



2020 CENSUS PORTFOLIO RISK & ISSUE CIG PRESENTATION

08/31/20

Michael Niosi
Risk and Issue Process Manager

2020 Census Portfolio Active Risks

Risk Matrix

Probability	5	0	0	0	1	0
	4	0	0	0	0	0
	3	0	1	1	3	1
	2	0	0	2	3	3
	1	0	0	2	3	2
		1	2	3	4	5
		Impact				

Quadrant	Total Risks	%
RED	2	9.1%
YELLOW	12	54.5%
GREEN	8	36.4%

7 Portfolio Risks will close on 09/30/20

3 Portfolio Risks will close on 12/31/20

6 Portfolio Risks will close on 03/31/20

Title	LC-039 Public Perception of Ability to Safeguard Response Data
Description	The accuracy and usefulness of the data collected for the 2020 Census are dependent upon the ability to obtain information from the public, which is influenced partly by the public's perception of how well their privacy and confidentiality concerns are being addressed. The public's perception of the Census Bureau's ability to safeguard their response data may be affected by security breaches or the mishandling of data at other government agencies or in the private sector. IF a substantial segment of the public is not convinced that the Census Bureau can safeguard their response data against data breaches and unauthorized use, THEN response rates may be lower than projected, leading to an increase in cases for follow-up and cost increases.
Owner/Monitor	Maria Olmedo Malagon (CENSUS/ADDC FED) / Josephine Ocheni (CENSUS/ADDC FED)
Exposure Level and Color	High - Red
Exposure	15
Probability	3
Probability Explanation	The probability has been set at moderately likely because it is too early in the 2020 Census life cycle to know how the public will behave in 2020 when enumeration efforts are underway. Even though the public may be more informed these days when a data breach occurs within the federal government or private sector, the Census Bureau continues to invest heavily in IT security, along with advertising in the months leading to Census Day, which helps build trust in the agency's ability to keep response data secure.
Impact	5 (Cost – 4, Schedule – 2, Technical – 3, Customer Expectations – 3, Public Trust – 5)
Mitigation Plan Status	Approved
Mitigation Plan	<ol style="list-style-type: none"> 1. Develop and implement a strategy to build and maintain the public's confidence in the Census Bureau's ability to keep their data safe. (Complete) 2. Follow the IT security related mitigation strategies of portfolio risk LC-041 Cybersecurity Incidents. (Ongoing – September 2020) 3. Continually monitor the public's confidence in data security in order to gauge their probable acceptance of the Census Bureau's methods for enumeration. (Complete) 4. Establish an inter-directorate task force led by Senior Staff with support from the Director and all key associates charged with documenting and coordinating threat and crisis management processes and procedures. (Ongoing – September 2020)
Contingency Plan Indicator	Approved
Contingency Plan	<p>Deploy 2020 Crisis Management Plan process, including response strategies outlined in ADCOM's Crisis Communications Plan and OCIO's Incident Response Plan. The overarching 2020 Crisis Management Plan serves as a framework for managing events that threaten the ability to achieve a complete and accurate count. The plan aims to do the following:</p> <ul style="list-style-type: none"> • Mitigate issues that may disrupt operations; • Introduces strategies, messages, timing and distribution channels necessary to communicate effectively; • Speak clearly with one voice; • Respond promptly; • Correct and minimize dissemination of false rumors, speculation and misinformation; and • Protect the reputation of the Census Bureau and its employees.
Risk Timeframe from	7/1/2015
Risk Timeframe to	9/30/2020

