

Communications Plan for Agility in Action

A Snapshot of Enhancements to the
American Community Survey



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Introduction

In June 2015, the Census Bureau published the plan, *Agility in Action: a Snapshot of Enhancements to the American Community Survey* (herein *Agility in Action*), describing enhancements to the American Community Survey (ACS) to ensure that it continues to deliver deep public value to our nation's communities. The *Agility in Action Communications Plan* is a companion document to *Agility in Action*, and its purpose is to outline the intended strategy and tactics the Census Bureau will use, provided it continues to have sufficient resources, to share its progress in enhancing the ACS and improve its customers' experience with the ACS. The audience is a broad one that ranges from the American public to data users from diverse sectors such as business, academia, and local government. Knowing how critical the ACS is to the strength of our nation, the Census Bureau is constantly looking for ways to ensure that our customers trust and value the survey.

Over the course of the next year and beyond, the Census Bureau will be engaging in numerous activities to build and maintain customer support and awareness of the ACS. Largely focused on providing a positive experience for our customers, the Census Bureau is working to minimize burden for survey respondents while still allowing the survey to be responsive to emergent issues, keeping content current, and maintaining the high quality of data that our country demands and deserves. The research and activities that the Census Bureau is currently pursuing to accomplish these goals include:

1. Evaluating the Availability and Suitability of Other Data Sources
2. Reducing Follow-Up Contact Attempts to ACS Respondents
3. Testing of ACS Mail Materials Messaging
4. Evaluating Modifications to Survey Questions to Reduce Respondent Burden
5. Evaluating Methods to Ask Questions Less Frequently or of Fewer Respondents
6. Communicating with Respondents on Why We Ask Questions
7. Data Use Awareness
8. Subject Matter Expert Engagement
9. Respondent Advocacy
10. Communications Planning (detailed in this document)

In the interest of transparency and customer engagement, the Census Bureau would like to keep both the American public and the Census Bureau's internal stakeholders informed of the research progress it is making and how it enhances the ACS. Since 2012, the Communications Directorate (COM) and American Community Survey Office (ACSO) have worked together to develop and annually update an Integrated Communications Plan. During the annual updates, both COM and ACSO use the following guiding principles for communications to help maintain quality and continuity from year to year:

- Foster transparency about the ACS Program

- Engage stakeholders with open, proactive, and honest communications
- Develop clear, focused, easy-to-understand materials tailored to meet the needs/interests/concerns of multiple audiences
- Include internal Census Bureau customers
- Manage communications resources to maximize impacts
- Leverage other communications activities already underway

Alignment with Performance Management Framework

ACSO annually updates its communications performance goals and measures which are embedded in a larger Performance Management Framework. Figure 1 below depicts the FY16 communication goals and measures which inform all aspects of the communications lifecycle.

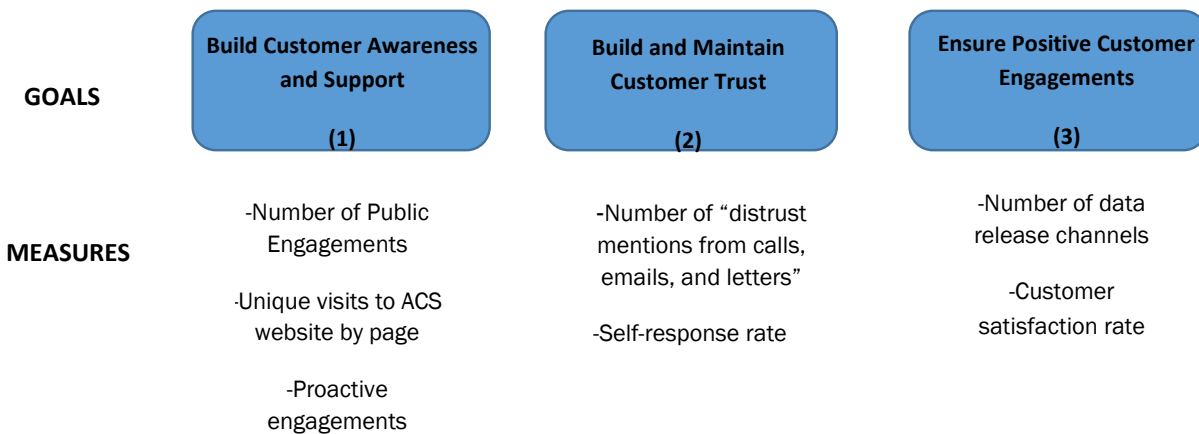


Figure 1. Performance Management Framework Goals and Measures

All communications at ACSO follow a life-cycle approach that begins with planning, then advances to executing, then data gathering and analysis about the impact of those activities, and finally adjusting the approach as needed. Figure 2 illustrates this cycle.

