

2020 Census Detailed Operational Plan for: 26. Island Areas Censuses Operation (IAC)

A New Design for the 21st Century

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Approvals

This IAC Detailed Operational Plan has been reviewed and approved for use.

Electronically Approved

July 12, 2019

Terrina Long
IPT Lead

Date Signed

Electronically Approved

April 9, 2019

Daniel A. Reyes
Branch Chief

Date Signed

Electronically Approved

July 12, 2019

Jennifer Kim
IPT Program Manager

Date Signed

Electronically Approved

September 24, 2019

Jennifer W. Reichert
Chief, Decennial Census Management Division

Date Signed

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1. Document Purpose

The 2020 Census Detailed Operational Plan for the Island Areas Censuses operation (IAC) is intended for use by U.S. Census Bureau managers, staff, contractors, and other internal and external stakeholders working on the 2020 Census. The document presents the detailed operational design for the 2020 Island Areas Censuses and includes a summary of the operational processes involved, their inputs, outputs, controls, and the basic mechanisms employed to conduct the operational work.

Anticipated uses of this document include the following:

- Communication—Documents operational design details for internal and external stakeholders.
- Planning—Documents planning assumptions and key milestones.
- Staffing—Documents staffing needs and strategies.
- Design—Describes operations and flows, which inform design of Information Technology (IT) systems, manual processes, and training.
- Development—Identifies business rules and required capabilities to be developed.
- Testing—Provides a basis for developing integrated test plans for IT systems and processes.

This document complements the 2020 Census Operational Plan, which presents the 2020 Census operational design and covers all operations required to execute the 2020 Census, starting with precensus address and geographic feature updates and ending once 2020 Census data products are disseminated and coverage and quality are measured.

2. Operational Overview

2.1 Operation Purpose

The purpose of the 2020 Island Areas Censuses is to enumerate all residents of American Samoa, the Commonwealth of the Northern Mariana Islands (CNMI), Guam, and the U.S. Virgin Islands (USVI); process and tabulate the collected data; and disseminate data products to the public.

The Census Bureau conducts the IAC through a contract agreement with the local governments of American Samoa, CNMI, Guam, and the USVI. The Census Bureau provides the materials and guidance to the local governments, who are then responsible for conducting the data collection operations as well as recruiting, hiring, and training the entire staff for the operation. After data collection, all materials are delivered to the National Processing Center (NPC) for data capture, as well as subsequent coding of responses, and editing of data for eventual data dissemination.

2.2 Background

2.2.1 2010 Island Areas Censuses Overview

In 2010, the Island Areas Censuses was responsible for the planning and execution of the following operations:

- Housing Unit Listing and Enumeration.
- Group Quarters Enumeration.
- Quality Control Operations.

The Island Area governments worked closely with the Census Bureau, providing critical and helpful planning tasks regarding content development, operational and product planning, and assigning liaisons for the 2010 Island Areas Censuses.

Each operation of the 2010 Island Areas Censuses is summarized below.

2010 Housing Unit Listing and Enumeration

Data collection in 2010 utilized the combined List and Enumerate methodology for each housing unit. During the address listing portion of the visit, each housing unit's address or physical description was listed on the address listing pages within the address register and was map spotted on a paper map. Once the address listing of the housing unit was complete, enumerators conducted a personal interview using an enumerator questionnaire. In some situations, respondents who were United States Postal Service Post Office (P.O.) Box customers

received Advance Census Reports (questionnaires specially formatted for self-response) mailed to their P.O. Box addresses; in these cases, enumerators helped the respondents finish the Advance Census Report or started a new enumerator questionnaire form during their visits. Both the address listing of the address and the enumeration of the housing unit were generally conducted during the same visit by the enumerator.

2010 Group Quarters Enumeration

People living in group quarters were enumerated during the Group Quarters Enumeration operation using an Individual Census Report. The Individual Census Report consisted of the same person questions found on the Advance Census Report but excluded all housing questions. In Guam, military personnel living in group quarters situations on base were enumerated using Military Census Reports, while military personnel whose permanent residence was a military vessel were enumerated using Shipboard Census Reports.

2010 Quality Control Operations

Four major quality control operations took place during the field data collection phase of the 2010 Island Areas Censuses: Enumerator Observation, Dependent Quality Check, Group Quarters Administrative Follow-up, and Housing Unit Reinterview.

The Enumerator Observation served as a vehicle for supervisors to provide instruction so that enumerators could improve performance.

During the Dependent Quality Check, crew leaders verified a sample of units in each Assignment Area to verify the address registers were completed accurately. If the Assignment Area did not pass the Dependent Quality Check, it was recanvassed.

The Group Quarters Administrative Follow-up operation helped to ensure that each facility was visited and verified the approximate population count collected at the time of enumeration.

During Housing Unit Reinterview, clerks made phone calls or enumerators made personal visits to a selection of housing units to verify the accuracy of housing unit questionnaires and to correct any inconsistencies.

Although not precisely a quality control operation, there was also a Field Followup operation after all enumeration was conducted. The goal was to resolve errors and omissions from the List and Enumerate operation. The workload for Field Followup was small enough to allow a smaller workforce to verify vacant housing units, missing questionnaires, and questionnaires that failed edits.

2.2.2 The 2020 Island Areas Censuses Operation

The purpose of the 2020 Island Areas Censuses is to list the addresses of all the living quarters (housing units, group quarters, and transitory locations) and enumerate all the residents of American Samoa, the Commonwealth of the Northern Mariana Islands, Guam, and the U.S. Virgin Islands. The 2020 Island Areas Censuses uses a paper-based data collection methodology, using enumerator-led paper questionnaires, paper address registers, and paper maps. The methodology consists of:

- **Address Listing:** All living quarters and non-living quarters addresses in a Basic Collection Unit (BCU), the smallest unit of collection geography, will be listed on blank independent listing pages.
- **Enumeration:** Once all the addresses in a BCU are listed, enumeration of all the living quarters will begin.
- **Quality Control/Follow-up:** These activities will help ensure complete and accurate coverage of the address listing and enumeration of housing units, group quarters, and transitory locations.

The 2020 Island Areas Censuses will conduct field, office, and support activities with a Census Bureau employee serving as an Island Areas Census Advisor. While deployed, the Census Advisor will serve as both the technical expert on field data collection and the technical monitor of the contract between the Census Bureau and the Island Areas local governments.

There will be three instruments utilized to conduct the Address Listing, Enumeration, and Quality Control/Followup activities:

- 1) **Paper address registers and maps:** used by the listers to collect addresses of housing units, group quarters, and transitory locations.
- 2) **Paper questionnaires:** used by enumerators to collect social, economic, housing, and demographic information from respondents living in housing units, group quarters, and transitory locations.
- 3) **Automated Tracking and Control System (ATAC):** used to assign workloads and facilitate distribution of data collection packets, the tracking of checking-in and checking-out the data collection materials, as well as producing reports.

Based on lessons learned, studies, and reviews from the 2010 Island Areas Censuses, the following recommendations were made for the IAC operation:

- The IAC data collection operations and data processing should be more in-line with stateside operations and data processing.

- The planning phase of the IAC operation should involve data processing staff who can help create testing strategies.
- Contracts with the Island Areas governments should stipulate the roles and responsibilities of the census office managers, the onsite Census Advisors, the officials of the local governments, and the officials at Census Bureau headquarters.
- Five Census Advisors (instead of four) should be deployed to the Island Areas, giving the U.S. Virgin Islands one for St. Thomas/St. John and one for St. Croix.

Operational innovations for the IAC operation include:

- The address registers are consistent across all the Island Areas, maps have been improved by including features and imagery, and the training manuals have been reengineered to simplify and streamline training.
- Use of a specialized web-based ATAC to control basic staffing activities, the flow of data collection materials going into and out of the Census Office, and producing a variety of management reports.
- Having separate Address Listing and Enumeration operational activities to expedite the completion of the BCU in its entirety.
- The Island Areas questionnaires leverage the American Community Survey (ACS) questionnaire, allowing for maximum processing efficiencies.
- All data processing and coding of questionnaires will be aligned, wherever possible, with how ACS questionnaires are processed at the NPC.
- Use of enterprise solutions for processing data.

2.3 Design Overview

The sections below present the high-level design for the IAC operation. Please refer to the 2020 Census Operational Plan for a complete inventory of design decisions for all 2020 Census operations.

2.3.1 High-Level Operational Design

The IAC operation is planned and managed by Census Bureau headquarters, with the Island Areas governments conducting the data collection activities per contractual agreement with the Census Bureau. The IAC operation includes eight major operational activity areas:

- IAC Planning and Analysis.
- IAC Coordination, Progress Monitoring, and Issue Resolution.
- IAC Human Resources and Personnel Management Support.
- Setup, Operation, and Closeout of the Census Offices in the Island Areas.

- IAC Field Data Collection and Support.
- IAC Data Capture.
- Response Processing and Data Products Support for IAC.
- IAC Closeout.

Each of these major activity areas is summarized below. Together, these activities represent the complete set of work that needs to be performed to conduct this operation.

IAC Planning and Analysis

During the planning and analysis phase, the IAC operation is responsible for developing the contracts with the Island Areas governments; finalizing content with the Island Areas governments and other stakeholders; developing office and field data collection procedures; and gathering, developing, and writing various requirements and specifications for the needs of the IAC operation. These would include IT needs, formatting and printing needs, and shipping.

IAC Coordination, Progress Monitoring, and Issue Resolution

IAC coordinates with Island Area governments in order to monitor progress and resolve issues that may occur during the 2020 Census operations. Various reports will be used to monitor progress and resolve issues. Records of these issues and progress reports will be maintained for assessment purposes.

IAC Human Resources and Personnel Management Support

The IAC operation deploys the Census Advisors to the Island Areas in order to monitor the data collection operation, oversee the shipping of the completed data collection materials to NPC, and decommission systems and close the Census Offices. In addition, each Island Area government is responsible for the selection, hiring, and training of the office and field staff who will perform the data collection activities for the 2020 Island Areas Censuses. Two separate badging systems will be used to identify Census Office staff (who need secured access to the office) and staff working field data collection activities (who do not need access to enter the office). Background checks will also be conducted for every applicant going through the hiring process.

Setup, Operation, and Closeout of the Census Offices in the Island Areas

Each Island Areas government, sets up, operates, and closes out the Census Office in the Island Areas for the IAC operation. This includes identifying, equipping, and setting up the Census Offices; conducting daily office operations; conducting partnership and outreach activities; and managing the data collection materials of the 2020 Island Areas Censuses.

IAC Field Data Collection and Support

Each Island Area government conducts the data collection of the 2020 Island Areas Censuses. Activities include opening and beginning daily operations of the Census Offices; implementing the partnership activities that had been set up; and conducting address listing and enumeration fieldwork. Finally, the shipping of all the completed data collection materials to the NPC occurs by July 31, 2020, in order to ensure data capture and data processing milestone activities are met.

IAC Data Capture

The NPC performs questionnaire and geographic data capture activities for IAC after the end of the 2020 Island Areas Censuses data collection. This includes receiving all the completed data collection materials (questionnaires, address registers and maps) from the Census Offices; checking-in the questionnaires, address registers, and maps into ATAC; conducting the data capture for the paper questionnaires using integrated Computer Assisted Data Entry (iCADE: Survey) as a part of the Paper Data Capture (PDC) operation; and conducting data capture for the address registers and maps using Geographic Update Partnership Software (GUPS).

Response Processing and Data Products Support for IAC

The Response Processing Operation (RPO) coordinates with other stakeholders that conduct residual coding of questionnaire topics as well as providing the response processing files for review. These files include the Decennial Response File, the Census Unedited File, the Census Edited File, and the Microdata Detail File. Once the Microdata Detail File is reviewed, the Data Products and Dissemination (DPD) operation coordinates with stakeholders to provide this file for producing and disseminating tabulated Island Areas data products.

IAC Closeout

This is the final phase and consists of closing out the overall IAC operation. This will include coordinating the final disposition of the IAC data collected during the IAC operation from PDC, RPO, and DPD to the Census Data Lake (CDL), and then coordinating transfer of the information to the Archiving (ARC) operation. Once the data have been transferred to the CDL and ARC successfully retrieves them, IAC will finalize the 2020 Census IAC Lessons Learned documentation as well as provide inputs to the 2020 Census IAC assessments.

The full hierarchy of activities for the IAC operation is provided in Appendix C in the form of an Activity Tree. In the Activity Tree, each major operational activity area listed above is numbered and then decomposed into a numbered set of subactivities, some of which are further decomposed into more detailed numbered subactivities or steps.

For a full description of the operational subactivities that comprise the IAC operation, see the Detailed Process Description discussions in Section 3 below.

2.3.2 IAC Operational Context

The IAC operational activities described above are conducted within the context of other 2020 Census operations and other programs or data sources that are external to the 2020 Census Program. One way to depict an operational context is by using a “Context Diagram,” which shows the boundary of the operational process, the operational activities it contains, and the information exchanged with its neighbor operations (or other entities) as well as the resources (mechanisms) needed to conduct the operational work.

Figure 1 is a top-level context diagram for the IAC operation represented as an Integrated Definition, Level 0 (IDEF0) model. An IDEF0 model of a process (or operation) shows the Inputs, Controls, Outputs, and Mechanisms of the process. These IDEF0 model elements are summarized below and described further in the sections that follow.

The yellow box in the center of the IDEF0 model lists the major operational activity areas for the operation, numbered as given in the IAC operation Activity Tree in Appendix C. Specific Information Exchanges (IE) are shown in different colored boxes to represent the Inputs (green boxes on left side), Outputs (orange boxes on right side), Controls (purple boxes on top), and Mechanisms (blue boxes on the bottom). Boxes to the left of the Inputs indicate the *Provider* of the inputs to the operation (typically another 2020 Census operation or an external source). The Provider of the Controls is noted in the box itself. Boxes to the right of the Outputs indicate the *Receiver* of the outputs (typically another 2020 Census operation or external entity). Each Information Exchange has a name and a unique number for identification purposes.

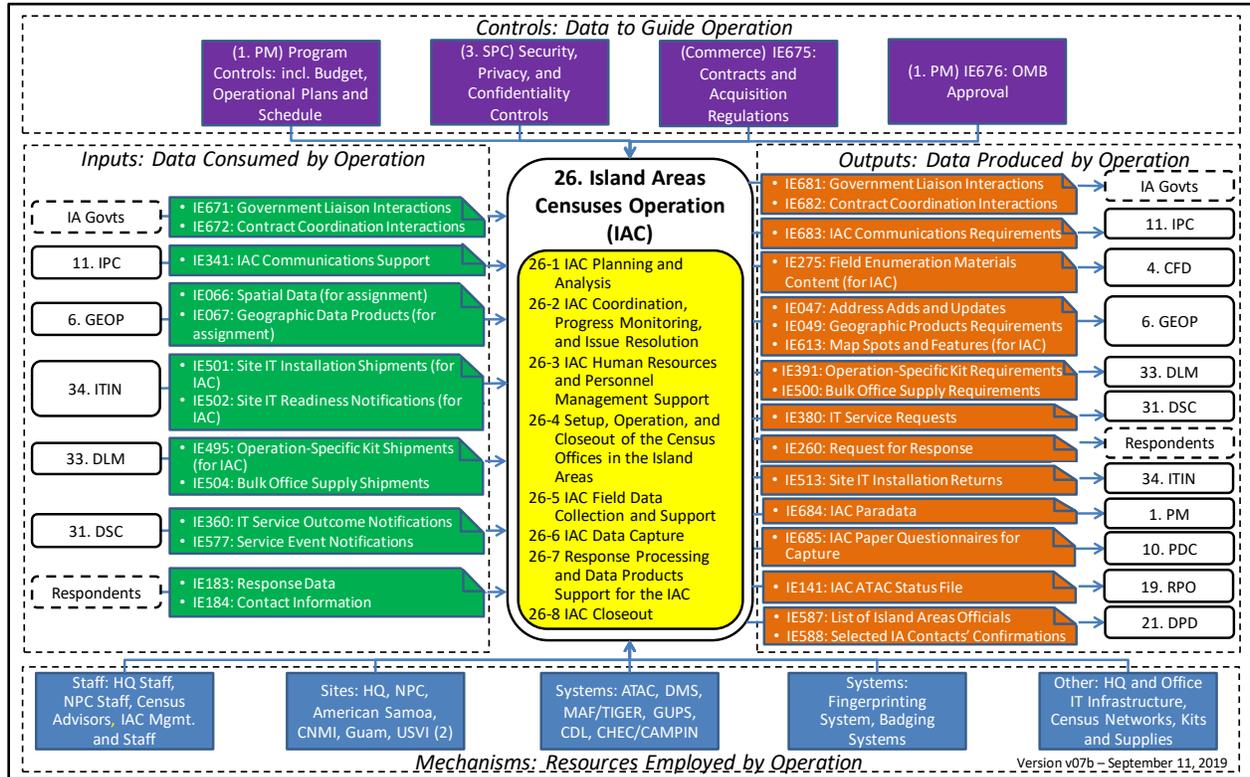


Figure 1: Island Areas Censuses Operation (IAC) Context Diagram

For detailed descriptions of the Inputs, Controls, Outputs, and Mechanisms used by the IAC operation, see the sections that follow.

