

U.S. CENSUS BUREAU

Strategic Plan—Fiscal Year 2022 Through Fiscal Year 2026

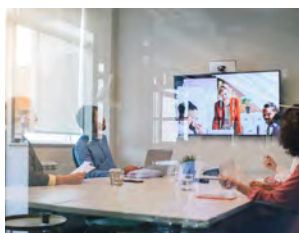
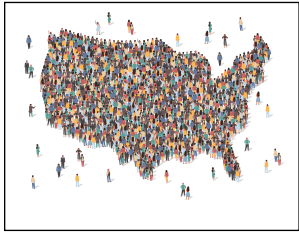
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United States[®]
Census
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U.S. Department of Commerce
U.S. CENSUS BUREAU
[census.gov](https://www.census.gov)

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Message From the Director

The mission of the U.S. Census Bureau is to serve as the nation's leading source of quality data about the nation's people and economy. As you know, achieving our mission transcends that of conducting the decennial census, the count from which is used to determine the number of seats in the U.S. House of Representatives for each state. Our agency gathers data covering many aspects describing who we are as a nation, including attributes of our people, the nation's businesses, and even our federal, state, and local governments. That is why Census Bureau data help weave us together to form a more perfect union. We provide data that nurtures our democracy, helps us make informed decisions, and promotes our great economy.

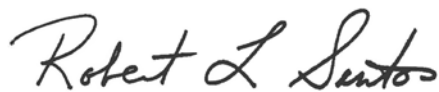
We owe it to ourselves and to our nation to think broadly about how we can continue to make significant contributions to our society. We will do so by embracing the highest level of scientific integrity and transparency, and by using our creativity and innovation by incorporating diverse perspectives. To this end, we are committing to three transformational goals in this strategic plan: Stakeholder Engagement, Continuous Commitment to Innovation, and Internal Organizational Progress. As our world becomes increasingly complex, we are uniquely positioned to question the status quo and to help lead statistical innovation to meet the nation's twenty-first century challenges.

By actively and consistently engaging with stakeholders to make our data more relevant, Census Bureau data can help address our country's challenges and improve individuals' lives, their communities, and their businesses, and create better opportunities. We seek to foster a culture of creative critical thinking, where reasonable risk-taking is encouraged and innovation at all levels is promoted and cultivated. By valuing new perspectives and ideas, we can remain relevant to society's needs, improve the science and quality of our products, and invigorate our workforce. We will also build a strong, adaptive, and diverse workforce, while recognizing and valuing the contribution of all areas within the Census Bureau. With a strong and adaptive workforce, our agency can continue to remain on the forefront of data innovations, data quality, and public trust.

We are building on our history of leveraging the latest technologies and developing new practices and methods to gather, protect, analyze, and disseminate timelier and more relevant data, and our ability to do so more efficiently. Each goal is critical to moving forward, and each of us play a role in helping the Census Bureau fulfill its mission, while learning to harness new technology and ways of working, collaborating, and innovating as we explore new statistical frontiers.

We must build on these efforts to meet new challenges facing the Census Bureau and the rest of the federal statistical system. The data we produce is a huge asset, and our success depends on continued and improved collaboration with our many and varied stakeholders and partners. We are in this together. I'm excited about joining you at this time to continue charting our path of excellence. Let's do this!

Thank you,



Robert L. Santos,
Director, U.S. Census Bureau



Vision, Mission, Values, and Guiding Principles



U.S. Census Bureau Vision

To be the trusted source for timely and relevant statistical information, and the leader in data-driven innovation.

U.S. Census Bureau Mission

To serve as the nation's leading provider of quality data about its people and economy.

U.S. Census Bureau Values and Guiding Principles

- Move forward as innovation pioneers.
- Be transparent and accountable to our stakeholders.
- Operate with integrity.
- Respect our workforce, respondents, and customers.

About the U.S. Census Bureau

The U.S. Census Bureau operates under Title 13 of the United States Code. We honor privacy, protect confidentiality, share our expertise globally, and conduct our work openly.

The Census Bureau specializes in the collection, analysis, and dissemination of economic and demographic data, as well as many additional functions. More information on the multitude of data-related work performed at the Census Bureau is available at <www.census.gov>. A few examples of our work are:

Data Collection—We conduct three primary censuses: the decennial census every 10 years, the economic census every 5 years, and the Census of Governments every 5 years. Additionally, we conduct over 100 different surveys on a monthly, quarterly, or yearly basis.

Data Analysis—We analyze the data we collect, including editing, imputation, and estimation, as appropriate. We also review the data for disclosure concerns to make sure we are always maintaining confidentiality.