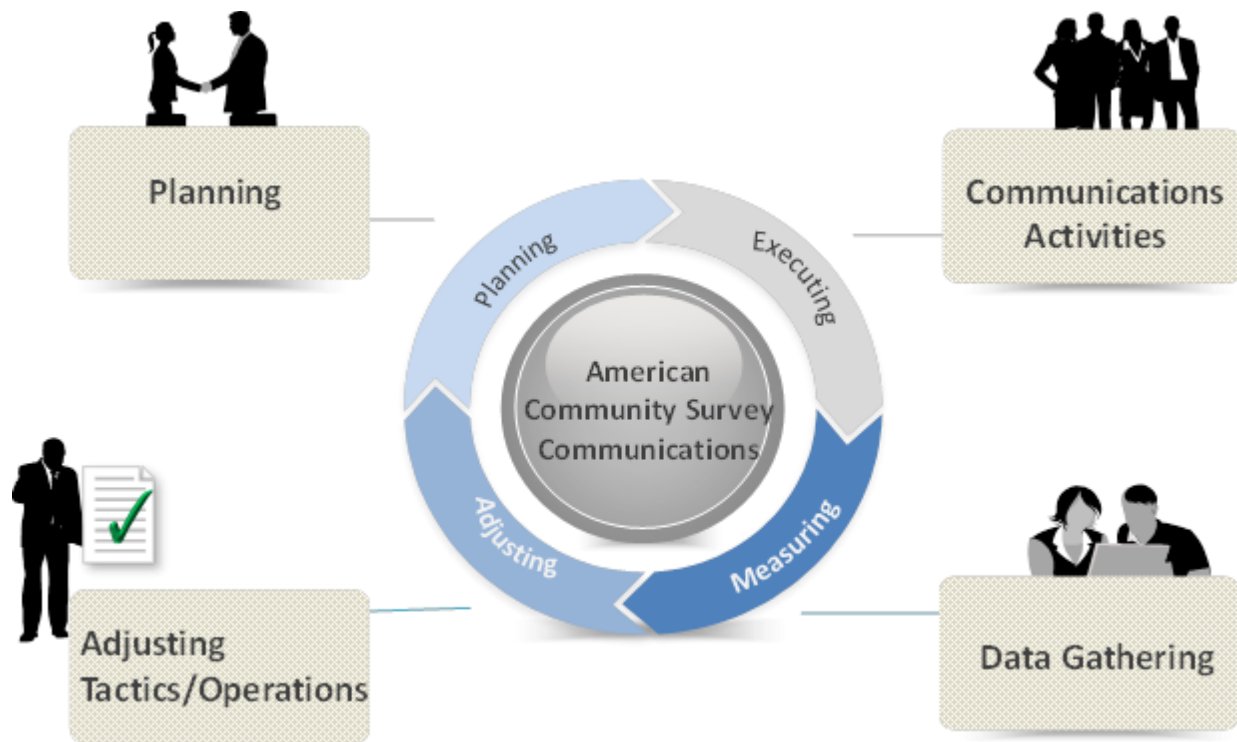


Figure 2. Communications Lifecycle

This communications plan will outline customized measures designed to assess the impact of activities supporting each facet of the *Agility in Action* plan.

Reaching Stakeholders

The Census Bureau generates 11 billion ACS estimates per year. ACS data and multiple data use tools are free to the public. Uses range from planning where to build retail establishments, to deciding what to stock in grocery stores, to stemming the spread of an epidemic, to obtaining grants for fighting crime, to exploring the impact of a minimum wage hike, to understanding the impact of higher education and marriage on individuals and families, and much more.