2.3.2.1 IAC Operational Inputs

Inputs are the data that are consumed by the operation. The inputs define the amount of operational work that needs to be performed.

Table 1 lists the inputs to the IAC operation.

Table 1: IAC Operational Inputs

Provider	Information Exchange	Description
Island Areas Governments	IE671: Government Liaison Interactions	Interactions between Census Bureau management and local government officials at the agency level intended to support Island Areas Censuses goals.

Provider	Information Exchange	Description
Island Areas Governments	IE672: Contract Coordination Interactions	Interactions between Census Bureau management and local government officials and service providers intended to coordinate contract negotiations for IAC data collection.
11. Integrated Partnership and Communications operation (IPC)	IE341: IAC Communications Support	Communications guidance and generalized materials related to the communications activities needed to support the Island Areas Censuses.
6. Geographic Programs operation (GEOP)	IE066: Spatial Data (for assignment)	Spatial data from MAF/TIGER ¹ for the IAC operation, including map data and collection geography delineations for BCUs.
6. Geographic Programs operation (GEOP)	IE067: Geographic Data Products (for assignment)	Geographic products needed to conduct the IAC operation data collection work. Includes information about the estimated number of map spots in BCUs.
34. IT Infrastructure operation (ITIN)	IE501: Site IT Installation Shipments (for IAC)	Shipments of information technology (IT) equipment to be used during installation and activation of the IT assets in the Census Offices.
34. IT Infrastructure operation (ITIN)	IE502: Site IT Readiness Notifications (for IAC)	Notification status updates regarding IT readiness. Notifications will be sent to the Census Offices in the Island Areas during and after installation and activation of IT assets.

¹ Master Address File/Topologically Integrated Geographic Encoding and Referencing System

Provider	Information Exchange	Description
33. Decennial Logistics Management operation (DLM)	IE495: Operation-Specific Kit Shipments (for IAC)	Operation-specific kit shipments to the Census Offices consisting of IAC questionnaires, nonquestionnaire materials, address registers, paper maps, and training materials.
33. Decennial Logistics Management operation (DLM)	IE504: Bulk Office Supply Shipments	Initial shipments of basic supplies needed to run the office.
31. Decennial Service Center operation (DSC)	IE360: IT Service Outcome Notifications	Notifications and status updates of IT service results provided to the users (requesters). Note: This is only for office IT assets.
31. Decennial Service Center operation (DSC)	IE577: Service Event Notifications	Notifications (to all users) of a service event, such as routine operations updates/changes, system problem/incident status or privacy/security incident status. Typically, these are provided as part of the standard message users receive when they call in for help.
Respondents (or Proxy)	IE183: Response Data	Data provided by the respondent to an enumerator in response to the questions on the paper questionnaire.
Respondents (or Proxy)	IE184: Contact Information	Contact information (e.g., telephone numbers and best time to contact) provided by respondents for follow-up. Respondent may be a household member or a proxy.

2.3.2.2 IAC Operational Controls

Controls are the data that guide the behavior of the operation. They are not consumed by the operation, but rather they provide guidance, models, limits, criteria, cutoff dates, or other information that controls the way in which the operational work is performed.

Table 2 lists the controls for the IAC operation.

Table 2: IAC Operational Controls

Provider	Information Exchange	Description
1. Program Management operation (PM)	Program Controls	The Program Control information includes IAC Budget, Operational Plans, and Schedule.
3. Security, Privacy, and Confidentiality operation (SPC)	Security, Privacy, and Confidentiality Controls	Laws, policies, regulations, and guidelines related to physical security, IT security, data security, and privacy and confidentiality impacts, analyses, and processes. These include, but are not limited to, Title 13, Title 26, and other laws and policies related to the protection of personally identifiable information.
Department of Commerce	IE675: Contracts and Acquisition Regulations	Regulations that provide policies and procedures for acquisition by federal agencies.

Provider	Information Exchange	Description
1. Program Management operation (PM)	IE676: OMB Approval	<p>To avoid overburdening the public with federally sponsored data collections, the Paperwork Reduction Act of 1995 requires that U.S. federal government agencies obtain Office of Management and Budget (OMB) approval before requesting or collecting most types of information from the public.</p> <p>OMB approval must be obtained before collecting federally sponsored data, whether the request is delivered in-person, on the phone, or online.</p>

2.3.2.3 IAC Operational Outputs

Outputs are the data produced by the operation. The outputs constitute the results of operational work that has been performed. Outputs produced may be used as inputs or controls to other operations.

Table 3 lists the outputs from the IAC operation.

Table 3: IAC Operational Outputs

Consumer	Information Exchange	Description
Island Areas Governments	IE681: Government Liaison Interactions	Interactions between Census Bureau management and local government officials intended to support Island Areas Censuses goals.

Consumer	Information Exchange	Description
Island Areas Governments	IE682: Contract Coordination Interactions	Interactions between Census Bureau management and local government officials and service providers intended to facilitate setup, operation and closeout of census offices in the Island Areas, and Island Areas Censuses operational management and fieldwork.
11. Integrated Partnership and Communications operation (IPC)	IE683: IAC Communications Requirements	Requirements for communications guidance and generalized materials needed to support Island Areas Censuses.
4. Content and Forms Design operation (CFD)	IE275: Field Enumeration Materials Content (for IAC)	Data collection materials content and related requirements for the questionnaire and nonquestionnaire materials which will be used to support field enumeration. This includes both the content and the requirements.
6. Geographic Programs operation (GEOP)	IE047: Address Adds and Updates	Addresses added to the address register data collected in the field using blank listing pages.
6. Geographic Programs operation (GEOP)	IE049: Geographic Products Requirements	Requirements for the Geographic Products needed to conduct the specific field operations work.
6. Geographic Programs operation (GEOP)	IE613: Map Spots and Features (for IAC)	Updated map spot and feature data used for MAF/TIGER ² updates. Data are captured from paper map update information collected in the field.

² Master Address File/Topologically Integrated Geographic Encoding and Referencing System

Consumer	Information Exchange	Description
33. Decennial Logistics Management operation (DLM)	IE391: Operation-Specific Kit Requirements	A list of the materials that should be included in the operational kits. These kits will be delivered to the Census Offices in the Island Areas.
33. Decennial Logistics Management operation (DLM)	IE500: Bulk Office Supply Requirements	Requirements for bulk office supplies needed to run the field offices.
31. Decennial Service Center operation (DSC)	IE380: IT Service Requests	Requests for information or advice, or for a standard change or for access to an information technology (IT) service. Note: This only applies to office IT assets.
Respondents (or Proxy)	IE260: Request for Response	Requests for respondents/proxies to respond to the 2020 Island Areas Censuses.
34. IT Infrastructure operation (ITIN)	IE513: Site IT Installation Returns	The return of the Census Office IT equipment after they are no longer needed for the 2020 Island Areas Censuses.
1. Program Management operation (PM)	IE684: IAC Paradata	Paradata collected during field operations that is specific to the Island Areas Censuses.
10. Paper Data Capture operation (PDC)	IE685: IAC Paper Questionnaires for Capture	Paper questionnaires completed as part of IAC enumeration of housing units, group quarters, and transitory locations in the Island Areas. NPC staff ensure received questionnaires are ready to be sent for processing by PDC.

Consumer	Information Exchange	Description
19. Response Processing Operation (RPO)	IE141: IAC ATAC Status File	Status information from the Island Areas Censuses (IAC) data collection work captured by ATAC during IAC office operations check-in activities.
21. Data Products and Dissemination operation (DPD)	IE587: List of Island Area Officials	List of Island Area officials (including their email addresses) who must be made aware of data product releases.
21. Data Products and Dissemination operation (DPD)	IE588: Selected IA Contacts' Confirmations	Confirmation of the receipt of the Island Areas (IA) data products through embargo.

2.3.2.4 IAC Operational Mechanisms

Mechanisms are the resources (people, places, and things) that are used to perform the operational processes. They include Staff Resources, Infrastructure Sites, Systems, and other Technology Infrastructure.

Staff Resources

Table 4 identifies the Staff Resources employed for the IAC operation.

Table 4: Staff Resources Used Within IAC Operational Activities

Staff Resources	Description/Role
Headquarters (HQ) Staff	The IAC HQ staff manages the IAC operation and coordinates activities with the Census Advisors, Island Areas governments, and subject matter experts within Island Areas supporting operations and organizations, such as PDC, RPO, NPC, GEOP, the Decennial IT Division (DITD), and the Decennial Contracts Execution Office (DCEO).
National Processing Center (NPC) Staff	The NPC captures the paper questionnaires, address registers, and map data collected in the field operations of the 2020 Island Areas Censuses.
Census Advisors	Census Bureau employees deployed to the Island Areas in order to monitor the data collection operation, oversee the shipping of the completed data collection materials to NPC, and decommission systems and close the Census Offices.
IAC Management and Staff for the Census Offices	The local Census Office management staff handles the Census Office operations of the 2020 Island Areas Censuses. Census Office staff perform the clerical, field enumeration, and other activities necessary to conduct the 2020 Island Areas Censuses. All of their work is performed under the technical guidance of the Census Advisors. Census Office management and staff in the Island Areas are employees of their respective local governments.

Infrastructure Sites

Table 5 identifies the Infrastructure Sites employed for the 2020 IAC operation.

Table 5: Infrastructure Sites for IAC Operational Activities

Infrastructure Site	Description/Role
Headquarters (HQ)	The HQ site is located in Suitland, Maryland, which is where the management and planning of the IAC is conducted.

Infrastructure Site	Description/Role
National Processing Center (NPC)	<p>The NPC site is located in Jeffersonville, Indiana, and is responsible for the following activities:</p> <ul style="list-style-type: none"> • Preparing and shipping IAC-specific kits and bulk supplies (done as a part of the DLM operation). • Receiving completed paper data collection materials from the 2020 Island Areas Census Offices (done as a part of the IAC operation). • Checking-in, sorting, batching completed paper data collection materials (including address registers, maps and questionnaires) from the 2020 Island Areas Census Offices (done as a part of the IAC operation). • Preparing questionnaires for data capture (done as a part of the PDC operation). • Scanning and processing questionnaires using integrated Computer Assisted Data Entry for surveys (iCADE: Survey) (done as a part of the PDC operation). • Capturing paper address registers and scan/digitize paper maps using GUPS (done as a part of the IAC operation). • Preprocessing 2020 Island Areas Censuses address updates (done as a part of the IAC operation). • Conducting Residual Coding of questionnaire responses (done as a part of the RPO operation). • Preparing and delivering a Decennial Response File (done as a part of the RPO operation).
American Samoa Census Office	The Census Office site for American Samoa.
Commonwealth of the Northern Mariana Islands (CNMI) Census Office	The Census Office site for the Commonwealth of the Northern Mariana Islands.
Guam Census Office	The Census Office site for Guam.

Infrastructure Site	Description/Role
U.S. Virgin Islands (USVI) – St. Thomas/St. John Census Office	The Census Office site for St. Thomas and St. John of the U.S. Virgin Islands.
U.S. Virgin Islands (USVI) – St. Croix Census Office	The Census Office site for St. Croix of the U.S. Virgin Islands.

Systems and other Technology Infrastructure

Table 6 identifies the Systems employed for the IAC operation.

Table 6: Systems Used Within IAC Operational Activities

System	Description
Automated Tracking and Control System (ATAC)	<p>The ATAC system will serve as the main office control operating system for the 2020 Island Areas Censuses and is responsible for:</p> <ul style="list-style-type: none"> • Storing all CHEC/CAMPIN³ cleared staff and contact information. • Making assignments for housing units, group quarters, and transitory locations. • Checking-in completed questionnaires. • Tracking clerical review. • Tracking reinterview. • Reassigning questionnaires back out for Telephone/Field Follow-up. • Marking BCUs complete. • Tracking material storage information. • Tracking shipping information of materials to NPC. • Reporting out on all aspects of information stored in the database.
Data Management System (DMS)	DMS is the system that receives files in accordance with the archival specifications.
Master Address File/Topologically Integrated Geographic Encoding and Referencing System (MAF/TIGER)	MAF/TIGER is a system with a central database and many utilities and tools that contains, manages, and controls an extensive repository of spatial and nonspatial data used to provide extracts to define Census Bureau operations, provide maps, and support web applications.

³ Census Hiring and Employment Check System/Centralized Application for Managing Personnel Investigations and Nonemployees

System	Description
Geographic Update Partnership Software (GUPS)	GUPS is a customized geographic information system provided by the Census Bureau based on an open-source platform called Quantum Geographic Information System (also known as QGIS). GUPS is used to support keying the address data and digitizing the map spots from completed IAC paper maps and address registers.
Census Data Lake (CDL)	The CDL serves as the centralized repository for decennial response data and paradata. It allows distributed processing capabilities for cost and progress reports and other downstream consumers. CDL is a flexible data management platform intended to provide the Census Bureau with a next-generation scaling capability to fulfill data management, storage, reporting, analytics, and security requirements while reducing costs associated with duplicative data silos.
Census Hiring Employment Center/Centralized Application for Managing Personnel Investigations and Nonemployees (CHEC/CAMPIN)	CHEC/CAMPIN is an administrative system that automates clearance processing of all personnel at the Census Bureau headquarters. This system supports fingerprint processing with the Federal Bureau of Investigation (FBI), the Office of Personnel Management (OPM), the Department of Homeland Security (DHS), OMB, and the Department of Commerce (DOC).
Fingerprinting System	This is the system and software provided and operated by the fingerprint vendor that handles fingerprinting requirements for the Census Office and Field staff. This system will interface with each of the onboarding systems used to assess, check, and hire applicants (CHEC/CAMPIN, Decennial Physical Access Control System [DPACS]: Badging, and Success).

System	Description
Badging Systems	<p>These are systems that handle badging requirements for the Census Office staff. There are two systems for badging for the Census Office and Field staff:</p> <ul style="list-style-type: none"> • DPACS: Badging – These are badges that are based on a template for the 2020 IAC field employees, including their photos and names. There is no Personal Identity Verification credential associated with these badges. Therefore, these badge-holders cannot access the Census Office, which is a secured site. • US Access – These badges contain a Personal Identify Verification credential in order for the badge-holders to gain access to secure facilities. For the Census Offices, this will be for management and office staff.