Data Dissemination—We provide data to our stakeholders in a multitude of ways. Our current data tools and apps are located at <<https://data.census.gov>>.

Highlighted Additional Functions

Research—We engage in a range of scientific and statistical activities. We actively research survey and questionnaire design, as well as different modes of data collection, processing, and dissemination.



Geography—We maintain a nationwide geographic database that includes boundary information for legal, statistical, and administrative areas. Additionally, we track physical features such as streets and rivers for geographic area delineation. We also maintain the master address file to support censuses and surveys in partnership with the U.S. Postal Service and other data providers.

International Statistics—We produce international demographic data, estimates, projections, and reports. We also provide technical advisory services for foreign governments.

More information on our surveys and the services we perform is available at <www.census.gov/about/what/census-at-a-glance.html>.

Achieving Our Mission And Vision

This strategic plan serves as the roadmap for how the Census Bureau will accomplish its mission and vision for the foreseeable future. There are several themes woven throughout this document that will drive the ways in which we will approach success. We will use these principles as a baseline to consistently align our actions with the steps necessary to best serve our internal and external customers.

Transformation—We believe that our diverse employees bring the skills necessary to modernize the Census Bureau, solve our internal challenges, and provide our external customers with the tools and the data they need to solve their own complex challenges. Therefore, we will embrace a future-ready culture that seeks to continuously learn, improve, and push forward to where we need to be as a premier federal statistical agency. We will encourage employees at all levels to try new ideas and take risks, even though we recognize that not every idea will move into final production. This transformative mindset will inspire the innovation we need to remain relevant for our current and future stakeholders.

Adaptation to Changing Business Environments—In order to thrive in the future as we have done in the past, the Census Bureau must remain flexible enough to accommodate changes in the business environment. We will employ modern technology and data science techniques to provide high-quality data products. Since privacy and security are foundational elements of our success, we will maintain the highest standards of safeguarding sensitive information.

Statistical Modernization—The world of data science is rapidly evolving, and customer expectations are shifting accordingly. In order to keep up with these changes, the Census Bureau will constantly evaluate the need to refine our current products and services, while adding to our portfolio to meet changing demands. Through the use of multiple data sources, collection methods and analytical techniques,

we will increase production of high-frequency data products. Additionally, by establishing an open and ongoing dialogue with customers to elicit their feedback and gain insight into the customer experience, we will create products that not only meet customers' needs but also remain in the vanguard of our field.

This drive towards modernization will ensure that customers can make informed, timely decisions even in instances where traditional survey response rates decline. Although we maintain our commitment to providing traditional statistical information, we will continue to offer additional products and services to meet customer demands.

Data Equity—The Census Bureau upholds the highest standards in the ethical collection and use of its data. In order to impartially benefit our stakeholders from all demographics and walks of life, we are committed to the principles of data equity. We will be mindful, open, and honest so that underserved communities have user-friendly access to our data. Furthermore, we will focus on expanding our customer base and providing high-quality data in a timely manner, released on a customer-oriented, user-friendly, accessible platform.

Innovation—The Census Bureau establishes opportunities for creating innovative solutions and services. Innovation is central to the Census Bureau's strategic plan and critical for enabling the organization to support rapidly evolving stakeholder needs and improve mission outcomes.



Summary of Strategic Goals

Goal 1: Stakeholder Engagement

Actively engaging with stakeholders in order to make our data more relevant so that Census Bureau data can help stakeholders be better prepared and solve problems, including those associated with equity; improving individuals' lives, their communities, and their businesses; and creating better opportunities.

Goal 2: Continuous Commitment to Innovation

Fostering a culture of innovation, where reasonable risk-taking is encouraged and innovation at all levels is promoted and cultivated, in order to remain relevant to society's needs, improve our product, and invigorate our workforce.

Goal 3: Internal Organizational Progress

Building a strong, resilient, and adaptive workforce while recognizing and valuing the contribution of all areas within the Census Bureau. By having a strong and adaptive workforce, the Census Bureau can continue to remain on the forefront of data innovations, data quality, and public trust.



Goal 1—Stakeholder Engagement

Actively engaging with stakeholders in order to make our data more relevant so that Census Bureau data can help stakeholders be better prepared and solve problems, including those associated with equity; improving individuals' lives, their communities, and their businesses; and creating better opportunities.