The Census Bureau puts a lot of thought into engaging stakeholders about the ACS. Some of its communications are geared toward people who have never heard of the ACS before, and some are for people that have a specific interest in the survey. For example, the [ACS website](#) hosts micro data sets for public use as well as an explanation of what the survey is and instructions for completing it. Similarly, building awareness, understanding, and trust, and ensuring a positive customer experience about the Census Bureau's *Agility in Action*, requires employing a number of communications channels and creating a variety of communications products. As the Census Bureau considers what to discuss with its stakeholders, it keeps in mind that some of them might be fascinated with every detail of its *Agility in Action* research, some might be mildly curious, while others might not have an interest.

The strategy and tactics in this plan are designed to bring the Census Bureau’s stakeholders from a state of uncertainty to one of commitment for the data-driven decisions the Census Bureau will be making about enhancements to the ACS. While ACSO leaders will deliver many briefings throughout the year, the timeline in Appendix A details several that the Census Bureau knows will occur in alignment with *Agility in Action* milestones.

The Census Bureau plans to disseminate information through its communications channels, which are customized for the needs of many different segments of stakeholders, to include survey respondents, potential survey respondents, businesses, government agencies, Congress, non-governmental data users (including academic institutions), the media, and think tanks, to name a few. Knowing that there is no “one size fits all” for communications channels, the Census Bureau employs a broad array of channels to communicate with its stakeholders. Table 1 below lists the channels and associated stakeholder groups the Census Bureau hopes to reach.

Table 1. Communications Channels to Reach ACS Stakeholders

Communications Channel	Stakeholder Reach
Briefings	Advisory Groups, Congress, Data Users
Census Bureau website (data tools, infographics, maps, etc.),	American public
GovDelivery Notices	Selected Subscribers
Webinars	American public
Trainings	Data Users
Director’s Blog	American public
Facebook ¹	American public
Instagram ²	American public
Pinterest ³	American public
Twitter ⁴	American public
YouTube ⁵	American public
Broadcast email	Census employees
Town Halls	Census employees
Census T.V.	Census employees
Intranet	Census employees
Staff meetings	Census employees

It is important to the Census Bureau that it communicate through channels that its stakeholders are likely to use. Social media is a resource with a growing audience. It offers many channels and is used by millions of Americans. The Census Bureau has selected a few of these channels

¹ The Census Bureau Facebook page has 124,910 likes as of August 31, 2015.

² The Census Bureau has 656 Instagram followers as of August 31, 2015.

³ The Census Bureau has 1,000 Pinterest followers as of August 31, 2015.

⁴ The Census Bureau has 61,427 Twitter followers as of August 31, 2015.

⁵ The Census Bureau has 3,324 YouTube followers as of August 31, 2015.

for its communications, including the Director’s Blog, Facebook, Instagram, Pinterest, and Twitter. The Census Bureau can view the number of its followers for each channel (detailed above) and see opportunity for growth when comparing those numbers with social media use among all adults in our nation. That use is detailed in Figure 3.