Other Technology and Logistics Infrastructure employed for the IAC operation includes:

- IT infrastructure will be located at headquarters, Census Offices, and NPC and will be used for conducting IAC operational work. This infrastructure is provided by the IT Infrastructure (ITIN) operation.
- Census Network connectivity used for data transmission between operational systems and operational sites. This connectivity is provided by ITIN.
- Printing, kitting, and shipping of the data collection materials (including questionnaires), nonquestionnaire materials, promotional materials, and bulk supply office materials is coordinated by the Decennial Logistics Management (DLM) operation with questionnaire printing being performed by the Forms Printing and Distribution (FPD) operation.
- Other system support capabilities, such as fingerprinting, badging, and receiving guidance for development of recruitment and hiring support materials for use by the Island Areas government is coordinated by the Field Infrastructure (FLDI) operation.
- In the event that the Census Offices require IT equipment support, there will be Decennial Service Center (DSC) operation live agent IT support during the hours of 7 a.m. to 11 p.m. Eastern Time.

2.4 IAC Data Flow and Operational Influences

Figure 2 is an Integrated Operations Diagram (IOD), which depicts the major interactions among the operations and external entities involved in the IAC operation. This diagram shows the IAC operation as the principal activity, with collaborations among other decennial operations. The IAC operation includes interactions with CFD, IPC, FPD, GEOP, DLM, ITIN, DSC, PDC, RPO, DPD, and ARC.

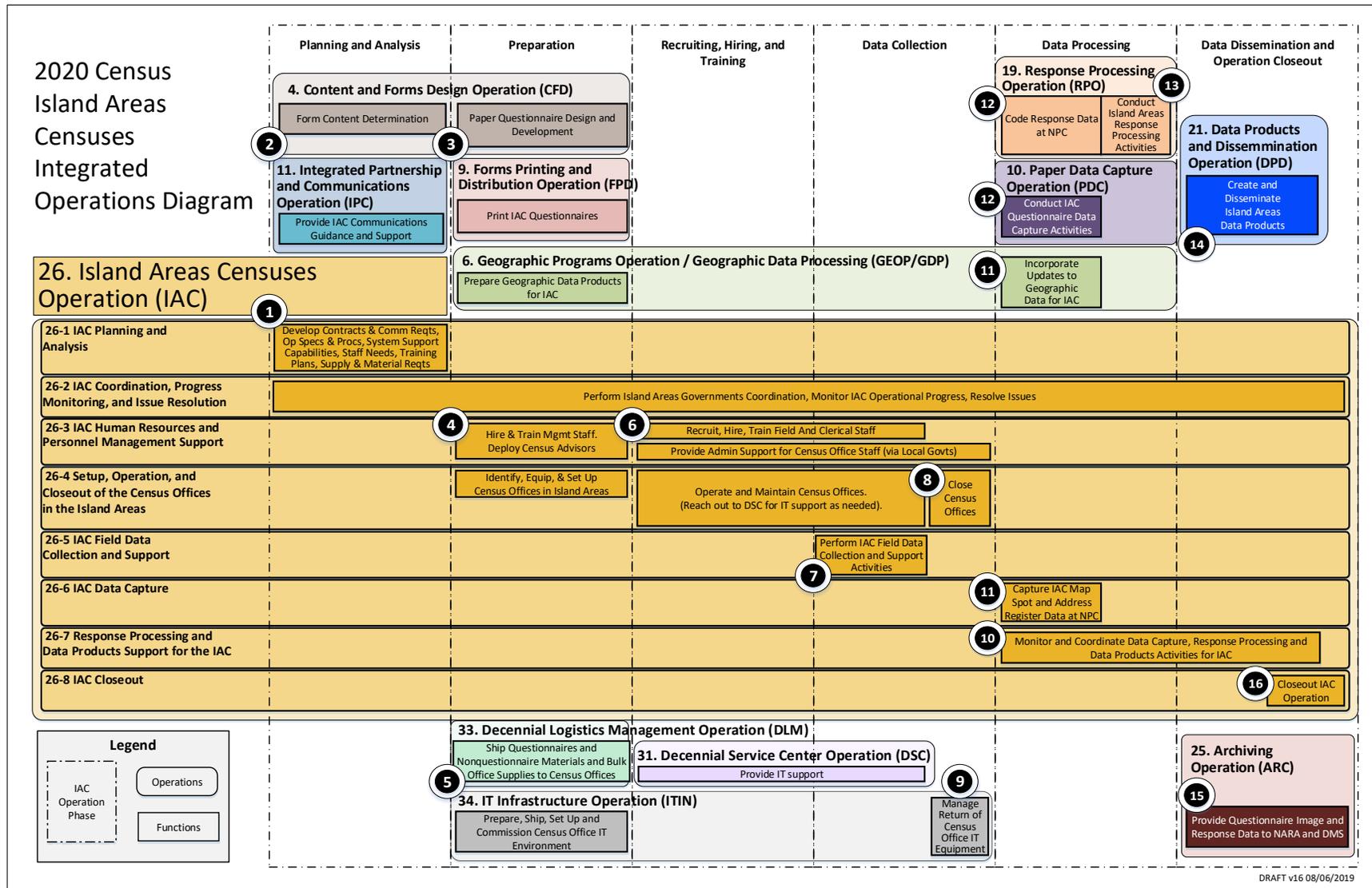


Figure 2: 2020 Island Areas Censuses Integrated Operations Diagram (IOD)

The operations and associated functions are aligned with various phases of the operational life cycle, as shown across the top of the diagram above.

Planning and Analysis Phase

This phase occurs before any of the field activities for the IAC begin. This includes long-term and long lead-time planning activities, such as estimating workload and staffing needs, determining the number and types of offices and the staffing structure within each office type, determining space requirements, and gathering questionnaire design form requirements for the IAC operation.

1 IAC operational planning includes development of the contracts, development of operational specifications and procedures, identification of the system support capabilities needed, and identification of supply and materials requirements. IAC operational planning also includes defining the business rules for field data collection and estimating the staffing required for office and field workloads.

The IAC operation defines the requirements for questionnaires and nonquestionnaire paper materials, working closely with CFD. Nonquestionnaire papers materials include, but are not limited to, address registers, maps, and notice of visit forms. These materials will be used by field staff along with the paper questionnaire forms.

This phase also begins the coordination, progress monitoring, and issue resolution activities that continue for the duration of the IAC.

2 Initial work on the IAC operation includes the identification of the questionnaires to be used. The questionnaire content for the Island Areas will leverage the American Community Survey questionnaire, as described above, and is developed in coordination with CFD. Work also begins with IPC providing templates, general 2020 promotional materials, logo variations, and an internet presence for each of the Island Areas

Preparation Phase

Activities in this phase include designing and creating maps, questionnaires, and nonquestionnaire materials, preparing and developing training materials and field staff supplies, and preparing for the printing of the materials in coordination with CFD and FPD.

3 Work with CFD continues with the design and development of the actual paper questionnaires that will be used for the 2020 Island Areas Censuses. The IAC questionnaire is

similar in size and scope to the American Community Survey questionnaire. The IAC paper questionnaires are printed by FPD. FPD provides them to DLM for shipping to IAC as part of operation-specific kits.

In addition to paper questionnaires, the IAC operation needs various mapping and geographic products. These geographic data products, customized for use in the Island Areas, are prepared by the Geographic Data Processing component of GEOP (GEOP/GDP).

4 At each of the Island Areas, the Island Areas government supporting the IAC operation identifies locations for office space. In addition, the Island Areas government sets up the Census Offices. Census Office management staff are hired and trained, and then operate and maintain the Census Offices in the Island Areas. Once deployed, the Census Advisors provide technical guidance to the Island Areas governments and monitor the contracts with them.

5 The DLM operation ships the questionnaires, nonquestionnaire materials, and bulk office supplies from the NPC to the census offices in the Island Areas. This includes providing printing and assembly instructions for training materials.

Assisting the local Census Office staff, the ITIN staff prepare, ship, setup, and initialize the Island Areas Censuses IT environments. This ensures that all the IT equipment is properly installed, ready for operations, and meets Census standards for security and privacy.

Recruiting, Hiring, and Training Phase

This phase includes those activities involved in providing trained and equipped staff to support the Island Areas Censuses and the logistics and office management support required while people are being hired and trained.

6 Once the Census Office site is ready for operational work, the Census Office management staff open the offices, and begin recruiting, hiring, and training additional office and field staff.

As per the contract with each Island Areas government, the Census Office staff are hired directly by the government agency designated to execute the 2020 Island Areas Censuses. Therefore, the entire Census Office staff are employees of the Island Areas governments and thereby contractors of the Census Bureau. Each applicant will undergo a Federal Bureau of Investigations (FBI) background check facilitated by the Census Bureau. Badging of hired applicants will utilize badging systems and processes similar to those used by FLDI. All staff need to be sworn in to comply with Census Bureau protocols.

Once sworn in, the office clerical staff will begin selecting the training sites. If IT problems arise, the office staff will contact the DSC staff for support. DSC is available to provide support for this phase as well as the subsequent Data Collection phase.

Data Collection Phase

Field data collection is performed in this phase. This includes the listing of addresses and enumerations performed in the field. This phase also includes activities to close out the Census Offices after field operations have completed.

7 During this phase, the IAC operation conducts field data collection and associated support activities for the 2020 Island Areas Censuses. This includes listing and enumeration of living quarters (which are housing units, group quarters, and transitory locations). This phase also includes post-enumeration in-office and field followup quality control activities.

8 When field data collection operations are completed, the process to close the census offices for the Island Areas begins. This includes the shipment of completed data collection materials of the 2020 Island Areas Censuses to NPC. The local government may conduct an optional Local Count Review and final office activities are completed.

9 As part of the census office close out, the office IT equipment used for the 2020 Island Areas Censuses work is decommissioned and retrieved by ITIN for final disposition. The Census Offices are officially closed when all the management, office, and field staff are terminated, office and data collection activities are closed out, and the IT equipment are decommissioned and returned to ITIN.

Data Processing Phase

This phase includes activities that are the responsibilities of IAC, PDC, RPO and GEOP. This includes activities for capturing and coding paper questionnaire responses at the NPC, activities to process the paper questionnaire response data by RPO, activities to capture geographic map spot and address registers at NPC, and activities to incorporate the address and map data into MAF/TIGER by GEOP.

10 The IAC staff along with PDC and RPO headquarters staff provide support for monitoring and coordination of PDC data capture and RPO response processing activities. This includes working with NPC staff to monitor the checking-in of data collection materials, the status of paper data capture in iCADE: Survey, the status of clerical coding of written responses, the

transformation of the data for producing the response processing files, and the review of these files by subject matter experts at headquarters.

11 Map spot data and address register data collected during field listing and enumeration activities are processed at the NPC. Based on collected Island Areas data, updates to geographic data for the Island Areas are incorporated into MAF/TIGER by GEOP.

12 Questionnaire data collected during field enumeration activities are processed by the PDC operation at the NPC. Questionnaire images are captured and retained for later delivery to ARC. As part of the data capture process, write-in fields are coded by clerical staff at NPC.

13 The paper questionnaire response data, coding results, and geographic data updates are used by RPO in the post-data collection Island Areas response processing activities. Island Areas responses are used to produce the Census Unedited Files (CUFs), Census Edited Files (CEFs), and Microdata Detail Files (MDFs) for the Island Areas. Disclosure avoidance techniques are applied in the creation of the MDFs. Subject matter experts participate in review of these RPO data files.

Data Dissemination and Operation Closeout Phase

This phase includes activities which are the responsibilities of DPD and IAC. The activities include those which create and disseminate Island Areas data products, provide questionnaire image and response data for archiving, and close out the IAC operation.

14 The DPD operation is responsible for creating and disseminating IAC data products. Subject matter experts participate in review of these data products. The IAC headquarters staff provide support for monitoring and coordination of DPD data processing activities. This includes working with the Population Division (POP); the Social, Economic, and Housing Statistics Division (SEHSD); and the Decennial IT Division (DITD) staff to monitor the expeditious review of the Island Areas response processing files, ensure that the files are properly tabulated, verify that the data products are in accordance with requirements, and disseminate the data products to the public in a timely manner.

15 The ARC operation is provided with Island Areas Censuses questionnaire images from PDC and response data files from RPO for delivery to the National Archives and Records Administration (NARA) and to the Census Bureau's internal Data Management System (DMS).

- 16 Having completed all the phases of the operation, the IAC Lessons Learned are captured, the IAC Operational Assessment Report is finalized, and the IAC operation is closed out.

3. Island Areas Censuses Operation (IAC) Detailed Process Description

Figure 3 is a top-level Business Process Model (BPM) showing the Level 1 activity areas within the IAC operation. BPMs for the 2020 Census follow industry-standard Business Process Model and Notation (BPMN). An explanation of how to read the BPMN notations and a full-sized copy of all of the BPMN diagrams for this operation are provided under separate cover.

This top-level BPM serves as the Context Model for the IAC operation. A BPMN Context Model displays the high-level activities within the operation and relationships between them, whereas the IDEF0 Context Diagram shown earlier depicts the boundaries of the operation or activity and the interfaces between the operation or activity and other operations and activities with which it is associated.

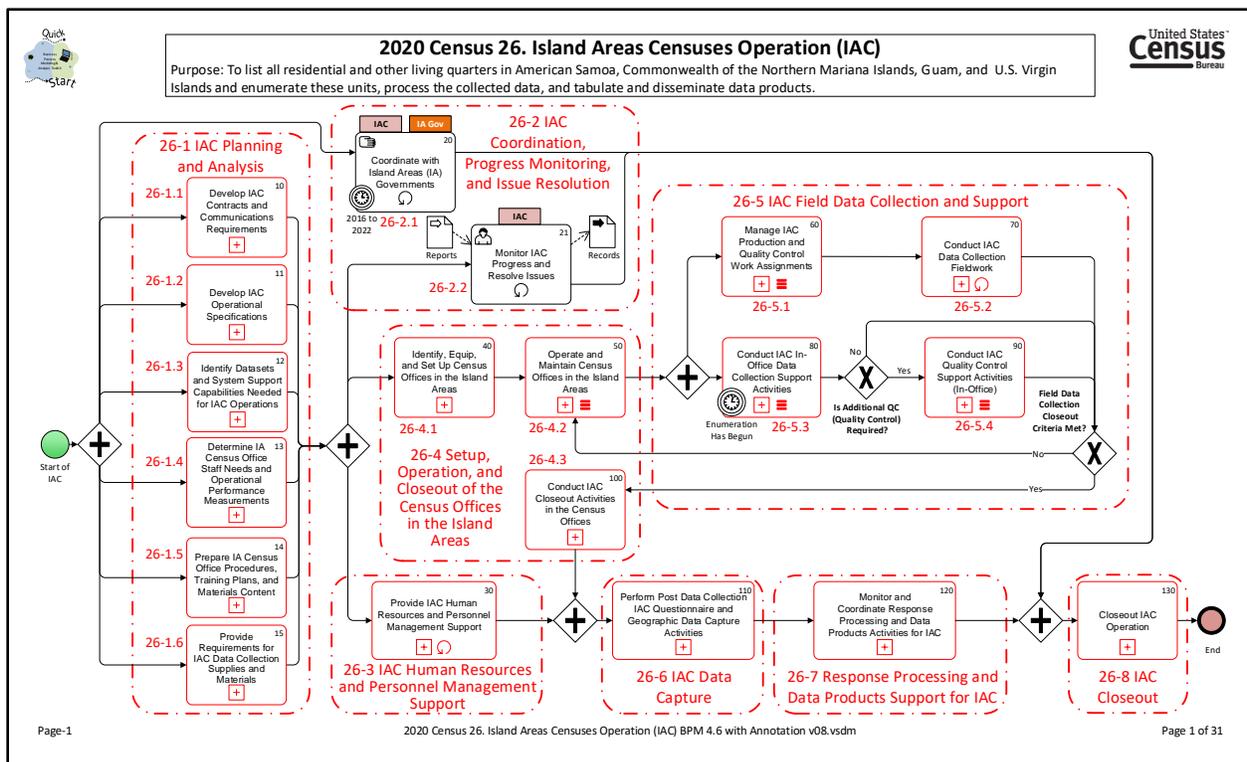


Figure 3: IAC Operational Context Model

The IAC operation is subdivided into the following activity areas:

- IAC Planning and Analysis [IAC 26-1].
- IAC Coordination, Progress Monitoring, and Issue Resolution [IAC 26-2].
- IAC Human Resources and Personnel Management Support [IAC 26-3].
- Setup, Operation, and Closeout of the Census Offices in the Island Areas [IAC 26-4].

