Dân Số 2020 như tôi.

**Hoàn thành Thống Kê Dân Số tại  
2020CENSUS.GOV/vi  
hoặc gọi 844-461-2020**

Được chi trả bởi Cục Thống Kê Dân Số Hoa Kỳ

**Định hướng  
tương lai**  
KHỞI ĐẦU TỪ ĐÂY >

United States®  
**Census  
2020**

Figure 47: Sample Print Advertisement for Filipino Tagalog Speakers



## Mahilig ako sa mga numero! Tungkol ito sa 2020 census at pondong pampubliko.

'Di ako accountant, pero gustong-gusto ko 'pag nag-a-add up ang mga numero.

Kada sampung taon, ine-aim ng census na makakuha ng tama at tumpak na bilang ng lahat ng naninirahan sa United States. Mas tumpak ang data, mas maraming oportunidad na makakatanggap ng pondong pampubliko ang ating komunidad. Iyon ay higit 675 bilyong dolyar kada taon para sa pondong pampubliko para sa mga schools, health clinic at roads.

Magre-respond ako! Kayo? Kapag sama-sama, mas may lakas, mas may pwersa!

Kumpletuhin ang census sa  
**2020CENSUS.GOV/tl** o tumawag sa **844-478-2020**

Paid for by U.S. Census Bureau

Bigyang hugis  
ang inyong  
kinabukasan  
MAGSIMULA DITO >

United States<sup>®</sup>  
**Census**  
**2020**

## *Insights on Hispanic Audiences*

Audience	Hispanic
<b>Overview</b>	<p>The U.S. Hispanic/Latino population is the nation’s largest ethnic or racial minority in terms of population (U.S. Census Bureau, 2016). This group has long been characterized by its rapid growth and by its wide dispersion to parts of the country that historically have had few members of this audience (Stepler &amp; Lopez, 2016).</p> <p>Each country of origin is considered a subgroup within the Hispanic market in the United States. That does not take into account subgroups like Afro-Latinos, indigenous groups, and others. To add to the complexity of this population, different generations have their own levels of acculturation and language preferences. As immigration slows and the number of U.S. births increases, bicultural and acculturated Hispanics are beginning to make up the majority of this population (Stepler &amp; Brown, 2017c).</p> <p>This section considers Puerto Ricans living within the mainland U.S. as members of the Hispanic audience. Puerto Ricans who live outside the island, mainly in the United States, may see themselves as minorities while they are on the mainland but as differing from some other Hispanics, because Puerto Ricans are born American citizens. The current—and quite large—migration from Puerto Rico to the mainland may result in a distinct audience that has stronger ties to the island and whose members think of themselves as temporary residents of the mainland. For more information about individuals living in Puerto Rico, see Page 237.</p>
<b>Insights</b>	<p><b>General Makeup</b></p> <p>According to the 2011-2015 American Community Survey 5-Year Estimates:</p> <ul style="list-style-type: none"> <li>• Hispanics (of any race) make up 17.1% of the U.S. population (U.S. Census Bureau, 2011-2015, Table: DP05).</li> <li>• Among Hispanics, 14.3% have a bachelor’s degree, compared with 29.8% of the general U.S. population (U.S. Census Bureau, 2011-2015, Table: S1501).</li> <li>• The median age of Hispanics in the United States is 28.2 (U.S. Census Bureau, 2011-2015, Table: B01002I), compared with the general population’s median age of 37.6 (U.S. Census Bureau, 2011-2015, Table: S0101).</li> <li>• In the past 12 months, Hispanics had median household earnings of \$42,651, compared with \$53,889 within the general population (U.S. Census Bureau, 2011-2015, Table: S1903).</li> <li>• Fifty-four percent of Hispanics rent their homes (U.S. Census Bureau, 2011-2015, Table: B25003I), compared with 36.1% of the general population (U.S. Census Bureau, 2011-2015, Table: B25003).</li> </ul> <p><b>Detailed Makeup</b></p> <ul style="list-style-type: none"> <li>• The U.S. Hispanic population is 54.2 million, 17.1% of the U.S. population (U.S. Census Bureau, 2011-2015, Table: DP05). Hispanics constitute more than 25% of the U.S. population age 9 and under and more than 20% of the population</li> </ul>