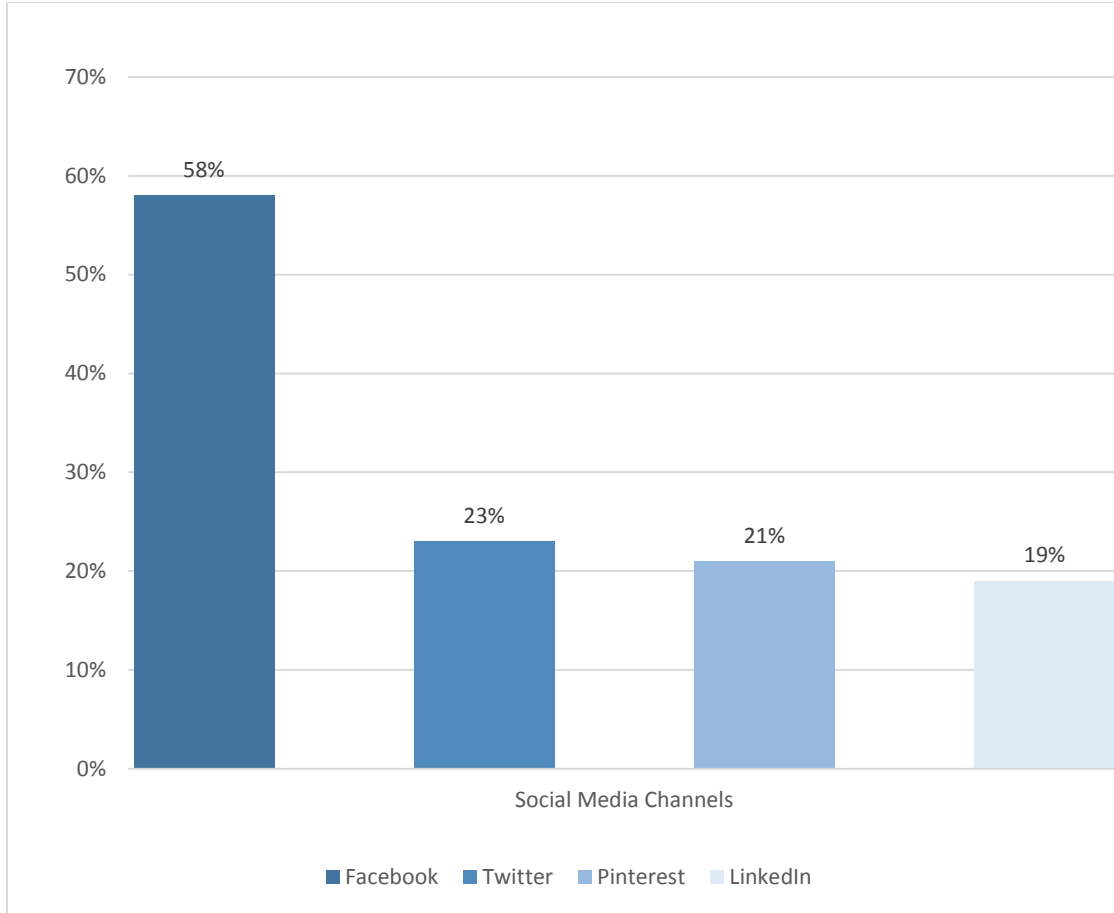


Figure 3. Social Media Use among All Adults⁶

For this communications plan, the Census Bureau’s strategy relies on analysis to assist in best reaching its stakeholders for all *Agility in Action* projects.

Strategy:

1. Analyze stakeholder interest in and response to our communications.
2. Adjust content where needed to address stakeholder interests and concerns, as well as gaps in information, awareness, and understanding.
3. Use social media analysis tools available to the Census Bureau to maximize the prospect of meeting stakeholder needs and interests.

⁶ Maeve Duggan, Nicole B. Ellison, Cliff Lampe, Amanda Lenhart, Mary Madden, Lee Rainie, and Aaron Smith, *Social Media Update*, Pew Research Center, January 9, 2015, p. 3.

The following sections in this plan provide a brief description of each of nine research and outreach projects described in *Agility in Action* along with communications strategies and tactics to achieve the goals of 1) building awareness and support, 2) building and maintain trust, and 3) ensuring customer satisfaction.

Agility in Action Research and Testing—Enhancements to the ACS

1) Evaluating the Availability and Suitability of Other Data Sources

The Census Bureau is undertaking a comprehensive examination of the feasibility of substituting the use of data collected by public (such as state and local governments) and commercial entities (such as utility companies) for questions asked on the ACS. There is a possibility that using these other sources could allow the Census Bureau to remove questions from the ACS, thereby reducing the time and energy that respondents must use to complete the survey.

For each *Agility in Action* project outlined in this document, the Census Bureau will pursue a communications strategy to meet its communications goals.

Strategy:

1. Address privacy concerns in communications about this project.
2. Keep the Census Bureau’s stakeholders updated on project milestones.
3. Showcase the Census Bureau’s agility through creative solutions offered by this research.
4. Successfully capture stakeholder attention about project outcomes.

Table 2 below details tactics aligned with various project milestones. It also features the corresponding date for delivery, primary audience to engage with communications, the communication channel that the Census Bureau should use, the strategic goals the communications associated with the milestone support (associated with the goal numbers in Figure 1), and the measures that the Census Bureau can use to gauge effectiveness.