- IAC Field Data Collection and Support [IAC 26-5].
- IAC Data Capture [IAC 26-6].
- Response Processing and Data Products Support for IAC [IAC 26-7].
- IAC Closeout [IAC 26-8].

The business processes for each of these Level 1 activity areas are discussed along with their inputs and outputs in the following subsections.

3.1 IAC Planning and Analysis [IAC 26-1]

The first IAC activity is IAC Planning and Analysis.

Figure 4 shows the BPM for the IAC Planning and Analysis [IAC 26-1] activity (area within the gray rounded rectangle) and its activities within the overall context of the IAC operation.

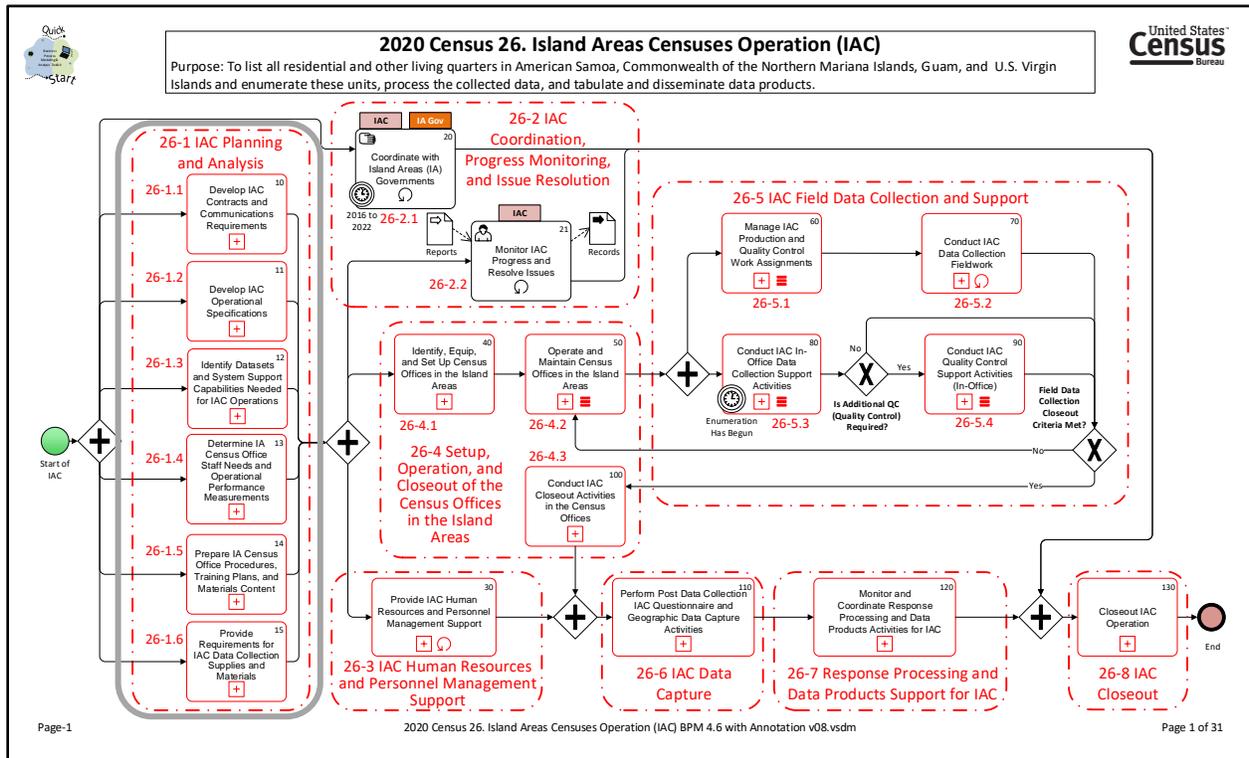


Figure 4: IAC Planning and Analysis [IAC 26-1] Activity

The “IAC Planning and Analysis” operational activity is subdivided into the following activity areas:

- IAC Planning and Analysis [IAC 26-1].
 - Develop IAC Contracts and Communications Requirements [IAC 26-1.1].

- Develop IAC Operational Specifications [IAC 26-1.2].
- Identify Datasets and System Support Capabilities Needed for IAC Operations [IAC 26-1.3].
- Determine IA Census Office Staff Needs and Operational Performance Measurements [IAC 26-1.4].
- Prepare IA Census Office Procedures, Training Plans, and Materials Content [IAC 26-1.5].
- Provide Requirements for IAC Data Collection Supplies and Materials [IAC 26-1.6].

The overall process of the “IAC Planning and Analysis” operational activity focuses on all the subactivities related to the planning of the IAC operation. Planning and analysis includes many different components of the IAC operation, such as gathering contractual and communication requirements; developing operational manuals and specifications; recognizing necessary datasets and system support capabilities; determining staffing needs and performance measurements; writing office and field procedures; and gathering requirements for data collection materials.

Subsequent sections describe the “IAC Planning and Analysis” operational subactivities in detail.

3.1.1 Develop IAC Contracts and Communications Requirements [IAC 26-1.1]

The "Develop IAC Contracts and Communications Requirements" operational subactivity is subdivided into the following activity areas:

- Develop IAC Contracts and Communications Requirements [IAC 26-1.1].
 - Develop and Finalize Contracts for 2020 Island Areas Censuses [IAC 26-1.1.1].
 - Develop IAC Communications Requirements [IAC 26-1.1.2].

A detailed view of the activities that make up the "Develop IAC Contracts and Communications Requirements" operational subactivity is given in [Figure 5](#) below.

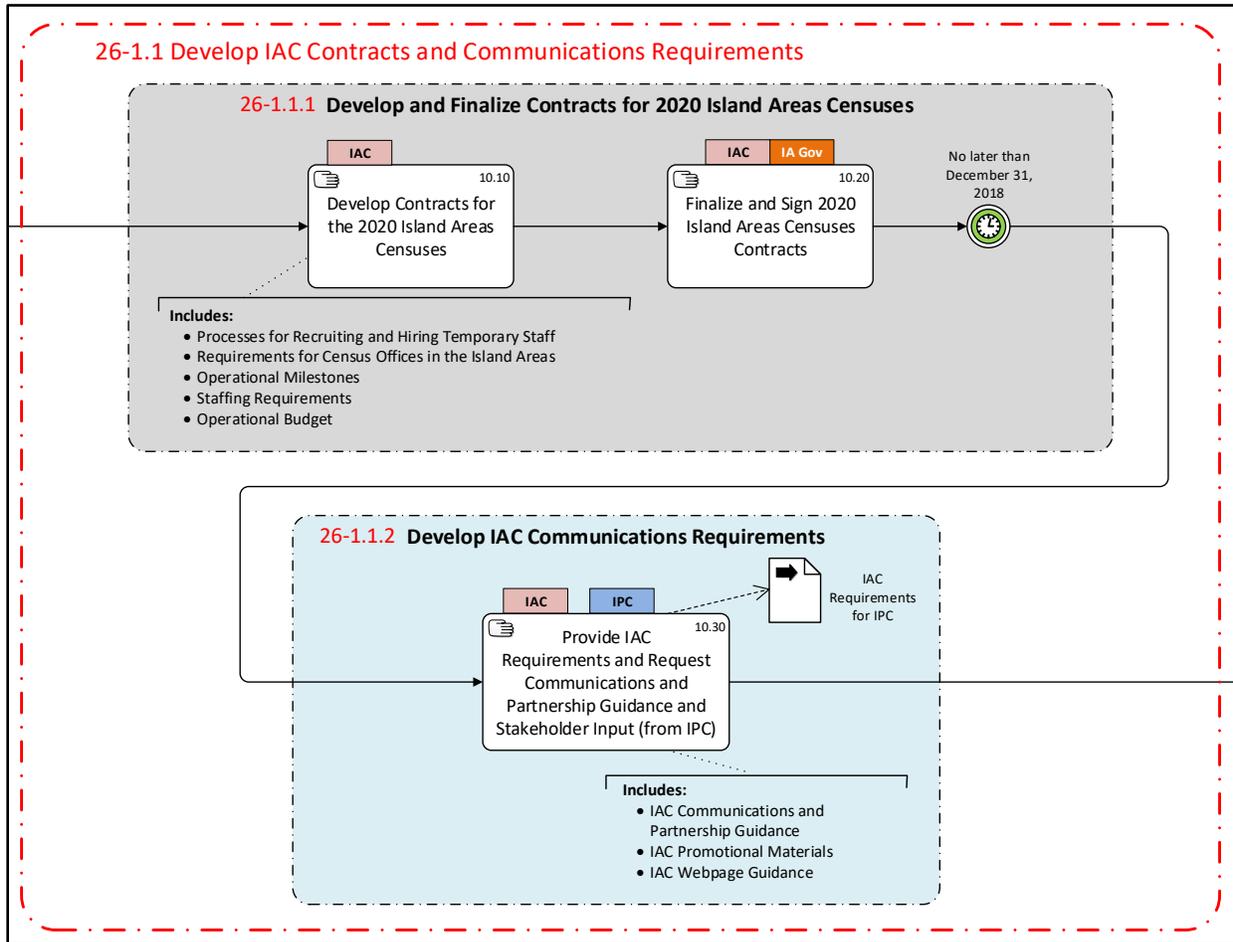


Figure 5: Develop IAC Contracts and Communications Requirements

3.1.1.1 Develop and Finalize Contracts for 2020 Island Areas Censuses [IAC 26-1.1.1]

The IAC operation will develop and finalize contracts for each of the Island Areas governments to conduct the data collection of the 2020 Island Areas Censuses. These contracts will include requirements for Title 13 security of the office and all associated materials, recruiting and hiring temporary staff in the Island Areas, operational milestones that must be met, and an operational budget. The contracts will be signed in December 2018, and in-person contract kickoff meetings will occur in January 2019.

3.1.1.2 Develop IAC Communications Requirements [IAC 26-1.1.2]

The IAC operation will develop and provide communications requirements. This includes guidance from IPC in the form of receiving templates, general 2020 promotional materials, logo variations, and an internet presence for each of the Island Areas.

3.1.2 Develop IAC Operational Specifications [IAC 26-1.2]

The "Develop IAC Operational Specifications" operational subactivity is subdivided into the following activity areas:

- Develop IAC Operational Specifications [IAC 26-1.2].
 - Develop IAC Production Strategies and Specifications [IAC 26-1.2.1].
 - Develop IAC Quality Control Plan [IAC 26-1.2.2].

A detailed view of the activities that make up the "Develop IAC Operational Specifications" operational subactivity is given in [Figure 6](#) below.

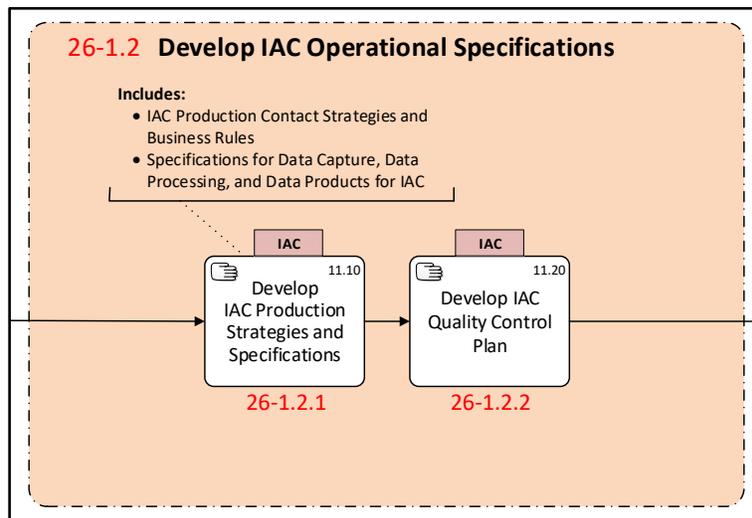


Figure 6: Develop IAC Operational Specifications

3.1.2.1 Develop IAC Production Strategies and Specifications [IAC 26-1.2.1]

The IAC operation will develop operational production contact strategies and business rules for data collection and specifications for data capture, data processing, and data products.

3.1.2.2 Develop IAC Quality Control Plan [IAC 26-1.2.2]

The IAC operation will develop a quality control plan based on the production strategies and specifications for in-field and in-office operations, business rules, and quality control standards and operations.

3.1.3 Identify Datasets and System Support Capabilities Needed for IAC Operations [IAC 26-1.3]

The "Identify Datasets and System Support Capabilities Needed for IAC Operations" operational subactivity is subdivided into the following activity areas:

- Identify Datasets and System Support Capabilities Needed for IAC Operations [IAC 26-1.3].
 - Prepare Initial Lists of Group Quarters and Transitory Locations in the Island Areas [IAC 26-1.3.1].
 - Identify Needs for Geographic Data and System Support Capabilities [IAC 26-1.3.2].
 - Identify Needs for Other System Support Capabilities [IAC 26-1.3.3].
 - Identify IAC Processing and Office Infrastructure Needs [IAC 26-1.3.4].

A detailed view of the activities that make up the "Identify Datasets and System Support Capabilities Needed for IAC Operations" subactivity is given in [Figure 7](#) below.