Audience	Hispanic
	<p>ages 10 to 39 (U.S. Census Bureau, 2011-2015, Table: B01001I; U.S. Census Bureau, 2011-2015, Table: S0101).</p> <ul style="list-style-type: none"> <li>• Despite slowing population growth, Hispanics still accounted for more than half (54%) of the nation’s population growth between 2000 and 2014 (U.S. Census Bureau, 2011-2015, Table: S0101).</li> <li>• A Pew Research Center analysis of Census Bureau data found that the growth and dispersion of the U.S. Hispanic population have slowed since 2007 (when the Great Recession started), immigration from Latin America has decreased, and fertility rates among Latinos have declined sharply (Stepler &amp; Lopez, 2016).</li> <li>• The projected Hispanic population of the United States is expected to reach 119 million in 2060. According to this projection, the Hispanic population will constitute 28.6% of the nation’s population by that year (U.S. Census Bureau, 2016).</li> <li>• In 2015, the majority (63.4%) of Hispanic people in the United States were of Mexican origin or descent, with 9.5% of Puerto Rican, 3.8% of Salvadoran, 3.7% of Cuban, 3.3% of Dominican, and 2.4% of Guatemalan descent. The remainder were of some other Central American, South American, or another Hispanic or Latino origin (U.S. Census Bureau, 2016). While this was the case for the country as a whole, these percentages varied in individual cities, towns, and communities.</li> <li>• According to Pew Research Center data, in 2014, 65.1% of the Hispanic population was born in the United States, while 34.9% was foreign-born (Stepler &amp; Brown, 2017a).</li> <li>• Forty-five percent of all U.S. immigrants in 2015 reported having Hispanic or Latino origins, and 27% were from Mexico. More than half the 2014 immigrant populations of New Mexico (71%), Arizona (57%), and Texas (55% each) were foreign-born Mexicans (Zong &amp; Batalova, 2019).</li> <li>• Hispanics are the youngest racial or ethnic group in the United States, with one-third of the Hispanic population, or 17.9 million, under 18 years old. Fifty-eight percent of U.S. Hispanics are millennials or younger, compared with half of the African American population and 46% of the Asian American population (Patten, 2016).</li> <li>• With young children having a higher net census undercount rate than any other age group, Hispanic children account for more than 36% of the total net undercount for all children younger than 5. Much of the undercount is concentrated in California, Texas, Florida, Arizona, and New York. Some factors potentially contributing to the high net undercount of young Hispanic children are noted below (O’Hare, Mayol-Garcia, Wildsmith, &amp; Torres, 2016):</li> </ul>

Audience	Hispanic
	<ul style="list-style-type: none"> <li>○ The fact that Hispanics are more likely than non-Hispanics to live in hard-to-reach places, such as areas with multiunit buildings and those with a high proportion of renters.</li> <li>○ The fact that Hispanics are more likely than non-Hispanics to be part of multigenerational and highly mobile families.</li> <li>○ The possibility that some Hispanic respondents may not realize that children are meant to be included in the census.</li> </ul> <p><b>Language</b></p> <ul style="list-style-type: none"> <li>● According to the Pew Research Center’s 2013 National Survey of Latinos, 36% of U.S. Hispanics were bilingual, 25% mainly used English, and 38% mainly used Spanish. Age and country of origin are two important factors in language preference: Only 22% of adults ages 18 to 29 self-identified as mainly using Spanish, compared with 47% of those age 65 and older. Sixty-three percent of Hispanics from El Salvador self-identified as using mainly Spanish, compared with 51% of Cubans, 40% of Mexicans, and 16% of Puerto Ricans (Krogstad &amp; Gonzalez-Barrera, 2015).</li> <li>● The survey also showed that Hispanic adults valued the ability to speak both English and Spanish. Eighty-seven percent said Latino immigrants need to learn English to succeed; at the same time, nearly all (95%) said that it is important for future generations of Hispanics to speak Spanish (Taylor et al., 2012).</li> <li>● While there are many considerations regarding language preferences and levels of acculturation among U.S. Hispanics, English language proficiency is rising among Hispanics age 5 and older, with 68.4% of Hispanics saying they speak only English or speak English “very well” at home, compared with 59% in 1980 (Stepler &amp; Brown, 2017a; Stepler &amp; Brown, 2017b).</li> <li>● The growth in English language proficiency is driven primarily by Hispanics born in the United States (71.9% in 1980, 89.4% in 2014). The rate has been much more stagnant among foreign-born Hispanics (30.7% in 1980, 34.4% in 2014) (Stepler &amp; Brown, 2017c).</li> </ul> <p><b>Attitudes and Beliefs</b></p> <ul style="list-style-type: none"> <li>● According to a Pew Research Center survey, Hispanics are a religiously observant group, with 83% claiming a religious affiliation (slightly higher than the percentage of the general public, 80%) (Taylor et al., 2012).</li> <li>● While Roman Catholicism remains the majority religion within Hispanic communities, membership is on the decline and evangelical Christian churches are gaining popularity within Hispanic communities (Pew Research Center, 2014).</li> <li>● Identity among Hispanics continues to vary greatly within the community. Most members of this group (51%) prefer to use their family’s country of origin to</li> </ul>