Table 2. Evaluating the Availability and Suitability of Other Data Sources—Communications Support

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Deliver communication plan for federal stakeholders and data users	9/2015	Federal stakeholders and data users	ACS website: -post plan	1, 2, 3*	-Qualitative - Quantitative
Preliminary findings on availability, coverage and quality (flow by	9/15-10/16	Federal stakeholders and data users	Social media ACS website: -periodically post summary of findings	1, 2	-Qualitative -Quantitative

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
topic)			GovDelivery: -periodically announce availability of findings, link to Web		
Launch Topic Teams	7/15	Federal stakeholders and data users American public	N/A	3	-Quantitative
Recommendations from topic-specific research	3/16-3/17	American public Federal stakeholders and data users	Social media ACS website: -periodically post summary of findings GovDelivery: -include summary of findings with regular GovDelivery notices Briefings: -provide a summary of findings Webinars: -discuss findings	1, 2, 3	-Qualitative -Quantitative

* Goal 1 is building awareness and support; Goal 2 is building and maintaining trust; Goal 3 is ensuring customer satisfaction.

2) Reducing Follow-Up Contact Attempts to ACS Respondents

The quality of data that the ACS delivers to our nation’s communities is directly impacted by the response rate to the survey. Currently, the survey enjoys an impressive 97 percent response rate—the greatest of any survey in the United States. In order to preserve data quality, when members of the annual sample for the ACS do not respond to the survey online in a timely fashion, the Census Bureau attempts to contact them and encourage them to complete it. In 2013, the Census Bureau changed its telephone follow-up call procedures and cut the number of calls it placed to survey recipients by an astonishing 1.2 million. This year it is exploring how it can change its procedures surrounding personal visits to survey recipients with the goal of similarly reducing in-person contact attempts.

Strategy:

1. Show how the Census Bureau is building on past successes in call reduction to minimize the sense of intrusion that respondents experience by reducing in-person contacts.

2. Showcase the Census Bureau’s investment in customer service/customer satisfaction by virtue of its research in this area.
3. Showcase the Census Bureau’s agility through creative solutions offered by this research.
4. Successfully capture stakeholder attention about project outcomes.

Table 3 below describes recommended communications tactics for this project.

Table 3. Reducing Follow-Up Contact Attempts to ACS Respondents—Communications Support

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Complete systems test of software changes needed for the pilot	7/10/15	Internal stakeholders American public	Broadcast email: -to impacted staff -Research and Evaluation Web page	N/A	-Qualitative
Conduct Computer-Assisted Personal Interviewing (CAPI) burden reduction pilot during field operations	8/1-8/31/15	N/A	Briefings: -mention pilot, describe findings	1, 2	-Qualitative
Complete analysis of data from the pilot	11/30/15	Internal Stakeholders	Broadcast email: -to impacted staff ACS website: -pose evaluation report	N/A	N/A
Implement burden reduction procedures into CAPI production nationwide	Spring 2016	American public Census Bureau staff	ACS website: -post announcement to Web Broadcast email: -to impacted staff	1, 2, 3	-Qualitative -Quantitative

3) Testing of ACS Mail Materials Messaging

With an audience as broad as that enjoyed by the ACS, there are bound to be many opinions regarding the messaging that the survey packaging conveys to survey recipients. For instance, some people complain about messages that assert that filling out the survey is a legal mandate, while others say that this type of messaging makes them more likely to fill out the survey than if the message were not so clear about the legal obligation to complete the survey. The Census Bureau wants to maintain data quality through high response rates, but at the same time it does not want to give recipients an intrusive perception of the survey. While prior package testing revealed that the messaging that reminds recipients of their legal obligation is most

effective at motivating response, the Census Bureau has decided to run some new tests using other “softer messaging.” The results of these tests are expected to result in new mail package messaging.

Strategy:

1. Highlight the due diligence and agility of the Census Bureau—While the Census Bureau recently conducted research validating the effectiveness of the mandatory messages based on concerns that some respondents expressed about survey package messaging, the Census Bureau is conducting additional tests.
2. Successfully capture stakeholder attention about project outcomes.

Table 4 details recommended tactics for communicating about this project.

Table 4. Testing of ACS Mail Materials Messaging—Communications Support

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Conduct the Envelope Mandatory Messaging Test	5/15-7/15	Sample	Mail	1, 2, 3	-N/A
Conduct testing of softer mandatory messaging	8/15-10/15	Sample	Mail	1, 2, 3	-N/A
Complete preliminary analysis of Envelope Mandatory Messaging Test results	9/15	American public Census Bureau staff	ACS website: -post description, timeline of testing, results Briefings: -provide overview of testing, results Broadcast email: -inform staff of testing, results	1, 2, 3	-Qualitative -Quantitative
Complete preliminary analysis of testing of softer mandatory messaging	12/15	American public Census Bureau staff	ACS website: -post description, timeline of testing, results Briefings: -provide overview of testing, results Broadcast email: Inform staff of testing, results	1, 2, 3	-Qualitative -Quantitative