Title	LC-060 Data Quality Concerns Resulting from Adjustments to the 2020 Census Operations
Description	<p>The Census Bureau has taken actions in adjusting the 2020 Census operations due to the COVID-19 pandemic and the need to provide an apportionment count by the statutory deadline of 12/31/20. These adjustments were made in order to fulfill the constitutional mandate of conducting a complete, accurate, and on-time census. The adjustments took the form of schedule delays and operational redesigns. Under the adjusted 2020 Census operational design, field activities resumed after 06/01/20, with response data collection ending on 09/30/20 in order to start post-collection data processing on 10/01/20. The delays and redesigns may result in a degradation of data quality because of such things as reference date recall bias and increased coverage errors. The reduced time for field data collection potentially negatively affects the ability to get a complete and accurate population count. As directed by the Secretary of Commerce in late July 2020, the Census Bureau has developed a plan in response to his request to provide an apportionment count by the statutory deadline of 12/31/20. With a highly compressed schedule for 2020 Census data processing and review of iterative files, the possibility of data errors has increased.</p> <p>IF adequate efforts are not undertaken to identify and address potential data quality errors resulting from the delay and redesign of the 2020 Census operations, THEN the quality of the results of the 2020 Census will be lower than expected.</p>
Owner / Monitor	Jennifer W Reichert (CENSUS/DCMD FED) / Suzanne Fratino (CENSUS/DCMD FED)
Exposure Level and Color	High - Red
Exposure	20
Probability	5
Probability Explanation	It is a given that the prolonged delay in census operations will cause quality errors, possibly due to reference date recall bias and increased coverage errors, for example. One problem is that students may be counted at their parents' home, instead of where they usually live while attending school, potentially leading to an undercount in college/university cities/towns.
Impact	4 (Cost-3, Schedule-2, Technical-3, Customer Expectations-4, Public Trust-3)
Mitigation Plan Status	Approved
Mitigation Plan	<ol style="list-style-type: none"> 1. Enhance quality efforts with additional teams, governance, and documentation. (Ongoing - 3/31/21) 2. Consider enhanced use of administrative records and modifications to field operations as a way to address potential data quality errors. (Ongoing - 10/31/20) 3. Provide quality assessments and analysis to understand limitations (beyond what is already planned for Demographic Analysis, Population Estimates Program, and PES). (Ongoing – 3/31/21)
Contingency Plan Indicator	Approved
Contingency Plan	<p>Rapid Response (Appropriate to the Trigger Event)</p> <ul style="list-style-type: none"> • Realization that the event has occurred • Immediate assessment/identification of Rapid Response Team (completed by 2020 Census Program Managers) • Formation of Rapid Response Team • Rapid Response Team assessment of the event <p>Development of Deliverables</p>
Risk Timeframe from	4/1/2020
Risk Timeframe to	3/31/2021

Title	Issue 21 HQ and Field Staff - HRD/CIS Background Check Backlog
Description	Due to challenges with the onboarding and background check process, Human Resources Division (HRD) / Census Investigative Services (CIS) is not adequately prepared with a sufficient number of staff and contractors to handle the larger support needs, including answering questions from selectees, gathering needed information, and performing background checks. CIS is not currently able to process enough selectees through the background check process to meet hiring goals for the 2020 Census.
Impact	Because CIS cannot process enough background checks in the timeframe needed, there are significant delays with onboarding the planned number of staff and contractors to fully support all operations for the 2020 Census. These delays have led the 2020 Census to be currently behind the goals for hiring for headquarters staff and field operations.
Status	Active
Severity	Low
Owner	Jennifer Reichert
Assigned To	Chris Stephenson
Date Identified	10/31/18
Due Date	09/16/20
Related Risk ID	LC-046 Insufficient Levels of Staff with Subject Matter Skillsets
Issue Treatment Strategy	<ol style="list-style-type: none"> 1) Provide HRD/CIS with funds to hire additional staff and contractors. (Complete) 2) Hire additional staff and contractors needed to keep up with the backlog. Shift current staff to work Decennial adjudications where possible. (Complete - 4/2020) 3) DOC to provide additional CIS staff to support Census operations. (Complete – 2/2020) 4) Expedite training and access to systems/software for the new contract vendor - WTI. (Complete – 2/2020) 5) Possibly extend the existing PAE contract beyond December 31, 2019, if necessary. (Complete – 12/2019) 6) FLD meeting with CIS regularly to prioritize positions for clearance. (Ongoing - 9/2020) 7) Train FLD CIS staff (currently 80+ that work only NFC adjudications) to help with DAPPS Supervisory Review. (Complete - 4/2020) 8) Reengage the group of 30 that were previously shifted to Decennial from other areas to assist with DAPPS Supervisory Review. (Complete – 4/2020) 9) Expand the Customer Engagement Center to handle larger volume of calls and assist with getting application packages completed for analysts to process through CIS. (Complete - 4/2020) 10) Streamlined the background checks for DAPPS office staff and Recruiting Assistants. (Complete – 12/2019) 11) Communicate the complications of Enumerator/CFS IDENT cases to stakeholders. (Complete – 2/2020)