Audience	Hispanic
	<p>describe their identity, while 24% use the terms “Hispanic” or “Latino” most often. Of the latter group, 51% have no preference between either term; those who do have a preference prefer “Hispanic” over “Latino” (33% to 14%) (Taylor et al., 2012).</p> <p><b>Income and Education</b></p> <ul style="list-style-type: none"> <li>• According to Census Bureau data, the average Hispanic household income increased from \$40,946 in 2009 to \$42,396 in 2014, and the percentage of Hispanics with a household income greater than \$50,000 increased from 30% in 2000 to 43% in 2014. In addition, income levels for households of Hispanics born in the United States and for households of foreign-born Hispanics have increased; U.S.-born households with incomes exceeding \$50,000 increased from 33% in 2000 to 48% in 2014, while foreign-born households with incomes exceeding \$50,000 increased from 26% in 2000 to 38% in 2014 (Nielsen, 2016d).</li> <li>• Between 2009 and 2014, the percentage of Hispanics age 25 and older with a high school diploma or higher education rose from 61% to 66%. Female Hispanic educational attainment also increased, from 62% to 67%. Between 2000 and 2013, the high school dropout rate among 18- to 24-year-old Hispanics decreased, from 32% to 14% (Nielsen, 2016d).</li> <li>• Hispanic women have made the most dramatic gains in education, as their college enrollment rate for high school graduates now outpaces the rates for both non-Hispanic Whites and African Americans. Seventy-four percent of Hispanic women who graduated from high school between 2012 and 2014 were enrolled in college, higher than the percentage of non-Hispanic Whites (73%) and African Americans (65%), according to the National Center for Education Statistics (Nielsen, 2016d).</li> <li>• In 2015, Hispanics controlled \$1.3 trillion in buying power, a figure expected to reach \$1.7 trillion by 2020 (Nielsen, 2016d).</li> <li>• More than 20% of U.S. Hispanics age 25 and older have an educational attainment level below ninth grade, which is greater than for any other demographic group. That rate is also much higher among foreign-born Hispanics (31.9%) (Stepler &amp; Brown, 2017a).</li> <li>• Only 14.4% of all Hispanics in the United States (and more specifically, 18.8% of Hispanics born in the United States, and 10.8% of foreign-born Hispanics) have a bachelor’s degree or higher. These percentages are lower than for any other demographic group (Stepler &amp; Brown, 2017a).</li> </ul> <p><b>Media Habits and Consumption</b></p> <ul style="list-style-type: none"> <li>• Hispanics are more likely to use social media (80% do) than members of the overall U.S. population (72% do) (Sass, 2014).</li> </ul>

Audience	Hispanic
	<ul style="list-style-type: none"> <li>Specifically, Hispanics are more likely to use Facebook (73% of online Hispanics do, compared with 71% of online White non-Hispanics and 67% of online Black non-Hispanics) (Duggan, Ellison, Lampe, Lenhart, &amp; Madden, 2015).</li> <li>Hispanics are the most avid smartphone users in the United States, averaging 658 minutes of smartphone use on their mobile plans per month—significantly more than the average of 510 minutes per month for all consumers. When broken down by Hispanic subgroups, bilingual Hispanics use the most minutes, spending more than 762 minutes per month on their mobile devices (Nielsen, 2015).</li> <li>Hispanic consumers lead the way for social media use in general, as well as for the use of smartphones and online video streaming (Schoon, 2015).</li> </ul>
<p><b>Possible Factors Affecting Likelihood of Responding</b></p>	<p>Based on the experience of our multicultural expert partners, recent, less acculturated Hispanic immigrants may have a lower propensity to respond to the census. The top reasons why people in this audience may not participate include a lack of awareness about the benefits of participation, language barriers, and a fear of government intervention—particularly regarding immigration and other privacy issues.</p> <p>According to a study from the Pew Research Center’s Hispanic Trends Project, 70% of Hispanics said the census was good for the Hispanic community. The next-generation, bicultural segments may be more inclined to respond because of their understanding of the process and benefits. This also holds true for the burgeoning middle and upper classes of U.S. Hispanics, as many of them have higher education levels or own businesses (Lopez &amp; Taylor, 2010).</p> <p>A segment of the U.S. Hispanic population that is particularly hard to count resides in “colonias,” unregulated settlements that are considered semirural subdivisions of substandard housing and that lack basic physical infrastructure, potable water, sanitary sewers, and adequate roads. It is estimated that 500,000 Hispanics live in nearly 2,000 of these colonias, mostly in Texas but also in Arizona, California, and New Mexico (U.S. Department of Housing and Urban Development, 2014).</p>
<p><b>Paid Media Considerations</b></p>	<p>Due to the diversity within the various segments of the U.S. Hispanic population, paid media will cover a variety of platforms using broadcast, digital, and print media.</p> <ul style="list-style-type: none"> <li>Broadcast and cable TV are more popular with Hispanics age 35 and older than with millennial Hispanics. Internet media—including online radio and online cable TV—are more popular among millennial Hispanics when compared with Hispanics age 35 and older and non-Hispanic Whites (Cablefax, 2016).</li> <li>In terms of time spent using media, however, both Hispanics age 35 and older and millennial Hispanics spend more time watching TV than engaging with other media (Cablefax, 2016).</li> </ul>

Audience	Hispanic
	<ul style="list-style-type: none"> <li>• When it comes to self-reported online activity, internet usage by Hispanics ages 18 to 34 is greater than that by older Hispanics and non-Hispanic Whites. This usage includes going to websites for broadcast TV, internet radio, and local radio (Cablefax, 2016).</li> <li>• For all media, 40% of Hispanic adults prefer reading only in English, 20.3% prefer reading only in Spanish, and 36.2% prefer some combination of the two (Simmons National Hispanic Consumer Study, 2013).</li> <li>• As for TV, 31.4% of Hispanic adults prefer watching only English-language programming, 13.5% prefer watching only Spanish-language programming, and 48.7% prefer a combination of the two (Simmons National Hispanic Consumer Study, 2013).</li> <li>• For radio, 27.6% of Hispanic adults prefer listening only to English-language programming, 18.7% prefer listening only to Spanish-language programming, and 46.4% prefer a combination of the two (Simmons National Hispanic Consumer Study, 2013).</li> <li>• Hispanics age 18 and older listen to the radio 13 hours and 15 minutes per week on average (Simmons National Hispanic Consumer Study, 2013).</li> <li>• Digital media, particularly on mobile devices, is an effective outlet for reaching Hispanic audiences: <ul style="list-style-type: none"> <li>○ Sixty-six percent of U.S. Hispanics say they pay attention to online ads—almost 20 percentage points more than the general online population (Murillo, 2015).</li> <li>○ U.S. Hispanic consumers are going online, and they are increasingly turning to search engines. More than three-quarters of those surveyed (79%) said they use search engines every day (Murillo, 2015).</li> <li>○ U.S. Hispanics use online sources at a higher rate than the general online population (54% vs. 46%) throughout the consumer journey from inspiration to purchase (Murillo, 2015).</li> <li>○ Compared with all U.S. adults, a higher percentage of Hispanic adults use cellphones to make purchases.</li> <li>○ Hispanics watch 62% more digital video than do non-Hispanics (Ruiz, 2013).</li> <li>○ Multiplatform multitasking also fits the Hispanic profile, with a 21-point difference between the percentage of the overall Hispanic population visiting websites on mobile phones while watching TV and that percentage among non-Hispanics (Simmons National Hispanic Consumer Study, 2013).</li> <li>○ When online, 44% of Hispanics say they prefer English-language content only, 12.5% prefer Spanish-language content only, and 28.5% prefer a</li> </ul> </li> </ul>

