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Description of document: Census Bureau Communications Directorate Strategic Plan  
FY 2014-2019, 2014

Requested date: 17-August-2014

Released date: 04-September-2014

Posted date: 11-January-2016

Source of document: Freedom of Information Act Request  
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**UNITED STATES DEPARTMENT OF COMMERCE**  
**Economics and Statistics Administration**  
**U.S. Census Bureau**  
Washington, DC 20233-0001  
OFFICE OF THE DIRECTOR

September 4, 2014

This letter is in further response to your correspondence, dated August 17, 2014, to the U.S. Census Bureau's Freedom of Information Act (FOIA) Office. We received your request in this office on August 19, 2014, and have assigned to it tracking number DOC-CEN-2014-001514. We are responding under the FOIA to your request for the most recent Census Bureau Communications Plan.

Enclosed are three (3) documents (28 pages) that are responsive to your request; two of these records are fully releasable under the FOIA. We are providing the third document that is responsive to your request, which we have determined could be withheld under FOIA Exemption (b)(5), 5 U.S.C. § 552(b)(5), to you as a discretionary release. There is no charge for these documents.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael J. Toland", is written over the word "Sincerely,".

Michael J. Toland, Ph.D.  
Freedom of Information Act/Privacy Act Officer  
Chief, Freedom of Information Act and Open Government Branch

Enclosures

Enclosure 1

**U.S. Census Bureau**

July 2, 2014

## **Communications Directorate Strategic Plan**

***FY 2014-2019***



**U.S. Census Bureau**

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**The Department of Commerce** is comprised of 12 bureaus that work together to drive progress in five key goal areas: Trade and Investment, Innovation, Environment, Data, and Operational Excellence. The underlying strength of the Department is the ability for its bureaus to work together and leverage expertise in all of these goal areas to drive economic growth.

**The U.S. Census Bureau's Strategic Plan** provides the Census Bureau's organizational goals for the next five years. These goals must be achieved to deliver our current and anticipated statistical program commitments. The plan focuses on the organizational goals and objectives associated with our core programs and operations covered by our annual budget submission and it ties directly to the Department of Commerce's strategic plan.

Another document, the *Census Bureau's Business Plan for Change* describes the specific transformational objectives and initiatives that are crucial to successfully meeting our goals.

The Census Bureau's goals fall into four dimensions of excellence, mission, customer service, organizational, and workforce.

Each goal has specific objectives, which describe what we need to accomplish to attain the goals.

The goals associated with the four dimensions of excellence are summarized below:

**Goal 1: Mission Excellence**

The Census Bureau is the leading source of reliable, high quality, relevant statistics measuring a rapidly changing nation.

**Goal 2: Customer Service Excellence:**

The Census Bureau is valued by data users, trusted by the public, and supported by influential stakeholders.

**Goal 3: Organizational Excellence:**

The Census Bureau is an anticipatory, responsive, cost effective, and adaptable organization that will function through a portfolio management and governance process.

**Goal 4: Workforce Excellence:** The Census Bureau's workforce is diverse and highly motivated with the right skills in the right jobs to carry out the mission.

This document will describe each of the four Census Bureau goals in more detail as they apply to the **Communications Directorate**.



## THE COMMUNICATIONS DIRECTORATE

### Introduction

In the 21<sup>st</sup>-century, information needs are substantial and increasingly complex. Expectations are high. Like all statistical agencies, the Census Bureau faces competition from alternate data sources. Data users' time is at a premium and they value the quickly obtained *ad hoc* statistics that are increasingly produced from the growing wealth of data created outside of formal statistical organizations. Many of these statistics are readily available in nearly real time, and with far more detail than many official statistics. However, they may not have the breadth of coverage or sound statistical methodology that Census Bureau products have. This changing landscape represents a communications challenge for the Census Bureau.

The Census Bureau needs to maintain and strengthen a modern, innovative program to effectively communicate the paradigm-shifting approaches and technologies that will allow us to address the nation's information needs, including the properties of *ad hoc* statistics. New, agile strategies will enable us to effectively support the Open for Business agenda and other departmental priorities. Radical reinvention will position the Census Bureau and the federal statistical system to remain world leaders in economic and social measurement. This strategic plan presents our strategy to address these challenges. Our methodology for developing the plan can be found in **Appendix A**.

### Role of the Communications Directorate

Communications is a core business function for Census Bureau programs and service providers. Programs and service providers have communications areas that evaluate, support, and improve the value of products and services. However, central to the communications function at the Census Bureau is the Communications Directorate. The Census Bureau counts on the Communications Directorate to initiate, energize, coordinate, and support communications agency-wide.

The Census Bureau is rising to a challenging future. Budgets will be constrained and possibly reduced. Decision makers, both in the public and private sectors, want information that is reliable, relevant, and timely. Our users expect our information to be more open and easily accessible. We are confident that we can respond to these challenges and make the Census Bureau an even stronger organization. However, this can only happen with the assistance and participation of every Census Bureau employee. To address these challenges, we are launching a change strategy to transform the way we do business. These changes will result in more efficient, standardized, and cost-effective operations. A strong external dissemination and communications program gives the Census Bureau the messages and delivery systems we need to provide new information to customers through innovations that meet their evolving needs. A strong internal communications program engages employees to transform our organizational



culture, promote innovation, and achieve the Census Bureau's strategic goals. Our directorate accomplishes this through the strategies in this *Strategic Plan*. As expected, the Communications Directorate is accountable for most of the strategies in the "Customer Excellence" sections in the Census Bureau's *Strategic Plan* and *Business Plan for Change*.<sup>1</sup> However, the Communications Directorate is identified as having a responsibility to support most of the other strategies in the plans, demonstrating how crucial it is to integrate communications into transformation. To accomplish both sets of enterprise strategies, we are working with program and service providers, customers, and constituents.

## The Work of the Communications Directorate

The Communications Directorate's work supports the mission of the Census Bureau. Each of our units brings specific professional expertise and responsibility to its work.<sup>2</sup> The Communications Directorate:

- Manages customer engagement and data dissemination activities on behalf the Census Bureau;
- Serves as the primary liaison for the Census Bureau with the Department of Commerce and with other government agencies on public and legislative affairs matters;
- Builds and maintains ongoing relationships with Congress and intergovernmental organizations at all levels of government;
- Manages the agency's public information program and media relations activities;
- Manages tribal government relationships
- Manages the agency's Advisory Committee program;
- Manages interaction with State Data Centers and Census Information Centers as well as dozens of national governmental and hundreds of nongovernmental organizations.
- Develops online training and ongoing education and communications campaigns;
- Develops and manages ongoing customer experience through census.gov and social media channels
- Provides expertise in contract management.
- Prepares data visualizations and infographics;
- Handles official correspondence for the Census Bureau; and,
- Implements and coordinates the once-a-decade decennial census communications campaign – the largest public outreach effort conducted in the U.S.

<sup>1</sup> [https://intranet.ecm.census.gov/sites/v2/futureon/Documents/Business%20Plan%20for%20Change\\_2013-04-25\\_v1.0.pdf](https://intranet.ecm.census.gov/sites/v2/futureon/Documents/Business%20Plan%20for%20Change_2013-04-25_v1.0.pdf)

<sup>2</sup> Our organizational chart and detailed organizational descriptions can be found in Appendix B.