Title	Issue 22 HQ Staff Retention
Description	The 2020 Census Portfolio consists of programs and projects that require subject matter skillsets to complete the work. The potential of not having the necessary staffing levels and staff with the appropriate competencies to satisfy portfolio objectives is a current reality. This is a result of both delays in the hiring process and the ability to retain temporary staff through the duration of the 2020 Census. At this stage in the 2020 Census life cycle, it is not feasible to hire new resources. Thus, it is imperative that current resources at headquarters are retained. Retaining resources is currently challenging due to the temporary nature of 2020 Census positions and their Not to Exceed dates.
Impact	An inability to retain staff would impact the quality and timeliness of outstanding 2020 Census activities.
Status	Active
Severity	High
Owner	Jennifer Reichert
Assigned To	Suzanne Fratino
Date Identified	9/30/19
Due Date	9/30/21
Related Risk ID	LC-046 Insufficient Levels of Staff with Subject Matter Skillsets
Issue Treatment Strategy	<ol style="list-style-type: none"> 1. Provide focused, immersion training to improve skillsets for critical, time-sensitive competencies that are identified as underrepresented. (Ongoing - September 2021) 2. Request budget commitment for funds associated with the need to provide ad hoc training to address critical, time-sensitive competencies that are underrepresented. (Ongoing - September 2021) 3. Increase use of contractors with specialized skills and knowledge. (Ongoing - September 2021) 4. Extend current term employees to the maximum allowable limit. (Ongoing - September 2021) 5. Increase efforts to matrix staff internal and external to the directorate with the necessary skillsets. (Ongoing - September 2021) 6. Consider reductions in scope or accepting the problem. (Ongoing - September 2021)