Audience	Hispanic
	<p data-bbox="565 390 1344 453">combination of the two (Simmons National Hispanic Consumer Study, 2013).</p> <ul data-bbox="472 474 1398 1096" style="list-style-type: none"> <li data-bbox="472 474 1398 667">• Print continues to be a valuable platform for reaching many Hispanics. While the three main daily Hispanic newspapers have experienced declines in readership, the audiences for weekly and semiweekly Hispanic newspapers—representing a large portion of the Hispanic print media market—have grown by 2%. These small papers are largely free and widely available in communities (Alliance for Audited Media, 2016).</li> <li data-bbox="472 688 1398 919">• The daily newspapers have good brand recognition among older, less acculturated Hispanics, and the digital space presented better prospects for these dailies in 2015. Two of the three saw the average numbers of monthly unique visitors for their total digital readership increase from the fourth quarter of 2014 to the fourth quarter of 2015. These increases were driven largely by traffic from mobile devices, while desktop traffic remained about the same (Alliance for Audited Media, 2016).</li> <li data-bbox="472 940 1398 1096">• Fiesta Broadway in Los Angeles, Calle Ocho in Miami, Houston’s Latin Fest, and Dia de los Muertos celebrations across the country are just a few of the large-scale events that provide the opportunity to disseminate information. Thousands of smaller events also provide opportunities to engage with Hispanics at the grassroots level.</li> </ul>

Figure 48: Sample Print Advertisement for Spanish Speakers



**Fulana, mengano y zutana.**  
Todos a llenar el censo.

Llévalo hoy mismo desde la privacidad de tu computadora, por teléfono o por correo y asegúrate de incluir a niños, adultos mayores y a todos los que viven en tu casa. Tus respuestas al censo están protegidas y por ley nadie puede compartir tu información personal.

**¡El censo ya llegó!**

Llena el censo por internet hoy:  
**2020CENSUS.GOV/es**

Pagado por la Oficina del Censo de los EE. UU.

**Dale forma  
a tu futuro  
EMPIEZA AQUÍ >**

United States®  
**Census  
2020**

Figure 49: Sample Digital Advertisement for Brazilian Portuguese Speakers



*Insights on Arabic-Speaking/Middle Eastern and North African (MENA) Audiences*

Audience	Arabic-Speaking/Middle Eastern and North African (MENA)
<b>Overview</b>	Leveraging members of the MENA community as messengers is essential to generating trust and engagement. This community has traditionally felt excluded and disadvantaged, and so it is critical to explicitly invite their participation.
<b>Possible Factors Affecting Likelihood of Responding</b>	<ul style="list-style-type: none"> <li>• Lack of trust in the government.</li> <li>• MENA not being an ethnicity included within the 2020 Census.</li> <li>• Self-consciousness about their identity.</li> <li>• Worries that it might help the government surveil the community.</li> </ul>
<b>Paid Media Considerations</b>	<ul style="list-style-type: none"> <li>• The MENA audience is one of the fastest-growing online audiences in the world (Media Use in the Middle East, MideastMedia.org).</li> <li>• The Arabic community spends about 30% of their media time in digital channels (Media Use in the Middle East, MideastMedia.org).</li> <li>• The TV market base of the audience currently stands at 50 million TV households (Media Use in the Middle East, MideastMedia.org).</li> <li>• Newspapers can be used to narrowly target audiences at the national, local, or community level (Media Use in the Middle East, MideastMedia.org).</li> </ul>
<b>Insights</b>	<ul style="list-style-type: none"> <li>• The total Arabic population in the United States is 1,035,065 (Media Use in the Middle East, MideastMedia.org).</li> <li>• Sixty-three percent of the Arabic population in the U.S. speaks English “very well,” while 37% speaks English “less than very well” (Media Use in the Middle East, MideastMedia.org).</li> </ul>

Figure 50: Sample Print Advertisement for Arabic Speakers



**إحصاء كل فرد يُوجّه مخصصات الرعاية الصحية لصالح الجميع.**

يُجري مكتب الإحصاء الأمريكي عملية إحصاء لكل السكان الذين يعيشون في البلاد كل عشر سنوات؛ ويُطلق على الإحصاء الحالي: "التعداد السكاني لسنة 2020". احرصوا على إحصاء عائلاتكم في التعداد السكاني لسنة 2020؛ لأن إجاباتكم يمكن أن تُرشد الدولة بشأن توجيه مخصصات التمويل لعيادات الرعاية الصحية والمدارس وغيرها من الخدمات العامة ذات الأهمية القصوى في مجتمعنا.