## CHALLENGES FOR THE COMMUNICATIONS DIRECTORATE

- To improve service and reduce costs, we must adopt agile, more convenient ways of interacting with the public and getting their input. Customers demand new ways to access products, services, and support; we must be innovative in the use of customer engagement management and metrics to improve customer-facing operations with data-driven decisions accordingly.
- The Directorate must maintain or improve upon the results of the Census 2010 communications campaign in 2020 in an environment that will be more difficult due to the rapidly growing and diverse population, less educated respondents about the census, changing living arrangements, and concerns about undocumented immigrants.
- The Directorate must positively frame the public's perception of the Census Bureau. The decennial census provides an opportunity to showcase the Census Bureau to a larger audience. The Constitutional mandate for the decennial census challenges the Directorate to do its best and most important work in this area; the Directorate has only “one chance” to do so.
- The Directorate must continue adopting and adapting to advances in technology that can help its employees do their jobs more effectively and provide better services, including one-stop customer care and information management for the agency. New technologies challenge the Communications Directorate to reach more people and improve upon prior successes.
- There is decreasing public trust as a result of reports of compromised personal information from a variety of sources. Public perception of the government’s ability to maintain confidentiality of data is eroding. Heightened concerns about privacy, confidentiality, and security place all Census Bureau activities at great risk, and as the public face of the agency it is the Directorate’s role to overcome these negative perceptions.
- Federal program budget constraints cripple key programs. It may be increasingly difficult to get the requested funding for programs such as the ACS, 2017 Economic Census, 2020 Census communications campaign, and the work of the Communications Directorate may suffer as a result.
- Communications expertise is more and more in demand. Connecting expertise across the organization and using this to deliver better products and services to customers is going to be a major focus area that requires extensive coordination and skill sets.
- Despite the tremendous strengths and dedication shown by employees, the 2013 responses to the Federal Employee Viewpoint Survey demonstrate a significant drop in employee satisfaction and continue last year's declines across the majority of questions, which are cause for concern.



## Mission and Vision

This section provides the mission and vision of the Communications Directorate. A mission statement provides a brief description of an organization's fundamental role and purpose and for whom it serves that role. A vision statement describes the desired state at the end of the strategic planning timeframe. The Communications Directorate has articulated its mission and vision statements as the following:

**Mission:** Develops, implements, oversees, and measures strategic internal and external communications that address customer needs, engages stakeholders,, and enhance the Census Bureau's role as the leading collector and source of quality data about the nation's people, places, and economy.

**Vision:** Promote and sustain the Census Bureau as the most relevant and valued source for statistical information for decision makers and businesses at all levels nationwide through communications excellence and customer focus.

## Goals, Objectives, and Strategies

Over the next five years, the Directorate intends to achieve four goals that cascade from the Department of Commerce's balanced scorecard:

- Goal 1 is Mission Excellence (i.e., what the Directorate does and why): *Integrate communications strategies into statistical programs*
- Goal 2 is Customer Service Excellence (i.e., how the program meets the needs of those it serves): *Support and satisfy internal and external customers*
- Goal 3 is Organizational Excellence (i.e., how the program executes the mission through operational, programmatic, and technical processes): *Optimize the organization and use state of the art tools and techniques*
- Goal 4 is Workforce Excellence (i.e., the capabilities of those who execute the mission): *The right people with the right communications, outreach, and dissemination skills want to work here*

Each goal is decomposed into component objectives, each of which has one or more strategies designed to achieve the objective. The goals and objectives identify *what* is to be achieved, while the strategies describe *how* the objectives, and ultimately the goals, will be achieved.

## Goal 1: Integrate communications strategies into statistical programs

Through our surveys, censuses, and other statistical programs, data are continually collected, processed, analyzed, and distributed as products to a wide array of stakeholders. We currently have a number of initiatives underway that will transform how we collect, process, analyze, and distribute those products. Effectively communicating these changes both internally and externally requires that programs fully integrate our communications strategies and messaging into discussions, materials, and formal presentations.

**Strategic Outcome:** Census Bureau managers incorporate strategies into major statistical programs and initiatives, as measured by an increase over baseline in management use of our strategies and messaging in program communications.

**Objective 1.1:** (SP 1.1 adjusted) Support the Census Bureau's mission to collect, process, and release data products through communications that motivate response and enhance the understanding of the Census Bureau's work and its importance.

The Census Bureau's statistical programs disseminate hundreds of data products critical to informing decision-makers in governments, businesses, entrepreneurs, and other organizations. Our periodic surveys and censuses, including the American Community Survey, meet constitutional and legislative mandates. We conduct multiple surveys on a monthly, quarterly, and annual basis to help entrepreneurs and businesses identify market opportunities and to inform decision-makers and policymakers across sectors and at all levels of government. The information from these surveys and administrative record data collections are a critical part of the Nation's economic indicators, GDP calculations, National Income and Product Accounts, unemployment rate, and other widely disseminated information released regularly by the Census Bureau and other federal statistical agencies. Maintaining the requisite quality of our data products requires high response rates from respondents and cooperation from other data suppliers. This in turn requires effectively communicating the rationale and value of census data.

**Outcome:** Stakeholders and customers continue to rely on Census Bureau statistics because the data are widely recognized as being accurate, consistent across geographic areas, timely, and providing important longitudinal and cross cutting views

**Strategy 1.1.1:** (SP 1.1.1, SP 1.1.2, SP 1.1.3, SP 1.1.4) Work with program areas to further develop and implement communications strategies that best support the survey lifecycle and the promotion of products and services.



**Strategy 1.1.2:** Develop new strategies to promote understanding of survey innovations, including administrative records and adaptive design.

**Objective 1.2.:** (BPC 1.2) Increase recognition of the Census Bureau and its mission to measure America's people, places, and economy.

The value of Census Bureau products about the nation's people, housing, and economy is only realized when the information is used extensively by members of the public, the private and non-profit sectors, and all levels of government. However, people need to know about the information in order to use it. We need to work with program and IT service providers to take advantage of new technologies to increase stakeholder awareness and accessibility of Census Bureau products and services.

**Outcomes:**

- Citations per time period in selected external publications are increased over a baseline measure.
- 25% increase over baseline in recognition, as measured by Gallup Poll.

**Strategy 1.2.1:** (BPC 1.2.1, SP 2.2.1) Develop consistent messaging, using plain language to promote awareness of Census Bureau programs, products, and services through expanded branding and communications efforts, ensuring integrated usage.

**Strategy 1.2.2:** Increase involvement of State Data Centers, Census Information Centers and regional offices in message delivery by creating more templated releases that they can customize and locally deliver.

**Strategy 1.2.4:** (BPC 1.2.1, SP 2.2.1) Engage Census Bureau customers and stakeholders on the use of Census Bureau products and services.

**Objective 1.3:** Enhance and protect the Census Bureau's reputation as the trusted, leading source of quality data on America's people, places, and economy.

The Census Bureau brand has been a trusted source of quality data. Trust is essential for obtaining the amount and type of data that we collect from individuals, group quarters, governments, and businesses on a monthly, quarterly, yearly, and periodic census basis. A high priority is to ensure that the brand is not tarnished but sustained.

**Strategy 1.3.1:** Anticipate and be prepared to mitigate negative sentiment about Census Bureau surveys and products.

**Strategy 1.3.2:** Train executive staff and subject matter spokespeople to effectively communicate Census Bureau programs and priorities with the media and public.



**Objective 1.4:** (BPC 1.3) Expand efforts to increase statistical literacy by making Census Bureau data resources more accessible and understandable by a wider audience of potential data users.

