

# **EXHIBIT 95**

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INTEGRATED

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PLAN

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## BACKGROUND

The U.S. Constitution mandates that a census is conducted. It is one of the very few duties of the federal government that was spelled out by the Founding Fathers in 1787. Further legislation requires a census every 10 years. The goal of the decennial census is to conduct an enumeration of every person residing in the 50 states, the District of Columbia, Puerto Rico, and the Island Areas (the Commonwealth of the Northern Mariana Islands, Guam, American Samoa, and the U.S. Virgin Islands). The decennial census, conducted by the U.S. Census Bureau, is the country's largest nonmilitary mobilization of a workforce and its data are of paramount importance to the nation, determining each state's number of representatives in Congress and the allocation of billions of dollars in funding for many federal programs, the boundaries for voting and school districts, and countless other decisions that benefit local governments in all 50 states and the territories. Businesses of all sizes depend on census data to make decisions about where to locate, hire, and invest. The widespread availability of data through the internet, as well as through third-party entities that often repackage Census Bureau data, has been important for entrepreneurs who need to make data-driven decisions to benefit their businesses.

Among all government services, the decennial census is also unique because of its constitutionally mandated public service role. The U.S. Constitution requires that the Census Bureau not just **attempt** to offer information or a service to the population (as is the case with other federal government programs like voter registration, Social Security enrollment, and the use of national parks), but that the Census Bureau actually **reach and count** every person living in the United States and its territories—of all ages, residence statuses, and locations—whether or not they desire to participate, and regardless of whether they are difficult to find, reach, and count. Core to this mission is the Census Bureau's steadfast commitment to protect the confidentiality of all data it collects. This is an obligation that remains among its highest priorities for the 2020 Census.

## OVERVIEW AND KEY ASSUMPTIONS

The Census Bureau has innovative plans for the 2020 Census, including implementing methods that help achieve its goal of counting everyone once, only once, and in the right place, yet designed to deliver significant cost savings. The Census Bureau's Integrated Partnership and Communications (IPC) program is a critical component of the effort to reach and motivate individuals in different areas of the country—those whose education, literacy, language, familiarity with computers and the internet, income, and general views and interests vary greatly. The communications strategy and approach will be guided and driven by the IPC with the support of other internal stakeholders across the Census Bureau.

The 2020 Census Operational Plan identifies the goal of delivering significant taxpayer savings through four key innovation areas: reengineering address canvassing, optimizing self-response, utilizing administrative records and third-party data, and reengineering field operations. As Field costs associated with Address Canvassing and Nonresponse Followup operations comprise the most expensive parts of the 2020 Census. All four innovation areas are aimed at reducing

the cost of field work. A reengineered Address Canvassing operation is expected to reduce the field workload for address updating by 75 percent. Self-response innovations, which are aimed at generating the largest possible self-response rate, coupled with the use of administrative records and third-party data, are intended to reduce the field workload associated with Nonresponse Followup. Finally, the reengineered field operations are intended to increase the efficiency of those operations, allowing managers and fieldworkers to be more productive and effective. A notable component of the operational plan is the introduction of a widely promoted online response option, which will allow people to respond using their smartphone, tablet, or computer, with or without a Census-assigned ID number. The online response option joins the traditional mail and the new telephone option for self-response.

To reduce taxpayer costs for the 2020 Census, the Census Bureau aims to maximize the percentage of the population that self-responds, without any follow-up from the Census Bureau. The Nonresponse Followup (NRFU) operation to count all remaining households are costlier than digital, telephone, and mail self-response methods, as they involve face-to-face visits. To help achieve this goal, the Census Bureau will need a strong communications component. This means the Census Bureau must:

- Educate the population on the value of the census and its importance to the nation and our democracy, as well as to every state, community, and neighborhood—particularly the impact on local schools, health care, emergency response, and other community services (Conrey, ZuWallack, & Locke, 2012).
- Explain the available means for response to make it easy for everyone to participate.
- Communicate with audiences through the communications channels and languages most appropriate for reaching them.
- Reach out to communities using trusted local voices via the partnership program.