The Census Bureau's diverse stakeholders are the key to the success of our everyday operations. It is our duty and privilege to collect data in a safe, responsible manner, and disseminate it in a way that allows equitable, accessible use for all. We will honor the relationships we've already built while looking to the future to develop new partnerships with those who can assist with meeting our mission, as well as those who have not yet tapped into the wealth of data available to them. We will proactively engage with our current and future data users, respondents, and all other stakeholders to understand their needs and develop our data products and services accordingly.

Objective 1.1: Engagement With Data Users

The Census Bureau understands that our data users drive what we do. In order to stay relevant, we will apply principles of human-centered design to gain understanding of how we can best serve our current and prospective stakeholders. We will continue to foster existing relationships and conduct outreach with new partners so we can provide our customers with the data they need to make evidence-based decisions.

Outcomes for Objective 1.1

1. As data user needs evolve, including needs associated with data equity, the Census Bureau uses both formal and informal outreach and stakeholder engagement to identify new and/or adapted data user needs and provide products and services that meet these needs in ways that are efficient and effective.
2. The Census Bureau understands the value data users place on data accuracy, usability, timeliness, etc., and takes these preferences into account when designing products and services.
3. The Census Bureau takes a customer-centric approach to understand, share, and maximize value delivery in the products and services that are offered to our customers and stakeholders.

Objective 1.2: Engagement With Communities and Organizations Within Private and Public Sector

Our nation is comprised of numerous communities based on geography, common interest, demographics, and other factors. These diverse groups work individually and collaboratively to make the country thrive. To support the resolution of current and future challenges these communities face, the Census Bureau will deliver user-friendly data while empowering those who have not yet discovered what our data can do for them.



Outcomes for Objective 1.2

1. Communities and other federal agencies are able to make more informed decisions by employing Census Bureau data.
2. There is expanded use of Census Bureau products and services by groups and communities that previously were unaware of the value of census data.
3. The Census Bureau contributes to society by providing relevant and easily accessible data that enables decision-makers to solve the complex problems of today and tomorrow.

Objective 1.3: Engagement With Future Generations

The Census Bureau's efforts made today will drive the relationships of tomorrow. We are committed to investing in future data users and data scientists to ensure that we continue to be the premiere provider of quality data for generations to come. We will be a known valuable resource for stakeholders of all ages.

Outcomes for Objective 1.3

1. Children and teens are aware of the Census Bureau, know the value of Census Bureau data, know where to find Census Bureau data, and know how to use Census Bureau data.
2. Future generations are inspired by the field of data science, survey methodology, and other related fields.

Objective 1.4: Promoting Public Trust and Engaging With the General Public

The Census Bureau recognizes that data security is imperative to the success of our mission. We will continue to earn public trust by upholding the integrity we've been known for since our inception and we will proactively educate the public about the many services we provide beyond the decennial census. Our open, honest engagement with the public will ensure that our data providers understand how we use and safeguard their personal information.

Outcomes for Objective 1.4

1. There is public awareness of the breadth of work performed by the Census Bureau, including the various data products available.
2. The public trusts the Census Bureau with their data and understands the efforts taken to keep their data secure.
3. The Census Bureau continuously engages with the public to build confidence in the value, quality, and promise of our work and ensures transparency, privacy, and information security.

Objective 1.5: Improve Respondent Experience

The Census Bureau relies on our respondents to ensure we can produce high-quality data in an efficient and effective manner. In order to encourage continual participation, we will embrace a spirit of ongoing commitment to respondents. We will focus on ensuring that responding to Census Bureau surveys and censuses is a simple, mutually beneficial, and secure experience.

Outcomes for Objective 1.5

1. The Census Bureau provides a respondent experience that reduces burden, maximizes respondent satisfaction, ensures privacy, and encourages participation in Census Bureau surveys.
2. Respondents feel that their time and data is valued by the organization, and that the Census Bureau actively works to understand and accommodate their needs.



Goal 2—Continuous Commitment to Innovation

Fostering a culture of innovation, where reasonable risk-taking is encouraged and innovation at all levels is promoted and cultivated, in order to remain relevant to society's needs, improve our product, and invigorate our workforce.

The Census Bureau has historically been regarded as the premiere provider of statistical data on the nation's people and economy. As we look to the future, we will uphold this reputation while continuing to build our status as a leading provider of new-age data solutions. We will encourage taking appropriate risks, embrace learning from our failures, and implement modern technology for the sake of producing contemporary, reliable, and timely data products. The Census Bureau engages both in large-scale innovations as well as continuous improvements for ongoing enhancements of products and services. Our products and services will be user-friendly so that all customers can easily use and benefit from our work.