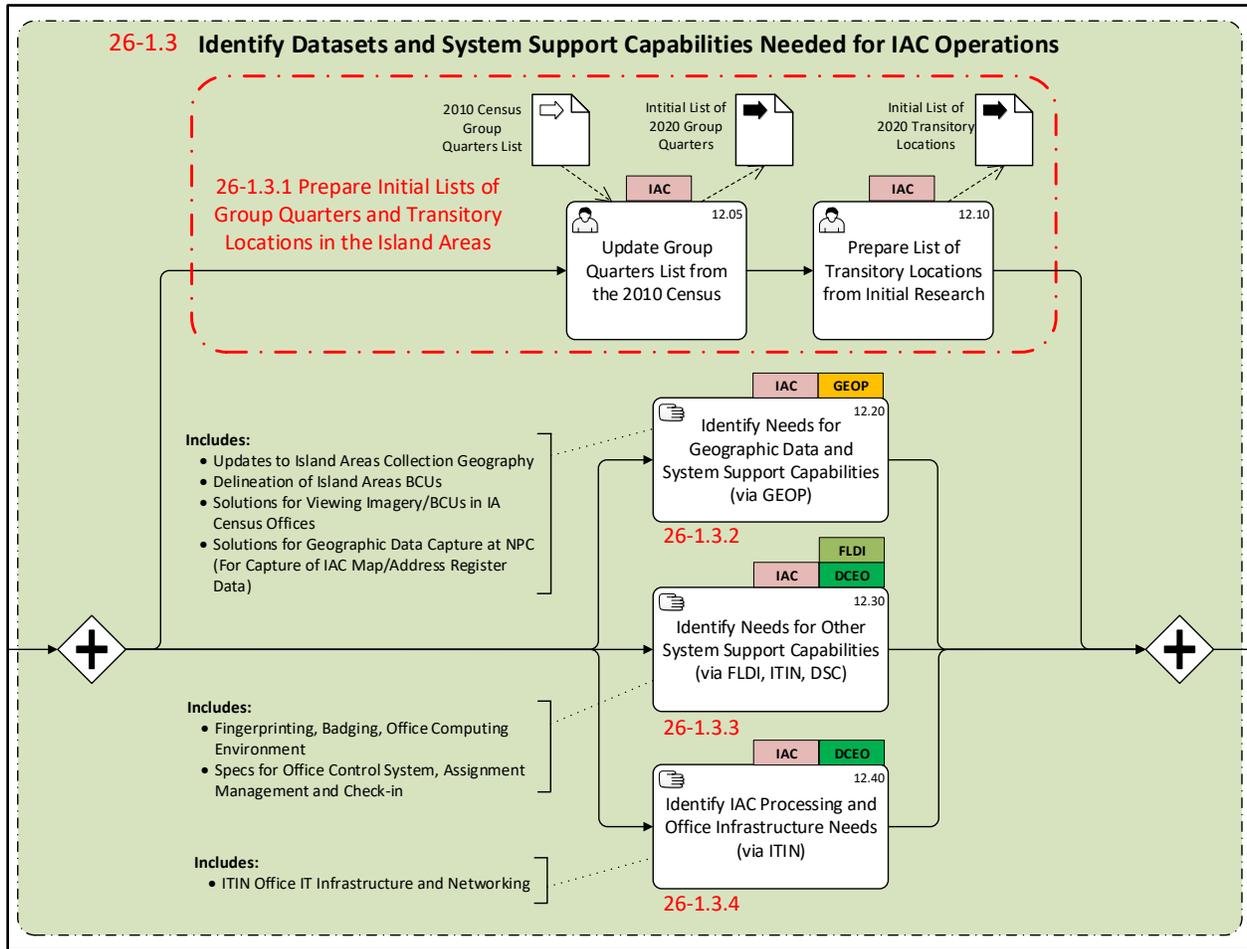


Figure 7: Identify Datasets and System Support Capabilities Needed for IAC Operations

3.1.3.1 Prepare Initial Lists of Group Quarters and Transitory Locations in the Island Areas [IAC 26-1.3.1]

The IAC operation will prepare initial lists of group quarters and transitory locations in the Island Areas. This will include updating the group quarters list from the 2010 Census and preparing a new list of transitory locations. These activities will produce initial lists of group quarters and transitory locations to be used for the 2020 Island Areas Censuses.

3.1.3.2 Identify Needs for Geographic Data and System Support Capabilities [IAC 26-1.3.2]

The IAC operation and GEOP will identify needs for geographic data and system support capabilities including updating Island Areas collection geography and delineating BCUs (as necessary), finding solutions for viewing images on paper maps in the Census Offices, and finding solutions for geographic data capture at NPC (intended for data capture of maps and address register data).

3.1.3.3 Identify Needs for Other System Support Capabilities [IAC 26-1.3.3]

The IAC operation will coordinate with FLDI, DCEO, ITIN, and DSC to develop requirements and specifications for the other system support capabilities. These other system support capabilities include fingerprinting, badging, office computing environments, an office control system, and a system to be used for assignment management and checking-in paper materials.

3.1.3.4 Identify IAC Processing and Office Infrastructure Needs [IAC 26-1.3.4]

The IAC operation will coordinate with ITIN to develop office IT infrastructure and networking requirements and specifications necessary for the office environments at each of the IAC Census Offices.

3.1.4 Determine IA Census Office Staff Needs and Operational Performance Measurements [IAC 26-1.4]

The "Determine IA Census Office Staff Needs and Operational Performance Measurements" operational subactivity is subdivided into the following activity areas:

- Determine IA Census Office Staff Needs and Operational Performance Measurements [IAC 26-1.4].
 - Determine Estimated IAC Operational Workload by Geographic Area [IAC 26-1.4.1].
 - Define Operational Performance Measurements and Progress Targets [IAC 26-1.4.2].

A detailed view of the activities that make up "Determine IA Census Office Staff Needs and Operational Performance Measurements" operational subactivity is given in [Figure 8](#) below.

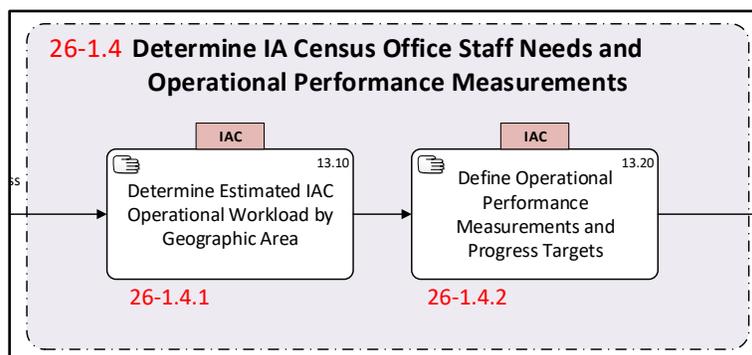


Figure 8: Determine IA Census Office Staff Needs and Operational Performance Measurements

3.1.4.1 Determine Estimated IAC Operational Workload by Geographic Area [IAC 26-1.4.1]

The IAC operation and GEOP will determine the estimated operational workload by geographic area in order to assess the Census Office staff needs. This includes determining the approximate number of map spots from the 2010 Census and recent updates using current imagery, and sharing these with IAC stakeholders as well as the Island Areas governments.

3.1.4.2 Define Operational Performance Measurements and Progress Targets [IAC 26-1.4.2]

The IAC operation will define the operational performance measurements and progress targets to be reported using a specialized web-based ATAC system specially programmed for the IAC.

3.1.5 Prepare IA Census Office Procedures, Training Plans, and Materials Content [IAC 26-1.5]

The "Prepare IA Census Office Procedures, Training Plans, and Materials Content" operational subactivity is subdivided into the following activity areas:

- Prepare IA Census Office Procedures, Training Plans, and Materials Content [IAC 26-1.5].
 - Develop IAC Manuals [IAC 26-1.5.1].
 - Develop IAC Training Materials [IAC 26-1.5.2]

A detailed view of the activities that make up the "Prepare IA Census Office Procedures, Training Plans, and Materials Content" operational subactivity is given in [Figure 9](#) below.

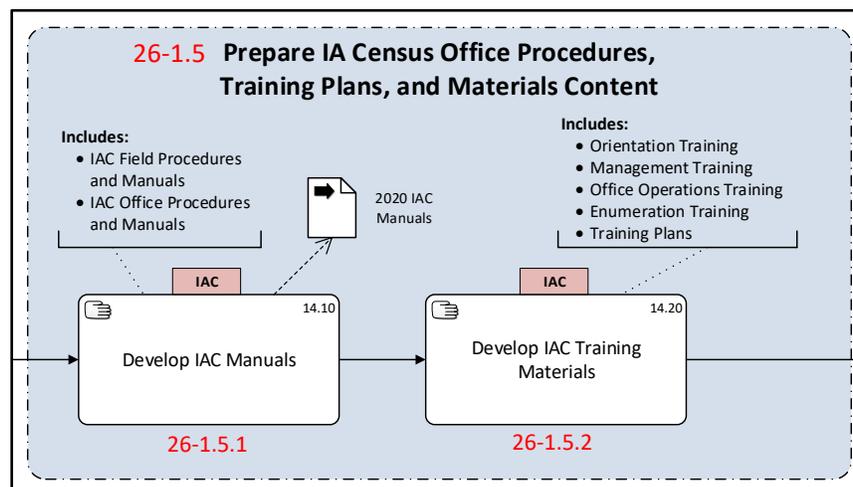


Figure 9: Prepare IA Census Office Procedures, Training Plans, and Materials Content

3.1.5.1 Develop IAC Manuals [IAC 26-1.5.1]

The IAC operation will develop manuals for use in the 2020 Island Areas Censuses. This includes writing systematic procedures, business rules, and best practices for Office Operations and Enumeration.

3.1.5.2 Develop IAC Training Materials [IAC 26-1.5.2]

IAC will also develop training materials for use in the 2020 Island Areas Censuses. These materials will help supplement the training manuals for conducting hands-on training for the office and field staff, as well as the training plans for orientation, management, office operations, and enumeration.

3.1.6 Provide Requirements for IAC Data Collection Supplies and Materials [IAC 26-1.6]

The "Provide Requirements for IAC Data Collection Supplies and Materials" operational subactivity is subdivided into the following activity areas:

- Provide Requirements for IAC Data Collection Supplies and Materials [IAC 26-1.6].
 - Provide Field Enumeration Materials Content Requirements and Stakeholder Input [IAC 26-1.6.1].
 - Provide Field Support Materials Requirements and Stakeholder Input [IAC 26-1.6.2].
 - Request Guidance and Receive Recruiting and Hiring Materials Stakeholder Inputs [IAC 26-1.6.3].

A detailed view of the activities that make up the "Provide Requirements for IAC Data Collection Supplies and Materials" operational subactivity is given in [Figure 10](#) below.

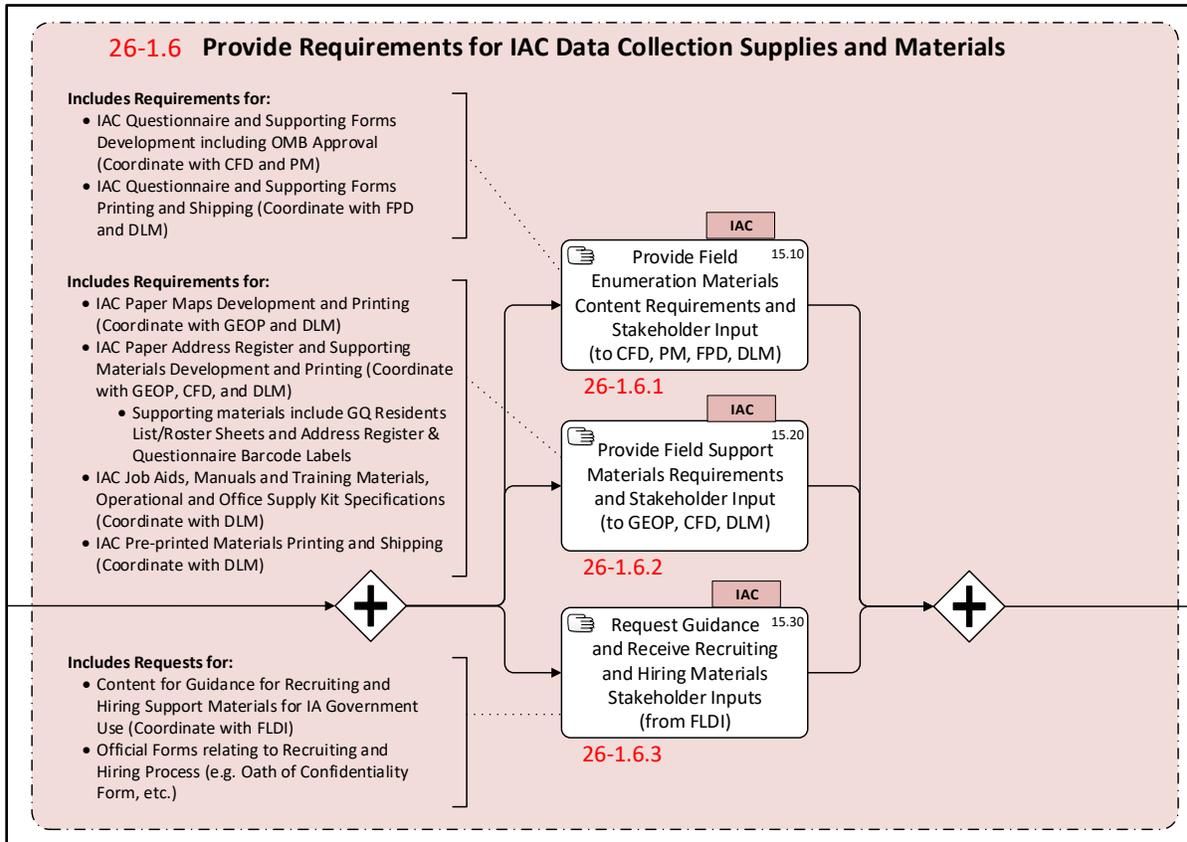


Figure 10: Provide Requirements for IAC Data Collection Supplies and Materials

3.1.6.1 Provide Field Enumeration Materials Content Requirements and Stakeholder Input [IAC 26-1.6.1]

IAC will coordinate with CFD and the Program Management operation (PM) to provide requirements for acquiring OMB approval and developing IAC questionnaires and supporting forms. IAC will also coordinate with FPD and DLM to print and ship IAC questionnaires and supporting materials.

3.1.6.2 Provide Field Support Materials Requirements and Stakeholder Input [IAC 26-1.6.2]

IAC will coordinate with GEOP, CFD and DLM to develop and print paper maps, address registers, supporting materials (e.g., group quarters roster sheets and barcodes for address registers), job aids, training manuals and materials, and to develop operational and office supply kit specifications.

3.1.6.3 Request Guidance and Receive Recruiting and Hiring Materials Stakeholder Inputs [IAC 26-1.6.3]

IAC will coordinate with FLDI to receive hiring support materials for Island Areas government use and to develop official forms for the recruiting and hiring (e.g., Assessments and Selection Guides).

3.2 IAC Coordination, Progress Monitoring, and Issue Resolution [IAC 26-2]

The second IAC activity is IAC Coordination, Progress Monitoring, and Issue Resolution.

Figure 11 shows the BPM for the IAC Coordination, Progress Monitoring, and Issue Resolution [IAC 26-2] activity (area within the gray rounded rectangle) and its activities within the overall context of the IAC operation.

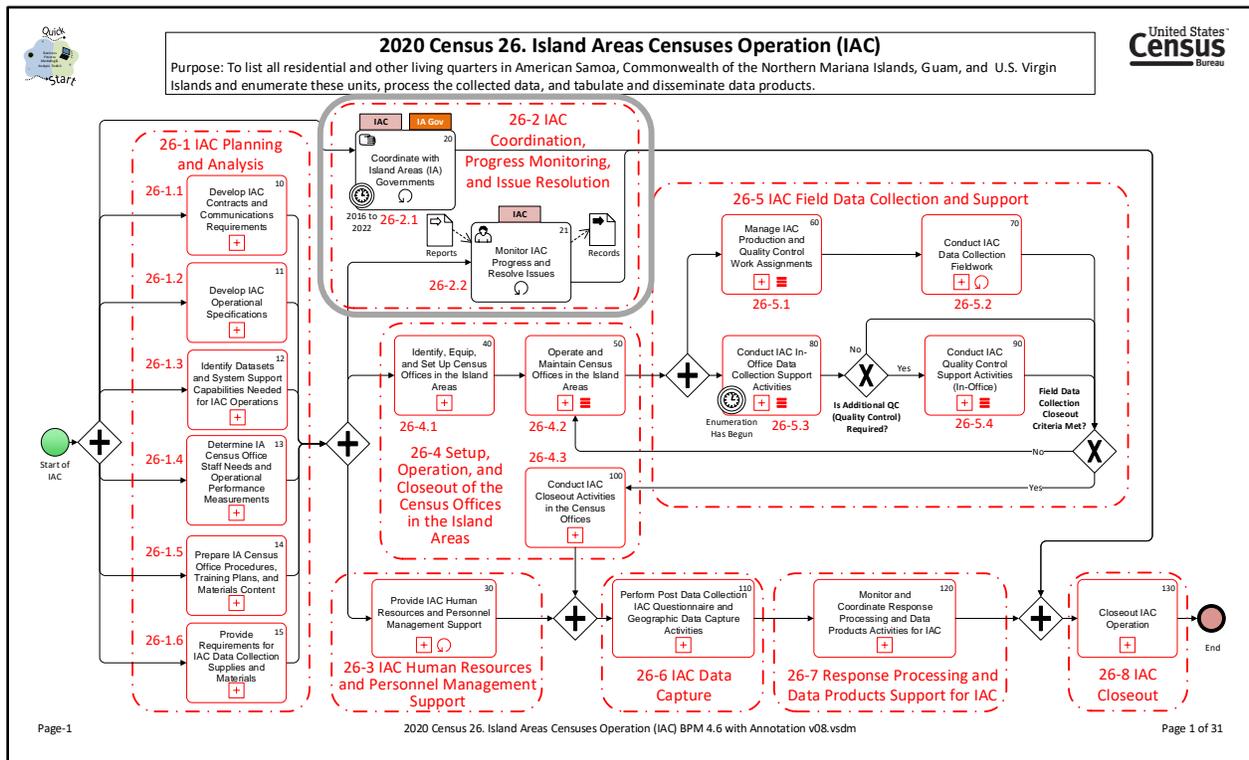


Figure 11: IAC Coordination, Progress Monitoring and Issue Resolution [IAC 26-2] Activity

The “IAC Coordination, Progress Monitoring, and Issue Resolution” operational activity is subdivided into the following activity areas:

- IAC Coordination, Progress Monitoring, and Issue Resolution [IAC 26-2].
 - Coordinate with Island Areas (IA) Governments [IAC 26-2.1].