Data users' knowledge of and comfort with statistics varies substantially. For example, not all data users understand what different error rates mean, and how those kinds of errors may influence their interpretation of the results to support policy or economic decisions. The Census Bureau wants to help data users make well-informed choices about when and how to use Census Bureau program information. As the amount and complexity of information increases, we must find better methods to communicate how to effectively use our products.

**Outcome:** Increase the number of national and local data dissemination trainings and presentations to stakeholders and data users by 5 percent for FY 14.

**Strategy 1.4.1:** (BPC 1.3.1) In consultation with stakeholder networks, educate data users on the quality and importance of our data. Provide training on how to access and use census data.

**Strategy 1.4.2:** (BPC 1.2.1, SP 2.2.2, SP 2.2.3) Educate and enhance data users' understanding of Census Bureau information and its application in decision-making through multiple programs, including Statistics in Schools.

**Strategy 1.4.3:** (SP 2.2.3) Examine and test approaches for increasing users' understanding of product quality.

**Strategy 1.4.4:** Improve the accurate interpretation of Census Bureau data by media, partner and stakeholder intermediaries through the delivery of customized training.

**Strategy 1.4.5:** Use the Business and Industry Data Center network to engage local governments on the importance and use of business data.

**Objective 1.5:** Strengthen and enhance engagement approaches to advisory, consultative, and oversight bodies.

The Census Bureau has numerous advisory, consultative, and oversight bodies, who play important roles in supporting the organization's mission. These include the National Advisory Committee, the Census Scientific Advisory Committee, the Census Information Centers, the State Data Centers, and many other national, state, and local partners. We also have an engaged oversight body, including the Economic Statistical Agency, the Department of Commerce, the Office of Inspector General, the Office of Management and Budget, the Government Accountability Office, and the U.S. Congress.

**Outcomes:**

- Increase external inputs on innovations and initiatives, as measured by changes over the baseline.



- Increase in consistency of oversight responses as measured by changes over the baseline.

**Strategy 1.5.1:** Strengthen and expand Advisory Committee working group structures and external experts to address Census Bureau innovations and transformative initiatives.

**Strategy 1.5.2:** Adopt a more central, standard, and strategic approach to addressing oversight inquiries. This includes digital archiving, information tracking, review, communications, and anticipatory processes.

**Objective 1.6:** Maintain and nurture relationships with Congress, tribal governments, state and local officials, and other key stakeholders.

Largely because of the decennial census role in apportionment and redistricting and the ongoing presence of the American Community Survey, the Congress is actively engaged in overseeing the work of the Census Bureau. For these and other reasons, other government entities also have a vested interest in the mission of the Census Bureau. It is critical that we not only maintain but improve relationships with these key stakeholders as they either are the decision-maker in the case of the Congress or can influence the decision-maker in the case of government entities and other influential stakeholders.

**Outcome:** Satisfaction with the Census Bureau is increased as measured by a customer satisfaction survey.

**Strategy 1.6.1:** Develop a strategic approach based on the Census Bureau transformative initiatives for Congressional and other intergovernmental relationships.

**Objective 1.7:** Working with entities within and outside the Census Bureau, provide information and promote products and services using modern digital content and means.

The volume and complexity of information is increasing at an exponential pace, stressing our ability to gather, integrate, process, and distribute meaningful data products. To meet this challenge requires harnessing the power of new products that facilitate the sifting of big data sets into meaningful parcels. It also requires new approaches to arraying data through data visualization methods and other new digital techniques.

**Outcome:** Launch three new data dissemination applications for the web and mobile devices and three new data sets in the data API in FY 14.

**Strategy 1.7.1:** Use the latest technologies to improve the agency's Website integrating new and improved designs, content management and informational tools.

**Strategy 1.7.2:** Integrate additional statistical information to publicly available systems for the development of informational tools and applications.



**Strategy 1.7.3:** Develop new audiovisual digital media products using the latest technologies and techniques and integrating these into all possible communications platforms and channels.

**Strategy 1.7.4:** Using new technologies and techniques, advance the Census Bureau brand across all communications channels and platforms via the promotion of statistical facts and information.

**Objective 1.8:** Conduct communications research studies in support of ongoing data collections, the 2017 Economic Census and the 2020 Census.

The Economic and Decennial Censuses are critical for providing major benchmarks for the federal statistical system. High response rates are crucial to keep their quality at acceptable levels for multiple uses. It is taking more and more effort and cost to keep response at acceptable rates. Therefore, it is mission-critical to determine how to alert and motivate individuals, group quarters, and establishments to respond.

**Outcome:** Response rates for the 2017 and 2020 Census remain at prior census response rates.

**Strategy 1.8.1:** Conduct research on the latest communications strategies and techniques used to reach nationwide audiences, using both new and existing surveys and tests.

**Strategy 1.8.2:** Establish a Digital Engagement Research cross-divisional team to research and test new Web, social media, and digital media technologies and techniques.

**Strategy 1.8.3:** Develop working relationships with other government agencies, universities, and foundations (e.g., the Advertising Research Foundation) to access presently available research results and to stay abreast of developments in message testing, tracking, and market modeling.

**Strategy 1.8.4:** Develop embeddable communications messaging tests within the 2020 Census site tests, considering new approaches to deliver messaging.

**Strategy 1.8.5:** Develop a new audience segmentation model based on the latest technologies in support of the 2020 Census paid advertising campaign and produce a typing tool for use in future studies.

**Strategy 1.8.6:** Use the ACS and other ongoing surveys as test-beds for new methods and communications messages in preparation for the 2017 and 2020 censuses.

**Strategy 1.8.7:** Use the 2015 census test as test bed for targeted digital advertising.

## **Goal 2: Support and satisfy internal and external customers**

The Census Bureau provides an array of statistical services to its varied stakeholders, which include the following groups and organizations:



- Respondents to surveys and censuses
- Survey sponsors
- Congress
- Federal data users and data providers at other agencies
- Non-federal data users from academia; state, local and tribal governments; and the general public
- Data suppliers in the private and nonprofit sectors
- Oversight entities such as OMB, GAO and the OIG
- Advisors on committees and outside expert consultants
- Advocacy groups
- International statistical organizations
- Census Bureau workforce

We need to interact with these stakeholders in different ways to manage effective policy discussions and ensure that it is fulfilling its mission to deliver high quality products to the nation. We want to have one voice for communicating with external stakeholders. Further, we want to ensure that our employees are aware of all the transformative changes and their effects on the workforce.

**Strategic Outcome:** Stakeholder awareness and satisfaction are increased

**Objective 2.1:** (SP 2.1) Increase effectiveness of all key stakeholder engagement.

The Communications Directorate is taking advantage of technology and information growth to expand and strengthen agency branding and stakeholder outreach. It is important to establish stakeholder infrastructure, including up to date inventories and communications needs.

**Outcome:** Stakeholders understand and support the Census Bureau's mission and products and continue to respond to censuses and surveys.

**Strategy 2.1.1:** (SP 2.1.2) Provide stakeholder management infrastructure and support to major Census Bureau statistical programs to include Congressional and intergovernmental stakeholders.

**Strategy 2.1.2:** (new) Develop and implement an environmental scan capability to keep abreast of emerging changes and issues affecting the agency's mission.