لتشكلوا بأيديكم  
ملامح مستقبلكم  
ابدؤوا من هنا <

اعرفوا أكثر على:  
**2020CENSUS.GOV/ar**  
مدفوع الثمن من قبل مكتب الإحصاء الأمريكي.

United States  
**Census  
2020**

### *Insights on Native Hawaiian and Pacific Islander (NHPI) Audiences*

Audience	Native Hawaiian and Pacific Islander (NHPI)
<b>Overview</b>	<p>The 2020 Census will include NHPI people living in the 50 states, the District of Columbia, and Puerto Rico. The 2020 Census of the Island Areas and corresponding communications campaigns will be conducted through partnerships with local government agencies in American Samoa, the Commonwealth of the Northern Mariana Islands, Guam, and the U.S. Virgin Islands. For the purposes of this plan, the information below reflects NHPI people living in the 50 states, District of Columbia, and Puerto Rico—the audiences that will fall under the purview of the 2020 Census communications campaign that this plan describes.</p> <p>The NHPI population within the 50 states, District of Columbia, and Puerto Rico who identify as one race, along with those who identify as NHPI in combination with one or more races, totals more than 1.2 million (U.S. Census Bureau, 2011-2015, Table: DP05). The category comprises several groups, including people of Hawaiian, Samoan, Tongan, Tahitian, Fijian, and Chamorro descent. Micronesians from Saipan Chuuk, Pohnpei, Yap, Palau, Kosrae, and the Marshall Islands would also respond in this category.</p> <p>Languages vary throughout all the Pacific Island groups, but most who are in the United States speak and understand English well. Micronesian Pacific Islanders who have recently arrived in the United States may struggle with English, but most of them have a basic understanding of the language.</p>
<b>Insights</b>	<p><b>General Makeup</b></p> <p>According to the 2011-2015 American Community Survey 5-Year Estimates:</p> <ul style="list-style-type: none"> <li>• Those who identify as one race, NHPI, make up 0.2% of the U.S. population. Those who identify as NHPI alone or in combination with one or more races make up 0.4% of the U.S. population (U.S. Census Bureau, 2011-2015, Table: DP05).</li> <li>• A majority of the NHPI population (56%) reported being of multiple races (U.S. Census Bureau, 2012c).</li> <li>• Among NHPI individuals, 15.3% have a bachelor’s degree, compared with 29.8% of the general U.S. population (U.S. Census Bureau, 2011-2015, Table: S1501).</li> <li>• The median age of NHPI individuals in the United States is 30.3 (U.S. Census Bureau, 2011-2015, Table: B01002E), compared with the general population’s median age of 37.6 (U.S. Census Bureau, 2011-2015, Table: S0101).</li> <li>• In the past 12 months, NHPI individuals had median household earnings of \$52,936, compared with \$53,889 within the general population (U.S. Census Bureau, 2011-2015, Table: S1903).</li> <li>• Sixty percent of NHPI individuals rent their homes (U.S. Census Bureau, 2011-2015, Table: B25003E), compared with 36.1% of the general population (U.S. Census Bureau, 2011-2015, Table: B25003).</li> </ul>

Audience	Native Hawaiian and Pacific Islander (NHPI)
	<p><b>Additional Insights</b></p> <p>The movement for Native Hawaiians to achieve federal recognition in 2017 is still a large story in the community. They are the last of the indigenous populations to create a government-to-government relationship with the United States.</p> <p>When fostering partnerships and relationships with influencers, the Census Bureau will keep in mind that family members and religious figures will hold the most sway among members of this population. However, NHPI entertainers, activists, community leaders, and government officials will also be important in sharing messages encouraging participation.</p>
<p><b>Possible Factors Affecting Likelihood of Responding</b></p>	<p>Based on the experience of our multicultural expert partners, appealing to NHPI pride and culture may be beneficial in fostering response. To encourage response, the Census Bureau will need to overcome challenges including:</p> <ul style="list-style-type: none"> <li>• Resentment or fear of the government.</li> <li>• Lack of understanding of the impact of the census.</li> <li>• Apathy about civic engagement.</li> </ul> <p>In particular, certain segments of the population may be less likely to participate in the census, including:</p> <ul style="list-style-type: none"> <li>• Migrants who have recently arrived in the United States.</li> <li>• Those living on the Hawaiian homelands.</li> <li>• Recent migrants from the Marshall Islands and the Federated States of Micronesia who are homeless and may have limited English proficiency.</li> <li>• Millennials.</li> </ul>
<p><b>Paid Media Considerations</b></p>	<p>Special events and community partnerships will be important in reaching the NHPI audience.</p> <p>Traditional media—including radio and television—will be an effective outlet for reaching this population. While there is no single ethnic media outlet serving the entire NHPI population, there are a few ethnic newspapers, radio stations, and programs that can reach small but important audiences. These audiences are also consumers of English-language traditional and digital media.</p> <p>There are large annual media opportunities and programs that will reach the NHPI population in Hawaii and the mainland United States through broadcast television and livestreaming.</p> <p>Digital media may provide outlets for NHPI individuals within the United States, especially in conjunction with large NHPI gatherings or events.</p> <p>An important consideration for the Census Bureau is to minimize spillover of 2020 Census messaging into the Island Areas, as those audiences will receive tailored</p>