Objective 2.1: Implementing Innovations and Transformative Opportunities

The Census Bureau has charged all employees with determining the direction of the agency for years to come. We will demonstrate our commitment by using the ideas from the agency-wide Transformation effort to drive the way we modernize the Census Bureau. Employees will be encouraged to adopt an innovative mindset to go beyond the outputs identified through the Transformation and identify ongoing methods for improvement.

Outcomes for Objective 2.1

1. The outputs and blueprints from the Transformation effort are used to guide and inform how the Census Bureau operates and innovates.
2. Building on the work performed through the Transformation, Census Bureau staff are more engaged in identifying and implementing innovations and improvements.

Objective 2.2: Continuous Improvements

An attitude of continuous learning and improvement is a major component of ensuring that the Census Bureau will remain relevant for all stakeholders. We will make informed decisions to enhance our products and services so that both internal and external customers can expect both quality and efficiency. We will rely on employee skills and progressive technology to continually advance our operations.

Outcomes for Objective 2.2

1. All areas and programs within the Census Bureau engage in informed continuous improvements, weighing the costs and benefits of improvements (including the impacts on data quality and longitudinal consistency) and looking at offsets when determining which to implement.
2. Employees continuously work to identify updates that can improve survey or process efficiency and effectiveness, and/or advance the technology required to enable continuous improvements.



Objective 2.3: Creating a Culture of Innovation

In order to achieve an innovative culture, we must build the framework to foster employee involvement. We will encourage and reward employees for taking well-informed, calculated risks while celebrating mistakes as learning opportunities. Purpose-driven improvements will allow the Census Bureau to anticipate and solve our customers' projected needs.

Outcomes for Objective 2.3

1. The Census Bureau has a culture of innovation where innovation is encouraged, risk-taking is rewarded, and failure is viewed as educational and not punished.
2. Innovations within the Census Bureau push the organization towards meeting both current and future needs and requirements of internal and external customers.
3. The Census Bureau has frameworks that enable and encourage purposeful innovation to meet internal and external customer needs and create predictive solutions that solve the problems of tomorrow.

Objective 2.4: Creating a Culture Shift to a Data Organization

The Census Bureau's censuses and surveys have always been the backbone of our work and will continue to be an important part of what we do. In order to reduce respondent burden and increase our ability to produce high-quality data products with nimbleness and agility, we will combine traditional methods with alternate data sources and the latest data science principles in a multipronged approach aimed towards meeting our customers' current and future demands.

Outcomes for Objective 2.4

1. There is an increased focus on using multiple data sources to create new data products and/or make existing data products more timely, representative, cost-efficient, and informative.
2. There is an increased emphasis on data science techniques, in conjunction with or as a replacement for traditional survey techniques, to produce high-quality statistics and data products using both internal and external data sources.

Objective 2.5: Utilizing Innovations, Improvements, and Best Practices for Work Done for Other Federal Agencies

The Census Bureau actively supports the data needs of other federal statistical agencies, working with them to introduce new methods for producing timely, relevant data while reducing public burden and costs. Our innovations and knowledge sharing will drive mutually beneficial business relationships and allow us to provide excellent products and services to our customers.

Outcomes for Objective 2.5

1. Data needs of other federal agencies are paired with the best innovations, improvements, and best practices for increased ability to perform their functions.



Goal 3—Internal Organizational Progress

Building a strong, resilient, and adaptive workforce while recognizing and valuing the contribution of all areas within the Census Bureau. By having a strong and adaptive workforce, the agency can continue to remain on the forefront of data innovations, data quality, and public trust.

When we support our employees, they can effectively support our customers. The Census Bureau will provide an excellent experience for all current and prospective staff throughout the employee lifecycle to ensure we recruit and retain top-level talent across the organization. We will provide employees with the tools needed to succeed and create structures to increase knowledge sharing and continually improve processes. Our dedication to the Census Bureau's mission means putting the right people and processes in place to produce timely, reliable data products while consistently looking for ways to improve.

Objective 3.1: Hiring, Training, and Equipping Employees

Providing excellent data products and services starts with building and maintaining an excellent workforce. The Census Bureau is committed to providing employees across all levels and roles the resources they need to complete today's work and plan for tomorrow's challenges. Our recruitment and hiring strategies will ensure that new additions to the agency continue to add value to our already exceptional staff.