**Strategy 2.1.3:** Deploy methodologically sound measures to track our effectiveness in reaching these goals.

**Objective 2.2:** (SP 2.1.1) Develop a Customer Experience Management capability for the Census Bureau.

Census Bureau customer experience is the sum of all experiences a customer has with Census Bureau products and services. This can include awareness, discovery, attraction, interaction, purchase, use, cultivation and advocacy. It has become increasingly important to manage our

customers' experiences. Our ability to deliver an experience that sets it apart in the eyes of its customers serves to inspire loyalty to our brand.

**Outcome:** Stakeholders understand and support the Census Bureau's mission and products and continue to respond to censuses and surveys.

**Strategy 2.2.1** Integrate Customer Experience Management into the Data Dissemination initiative as a pilot and ensure communications strategies, including data visualization, are integrated into the other emerging capabilities.

**Objective 2.3:** (BPC 2.1) Expand the current customer base. "OPEN FOR BUSINESS OUTREACH"

The Census Bureau has a large customer base but with the advent of Big Data and the Department of Commerce's commitment to aggressively expand our products and services to businesses, it is time to assess where we are and where we want to be. Big data methods could assist us in developing new products or services that could open up new product lines and customers. Additionally, consistent with the Department, we need to build a comprehensive business stakeholder base for expanding products and services deeper into businesses and entrepreneurs.

**Outcome:** Increase traffic to census.gov, online and offline mentions, and distribution of census data and content through partner sites in FY 14.

**Strategy 2.3.1: (SP 2.2.4)** Collaborate with researchers and data scientists to promote the use of Big Data to deliver information to potential new customers.

**Strategy 2.3.2:** Build a Business Stakeholder Base for the Census Bureau

**Objective 2.4:** Transform the Census Bureau's web presence to attract more customers and improve the customer experience for each user type, both external and internal.

A fundamental component for the success of the Census Bureau brand and Customer Experience Management is our outward facing web presence. It is imperative that we use the latest technologies, methods, research results, and best practices to transform our organizational site into a homepage that sets standards government wide.

**Outcome:** Improve navigation and search scores by 5 percent as measured by metrics collected from the American Customer Satisfaction index Foresee Survey and Adobe Site Catalyst for FY 14.

**Strategy 2.3.1:** Determine and implement strategy to provide the most relevant content to users based on search criteria across www.census.gov.



**Strategy 2.3.2:** Redesign www.census.gov homepage and organize navigation by themes, making information easier to find.

**Strategy 2.3.3:** Transform user experience by designing theme and high value content pages.

**Strategy 2.3.4:** Implement content applications that present high use and relevant data, in a visual, engaging and interactive way.

**Strategy 2.3.5:** Improve access to data products and tools through improved search and navigation (to include structure, tagging and content) This objective does not address bringing program areas' web pages into concert with the overall website redesign.

**Objective 2.4:** Enhance support to survey and program customers within the Census Bureau.

Currently, our support to survey and program customers varies based on a number of factors, including available resources, level of external interest, and other external triggers. This makes it difficult to effectively plan and deploy resources, being more reactive than proactive. As business functions and IT services consolidation efforts proceed, it will be increasingly important to organize communications not only around programs but also around common functions.

**Outcome:** Communications Directorate support to survey and programs is expanded over the baseline.

**Strategy 2.4.1:** Establish account managers for major programs to ensure integration of Communications efforts.

**Strategy 2.4.2:** Develop tools to streamline the review process and information sharing.

### **Goal 3: Optimize the organization and use state of the art tools and techniques**

The Census Bureau conducts monthly, quarterly, yearly and periodic censuses and surveys using numerous data collection and statistical methods. Concurrently, we are transforming the way that surveys and censuses are designed, how data are collected and processed, and how products are disseminated. The Communications Directorate must be fully integrated into these changes so that our internal and external customers can clearly understand what we are doing and why it is critical to the success of the Census Bureau. To deliver effective communications as a service we want to strengthen the Directorate's operational capabilities to increase efficiency while being more responsive to new demands and changing conditions.

**Strategic Outcome:** Responsive and efficient communications support to Census Bureau statistical programs as measured by lower response times to requests compared to the baseline.



**Objective 3.1:** (SP 3.1) Improved alignment of program responsibility, authority, and resources within the Communications Directorate.

The Directorate is being asked to support a large number of initiatives and change activities bureauwide. To accomplish this requires prioritization, clear roles and responsibilities, and an alignment of the correct resources to work priorities. It also requires managing risks and issues associated with accomplishing our goals.

**Strategy 3.1.1:** (SP 3.1.2, BPC 3.5.1, BPC 3.6.3) Implement portfolio investment management and governance.

**Strategy 3.1.2:** (SP 3.1.3) Implement effective Directorate Risk Management.

**Objective 3.2:** (SP 3.1.1) Implement the Directorate's initiatives in the Business Plan for Change.

A major role for our Directorate in the Business Plan for Change is the Census Bureau Awareness and Branding initiative and the Future On Campaign. We need to adjust these approaches based on lessons learned over the past year to make sure that the Directorate is fully engaged and supportive of business and service provider transformation.

**Strategy 3.2.1:** (SP 3.1.1 adjusted) Adjust and/or expand the Future On Campaign and the Census Bureau Awareness and Branding initiative based on lessons learned over the past year.

**Objective 3.3:** (BPC 3.3, BPC 3.4 adjusted) Reduce cost and increase efficiency through delivering internal and external communications support as a shared service.

Similar to other transformation across the Census Bureau, the Directorate needs to move to a shared service approach to delivering communications products and services. This will optimize resources and standardize communications delivery processes.

**Strategy 3.4.1:** (BPC 3.6.1, 3.6.2, 3.6.4 adjusted)

Strengthen communications governance and deliver shared services through the use of SharePoint, matrix management, and other devices.

**Strategy 3.4.2** (BPC 3.4.5) Participate in other efforts to consolidate or to share services to identify options applicable to the Directorate.

**Objective 3.5:** (BPC 3.2) Directorate program cost estimation and cost accounting practices enable Directorate to identify major cost drivers and to stay within budget.

Portfolio Investment Management requires good costs associated with programs and projects. Consequently, in addition to Portfolio Investment Management, we are also implementing an



integrated and standardized approach to cost estimation and cost accounting. Implementation will support Directorate investment decisions and inform other executive staff so that critical program priority funding decisions can be made and that distribution of costs across business functions is understood.

**Outcome:** The Directorate operates within its budget, as measured by actual expenditures against cost estimates, as confirmed in internal program reviews, Government Accountability Office (GAO) performance evaluations and the Office of Inspector General (OIG) audit findings. Major cost drivers are targeted for reductions where possible.

**Strategy 3.5.1:** (BPC Activities 3.2.1, 3.2.2)

Implement activity-based cost data collection within the Directorate.

#### **Goal 4: Ensure the Communications Directorate creates opportunities to maintain a competent workforce.**

The Directorate depends on the hard work and expertise of highly dedicated personnel who are willing to go to extraordinary lengths to make programs' communications successful. We must continue to ensure that our workforce has the competencies and commitment that align with the communications work required to achieve our mission. Individuals are expected to find ways to get involved and come forward with ideas to identify and facilitate improved ways to accomplish our work. Everyone needs to be willing to take manageable risks and challenge traditional ways of thinking about and communicating our work.

Our managers need to encourage our staff, provide opportunities for professional development, be more tolerant of failure to reach goals or bring innovative products to fruition, and encourage and reward innovation and creative thinking.