- Monitor IAC Progress and Resolve Issues [IAC 26-2.2].

The overall process of the “IAC Coordination, Progress Monitoring, and Issue Resolution” consists of maintaining an operational relationship with the Island Areas governments, as well as progress monitoring and issue resolution for the IAC operation.

Subsequent sections describe the “IAC Coordination, Progress Monitoring, and Issue Resolution” operational subactivities in detail.

3.2.1 Coordinate with Island Areas (IA) Governments [IAC 26-2.1]

The IAC operation will coordinate with the Island Areas governments to ensure that operational and contractual activities have been identified and properly met. This includes regular teleconference meetings with the Island Areas governments to discuss developmental, contractual, and operational needs.

3.2.2 Monitor IAC Progress and Resolve Issues [IAC 26-2.2]

The IAC operation will develop measurements for monitoring progress and how best to resolve issues by utilizing reports to monitor progress of the operation, planning for risks, and recording them as issue trackers, mitigation strategies, and contingency plans.

3.3 IAC Human Resources and Personnel Management Support [IAC 26-3]

The third IAC activity is IAC Human Resources and Personnel Management Support.

Figure 12 shows the BPM for the “IAC Human Resources and Personnel Management Support” [IAC 26-3] activity (area within the gray rounded rectangle) within the overall context of the IAC operation.

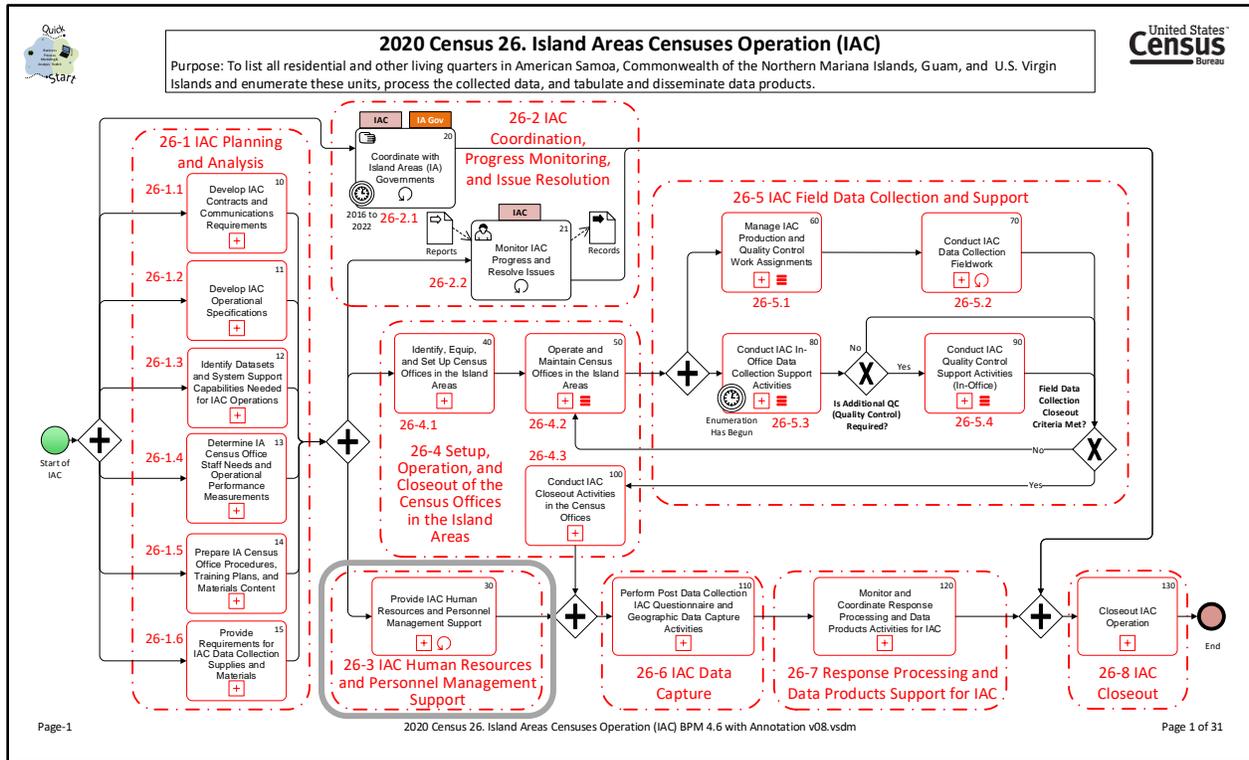


Figure 12: IAC Human Resources and Personnel Management Support [IAC 26-3] Activity

The “IAC Human Resources and Personnel Management Support” operational activity is subdivided into the following activity areas:

- IAC Human Resources and Personnel Management Support [IAC 26-3].
 - Hire and Deploy Census Advisors [IAC 26-3.1].
 - Select, Hire, and Train Census Office Staff [IAC 26-3.2].
 - Provide Administrative Support for Census Office Staff [IAC 26-3.3].

A detailed view of the constituent activities that make up the "IAC Human Resources and Personnel Management Support" operational activity is given in [Figure 13](#) below.

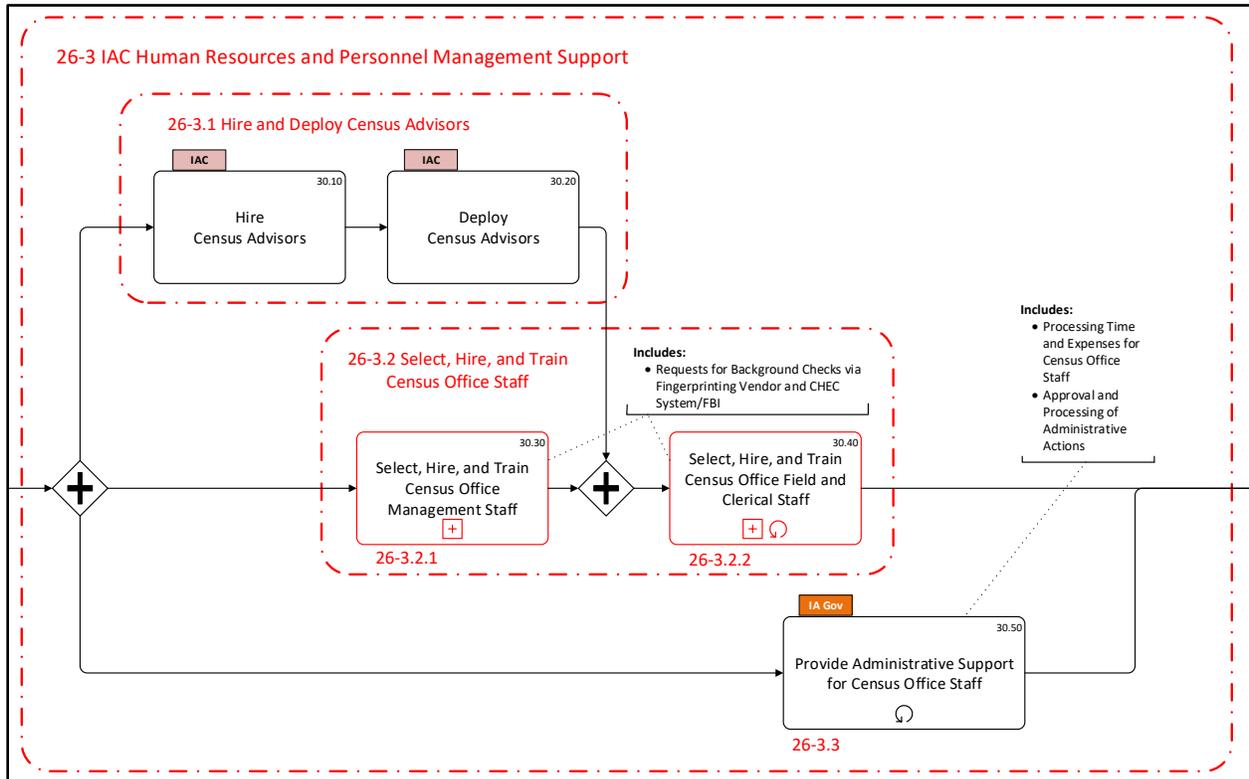


Figure 13: IAC Human Resources and Personnel Management Support

The overall process of the “IAC Human Resources and Personnel Management Support” operational activity focuses on all the subactivities related to human resources and personnel management support needed in the Census Offices. Specifically, this will include the hiring and deployment of Census Advisors; the Island Areas governments’ responsibility in selecting, hiring, and training of the Census Office management and other staff; and the Island Areas governments providing administrative support for the Census Office staff.

Subsequent sections describe the “IAC Human Resources and Personnel Management Support” operational subactivities in detail.

3.3.1 Hire and Deploy Census Advisors [IAC 26-3.1]

The details of this operational subactivity are shown in [Figure 13](#) above.

The IAC operation will hire five Census Advisors to serve as the technical monitors of the individual contracts and the technical experts of the IAC operation during the field data collection. Each Census Advisor will be deployed in September 2019 for approximately one year.

3.3.2 Select, Hire, and Train Census Office Staff [IAC 26-3.2]

The "Select, Hire, and Train Census Office Staff" operational subactivity is subdivided into the following activity areas (see [Figure 13](#) above):

- Select, Hire, and Train Census Office Staff [IAC 26-3.2].
 - Select, Hire, and Train Census Office Management Staff [IAC 26-3.2.1].
 - Select, Hire, and Train Census Office Field and Clerical Staff [IAC 26-3.2.2].

3.3.2.1 Select, Hire, and Train Census Office Management Staff [IAC 26-3.2.1]

The "Select, Hire, and Train Census Office Management Staff" subactivity is subdivided into the following activity areas:

- Select, Hire, and Train Census Office Management Staff [IAC 26-3.2.1].
 - Select and Check Management Staff [IAC 26-3.2.1.1].
 - Hire Management Staff [IAC 26-3.2.1.2].
 - Train and Swear-In the Management Staff [IAC 26-3.2.1.3].

A detailed view of the activities that make up the "Hire and Train Census Office Management Staff" subactivity is given in [Figure 14](#) below.

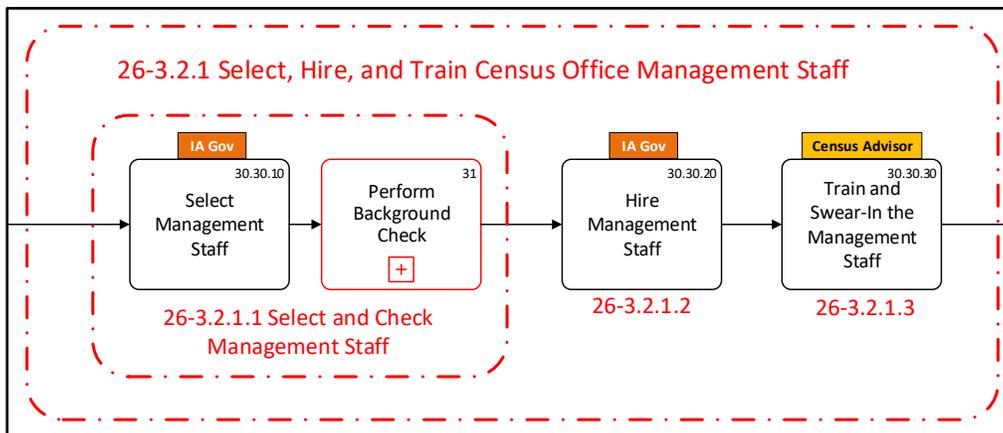


Figure 14: Select, Hire, and Train Census Office Management Staff

The overall process of the “Select, Hire, and Train Census Office Management Staff” operational activity focuses on all the subactivities related to the staffing of the Census Offices with management personnel. This includes the Island Areas governments selecting the management staff once they have been assessed, conducting an FBI background check on each applicant, hiring and training the management staff, and swearing them in to conduct subsequent activities. Once selection has been completed, the fingerprint vendor will gather fingerprints

and photographs of each applicant. The Census Office staff or the Census Advisor will then manually enter the applicant data for submission into the CHEC/CAMPIN system. The vendor will then submit to CHEC/CAMPIN the fingerprints, photographs, and any supporting documentation to the existing applicant submissions initiated by the Census Office staff or the Census Advisor. This begins the FBI background check which will route the results back to CHEC/CAMPIN. The Census Office and the Census Advisor will then be notified of the results (see discussion for IAC 26-3.2.1.1 below for more detailed information).

Select and Check Management Staff [IAC 26-3.2.1.1]

The details of this operational subactivity are shown in Figure 14 above.

The Island Areas governments will select the management staff to be hired once they have been assessed. These applicants will meet with a vendor, which will perform fingerprinting and photographic capture activities.

As part of the process of selecting and checking management staff, a FBI background check is performed in Box 31.30 in Figure 15 below.

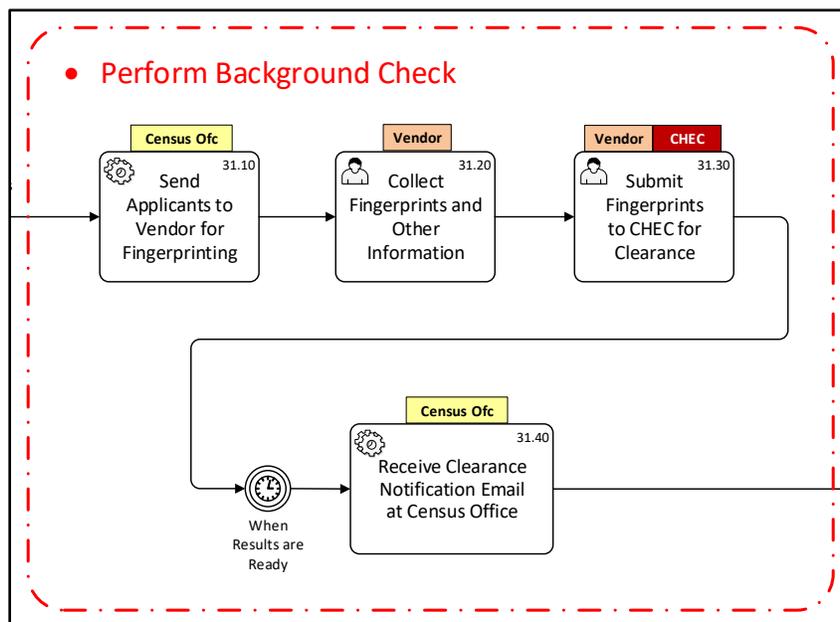


Figure 15: Perform Background Check

The Island Areas governments will ensure that the vendor provided by the Census Bureau will have sufficient office space in the Census Office in order to conduct their activities. These activities include the Census Office sending applicants to the vendor and the vendor gathering fingerprints, photographs, and other necessary information of each applicant. The Census

Office staff or the Census Advisor submit applicant information using CHEC/CAMPIN and the vendor then submits the fingerprints, photographs, and other supporting documentation to the existing CHEC/CAMPIN submissions. Once the results are ready, an email notification letter will be sent by CHEC/CAMPIN to Census Office.