Outcomes for Objective 3.1

1. The Census Bureau proactively evaluates the tools and skills its employees will need for their current and future work, and, when gaps are identified, works to provide them with the necessary tools, knowledge, and training.
 2. The Census Bureau is able to effectively recruit, hire, and retain a strong workforce with the required skills to meet the current and future work of the agency.
 3. Census Bureau employees have access to opportunities for leadership, career development, training, and mentoring at all levels.
 4. Census Bureau employees are engaged at all levels.
2. Employees understand agency-wide products and services, view their work within the larger scope of the agency's mission, and understand how their work and decisions impact the enterprise.
 3. Employees actively build and use bridges across the organization to perform cross-agency collaboration in order to solve problems, better meet stakeholder needs, and further the mission of the Census Bureau.
 4. The Census Bureau has a culture of agility, collaboration, and psychological safety, which promotes open, honest, clear, and respectful communication while maximizing knowledge sharing.



Objective 3.2: Enhancing Enterprise Mindset

Our efforts are maximized when we exhibit collaborative behaviors and understand how individual roles contribute to the overall mission of the agency. We will foster an environment where employees are encouraged to work across organizational lines to benefit the agency as a whole. These collaborations will allow us to understand and exceed stakeholder expectations on an enterprise level.

Outcomes for Objective 3.2

1. Connections and opportunities to connect exist between employees in different directorates in order to support cross-directorate and enterprise-wide collaboration.

Objective 3.3: Internal Customers

Advancing workplace equity and belonging is not only the responsible way to conduct business; it is also critical to driving innovation and maintaining a highly engaged workforce. We will ensure that employees are respected and valued for their unique experiences and the diverse contributions they bring to the Census Bureau. Employees will be given developmental opportunities in ways that are fair and equitable.

Outcomes for Objective 3.3

1. The Census Bureau has a diverse and inclusive workforce where employees from different backgrounds have equal opportunities for success in their current jobs and, if desired, advancement.

2. Employees at all levels take responsibility for providing a customer-centric culture that strengthens internal stakeholder experiences while ensuring that staff understand the value of individual experiences and contributions.

Objective 3.4: Internal Processes

In order to effectively fulfill our mission, we must evaluate the efficiency of our internal operations. We will ensure the proper framework is in place to allow deficiencies to be recognized and corrected so the Census Bureau can continue to be seen as an innovative leader in the statistical community.

Outcomes for Objective 3.4

1. Internal process challenges are identified through an effective business process modeling program using modern, standardized, and agile requirements gathering and development procedures, while implementing process improvements.

2. Census Bureau internal processes are efficient and support the agency in pursuing its mission.
3. The Census Bureau has the structure and roles to support and promote innovation, statistical leadership, and stakeholder engagement.
4. The Census Bureau continually monitors, measures, and evaluates opportunities to optimize and adapt business processes to respond to changes in the environmental landscape.

Contact Us

There are many reasons you may want to contact the U.S. Census Bureau. See our list of contacts to decide which is best for you.

Call Center: Dial 301-763-INFO (4636) or 1-800-923-8282, or go to <https://ask.census.gov>.

TDD: TTY users can dial 1-800-877-8339 to use the Federal Relay Service.

Public Information Office:

Dial 1-877-861-2010.

News media: Dial 301-763-3030 or e-mail pio@census.gov.

Get email updates: Subscribe now to receive Census Bureau updates, news, and data at https://public.govdelivery.com/accounts/USCENSUS/subscriber/new?topic_id=USCENSUS_11926.

Mailing addresses:

U.S. Postal Service (USPS)

U.S. Census Bureau
4600 Silver Hill Road
Washington, DC 20233

FedEx, DHL, UPS, couriers, and suppliers (private carriers)

U.S. Census Bureau
4600 Silver Hill Road
Suitland, MD 20746

Maps and directions to the Census Bureau and Suitland Federal Center in Suitland, MD:

Available at www.census.gov/about/contact-us/cbmaps.html.

Find staff: Search for phone numbers and e-mail addresses of Census Bureau employees at www.census.gov/cgi-bin/main/email.cgi.

Question and Answer Center: Search through our frequently asked questions and send us your questions at <https://ask.census.gov>.

Regional contact information for the

Census Bureau: Available at www.census.gov/about/contact-us/regions.html.

Technical contact information for the

Census Bureau: Available at www.census.gov/about/contact-us/technical.html.

Subject/topic contact information for the

Census Bureau: Available at www.census.gov/about/contact-us/subjects.html.

Respondent advocate:

For respondent concerns, please contact the Census Bureau's respondent advocate at <https://www.census.gov/programs-surveys/surveyhelp/contact/respondent-advocate.html>.

Social media: Connect with the Census Bureau using social media at www.census.gov/about/contact-us/social_media.html.

Other contact information for the

Census Bureau: Available at www.census.gov/about/contact-us/other.html.