**Strategic Outcome:** The Directorate's workforce diversity and proficiency level distributions for required competencies and skills meet organizational targets.

**Objective 4.1:** (BPC 4.1, SP 4.2) Align Communications Directorate workforce to program needs.

The new strategic workforce planning capability ensures that skills are developed to meet future needs and ensure that the workforce is aligned with the Directorate's mission needs, enhancing organizational flexibility. The assessment information will also inform where our competency gaps are so that we can effectively address gaps in priority order.

**Outcome:** Resources are aligned with management needs.



**Strategy 4.1.1:** (SP 4.2.1, BPC 4.1.1)

Use strategic workforce and succession management assessment results to develop program workforce plans to ensure alignment.

**Strategy 4.1.2:** (SP 4.2.1, BPC 4.1.1 adjusted)

Implement strategies to close high priority workforce gaps, including hiring, training, and acquiring resources specific to the Communications Directorate.

**Objective 4.2:** (SP 4.1, BPC 4.2) Improve the skills, diversity, productivity and satisfaction of the Communications Directorate workforce.

We must ensure that talented employees are recruited and retained so that we can effectively deliver communications services. We will broaden the diversity of our workforce even further so that different points of view, different professional experiences, and different knowledge, skills, and abilities can be brought to bear on solving the increasingly complex communications problems associated with transformation. We will provide multiple opportunities for professional development to our employees, including helping supervisors and managers successfully lead change. We will provide the tools necessary to succeed, such as SharePoint, Microsoft Project Server, and other data management and communications support.

**Outcomes:**

- Employee understanding of Census Bureau programs and change initiatives is increased over the baseline.
- Employee satisfaction is increased as measured by comparing the most recent Federal Employee Viewpoint Survey.
- Employee diversity is increased over the baseline.

**Strategy 4.2.1:** (SP 4.2.1, BPC 4.1.1, 4.2.1 & 4.2.2) Actively support and enhance inclusion programs, corporate hiring, staff rotation, and employee empowerment programs such as secure remote access, and alternative workforce schedules.

**Strategy 4.2.2:** (SP 4.2.1, BPC 4.1.1) Foster professional development through training and team building activities.

**Objective 4.3:** (BPC 4.5) Institutionalize a knowledge management capability for the Communications Directorate.

Aspects of the Directorate's communications programs rely on specialized expertise held by individuals. This expertise is highly valued and respected and will continue to be needed. The fact that this knowledge resides in specific individuals, however, limits our flexibility to expand and adapt to new demands; increases mission risk due to possible staff turnover (e.g., retirements); and limits the opportunities for those individuals to seek different kinds of



assignments. Further, as we move to a shared service environment, it becomes increasingly important that we move to multi-disciplined and multi-program teams to optimize resources and strategies.

**Outcomes:**

- Single points of failure for high priority communications programs are eliminated.
- Knowledge in high priority communications program areas is managed institutionally.

**Strategy 4.3.1:** (SP 4.3.1, BPC 4.5.1)

Identify communications program priorities and initiate knowledge management processes, using SharePoint as a common platform.

**Objective 4.4: (BPC 4.4) Manage change effectively**

Major reorganizations are underway across the Census Bureau. Multiple change initiatives are also in varying stages of implementation. Managing this level of change requires effective communications to affected employees, to managers, and to other affected organizations.

**Outcome:** Employee awareness and preparedness for implementing and sustaining change is increased over baseline.

**Strategy 4.4.1:** (BPC 4.4.1 adjusted) Assist other Directorates by communicating change clearly through a consistent organizational change campaign strategy.

## Appendix A: Methodology

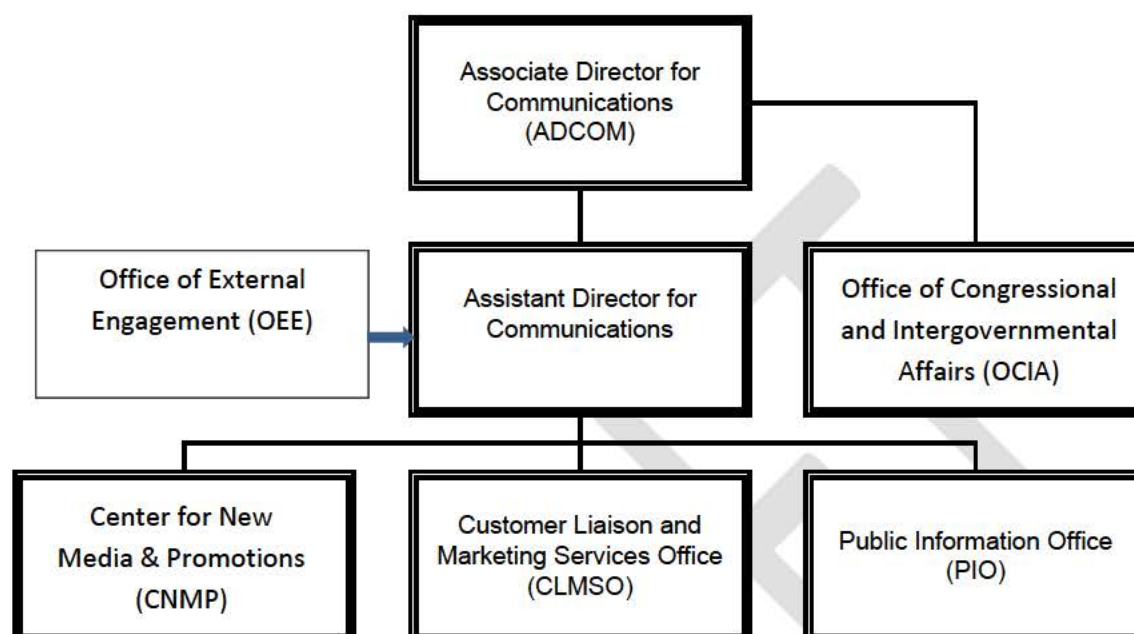
The following approach was used to develop the *Communications Directorate Strategic Plan*:

- Used the *Census Bureau Strategic Plan* and the *Business Plan for Change* to identify the Directorate's roles and responsibilities;
- Drafted Strategic Framework outlining goals, objectives, and tactics and aligned goals with Department of Commerce's Balanced Scorecard;
- Conducted working session with Directorate management to validate framework;
- Drafted Strategic Plan to populate the framework;
- Conducted working sessions with Directorate management to review and adjust plan; and,
- Baseline *The Communications Directorate Strategic Plan*.



## Appendix B

### Associate Director for Communications



#### Office of the Associate Director for Communications

The Associate Director for Communications coordinates activities with the Department of Commerce's Office of the Under Secretary for Economic Affairs, Assistant Secretary for Legislative and Intergovernmental Affairs, and Office of Public Affairs, as appropriate.

The Communications Directorate manages customer engagement, data dissemination and communications activities on behalf the Census Bureau. Serving as the primary liaison for the Census Bureau with the Department of Commerce and with other government agencies on public and legislative affairs matters, the directorate also builds and maintains ongoing relationships with Congress and intergovernmental organizations at all levels of government. The Communications Directorate manages the agency's public information and media relations activities. It manages the Advisory Committee program, interaction with State Data Centers and Census Information Centers as well as dozens of national governmental and hundreds of nongovernmental organizations, and handles official correspondence for the Census Bureau. Once a decade, the directorate plans, implements and coordinates the decennial census communications campaign – the largest public outreach effort conducted in the U.S.