Title	Issue 23 Insufficient Applicant Pool for Peak Ops Staffing
Description	<p>On 9/16/19, the 2020 Census failed to reach its weekly recruiting goal for the first time. Failing to reach the recruiting goal each week means the 2020 Census does not currently have the desired amount of applicants in the applicant pool for peak operations. There are many contributing factors leading to the insufficient applicant pool:</p> <ol style="list-style-type: none"> 1. The national unemployment rate has consistently remained at or below 4 percent since the start of 2020 Census recruiting in September 2019. A low national unemployment rate limits the potential applicant pool for temporary, time-limited work that is characteristic of the positions available during the decennial census to conduct our field operations. Although Field Decennial Recruiting goals algorithms accounted for the low unemployment rate, a sustained low level of national unemployment will make it difficult to meet increasing weekly recruiting goals. 2. As of 9/30/19, only 1260 Peak Ops Recruiting Assistants of the 4,741 needed are in production, which is only 26.1 percent. Not having enough Recruiting Assistants in the field negatively affects the public's awareness of available census employment opportunities in their communities. 3. As of 2/26/20, 4,306 Recruiting Assistants are in production out of 4,471 that are authorized.
Impact	<p>By not having the desired amount of applicants in time for peak operations, there will likely not be enough applicants from which to select, onboard, hire, train, and deploy to production. This puts the 2020 Census at risk of ultimately not having enough staff to complete Nonresponse Followup.</p> <ol style="list-style-type: none"> 1. Compounding the insufficient pool for selections, selectees may decide the distance to the closest fingerprint vendor in their area is too great to travel, and decline to continue with the onboarding and background check process. 2. Additionally, even applicants that have cleared may ultimately decide not to continue with the hiring and training process, further limiting the ability to staff the operation as it takes several months to go through the selection, clearance, and training processes. 3. This will lead to higher costs, as the completion date may need to be extended and overtime may have to be paid to complete the workload.
Status	Active
Severity	Low
Owner	Bryn Johnson
Assigned To	Christopher Stephenson
Date Identified	09/16/19
Due Date	09/16/20
Related Risk ID	FLDI082 From the Field Infrastructure register
Issue Treatment Strategy	<ol style="list-style-type: none"> 1. Peak Operations Recruiting Assistants will continue to be on-boarded and trained through March 2020. (Complete – 3/2020) 2. NPC will mail 5.5 million recruiting postcards in November and December, and 11 million postcards in January and February to areas below the recruiting goals. (Complete – 7/2020) 3. Leadership approved an unfunded request of \$11.36 million in funding for media buys needed in FY19 and early FY20. (Complete – 9/2019) 4. Leadership approved funding for the following unfunded requests aimed at reducing the selectee burden during fingerprint collection: (1) 133 additional fingerprinting sites operated by the third-party fingerprint vendor. (2) 300+ mobile fingerprinting kits for use in the ACOs. (Complete – 12/2019) 5. Field Division is raising the pay rates for Peak Ops field positions in select counties. (Complete – 3/2020) 6. Leadership approved the process/work flow for utilizing staff in other ACOs to assist/complete workloads in another ACO. (Complete - 2/2020) 7. Leadership approved an unfunded request of \$2.25 million in funding for local media buys to address areas of the country where we are below are local recruiting goals. (Complete – 8/2020) 8. Recruiting is working on a contract extension so, that local media buys contractor can do targeted advertisements in areas below their goal. (Ongoing – 9/2020)

Title	Issue 25 2020 Census Crisis: Coronavirus (COVID-19)
Description	<p>On 03/10/20, Albert Fontenot, as 2020 Crisis Leader, convened the 2020 Census Crisis Management Team (CMT). In the course of the meeting, he declared the Coronavirus (COVID-19) event a 2020 Census crisis.</p> <p>The Census Bureau’s senior leadership’s intent is to “protect the health of Census Bureau Employees and the American public by not taking actions that consciously contribute to the spread of the COVID-19 virus, while fulfilling our constitutional mandate to conduct a complete, accurate, and on-time census.”</p>
Impact	<ul style="list-style-type: none"> • 2020 Census messaging is complicated by the COVID-19 virus. • Disruptions to operations will occur as a result of widespread telework and facility closures. • As the virus spreads, anxiety among Headquarters and field staff is expected to increase. • Possible unwillingness by the public to have contact with enumerators who are conducting in-person interviews. • 2020 Census operations are being evaluated for potential changes as a result of the crisis.
Status	Active
Severity	High
Owner	Al Fontenot
Assigned To	Paul Krutsch
Date Identified	03/10/2020
Due Date	09/30/2020
Related Risk ID	LC-045 Major Disasters
Issue Treatment Strategy	<p>The Census Bureau’s senior leadership’s intent is to:</p> <ul style="list-style-type: none"> ➤ Protect the health of Census Bureau employees and the American public ➤ Implement guidance from Federal, State, and local authorities regarding COVID-19 ➤ Ensure a complete and accurate count of all communities ➤ Adhere to mandated schedule for delivering data <p>The Census Bureau has taken actions in adjusting the 2020 Census operations due to the COVID-19 pandemic – in order to fulfill the constitutional mandate of conducting a complete, accurate, and on-time census. An initial two-week work stoppage was implemented in March and followed by a second two-week work stoppage. The Census Bureau was seeking statutory relief from Congress of 120 additional calendar days to deliver final apportionment counts and redistricting data. Under the adjusted 2020 Census operational design, field activities resumed after 06/01/20, as Area Census Offices began returning to full staff capacity. In-person activities, including enumeration, office work, and processing activities, will incorporate the most current guidance from Federal, State, and local authorities to ensure the health and safety of staff and the public. The Crisis Management Team meets regularly and revises the treatment strategy in coordination with DOC, Congress, and the Administration.</p> <p>The information below will document the adjustments officially approved because of the COVID-19 crisis.</p> <p>1. Field Operations (Last Updated 6/12/20)</p> <p>Based on continuing assessments of guidance from federal, state and local health authorities, the U.S. Census Bureau has adjusted the 2020 Census field operations to begin on 06/01/20. This includes hiring, background checks, and fingerprinting. The Census Bureau is taking this step to help protect the health and safety of the American public, Census Bureau employees, and everyone who will go through the hiring process for temporary census taker positions.</p> <p>As of June 11th, all 248 Area Census Offices (including Puerto Rico) can safely resume Update Leave (UL) and/or staff selections may resume for Peak Field Operations.</p> <p>2. Self-Response Phase (Last Updated 08/21/20)</p> <p>Timeline adjusted from 03/12/20 – 09/30/20. Timing for Mailings 4 and 5 have been re-planned. Last Mailing 4 was April 28. Last Mailing 5 was May 9. Mailing 6 workload cut 07/01/20. Data delivered to RR</p>