Hire Management Staff [IAC 26-3.2.1.2]

This operational subactivity consists of a single activity (see [Figure 14](#) above).

The Island Areas governments will begin hiring the management staff upon receiving the notification that applicants are eligible for hire.

Train and Swear-In the Management Staff [IAC 26-3.2.1.3]

This operational subactivity consists of a single activity (see [Figure 14](#) above).

The Census Advisor will train the management staff and swear them in to the 2020 Island Areas Censuses operation.

3.3.2.2 Select, Hire, and Train Census Office Field and Clerical Staff [IAC 26-3.2.2]

The "Select, Hire, and Train Census Office Field and Clerical Staff" subactivity is subdivided into the following activity areas:

- Select, Hire, and Train Census Office Field and Clerical Staff [IAC 26-3.2.2].
 - Recruit and Test Applicants [IAC 26-3.2.2.1].
 - Interview, Check, and Select Applicants [IAC 26-3.2.2.2].
 - Conduct Orientation for the New Census Office Staff [IAC 26-3.2.2.3].
 - Train Field and Office Staff [IAC 26-3.2.2.4]

A detailed view of the activities that make up the "Select, Hire and Train Census Office Field and Clerical Staff" subactivity is given in [Figure 16](#) and [Figure 17](#) below.

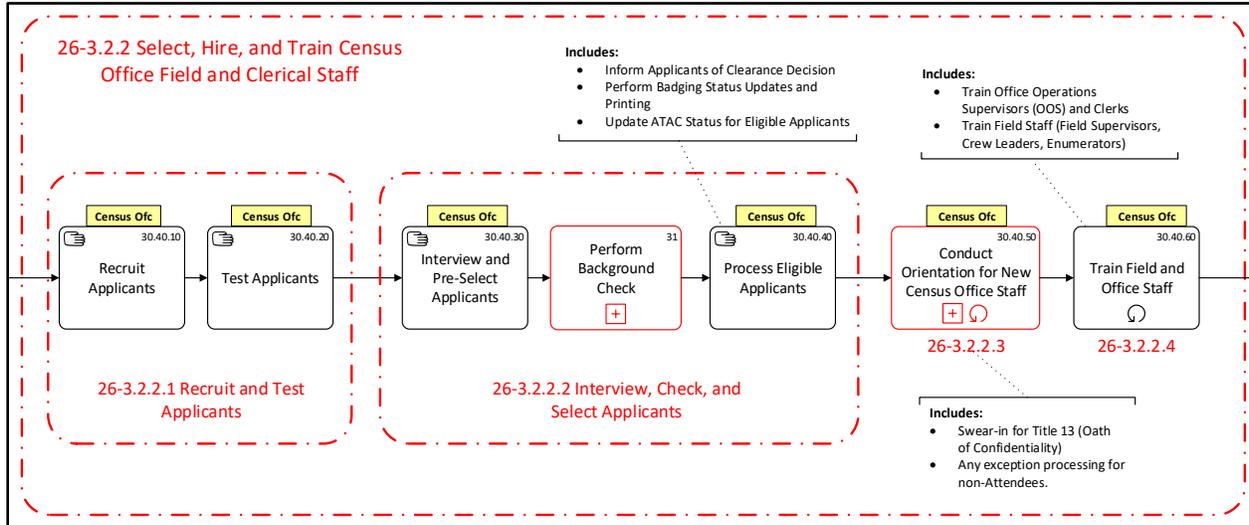


Figure 16: Select, Hire, and Train Census Office Field and Clerical Staff

The overall process of the “Select, Hire, and Train Census Office Field and Clerical Staff” operational activity focuses on all the subactivities related to the recruitment, testing, interviewing, selection, and training of eligible applicants for field and clerical staff positions. This subactivity will be conducted on a continuous basis.

Recruit and Test Applicants [IAC 26-3.2.2.1]

The details of this operational subactivity are shown in [Figure 16](#) above.

The Island Areas governments will recruit and test potential applicants using two separate assessments for supervisory and nonsupervisory staff and provide results to the Census Office. Only applicants who have achieved at least a minimum 70% score will be considered for interviews.

Interview, Check, and Select Applicants [IAC 26-3.2.2.2]

The details of this operational subactivity are shown in [Figure 16](#) above.

The Island Areas governments will interview applicants who have obtained at least a 70% score on their tests. After completion of the FBI background check and all Island Areas government hiring processes, the Island Areas governments will inform both the eligible and ineligible applicants. For the eligible applicants, the Census Office will update the badging status for each field staff applicant and print badges once the applicants have been officially hired. Once hired and scheduled for badging, the applicants will undergo orientation and their ATAC status will be updated by the Census Office.

Conduct Orientation for New Census Office Staff [IAC 26-3.2.2.3]

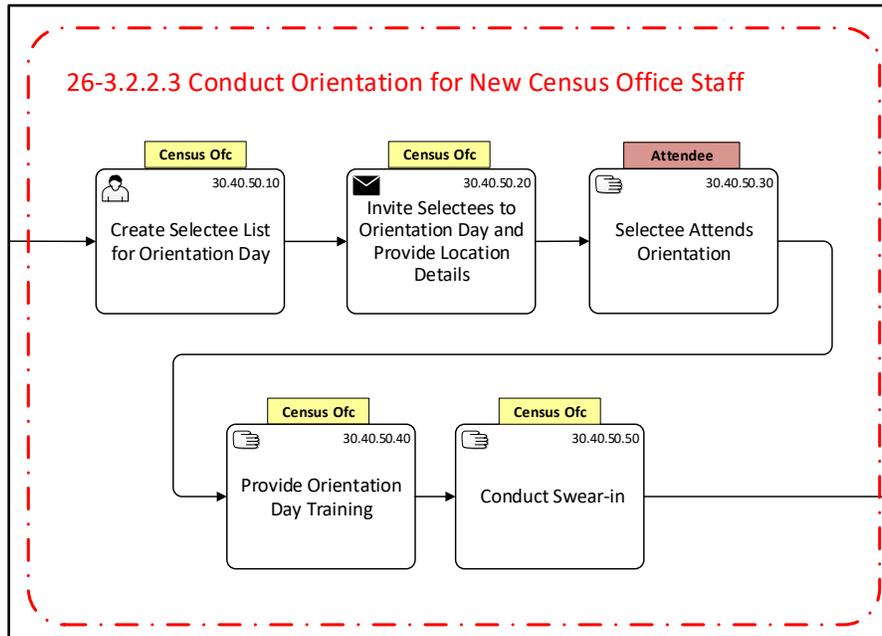


Figure 17: Conduct Orientation for New Census Office Staff

The Census Office will conduct orientation for its new field and office clerical staff on a continuous basis. This includes conducting the swearing-in where the Census Advisor administers the oath of confidentiality for each attendee.

Train Field and Office Staff [IAC 26-3.2.2.4]

This operational subactivity consists of a single activity (see Figure 16 above).

The Census Office will train all field and office clerical staff who have gone through orientation and been sworn in; this subactivity will be done on a continuous basis. Field training for field operations supervisors, crew leaders, crew leader assistants, and enumerators will consist of address listing of all structures, enumeration of living quarters, field follow-up, and quality control procedures. Moreover, the field operations supervisor will receive office training as well. Office training for office operations supervisors and clerks will consist of checking-in and checking-out work assignments, storage of materials, telephone follow-up, quality control procedures, and other relevant office activities. There will be additional specialized training for the other Census Office positions.

3.3.3 Provide Administrative Support for Census Office Staff [IAC 26-3.3]

This operational subactivity consists of a single activity (see Figure 13 above).

The Island Areas governments will provide administrative support for Census Office and Field staff on a continuous basis. This will consist of ensuring that human resources activities, payroll management and accounting, budget analysis, and other administrative functions are executed in line with contract requirements.

3.4 Setup, Operation, and Closeout of the Census Offices in the Island Areas [IAC 26-4]

The fourth IAC activity is Setup, Operation, and Closeout of the Census Offices in the Island Areas.

Figure 18 shows the BPM for the Setup, Operation, and Closeout of the Census Offices in the Island Areas [IAC 26-4] activity (area within the gray rounded rectangle) and its activities within the overall context of the IAC operation.

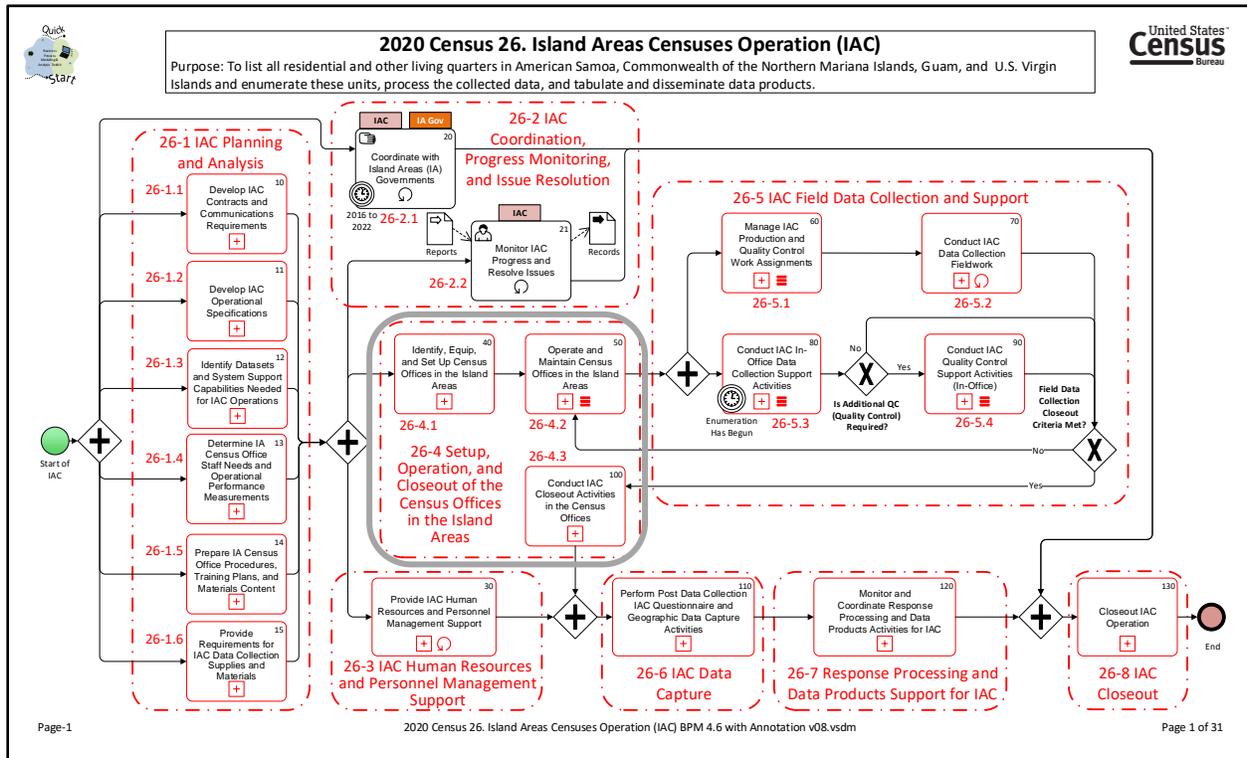


Figure 18: Setup, Operation, and Closeout of the Census Offices in the Island Areas [IAC 26-4] Activity

The “Setup, Operation, and Closeout of the Census Offices in the Island Areas” operational activity is subdivided into the following activity areas:

- Setup, Operation, and Closeout of the Census Offices in the Island Areas [IAC 26-4].
 - Identify, Equip, and Set Up Census Offices in the Island Areas [IAC 26-4.1].
 - Operate and Maintain Census Offices in the Island Areas [IAC 26-4.2].
 - Conduct IAC Closeout Activities in the Census Offices [IAC 26-4.3].

The overall process of the “Setup, Operation, and Closeout of the Census Offices in the Island Areas” operational activity focuses on all the subactivities related to preparing and setting up the Census Offices, maintaining them during the course of the operations, and closing out the activities and the office itself according to prescribed milestone dates expressed in the schedule and contract. Specifically, this will include identifying, equipping, and setting up the Census Offices; operating and maintaining the Census Offices; and conducting the Census Office closeout activities.

Subsequent sections describe the “Setup, Operation, and Closeout of the Census Offices in the Island Areas” operational subactivities in detail.

3.4.1 Identify, Equip, and Set Up Census Offices in the Island Areas [IAC 26-4.1]

A detailed view of the activities that make up the "Identify, Equip, and Set Up Census Offices in the Island Areas" operational subactivity is given in [Figure 19](#) below.

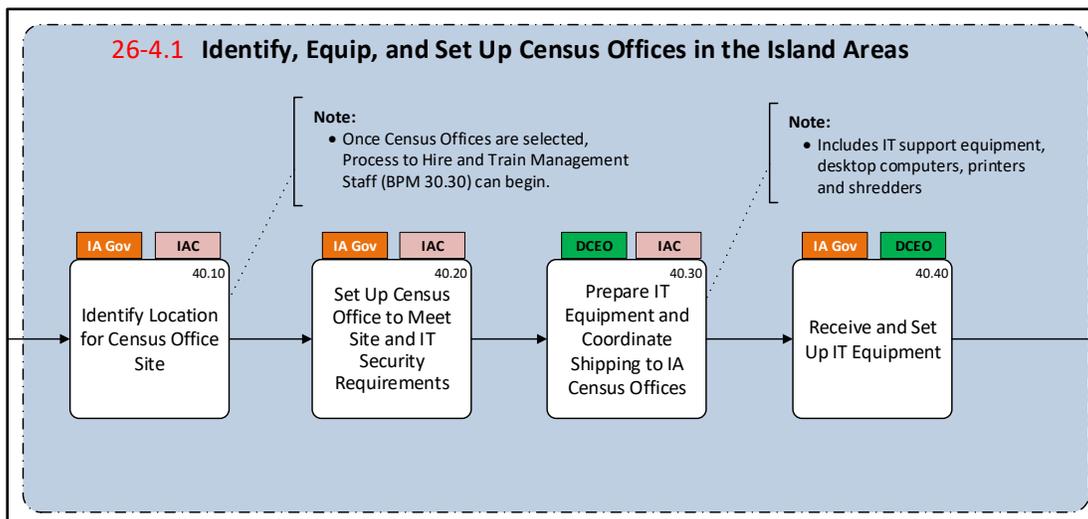


Figure 19: Identify, Equip, and Set Up Census Offices in the Island Areas

The Island Areas governments will identify and set up the Census Offices in the Island Areas. This will include identifying the location for the Census Office site; setting up the Census Offices

to meet site and IT security requirements; and receiving the IT support equipment. All the IT equipment will be installed by Field IT Deployment staff. As a note, once the Census Office is open, the process to hire and train management staff can begin (see IAC 26-3.2.1 above).

3.4.2 Operate and Maintain Census Offices in the Island Areas [IAC 26-4.2]

The "Operate and Maintain Census Offices in the Island Areas" operational subactivity is subdivided into the following activity areas:

- Operate and Maintain Census Offices in the Island Areas [IAC 26-4.2].
 - Open Census Office and Begin Daily Operations [IAC 26-4.2.1].
 - Maintain Census Office Environment and Manage IAC Supplies [IAC 26-4.2.2].
 - Conduct IAC Partnership and Outreach [IAC 26-4.2.3].
 - Manage IAC Data Collection Materials [IAC 26-4.2.4].