## **The Communications Directorate Offices and Programs**

The Office of the Associate Director for Communications directly manages the work of five offices (Office of Congressional and Intergovernmental Affairs, Public Information Office, Customer Liaison and Marketing Services Office, Center for New Media and Promotions, and the Office of External Engagement); provides the Directorate's vision and long-term strategy; manages the Directorate's budget and property control; handles all directorate personnel issues including hiring, training, and performance plans; and represents the Directorate to other Census Bureau directorates, the Director and Deputy Director of the Census Bureau, and to the Department of Commerce.

The Census Bureau's Office of Congressional and Intergovernmental Affairs (OCIA) is the focal point for Congressional inquiries and outreach. OCIA develops legislative strategy, monitors Congressional actions, and coordinates communication between the Census Bureau and its oversight and appropriations committees and other members of Congress. To accomplish its mission, OCIA works closely with all directorates in the Census Bureau and with the Office of the Under Secretary for Economic Affairs, and the Office of the Assistant Secretary for Legislative and Intergovernmental Affairs at the Department of Commerce. OCIA manages the tribal state and local government program. OCIA receives numerous calls each day from Congressional offices requesting copies of census reports, explanations of data, or assistance in locating data to support legislative or policy objectives. OCIA is actively involved in educating Congress about the importance of all Census Bureau programs. OCIA provides hands-on training to Members' offices on the use of the Census Bureau's main website and new interactive data tools and mobile applications. It also manages official correspondence to and from the Director

The Public Information Office (PIO) provides the public, headquarters and regional offices with timely and accurate information about the Census Bureau's products, programs, and policies. PIO also provides the Census Bureau and Department of Commerce with quality advice in public information matters while serving as the liaison with media to promote confidence in the Census Bureau and its products. To accomplish its mission, PIO coordinates news conferences and events, prepares news releases, answers calls from reporters, sets up interviews, performs a daily search of print and broadcast stories that use Census Bureau information, and prepares several useful handouts such as *Facts for Features*, *Census CounterParts*, *Minority Links* and the *Tip Sheet*. PIO staff is responsible for managing the Bureau's internal communications, special events, and Census Bureau history. PIO staff is responsible for training internal and external customers on many topics — from the intricacies of conducting an interview to searching the Internet to find Census Bureau data that can be used in news stories. PIO Performs media training for Census Bureau spokespersons and distributes messaging and talking points bureau-wide. PIO also maintains the Census Bureau's Intranet home page, which includes promotions for in-house events and programs.

The Center for New Media and Promotions (CNMP) develops, coordinates and implements integrated communications and promotional campaigns with consistent messaging and branding about the Census Bureau. It is the responsible for transforming the Census Bureau's website into a more customer and information-centric site and is helping to create a new digital dissemination



platform to provide users easier access to America's statistics. The office explores new ways of communicating through social media and harnessing technology in displaying statistical information. It works with other offices to develop mobile apps, APIs, video products, interactive web tools, infographics and data visualizations. It manages digital media, radio, tv and the Census Bureau studio. It manages communications contracts focusing on research, advertising and public relations in coordination with the decennial directorate and other program areas. It coordinates C-SPAN's Washington Journal "America by the Numbers" show where experts inside and outside the federal statistical system join together to offer engaging interviews about the numbers that measure our nation. In addition, CNMP maintains video, radio and photo production in a consolidated studio that produces radio interviews and the production of *Profile America* and *Al Dia* (daily radio features highlighting timely Census Bureau data

The Customer Liaison and Marketing Services Office (CLMSO) serves as an active customer engagement office responsible for ensuring two-way communication between our customers and the Census Bureau's program areas, facilitating easy access to census statistical information. CLMSO plays a key role in the development of informational products and services to enhance the Census Bureau's customer service experience. This office supports a customer service center (calls, chats, and e-mails), data dissemination, conference planning and coordination, data product distribution, and onsite and virtual data user training and workshops. CLMSO also works collaboratively with the Field Directorate to coordinate and integrate data dissemination activities between headquarters and the agency's six regional offices. The office maintains a strong regional and national partnership through the State Data Center and the Census Information Center networks. This relationship contributes to effective data awareness and quality assurance. Additionally, CLMSO is responsible for developing and managing a national Statistics in Schools program that will help improve statistical literacy and provide classroom activities that will serve as a resource for teaching the new common core standards in math for grades K–12. CLMSO conducts data users training and coordinated program area activities for national conferences.

The Office of External Engagement's (OEE) mission is to enhance the Census Bureau's ability to solicit, utilize and apply feedback and advice obtained from hard-to-count communities; special populations; technical and scientific experts; national, state, local and tribal partners; and corporations to improve overall Census Bureau programs, surveys, data collection and quality. A related goal is to increase awareness and understanding of the benefits of Census Bureau data within stakeholder communities, particularly among national and corporate partners. OEE manages the Census Bureau's Advisory Committee Program in accordance with Federal Advisory Committee Act requirements and the Census Bureau's Strategic Plan Objectives. It provides opportunities for the Census Bureau to communicate with and engage customers and stakeholders in the improvement of data quality, data products, and program implementation. OEE also provides ready access to stakeholders (professional associations; national, state, local, and tribal entities; data users, special populations, diverse populations, etc.) for expert advice on issues identified by Census Bureau program managers requiring an outside perspective. OEE manages more than 700 national partnerships that were established during the 2010 Census. The partners are provided with current Census Bureau products and training.