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Final reports available	Early 2016	American public Census Bureau staff	ACS website: -post report Briefings: -summarize findings Broadcast email: -summarize findings Social media Webinar: -discuss findings	1, 2, 3	-Qualitative -Quantitative
Census Bureau proposes changes to production materials based on test results	TBD in 2016 pending test results	American public Key stakeholders Census Bureau staff	Web: -summary of changes Briefings: -summary of changes GovDelivery: - summary of changes Broadcast email: -summary of changes Social media Federal Register Notice	1, 2, 3	-Qualitative -Quantitative

4) Evaluating Modifications to Survey Questions to Reduce Respondent Burden

In some instances, the wording of questions on the ACS can be confusing to some survey recipients. They may be unsure of what the question is really asking, how to answer the question, or other issues. To address this uncertainty, also known as cognitive burden, the Census Bureau is testing changes to the wording of questions to see if they 1) are easier for survey respondents to answer and 2) still yield quality data. There are also questions that previous respondents experienced as intrusive. As an agile organization, the Census Bureau is looking for ways to continue to meet data mandates while reducing the sense of intrusion experienced by respondents.

Strategy:

1. Highlight the Census Bureau’s agility: The federal government is a complex entity comprised of many interdependent systems, so changes such as those the Census Bureau is undertaking with the wording of questions is not a small feat, and it is showcasing its agility in doing so. Series of conversations with OMB Interagency Committee for the ACS.
2. Showcase the Census Bureau’s investment in customer service/customer satisfaction by virtue of its research in this area.
3. Successfully capture stakeholder attention about project outcomes.

Table 5 details tactics to communicate with stakeholders about this project.

Table 5. Evaluating Modifications to Survey Questions to Reduce Respondent Burden—Communications Support

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Complete cognitive testing of proposed question wording changes for the 2016 ACS Content Test	6/15	Sample	N/A	N/A	N/A
Work with users of federal agency data to develop proposed wording changes for an additional set of questions with high respondent burden	August 2015 and ongoing	Federal data users	In-person meetings	1, 2, 3	-Qualitative
Conduct iterative rounds of cognitive testing for an additional set of questions with high respondent burden	Contract awarded and project kickoff in 9/15	Sample	N/A	N/A	N/A
Conduct fieldwork for the 2016 ACS Content Test	3/16-6/16	Sample	In-person contact	1, 2, 3	-Qualitative
Conduct fieldwork to quantitatively assess the performance of the revisions to an additional set of questions with high respondent burden	Late 2016, early 2017	Sample	In-person contact	1, 2, 3	-Qualitative

5) Evaluating Methods to Ask Questions Less Frequently or of Fewer Respondents

It may be possible to meet the needs of the Census Bureau’s customers who have mandatory or required use of data from the ACS while decreasing how often the Census Bureau asks certain questions on the ACS. Similarly, it may be possible to meet the needs of the Census Bureau’s customers who have mandatory or required use of data from the ACS while decreasing the number of people who are asked certain questions. The only way the Census Bureau can find out is by researching options for adjusting the frequency and number of people who are asked to respond to those questions.

Strategy:

1. Highlight the Census Bureau’s agility: The federal government is a complex entity comprised of many interdependent systems, so changes such as those the Census Bureau is undertaking with asking questions less frequently is not a small feat, and it is showcasing its agility in doing so.
2. Showcase the Census Bureau’s investment in customer service/customer satisfaction by virtue of its research in this area.
3. Successfully capture stakeholder attention about project outcomes.

Table 6 below details tactics to communicate with stakeholders about this project.