<b>Audience</b>	<b>Native Hawaiian and Pacific Islander (NHPI)</b>
	<p>messaging that is more relevant to Island Area operations. The collateral and marketing materials created by the Census Bureau for the NHPI audience as part of the 2020 Census campaign within the 50 states, the District of Columbia, and Puerto Rico will be created in a way that allows the Island Area governments to incorporate them into their own census campaigns. The Census Bureau will provide the materials and guidance to the local government agencies that are then responsible for recruiting and hiring the staff members to lead the data collection phase. For more information about integration with Island Area operations, see Page 68.</p>

Figure 51: Sample Print Advertisement for Native Hawaiian and Pacific Islander Audiences



**The census is  
for our family.**

Stretching across the United States, we  
are one family—your voice matters, your  
community matters.

The 2020 Census informs decisions about critical funding  
for the public services to help our families flourish, and  
the infrastructure that helps our communities thrive.  
Your responses are confidential and cannot be used by  
any other government agency.

Shape our future. Start here.  
Learn more at  
**2020CENSUS.GOV**

Shape  
our future  
START HERE >

United States®  
**Census  
2020**

Paid for by U.S. Census Bureau

### *Insights on the Puerto Rico Audience*

Audience	Puerto Rico
<b>Overview</b>	<p>The majority of residents in the Commonwealth of Puerto Rico are native Puerto Ricans of various racial backgrounds (Lopez &amp; Velasco, 2011). Population segmentation is often based on socioeconomic traits, which are associated with significant differences in lifestyle, consumer habits, usage of English, and familiarity with technology, among other factors.</p> <p>An increasingly large group has relatives living within the mainland, especially in Florida and the New York metropolitan area, and is therefore knowledgeable of the differences between Puerto Rico and the mainland in lifestyle, benefits, and government (Lopez &amp; Velasco, 2011; Acevedo, 2016). As we have conducted research to determine how to best reach Puerto Rican audiences living in Puerto Rico and within the mainland, we have paid particular attention to the nuances of these distinct audiences and their attitudes about the areas in which they will be counted.</p>
<b>Insights</b>	<p><b>General Makeup</b></p> <p>According to the 2010 Census, the population of Puerto Rico is 3,725,789 (U.S. Census Bureau, 2010).</p> <p><b>Detailed Makeup</b></p> <ul style="list-style-type: none"> <li>• Puerto Rico is likely to experience a substantial decrease in its demographic and economic base, with higher percentages of older people and a challenging labor market (U.S. Census Bureau, 2010).</li> <li>• Coupled with a decadelong deep economic contraction, these changes will have multifaceted repercussions on the economy (Lopez &amp; Velasco, 2011).</li> <li>• Within the total population, 80.5% are White (mostly Spanish origin), 8% are Black, 0.4% are Amerindian, 0.2% are of Asian descent, and 10.9% are mixed and others (Welcome to Puerto Rico, 2014).</li> <li>• Spanish is the most prevalent language (Welcome to Puerto Rico, 2017).</li> <li>• The unemployment rate is around 8%, according to recent Census Bureau data (U.S. Bureau of Labor Statistics, 2019).</li> <li>• The people of Puerto Rico represent a cultural and racial mix. They include those who migrated from Africa, Cuba, the Dominican Republic, and Spain; that migration has been ongoing since the early 1960s (Immigration to the United States, 2011). A large sample of Puerto Ricans tend to self-identify as White (Acevedo, 2016).</li> <li>• The U.S. territory of Puerto Rico has seen its population decline at an increasing rate for several years (Puerto Rico Report, 2015):             <ul style="list-style-type: none"> <li>○ 2010: 3,721,527.</li> </ul> </li> </ul>

Audience	Puerto Rico
	<ul style="list-style-type: none"> <li>○ 2011: 3,686,771 (-34,756 from 2010).</li> <li>○ 2012: 3,642,281 (-44,490 from 2011).</li> <li>○ 2013: 3,595,839 (-46,442 from 2012).</li> <li>○ 2014: 3,548,397 (-47,442 from 2013).</li> </ul> <p><b>Finance and Education</b></p> <ul style="list-style-type: none"> <li>● The median household income was \$19,518 during the post-recession period of 2010 to 2012, statistically unchanged from 2007 to 2009. This is the lowest household income in the United States and its territories (U.S. Census Bureau, 2014b).</li> <li>● The official poverty rate is 46.2% (Chappatta, 2016).</li> </ul> <p><b>Attitudes and Beliefs</b></p> <ul style="list-style-type: none"> <li>● Federal government benefits are different for Puerto Ricans living on the island compared with benefits they receive when they move to the mainland. For example, Social Security and Medicare benefits are substantially lower for those living in Puerto Rico. Once a person moves to the mainland, the benefits increase. Though this has always been the case, the current economic crisis makes it more relevant. As long as Puerto Ricans are treated differently from American citizens living within the mainland, the outmigration can be expected to continue (Puerto Rico Report, 2015).</li> <li>● The major religion categories are Catholic (85%), Protestant (8%), nonreligious (2.3%), and others (3%) (Welcome to Puerto Rico, 2014).</li> </ul> <p><b>Media Habits and Consumption</b></p> <ul style="list-style-type: none"> <li>● Music is important to this group. Both salsa and reggaeton have their origins in Puerto Rican culture. This is a source of much pride (Welcome to Puerto Rico, 2005).</li> <li>● The Puerto Rican population is older, on average, than the general U.S. population; 18.5% of Puerto Ricans are over age 60, and 3.5% are over age 80 (PR51st, 2014). According to our expert multicultural partners, the digital literacy of this older population is likely to affect the media required to reach the Puerto Rican population.</li> </ul>
<p><b>Possible Factors Affecting Likelihood of Responding</b></p>	<ul style="list-style-type: none"> <li>● Those who live in poverty are less likely to respond to the census because of (Chappatta, 2016): <ul style="list-style-type: none"> <li>○ Complete distrust of both local and federal government.</li> <li>○ Lack of hope that anything will get better.</li> <li>○ The fact that they move residences and are, for a variety of reasons, harder to find. These reasons could be related to moving to properties that have been subdivided and are not easily identifiable as separate units, younger</li> </ul> </li> </ul>