Enclosure 2



2014 Product Release Calendar - 4th Quarter											
For Any Updates or Questions, please contact Jennifer Smits (x33466)											
Quarter	Month	Day	Product/Event	Division Lead	Data Source	Primary Contact	PIO Contact	Date Ready for External Posting?	Primary PA	Media Products	Embargoed Data
4	October	2	Computer and Internet Use in the United States: 2008-2012	SEHSD	ACS	Thom File, Camille Ryan					
4	October	5	Event (OEE): Catholic Charities Annual Gathering/Workshop/Conference	OEE		Tonja White					
3	October	5	Research Matters blog: Disclosure Avoidance			BK Atrostic	Claudette				
4	October	9	NAC Fall Meeting (Oct. 9-10)	OEE		Tonja White					
4	October		Residential Dissatisfaction and Mobility: 2010	SEHSD		Peter Mateyka			Housing		
4	October	12	Research Matters blog: OnTheMap for Emergency Management			BK Atrostic	Claudette				
4	October	15	Event (OEE) American Public Transportation Association Workshop/Conference	OEE		Tonja White					
4	October	13-16	Migration of the Young	SEHSD		Megan Benetsky, Alison Fields	Virginia				
4	October	23	ACS 3-year Release	SEHSD	ACS						
4	October	23	2012 Economic Census Industry Series: Accomodation	SSSD	Econ Census	Margaret Beckom	Robert			Extended Tip Sheet	
4	October	26	Research Matters blog: Social Marketing								
4	October	28	Housing Vacancies and Home Ownership 3Q 2014	SEHSD	CPS/HVS	Bob Callis					
3	October		A Child's Day (Child Well-Being) Report: 2011	SEHSD	SIPP	Lynda Laughlin	Rosa			release, potential infographic	
4	October		American Housing Survey National/metro areas	SEHSD	AHS	Tamera Cole					
4	October		Multiple Marriages in the U.S.: 2008-2012	SEHSD	ACS	Jamie Lewis Thomas, Rose Kreider					
4	October		Disability of the Older Population in the United States	POP	ACS	Lorraine West					
4	October		Working with a Disability in the United States: 2008-2012	SEHSD	ACS	Matthew Brault, Bernice Boursiquot, Brett Ohara					
4	October		Profile America Facts for Features: Veterans Day (Nov. 11)	PIO	ACS/various						
4	October		Profile America Facts for Features: American Indian and Alaska Native Heritage Month (November)	PIO	ACS/various						
4	October		Profile America Facts for Features: The Holiday Season	PIO	Various						
4	October		ACS Brief: Employment Status and Occupations of Gulf War-era Veterans	SEHSD	ACS	Kelly Holder					
4	October		Ramdom Samplings blog: Living Arrangements of Young Adults (25-34)	SEHSD		Rose Kreider					
4	October		Random Samplings blog: Characteristics of Young Adults in their Parents' home	SEHSD		Rose Kreider					
4	October	26	Research Matters blog: Social Marketing			BK Atrostic	Claudette				
4	November	2	Research Matters blog: Job Flows			BK Atrostic	Claudette				
4	November	14	Annual Survey of Manufactures - AS-32013	MCD	MCD	Arminta Quash					
4	November	16	Research Matters blog: New Paradata			BK Atrostic	Claudette				
4	November	18	2012 State and Local Government Finances	GOVS	GOVS	Jeffrey Barnett					
4	November	19	Service Annual Survey	SSSD	SAS	Heather Dudash					
4	November	20	2012 Economic Census Industry Series: Food Services and Drinking Places	SSSD	Econ Census	Margaret Beckom	Robert			Extended Tip Sheet	
4	November	25	2012 Economic Census Industry Series: Electric Power	SSSD	Econ Census	Margaret Beckom	Robert			News Release	
4	November	25	2012 Economic Census Industry Series: Ambulatory Health Care Services	SSSD	Econ Census	Margaret Beckom	Robert			News Release	
4	November	26	Annual Survey of Public Pensions: State- and Locally-Administered Defined Benefit Data FY 2013	GOVS	GOVS	Erika Becker-Medina					
3	October	16	A Child's Day: Living Arrangements, Nativity, and Family Transitions: 2011	SEHSD	SIPP	Lynda Laughlin	Rosa				
4	November		25 year Anniversary of TIGER	GEO		Mike Ratcliffe					
4	November		CPS America's Families and Living Arrangements:2014	SEHSD	CPS	Jonathan Vespa					
4	November		Supplemental Poverty Measure								
4	November		CPS Geographic Mobility	SEHSD	CPS						

4	November		Dynamics of Economic Well-Being: Participation in ...	SEHSD	SIPP	Shelley Irving, Tracy Loveless					
4	December	1	ACS 5 year pre-release webinar	PIO/ACSO	ACS		Shelly			webinar	
4	December	4	ACS 5-year Release	SEHSD	ACS						
4	December	4	2012 Economic Census Industry Series: Support for Oil and Gas	MCD	Econ Census	Margaret Beckom	Robert			Extended Tip Sheet	
4	December	9	Commodity Flows Survey	SSSD	CFS	Patrice Norman/ James Hinckley					
4	December	10	Quarterly Services Report: 3Q 2014 Health Care Industries	SSSD	SSSD	Ron Farrar					
4	December	31	Quarterly Summary of State and Local Government Tax Revenues Third Quarter 2014	GOVS	GOVS	Cheryl Lee					
4	December	31	Quarterly Survey of Public Pensions Third Quarter 2014	GOVS	GOVS	Erika Becker-Medina					
4	December		2013 Annual Services Report: Health Care Industries	SSSD	SSSD	Ron Farrar					
4	December		Industry Series release for 2012 Economic Census: Offices of Physicians and Social Assistance: Health Care Industries	SSSD	SSSD	Ron Farrar					
4	December		National, State and Puerto Rico Total Population Estimates	POP	POP	Frank Hobbs					
4	December	16	Small Area Income and Poverty Estimates (SAIPE)	SEHSD		Rick Denby/Lucy Dalzell	Robert				
4	December		CPS Educational Attainment	SEHSD	CPS						
4	December		ACS Brief: Service Occupations, 2010 to 2012	SEHSD	ACS	China Layne, Anthony Martines					
4	December		Detailed Language Spoken at Home and Ability to Speak	SEHSD	ACS	Erik Vickstrom, Madeline Messick					
4	December		Languages Other Than English Spoken by US Natives	SEHSD	ACS	Jessica Davis					
4	December		Material Well-Being: 1992 to 2011	SEHSD	SIPP	Kurt Bauman					
4	December		New Year's Day Population Estimate	POP	POP						
4	December		Census Explorer - mobile app version for Android and Apple tablets	PIO/GEO	ACS/Decen.	Seth Amgott/Mike Ratcliffe	Virginia				

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Periodic Reports With No Formal Press Release