Table 6. Evaluating Methods to Ask Questions Less Frequently or of Fewer Respondents—Communications Support

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Develop initial set of design options and high-level impacts for each	5/15	N/A	N/A	N/A	-N/A
Seek broader Census Bureau input on initial set of design options	6-7/15	Census staff	Facilitated meetings: -engage in dialogue with staff, document their inputs	1, 2	-Qualitative
Deliver initial reports outlining the statistical and operational feasibility of the approach	9/15	Key stakeholders	ACS website: -summary of approach Social media GovDelivery: -summary of approach Briefings: -summary of approach	1, 2, 3	-Qualitative -Quantitative

6) Communicating with Respondents on Why We Ask Questions

The Census Bureau is aware that it isn't always obvious why it asks the questions on the ACS. Recently, the Census Bureau created a comprehensive **infographic** that explains why it asks about each topic on the survey. The Census Bureau's website has an even more detailed **guide** to all the questions and what entities need them. In an effort to "get the word out," the Census Bureau is publicizing and disseminating this document in hopes that it builds greater awareness and understanding of the ACS as well as trust in the survey and in the Census Bureau itself. Field Representatives carry copies to share with respondents, and the Census Bureau is researching the possibility of including it in the mailing package.

Strategy:

1. Use all communications channels to build awareness and understanding among all audiences regarding why the Census Bureau asks the questions on the ACS.
2. Gather and analyze all available data, including social media data, to determine increases in awareness and understanding about ACS by stakeholder segments.

Table 7 below details tactics to communicate with stakeholders about this project.

Table 7. Communicating with Respondents on Why We Ask Questions—Communications Support

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Provide personal visit interviewers with additional paper materials for respondents on why we ask survey questions	9/15	Respondents	Paper materials: -disseminate	1, 2	-Qualitative
Conduct test of additional insert for paper questionnaire mail package	11/15-1/16	Respondents	Mail In-person contact ACS website: -post preliminary findings	1, 2, 3	-Qualitative
Complete preliminary analysis of test results	3/16	American public Census staff	ACS website: -post preliminary findings Meetings: -share findings with staff Broadcast email: -share preliminary findings with staff	1, 2, 3	- Qualitative
Final reports available	Summer 2016	American public Census staff	ACS website: -post findings Social media	1, 2, 3	-Qualitative -Quantitative

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
			Meetings: -discuss finding with staff Broadcast email: -inform staff of findings Webinar: -discuss findings		

7) Data Use Awareness

Throughout the course of the 2014 Content Review, the Census Bureau gathered hundreds of data points about how people use ACS data, which gave us a host of ideas about how to enhance the ACS. As an agile organization, the Census Bureau has already made several changes, and in the spirit of continuous improvement, the Census Bureau would like to continue to study how the data is making our nation’s communities stronger, more prosperous, and more secure. The Census Bureau would like to continue to engage with the robust data users groups and advisory committees the Census Bureau has assembled, as well as forge new relationships to illuminate even more and greater possibilities for enhancing the ACS.

Strategy:

1. Continue to provide opportunities for real engagement between the Census Bureau and data users. Channels include conferences, online forums, advisory committees, and webinars.
2. Document how data users have influenced the ACS over time, and create an artifact for the ACS website

Table 8 below details tactics to communicate with stakeholders about this project.

Table 8. Data Use Awareness—Communications Support

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Define requirements for collected uses	8/15	Federal data users	In-person meeting	1, 2, 3	-Qualitative
Participate in conferences to communicate with users	Ongoing in 2015 and beyond	Data users	Briefings One-on-one contacts Roundtables Social media Online Data User Group: -Post conference information, ask questions of group		-Quantitative -Qualitative
Develop materials	Ongoing		ACS website		-Quantitative

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
and products to communicate use examples	in 2015 and beyond		-Post materials Social media GovDelivery: -periodically share links to products/ materials		-Qualitative

8) Subject Matter Expert (SME) Engagement

The Census Bureau is committed to making sure that the impending changes to the ACS as informed by the *Agility in Action* projects accomplish actual benefits for our nation’s communities. Therefore, it is engaging with independent experts like the well-respected National Academy of Sciences (NAS) Committee of Statistics to assemble a group of experts in areas such as census and survey methods and operations; small area estimation; statistical modelling; large-scale imputation; including variance estimation; time series; administrative records usage; survey messaging and communication; matrix sampling; questionnaire design; and survey design. The steering committee will include not only members who are familiar with census processes from previous census-related work, but also new members. NAS will advise the Census Bureau on its survey enhancement work, focusing on key *Agility in Action* plan facets such as matrix sampling, administrative records for direct substitution, communication and mail package messaging, and group quarters questionnaire content.