Donnelly on 07/8/20. Mailing 6 production started on 07/13. Mailing 7 Workload cut 08/11/20. Mailing 7 addressing began 08/17/20. First mail dispatch was on 08/21/20.

3. Apportionment Counts (Last Updated 7/30/20)

Proposed changes: Processing –timeline adjustment to 10/21/20 – 04/30/21. Delivery apportionment counts to the President by 4/30/21.

As directed by the Secretary of Commerce in late July 2020, the Census Bureau has developed a plan in response to his request to provide an apportionment count by the statutory deadline of 12/31/20.

4. Redistricting Data (Last Updated 8/28/20)

Proposed changes: Processing - timeline adjustment to 05/1/21 – 07/31/21.

Redistricting data to states is scheduled to be delivered by 03/31/21.

5. Census Questionnaire Assistance (CQA) (Last Updated 06/19/20)

As of 04/01/20, CQA Contact Centers are operating while experiencing higher than anticipated absentee rates. Centers will continue to exercise caution and facilities will be closed and sanitized on an as needed basis. Due to high absenteeism at the call centers and delays in processing mailed-back paper questionnaires, the start of coverage improvement (CI) was delayed to 04/22/20, with a graduated approach to full CI production. Non-English Non-Spanish (NENS) applicants who can pass the language test for their own language but not for English will now be eligible to be hired, at less pay, and will only take calls in their own language.

6. Coverage Measurement (Last Updated 08/14/20)

Post-Enumeration Survey (PES) has descoped the workload for Before Follow-Up (BFU). PES has increased the workload for Initial Housing Unit Follow-Up (IHUFU) by an estimated 35 percent.

Initial Housing Unit Follow-up: 07/30/20 – 09/22/20

Initial Housing Unit After Follow-up Clerical Matching: 08/14/20 – 11/04/20

Person Interview: 08/27/20 – 12/18/20

Person Follow-Up: 05/06/21 – 07/07/21

Final Housing Unit Follow-Up: 09/03/21 – 10/07/21

7. Enumeration of Transitory Locations (Last Updated 04/15/20)

Timeline adjusted tentatively to 09/03/20 – 09/28/20.

8. Evaluation And Experiments (Last Updated 04/17/20)

Due to the COVID-19 pandemic, the EAE operation decided to skip the third mailing (reminder postcard) for most addresses assigned to 2020 Census experimental control and treatment panels (NPC was responsible for addressing/ mailing most letters and questionnaires to addresses selected for 2020 Census experiments). In addition, the EAE operation transferred all addressing/ mailing responsibilities for 2020 Census experiments from NPC to RR Donnelley for Mailing 4 and Mailing 5.