2014 Econ Indicators Calendar											
Quarter	Month	Day	Product/Event	Daily Clips	Impressions	Division Lead / Subject Matter	Primary Contact	Executive Participation	Lead PA	Media Products	Social Media
4	October	1	Construction Put in Place August 2014			MCD	Erica Filipek				
4	October	2	Preliminary Manufacturers Shipments, Inventories and Orders (M3) August 2014			MCD	Chris Savage				
4	October	3	U.S. International Trade in Goods and Services (FT-900) August 2014 Data			FTD	Kristen Nespoli				
4	October	3	US Imports for Consumption of Steel Products - Final August 2014 Data			FTD	Kristen Nespoli				
4	October	9	Monthly Wholesale Trade: Sales and Inventories August 2014			SSSD	Bill Abriatis				
4	October	15	Advance Monthly Sales for Retail and Food Services September 2014			SSSD	Ian Thomas				
4	October	15	Manufacturing and Trade: Inventories and Sales August 2014			SSSD	Ian Thomas				
4	October	15	Monthly Retail Trade Report August 2014			SSSD	Ian Thomas				
4	October	17	New Residential Construction September 2014			MCD	Erica Filipek				
4	October	24	New Residential Sales September 2014			MCD	Erica Filipek				
4	October	24	New Homes Sold by Price and Financing Third Quarter 2014			MCD	Erica Filipek				
4	October	24	Price Index of New Homes Sold Third Quarter 2014			MCD	Erica Filipek				
4	October	24	Price Indexes of New Homes Under Construction September 2014			MCD	Erica Filipek				
4	October	24	Manufacturing Housing Survey (MHS) August 2014			MCD	Erica Filipek				
4	October	24	US Imports for Consumption of Steel Products - Preliminary September 2014 Data			FTD	Kristen Nespoli				
4	October	27	Building Permits Revised Data with State & Local Estimates September 2014			MCD	Erica Filipek				
4	October	28	Advance Report on Durable Goods- Manufacturers' Shipments and Orders (M3) September 2014			MCD	Chris Savage				
4	November	3	Construction Put in Place September 2014			MCD	Erica Filipek				
4	November	4	Preliminary Manufacturers Shipments, Inventories and Orders (M3) September 2014			MCD	Chris Savage				
4	November	4	U.S. International Trade in Goods and Services (FT-900) September 2014 Data			FTD	Kristen Nespoli				
4	November	4	US Imports for Consumption of Steel Products - Final September 2014 Data			FTD	Kristen Nespoli				
4	November	12	Monthly Wholesale Trade: Sales and Inventories September 2014			SSSD	Bill Abriatis				
4	November	14	Advance Monthly Sales for Retail and Food Services October 2014			SSSD	Ian Thomas				
4	November	14	Manufacturing and Trade: Inventories and Sales September 2014			SSSD	Ian Thomas				
4	November	14	Monthly Retail Trade Report September 2014			SSSD	Ian Thomas				
4	November	18	Quarterly Retail E-Commerce Sales 3rd Quarter 2014			SSSD	Ian Thomas				
4	November	19	New Residential Construction October 2014			MCD	Erica Filipek				
4	November	21	Manufacturing Housing Survey (MHS) September 2014			MCD	Erica Filipek				
4	November	25	US Imports for Consumption of Steel Products - Preliminary October 2014 Data			FTD	Kristen Nespoli				
4	November	26	Advance Report on Durable Goods- Manufacturers' Shipments and Orders (M3) October 2014			MCD	Chris Savage				
4	November	26	New Residential Sales October 2014			MCD	Erica Filipek				
4	November	26	Building Permits Revised Data with State & Local Estimates October 2014			MCD	Erica Filipek				
4	November	26	Price Indexes of New Homes Under Construction October 2014			MCD	Erica Filipek				
4	December	2	Construction Put in Place October 2014			MCD	Erica Filipek				
4	December	2	New Residential Sales November 2014			MCD	Erica Filipek				
4	December	5	Preliminary Manufacturers Shipments, Inventories and Orders (M3) October 2014			MCD	Chris Savage				
4	December	5	U.S. International Trade in Goods and Services (FT-900) October 2014 Data			FTD	Kristen Nespoli				
4	December	5	US Imports for Consumption of Steel Products - Final October 2014 Data			FTD	Kristen Nespoli				
4	December	8	Quarterly Financial Report for Manufacturing, Mining, Wholesale Trade and Selected Service Corporations (QFR-MMWS) 3rd Quarter 2014			CSD	Demetria V. Hanna				
4	December	9	Monthly Wholesale Trade: Sales and Inventories October 2014			SSSD	Bill Abriatis				
4	December	10	Quarterly Services Survey (QSS) 3rd Quarter 2014			SSSD	Aidan Smith				
4	December	11	Advance Monthly Sales for Retail and Food Services November 2014			SSSD	Ian Thomas				
4	December	11	Manufacturing and Trade: Inventories and Sales October 2014			SSSD	Ian Thomas				
4	December	11	Monthly Retail Trade Report October 2014			SSSD	Ian Thomas				
4	December	15	QFR -Retail Trade (QFR-R) 3rd Quarter 2014			CSD	Demetria V. Hanna				
4	December	16	New Residential Construction November 2014			MCD	Erica Filipek				
4	December	16	Housing Starts and Completions by Purpose and Design Third Quarter 2014			MCD	Erica Filipek				
4	December	23	Advance Report on Durable Goods- Manufacturers' Shipments and Orders (M3) November 2014			MCD	Chris Savage				

Enclosure 3



2014 Product Release Calendar - 3rd Quarter											
For Any Updates or Questions, please contact Jennifer Smits (x33466)											
Quarter	Month	Day	Product/Event	Division Lead	Data Source	Primary Contact	PIO Contact	Date Ready for External Posting?	Primary PA	Media Products	Embargoed Data
3	July	1	Census Day - 2014 Census Site Test - Preparing for the 2020 Census (release & blog)	Decennial	Census		Virginia				
3	July	1	Economic Census Industry Series: Breweries and Wineries	EPCD	Economic Census	Margaret Beckom	Robert			News Release	
3	July	1	Economic Census Industry Series: First Wholesale and Retail Trade Data	EPCD	Economic Census	Margaret Beckom	Robert			Tip Sheet	
3	July	2	Facts for Features: 50th Anniversary of Civil Rights Act (July 2, 1964)	PIO			Virginia			Facts for Features	
3	July	3	Director's Blog: July 4	PIO		Jennifer	Jennifer				
3	July	7	Director's Blog: National Advisory Committee	PIO		Jennifer	Jennifer				
3	July	8	Fertility of American Women Report: 2012	SEHSD	ACS, CPS	Lindsay Monte	Merarys			News Release, Blog, Graphic	
3	July	8	2012 CPS Fertility Internet Tables	SEHSD	CPS	Lindsay Monte, Renee Ellis	Merarys				
3	July	9	Children's forum Interagency Report: Young Adults (18-24) (No Release FYI only)				Rosa				
2	July	10	Infographic: STEM (Interactive graphic/Table Package)	CNMP/SEHSD	ACS	Neil Tillman/Christin Landivar	Virginia				
3	July	15	Economic Census of Island Areas: Geographic Area Series for the U.S. Virgin Islands	CSD	Economic Census	Lillyana Najafzadeh	Robert			News Release	
3	July	15	Economic Census Industry Series: Household Appliances	EPCD	Economic Census	Margaret Beckom	Robert			News Release	
3	July	21	HIV/AIDS Surveillance Data Base	POP	HIV/AIS Surveillance Data Base	Timothy Fowler	Rosa				
3	July	21	National Black Chamber of Commerce Workshop/Conference	OEE		Tonja White					
3	July	21	Minority Business Development Agency Training	OEE		Tonja White					
3	July	24	Research Matters Blog: Another Look at Race Response Change: American Indians and Alaska Natives Between 2000 and 2010								
3	July	25	2012 Economic Census Industry Series: Semiconductors	EPCD	Economic Census	Margaret Beckom	Robert			Extended Tip Sheet	
3	July	28-31	National Convention Workshop/Conference	OEE		Tonja White					
3	July	29	Housing Vacancies and Home Ownership 2Q 2014	SEHSD	CPS/HVS	Bob Callis/Melissa Kresin					
3	July	30	State and Local Govt Historical Tables HotReport	GOVS		Joe Dalaker	Virginia				
3	July	31	Random Samplings Blog: Understanding Geographic Relationships: Counties, Places, Tracts and More	GEO			Virginia				
3	July	31	Event (Office of External Engagement): Leadership Conference on Civil Rights Roundtable	OEE		Tonja White					
3	July	31	Research Matters blog: JSM	R&M		BK Atrostic	Claudette				
3	August		Director's Blog: The Survey of Business Owners and Self-Employed Persons is Key to Explaining America's Economy	PIO	SBO/Econ	Jennifer	Jennifer				
3	August	1	Random Sampling's Blog: Counting Young Children in Censuses and Surveys	PIO		Debbie Griffin/Frank Vitrano	Jennifer				
3	August	1	Guest Blog for Disability.Gov - Understanding Disability in the US Using Census Bureau Statistics	SEHSD	ACS		Jennifer				
3	August	7	Pop Quiz Mobile App Release and Director's blog	CNMP	ACS	Alexandra Figueroa and Lisa V	Virginia				
3	August	7	Random Samplings Blog: Understanding Geographic Relationships:American Indian Areas	GEO			Virginia				
3	August	10	Research Matters blog: Synthetic Data			BK Atrostic	Claudette				
3	August	9	Event (Office of External Engagement): AMVETS 70th National Convention/Workshop (Aug 9-17)	OEE		Tonja White					
3	August	11	Director's blog: login info for streaming HI event	SEHSD/PIO		Jennifer/Emma					
3	August	13	Event (Office of External Engagement): NAC Summer Vital Meeting/Conference	OEE		Tonja White					





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