Strategy:

1. Demonstrate the value that the Census Bureau places on independent guidance—The Census Bureau recognizes that it has a vested interest in how it carries out its business. Many highly qualified scientists serve on its staff; however, the objectivity from outside experts is welcome and needed to inform the survey enhancements.
2. “Data and algorithms have a tendency to outperform human intuition in a wide variety of circumstances.”⁷ Show how the Census Bureau is continually engaged in data-driven decision making, and provide the public with an opportunity to observe and learn.

Table 9 below details tactics to communicate with stakeholders about this project

Table 9. SME Engagement—Communications Support

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Hold NAS workshop of experts to provide additional input into options	2/16	Workshop participants (external SMEs)	Workshop Social media	1, 2, 3	-(NAS responsible)

⁷ McAfee, Andrew and Eric Brynjolfsson, “Big Data: The Management Revolution” *Harvard Business Review*. October, 2012.

Consult external survey methodology experts on mandatory messaging	4/15	External SMEs	Meetings	1, 2, 3	N/A
Conduct NAS public workshop	1/16	External SMEs, other workshop participants	Workshop Live webcast Social media	1, 2, 3	-Qualitative
Conduct NAS expert meetings	2/-4/16	External SMEs	Meetings Briefings	1, 2, 3	-Qualitative

9) Respondent Advocacy

In 2013, Congress asked the Census Bureau to establish a Respondent Advocate position to serve as an advocate for ACS respondents in the development and review of survey content and methods, and raise awareness of concerns expressed by respondents. In addition to these duties, the Respondent Advocate has briefed Congress and other key stakeholders about ACS and participated in the 2014 Content Review process, which executed a cost/benefit analysis of each question on the survey. This year the Respondent Advocate will engage in documenting current processes used to address respondent requests/complaints regarding survey participation, reviewing the survey life cycle processes for enhancements to improve respondent interactions, and making enhancements to the “Are You in a Survey?” Web page. This latter effort includes the addition of a Respondent Advocate page.

Strategy:

- 1) Remain available to respond to respondent concerns and improve customer service.
- 2) Conduct outreach to respondent touch points, such as the law enforcement community, regarding ACS.
- 3) Document how respondent feedback is changing the survey and survey experience.

Table 10 below details tactics to communicate with stakeholders about this project.

Table 10. Respondent Advocacy—Communications Support

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Conduct outreach and educational meeting with key stakeholders and members of Congress	Ongoing (ramping up in 9/15 and beyond)	Respondent touch points Members of Congress	In-person meetings	1, 2, 3	-Participant feedback
Participate in the ACS Content Review process	Ongoing	N/A	N/A	N/A	-N/A
Advise the ACS Messaging Research Team	Ongoing	N/A	N/A	N/A	-N/A

Milestone	Date	Audience	Channels & Tactics	Goals	Measures
Document processes to address respondent requests/complaints	TBD	American public	ACS website	1, 2, 3	-Quantitative -Qualitative
Enhance the “Are You in a Survey?” Web page	Ongoing	American public	“Are You in a Survey?” website	1, 2, 3	-Quantitative -Qualitative
Ombudsman for respondents	Ongoing	Respondents	Phone Email	1, 2, 3	-Quantitative -Qualitative
Propose process/method improvements based on respondent feedback and review of SLC activities	Ongoing	American public Census staff	ACS website: -post improvements Email In-person meetings	1, 2, 3	-Quantitative -Qualitative

Conclusion

The Census Bureau is committed to serving as the leading source for quality data about the nation’s people and economy. In order to deliver on this promise, it must effectively engage the American public across multiple audiences and let them know how the Census Bureau is keeping pace with change and stakeholder needs through research and communications. The Census Bureau’s ability to respond to those changes and needs reflect the Census Bureau’s *Agility in Action*. The Census Bureau is working to meet clear communications goals (building awareness, understanding, and trust, as well as ensuring customer satisfaction) using multiple communications channels, creating compelling communications artifacts, measuring the Census Bureau’s impact, and changing its approach if needed along the way. Survey enhancements will benefit stakeholders and the American public, and the Census Bureau wants people to know about and understand them. While there are myriad opinions about the ACS that range from lauding it as an irreplaceable national treasure to criticizing it as a representation of government intrusion into the lives of the American public, the ACS attracts much attention, and the Census Bureau is invested in being transparent, facilitating citizen participation, and enabling collaboration with all of its stakeholders. The Census Bureau intends for this plan to help it successfully carry out that mission.

Appendix A: Tentative Stakeholder Briefing Timeline