Audience	Puerto Rico
	<p>generations moving among family members' houses, or individuals intentionally making themselves hard to find (to avoid collectors, for example).</p> <ul style="list-style-type: none"> <li>• Undocumented Dominican populations will be difficult to convince to respond (Dominican Consulate in San Juan PR, 2016).</li> </ul>
<p><b>Paid Media Considerations</b></p>	<p>Traditional and digital media will be important in reaching all population segments.</p> <ul style="list-style-type: none"> <li>• For traditional media, TV is still the most cost-effective medium, especially for the growing older population (Rivera Cruz, 2016).</li> <li>• While cable TV penetration is at about 50%, local TV stations are dominant and their programming is in Spanish (Rivera Cruz, 2016).</li> <li>• Newspaper circulation numbers have dropped, but there are still two paid circulation papers and three that are distributed for free at traffic stops. Because not everyone on the island has internet access, many prefer print materials (newspapers and/or handouts) to get "the full story" with background and contextual information (Rivera Cruz, 2016).</li> <li>• Social media is increasingly relevant to younger population segments (98% of 18- to 24-year-olds identify as internet users), while usage rates decrease with older segments (15.7% of those age 65 and older identify as internet users) (Rivera Cruz, 2016).</li> <li>• Among the 2.68 million people who have a cellular device, 90% use the internet and have smartphones. In addition, 94.7% prefer to access the internet by smartphone, and 34% prefer access by computer (Connected Puerto Rico, 2011).</li> <li>• Internet usage and attitudes among Puerto Ricans include the following: <ul style="list-style-type: none"> <li>○ Ninety-three percent of internet users have a social media presence or profile (Facebook and YouTube are the top platforms) (Rivera, 2016).</li> <li>○ Fifty-four percent of local page visits are to classified ad sites (Rivera Cruz, 2016).</li> <li>○ The top three sites with the most global page visits are Google, YouTube, and Yahoo (Alexa Internet, 2019).</li> <li>○ Video is the top type of content consumed (Rivera, 2016).</li> <li>○ Thirty-eight percent of internet users shop online (Rivera, 2016).</li> </ul> </li> </ul>

Figure 52: Sample Print Advertisement for the Spanish-Speaking Puerto Rico Audience



## Todos tenemos sueños.

Todos tenemos que  
responder al Censo 2020.

Ser contados ayudará a determinar cómo fondos federales son asignados a Puerto Rico. Fondos que podrían mejorar la economía, la salud, la infraestructura y la educación. Si todos respondemos, contribuimos a un mejor futuro. Personal del censo visitará tu hogar para entregarte el cuestionario del censo 2020.

Conoce más en [2020CENSUS.GOV/es](https://2020CENSUS.GOV/es)

Pagado por la Oficina del Censo de los Estados Unidos

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# APPENDIX C: PROJECT MANAGEMENT

The U.S. Census Bureau is overseeing project management for the 2020 Census Integrated Communications Campaign (ICC) contract, including the full suite of processes and techniques needed to support the successful management of the effort. This includes developing a comprehensive set of plans to support project management, including plans related to schedule, risk, cost and budget, and quality assurance management across contract orders. The 2020 ICC Project Management Office developed program management documentation with the support of the ICC contractor to guide the management of project performance.

**Schedule Management.** Schedule management is an important component of program and project management. A clearly defined, logically structured schedule helps the Census Bureau execute ICC components, provides a yardstick for objectively measuring progress within tasks, and facilitates discussions and decision-making to meet the overall objectives of the ICC. We employ an integrated master schedule (IMS), developed based on “rolling wave” planning, which allows the Census Bureau to conduct schedule management activities at two levels. At the order level (ICC component level), we develop and manage schedules to achieve the tasks identified in the order’s statement of work. At the ICC contract level, the IMS integrates order-level activities into a holistic view of major milestones, contract deliverables, inter-order dependencies, coordination periods, and reviews and approvals.