9. Field Infrastructure (Last Updated 04/01/20)

Census Investigative Services (CIS) has extended fingerprinting validation to two years.

10. Geographic Programs (Last Updated 03/20/20)

Geographic Partnership Support Desk (GPSD) is suspended until further notice.

11. Group Quarters Enumeration (Last Updated 06/12/20)

In-Person Enumeration - Timeline adjusted to 07/01/20 - 9/03/20. E-Response and Paper Enumeration – Extended to 09/03/20. Service Based Enumeration & Count of People experiencing homelessness: Timeline adjusted to 09/22/20 - 09/24/20

12. Island Areas Enumeration (Last Updated 08/21/20)

New Operational Timing:

Conduct HU Enumeration (Pacific Islands): 03/02/2020 – 08/30/2020

Conduct Address Listing/HU Enumeration: 03/01/2020 – 09/30/2020

Conduct Special Enumeration: 03/02/2020 – 08/30/2020

Conduct Field Follow-up: 07/16/2020 – 09/30/2020

Prepare/Ship Completed Data Collection Materials to NPC: 10/01 – 10/31/20

Closeout Activities for Census Offices: 11/01/2020 – 12/21/2020

13. Mobile Questionnaire Assistance (Last Updated 08/14/20)

Soft Launch started 07/06/20.

Production will begin 07/13/20.

Production will end 09/18/20.

FLD provided the MQA County Level Suspension Guidance memo to regions to assist with considering MQA locations and level of support.

14. National Processing Center (NPC) (Last Updated 04/01/20)

All facilities in Indiana and Arizona have limited operations until further notice. Efforts are underway to implement social distancing protocols to enable reduced staffing levels at facilities. Implementing telework for some clerical operations. Exploring telework opportunities for additional operations.

15. Nonresponse Followup (NRFU) (Last Updated 08/07/20)

Timeline adjusted to 08/09/20 – 09/30/20.

NRFU Soft Launch

Census Field Supervisor (CFS) Training – 07/01/20—7/06/20

NRFU Soft Launch started 07/16/20

Soft Launch Locations for Cycle 1A started 7/16/20

Soft Launch Locations for Cycle 1B started 7/23/20

Cycle 1A and 1B NRFU Soft Launch ACOs – includes a total of 12 ACOs

Cycle 1A includes 6 ACOs

Cycle 1A Enumerator Training started 07/07/20

Cycle 1B includes 6 ACOs

Cycle 1B Enumerator Training timeline: 07/14/20- 07/25/20

Cycle 1B Production started 07/23/20

Cycle 2 Enumerator Training started 07/21/20

Cycle 2 Production started 07/30/20

Soft Launch Locations for Cycle 2 started 07/30/20

Cycle 2 Soft Launch ACOs – includes a total of 35 ACOs, 18 States, plus Puerto Rico

Cycle 3 Enumeration started 08/03/20

Cycle 3 includes 10 ACOs

NRFU Full Launch

CFS Training started 07/14/20—07/22/20

Enumerator Training started 07/31/20

NRFU full launch started—08/09/12

NRFU Re-interview will begin—08/10/20

NRFU Production will end 09/30/20

NRFU Re-interview will end 09/30/20

Early NRFU will no longer occur with the revised data collection time frame. Contractor-Computer Discount Warehouse-Government (CDW-G) will support continued deployment of devices. Device deliveries for NRFU CFMs and CFSs: 04/10/20 – 04/17/20. Device deliveries for NRFU enumerators: 4/20/20 – 05/08/20. UPS Store deliveries: 05/14/20.

An additional 125,000 iPhones and 5,500 iPads were requested to support the increased hiring efforts. All additional iPads have been provisioned as of 06/14/20.

16. Remote Alaska (Last Updated 06/12/20) (Operation Complete)

Timeline adjusted to 01/21/20 – 08/31/20. Remote Alaska is coordinating with local villages on the hiring and training of village staff to do self-enumeration for the areas that will not allow outside enumerators.