**Risk Management.** Due to the breadth and complexity of activities—and the public nature and reputational stakes of such a large-scale effort—the Census Bureau and its contractors require an effective and dynamic risk management process to proactively address risk. The Census Bureau and Team Y&R conduct various risk management activities, including risk identification and assessment, risk control, risk mitigation, and issue management, which are planned and scaled accordingly to support the national ICC. The Census Bureau continually monitors ICC program planning and execution to identify potential risks and develop mitigation or contingency strategies as part of the ICC risk register. The risk register fulfills leadership requirements to report risks and mitigation or contingency activities at the ICC and decennial census levels. Tailored dashboard views within the ICC risk register enable analysis and management of contract- and order-level risks; they also help us report strategic risks to contract-level leadership and facilitate executive decision-making about mitigation and contingency activities. Finally, we facilitate working sessions with order management staff members across the contract to discuss near-term ICC milestones, document the latest challenges and risks associated with reaching those milestones, and identify issues that require Census Bureau leadership attention.

**Cost and Budget Management.** Budget monitoring at the magnitude of the 2020 Census ICC requires a high degree of planning and cooperation. We developed a comprehensive approach to cost and budget management that includes, but is not limited to, developing life cycle models to help forecast future budget requirements, order-level baseline budgets and spending plans to measure execution, and monthly or quarterly reports on small business participation. Similar to our schedule management approach, cost and budget management is exercised at the order level to proactively manage contract deliverable execution and the resources required. At the ICC contract level, cost and budget planning involves holistically evaluating and managing funding requirements across fiscal years, ICC components, and priorities. This approach enables us to establish the appropriate contract-level plans and templates while ensuring that order-level activities follow budget plans.

**Quality Assurance Surveillance Approach.** The Census Bureau and Team Y&R recognize that quality management helps ensure that deliverables meet performance standards, program objectives, and the Census Bureau's expectations. The Census Bureau and Team Y&R develop and execute quality assurance surveillance plans at the contract and order levels of the ICC. Each of these plans includes quality objectives; key deliverables and the associated review processes; quality control and assurance activities; quality roles and responsibilities; a detailed plan for reporting problems; and tools and processes used (e.g., quality review checklist, deliverable approval sheet).

# APPENDIX D: CONTRIBUTORS TO THIS PLAN

This plan was created by the U.S. Census Bureau's team of communications, partnership, research, and operations experts. The following Census Bureau internal groups were consulted in developing the approach described in this plan:

- Application and Services Development Division (ASDD).
- Associate Director for Communications (ADCOM).
- Associate Director for Decennial Census Programs (ADDC).
- Associate Director for Economic Programs (ADEP).
- Associate Director for Field Operations (ADFO).
- Associate Director for Research and Methodology (ADRM).
- Center for New Media and Promotions (CNMP).
- Community Partnership and Engagement Program (CPEP).
- Customer Liaison and Marketing Services Office (CLMSO).
- Data dissemination program.
- Decennial Census Management Division (DCMD).
- Decennial Communications Coordination Office (DCCO).
- Decennial Contracts Execution Office (DCEO).
- Decennial Program Management Office (DPMO).
- Decennial Statistical Studies Division (DSSD).
- Field Division (FLD).
- Geography Division (GEO).
- Integrated Partnership and Communications (IPC) – Integrated Project Team (IPT).
- National Partnership Program (NPP).
- Office of Congressional and Intergovernmental Affairs (OCIA).
- Public Information Office (PIO).

- Research and Analytics Team (RAT).
- Statistics in Schools (SIS) program.

The Census Bureau engaged Team Y&R for contractor support to develop this plan, using the experience and expertise of each contracted partner to drive the campaign strategy. Team Y&R as a whole was engaged in the development and review of the entire plan at multiple stages, and the team's partners offered input on specific sections based on their focus areas. Contract partners and their areas of input included:

- **VMLY&R Advertising, PSB, BCW, and Wavemaker:** Input related to campaign strategy and creative development, research, public relations and crisis response, and media planning and buying.
- **Multicultural partners:** Input related to overall 2020 Census campaign planning, research, creative development, execution, and measurement strategy, as well as unique considerations for ethnically diverse audiences and hard-to-count subgroups within them; the Census Bureau's multicultural partners contributing to the development of this plan included:
  - **Carol H Williams Advertising:** A full-service marketing agency, with offices across the United States, that has expertise in leading national and local campaigns to reach African American audiences.
  - **Culture ONE World:** An integrated communications agency that has developed nearly 100 fully multichannel Hispanic market campaigns on behalf of almost every branch of the federal government.
  - **G&G Advertising:** A leader in American Indian and Alaska Native (AIAN) advertising and outreach to AIAN audiences for more than 20 years, and a team member for the 2000 and 2010 census communications campaigns.
  - **The Kālainoku Group:** A Native Hawaiian-owned marketing and communications firm based in Hawaii with offices throughout the Pacific Ocean; a leader in reaching Native Hawaiian and Pacific Islander audiences.
  - **TDW+Co:** A cross-cultural agency providing support in more than 24 languages, with more than two decades of experience in reaching Asian American audiences.
  - **VMLY&R San Juan:** A creative agency and member of the VMLY&R family with experience reaching Puerto Rican audiences through compelling advertising campaigns, as well as a member of the 2000 Census communications team.

- **The District Communications Group (DCG):** A communications firm with insight into creative development and outreach to the service member and veteran audiences.
- **Reingold:** Input related to strategy for creative development, digital advertising, web development, partnership engagement, and stakeholder relations.
- **Guidehouse:** Input related to program and financial management considerations for the 2020 Census campaign.

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