17. Update Enumerate (Last Updated 8/07/20) (Operation Complete)

Timeline adjusted to 06/14/20 – 08/29/20.

18. Update Leave (Last Updated 08/14/20) (Operation Complete)

UL Production Stateside – Timeline adjusted from 5/6/20 – 8/13/20. UL QC Timeline adjusted from 05/11/20 – 08/14/20. Puerto Rico - Awaiting further review and coordination with outside partners and stakeholders. Messaging associated with the work stoppage could include information about the delay in people receiving their invitation to respond/questionnaire and direct them to non-ID response online or via Census Questionnaire Assistance.

Title	Issue 26 Changes Needed in Order to Meet Apportionment Count Date
Description	The Census Bureau made many adjustments to the 2020 Census operational design because of the COVID-19 pandemic, including extending the response data collection end date to 10/31/20. The Census Bureau was also seeking statutory relief from Congress of 120 additional calendar days to deliver the final apportionment counts. Under the proposed adjusted 2020 Census operational design, the delivery date of the apportionment counts to the President would have changed to 04/30/21. As directed by the Secretary of Commerce in late July 2020, the Census Bureau has developed a plan in response to his request to provide an apportionment count by the statutory deadline of 12/31/20. As a result, the end of response data collection will now occur on 09/30/20.
Impact	<ul style="list-style-type: none"> • In order to meet the statutory deadline, a replan of the response data collection and processing activities is necessary. • The majority of response data collection will end on 09/30/20 in order to start post-collection data processing on 10/01/20, reducing the time for field data collection and potentially negatively affecting the ability to get a complete and accurate population count. • Highly compressed schedule for 2020 Census data processing and review of iterative files, increasing the possibility of data errors. • Additional cost for field operations resulting from increased outreach, overtime, additional training sessions, and awards provided to Census Field Supervisors and enumerators in recognition of those who maximize hours worked. • Constraints on the program (i.e., abbreviated processes and eliminated activities) have the potential of lowering the quality of the census data (e.g., coverage errors). • Census Bureau's reputation would be negatively affected if the public believed the census data was of low quality. • Changes made to the systems of systems architecture under a compressed schedule will add risk to systems development, testing, and implementation. • Shorter timeframes to respond to systems' production issues will increase the risk of reduced system productivity and data quality.
Status	Active
Severity	High
Owner	Jennifer Reichert
Assigned To	Suzanne Fratino
Date Identified	07/29/20
Due Date	12/31/20
Related Risk ID	LC-042 Late Design Changes LC-060 Data Quality Concerns Resulting from Adjustments to the 2020 Census Operations
Issue Treatment Strategy	Options being considered: <ul style="list-style-type: none"> • Nonresponse Followup (NRFU) <ul style="list-style-type: none"> ○ Early start of activities. ○ Invite more people to trainings. ○ Conduct continuous replacement trainings. ○ Offer production staff awards for increased work hours. ○ Expand the use of NRFU Travel Teams. ○ Implement outbound phone calling to conduct interviews. ○ Adjust NRFU Contact Strategy. ○ Implement additional administrative record options. • Post-collection data processing <ul style="list-style-type: none"> ○ Compressed timeline for data processing.

- Finalize Master Address File (MAF) updates from remaining field operations by 09/04/20.
- Eliminate the step that includes Decennial Statistical Studies Division (DSSD) review of the MAF extract.
- Lock Geographic processing on 9/25/20 and deliver the final 2020 Census address universe by 10/14/20.
- Cancel Count Review Event 2, eliminating the need for late Group Quarters Enumeration (GQE) operations.
- Create a separate processing stream for the Enumeration of Transitory Locations (ETL) and Service Based Enumeration (SBE) operations that follows the Federally Affiliated Count Overseas (FACO) processing approach. This will enable adding ETL and SBE population counts state-by-state significantly later in the Census Unedited File (CUF) production process.
- Compress Population Division and DSSD review and processing times.
- Compress time for creating/verifying apportionment data and preparation of transmittal package for DOC.