A detailed view of the activities that make up the "Operate and Maintain Census Offices in the Island Areas" operational subactivity is given in [Figure 20](#), [Figure 21](#), and [Figure 22](#) below.

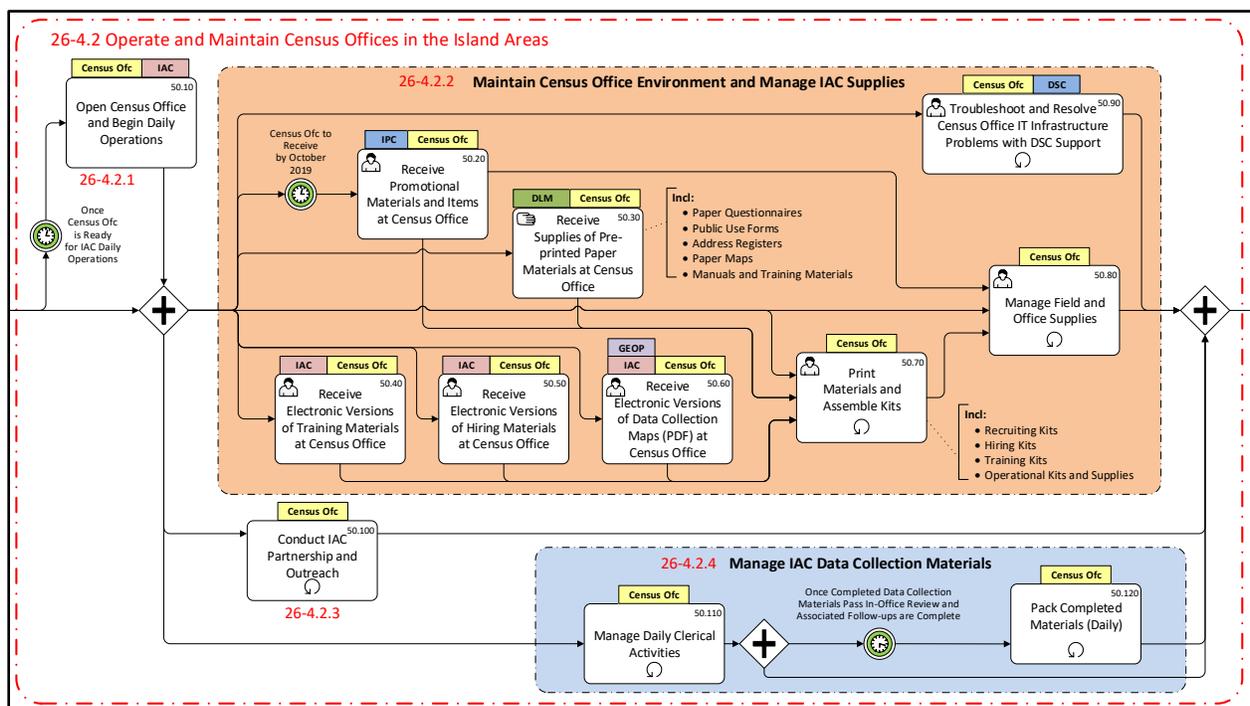


Figure 20: Operate and Maintain Census Offices in the Island Areas

The overall process of the “Operate and Maintain Census Offices in the Island Areas” operational activity focuses on all subactivities related to operating and maintaining the Census Offices. Specifically, this will include the Island Areas governments opening the Census Offices and beginning the daily operations as necessary, maintaining the Census Office environment

and managing supplies, conducting partnership and outreach on a continuous basis, and managing data collection materials on a continuous basis.

3.4.2.1 Open Census Office and Begin Daily Operations [IAC 26-4.2.1]

The Census Office management staff will open the Census Office. With the opening of the Census Office, staff will conduct maintenance of the Census Office environment, management of supplies, and management of data collection materials.

3.4.2.2 Maintain Census Office Environment and Manage IAC Supplies [IAC 26-4.2.2]

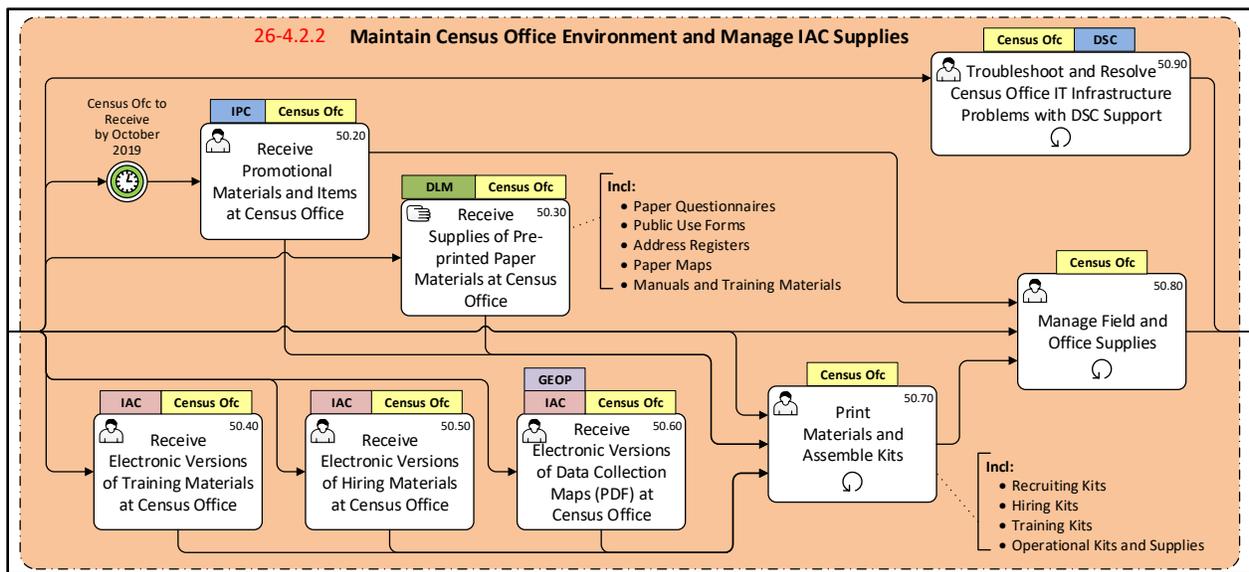


Figure 21: Maintain Census Office Environment and Manage IAC Supplies

The Census Office will maintain the Census Office environment and manage supplies for the 2020 Island Areas Censuses. This includes receiving promotional materials, templates, logo variations, and a webpage presence; receiving supplies of preprinted paper materials (questionnaires, public use forms, address registers, maps, manuals and training materials); receiving electronic versions of the training materials, hiring materials; managing these field and office supplies on a continuous basis; and troubleshooting and resolving Census Office IT problems with DSC support on a continuous basis.

3.4.2.3 Conduct IAC Partnership and Outreach [IAC 26-4.2.3]

This operational subactivity consists of a single activity (see Figure 20 above).

The Census Office will conduct partnership and outreach activities on a continuous basis by the partnership specialist and staff. This includes working with local media and trusted voices to recruit and promote the 2020 Island Areas Censuses.

3.4.2.4 Manage IAC Data Collection Materials [IAC 26-4.2.4]

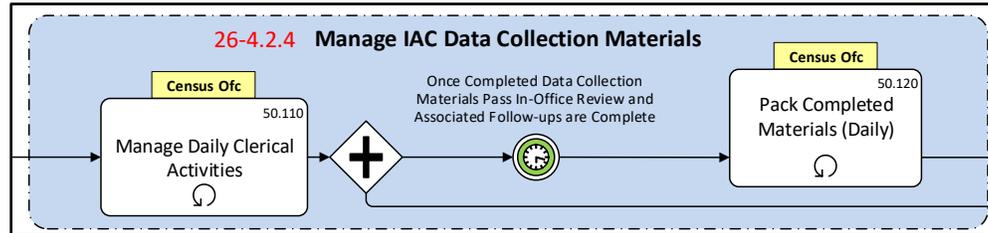


Figure 22: Manage IAC Data Collection Materials

The Census Office will manage IAC data collection materials on a continuous basis. This includes managing the daily clerical activities. Once the data collection materials pass in-office review and associated follow-ups are completed, then the data collection materials are packed. Both of these subactivities will be conducted on a continuous basis.

3.4.3 Conduct IAC Closeout Activities in the Census Offices [IAC 26-4.3]

The "Conduct IAC Closeout Activities in the Census Offices" operational subactivity is subdivided into the following activity areas:

- Conduct IAC Closeout Activities in the Census Offices [IAC 26-4.3].
 - Begin Closeout Activities [IAC 26-4.3.1].
 - Conduct Optional Local Count Review [IAC 26-4.3.2].
 - Ship Final IAC Data Collection Materials to NPC for Data Capture [IAC 26-4.3.3].
 - Close and Vacate Census Office Site [IAC 26-4.3.4].

A detailed view of the activities that make up the "Conduct IAC Closeout Activities in the Census Offices" operational subactivity is given in [Figure 23](#), [Figure 24](#), and [Figure 25](#) below.

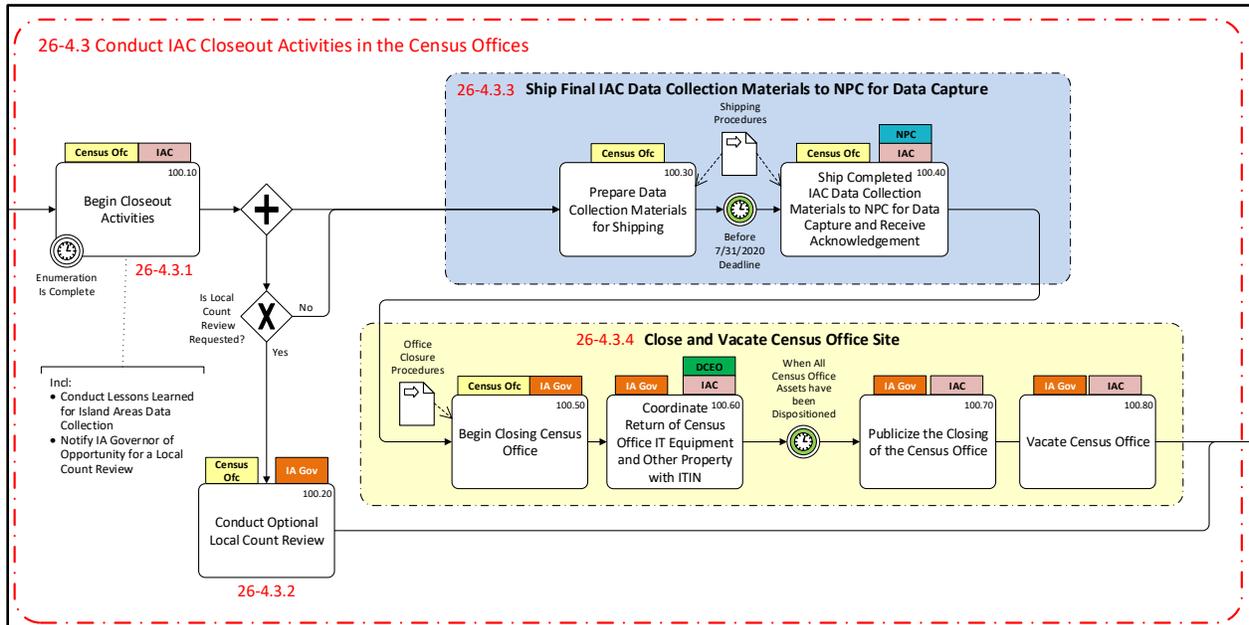


Figure 23: Conduct IAC Closeout Activities in the Census Offices

The overall process of the “Conduct IAC Closeout Activities in the Census Offices” operational activity focuses on all the subactivities related to closing out the Census Offices. Specifically, this will include the initiation of the closeout activities once the enumeration of living quarters is complete, conducting the optional Local Count Review, shipping the completed data collection materials to the NPC for data capture, vacating and then closing the Census Office site.

3.4.3.1 Begin Closeout Activities [IAC 26-4.3.1]

The Census Office and the Census Advisor will begin the closeout activities of the Census Office. Once enumeration and all the quality checks of the checked-in materials are completed, closeout activities will include finalizing data collection and office activity lessons learned documentation, as well as notifying the Island Area governor of the opportunity to conduct an optional Local Count Review.

3.4.3.2 Conduct Optional Local Count Review [IAC 26-4.3.2]

Upon their choosing, the Island Areas governments may conduct an optional Local Count Review.

3.4.3.3 Ship Final IAC Data Collection Materials to NPC for Data Capture [IAC 26-4.3.3]

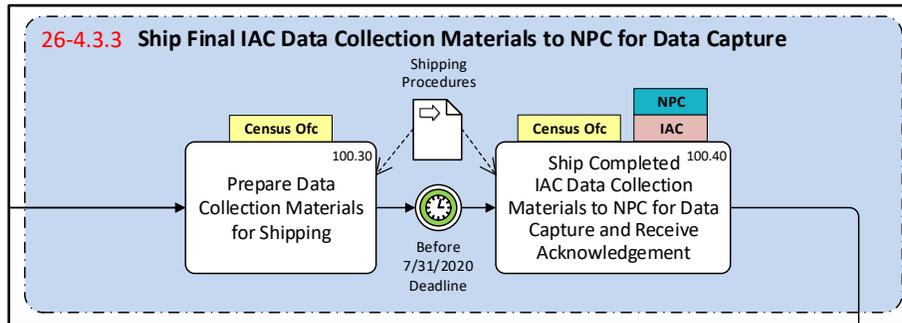


Figure 24: Ship Final IAC Data Collection Materials to NPC for Data Capture

The Census Office will ship final completed data collection materials to the NPC for data capture, following specific packing and shipping procedures provided by the Census Bureau. All completed data collection materials must be shipped no later than July 31, 2020.

3.4.3.4 Close and Vacate Census Office Site [IAC 26-4.3.4]

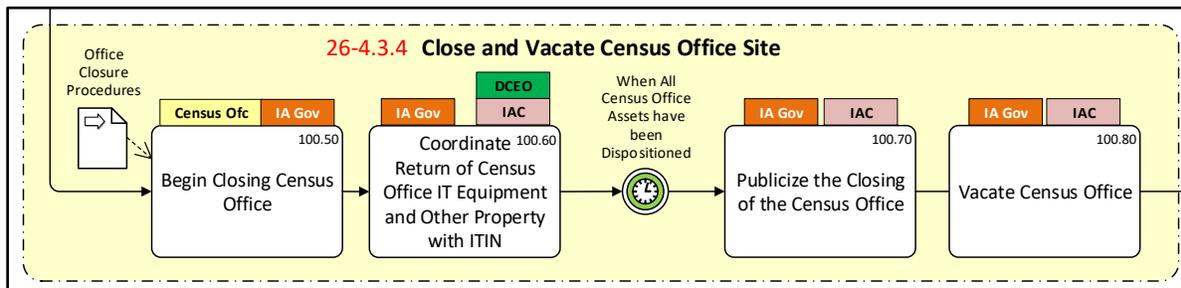


Figure 25: Close and Vacate Census Office Site

The Island Areas governments will vacate and close the Census Office site by following office closure procedures, coordinating with IAC and DCEO to return Census Office IT equipment and other ITIN property, deactivating all accounts associated with the census, publicizing the closing of the Census Office, and then vacating the Census Office site.

3.5 IAC Field Data Collection and Support [IAC 26-5]

The fifth IAC activity is IAC Field Data Collection and Support.

Figure 26 shows the BPM for the IAC Field Data Collection and Support [IAC 26-5] activity (area within the gray rounded rectangle) and its activities within the overall context of the IAC operation.

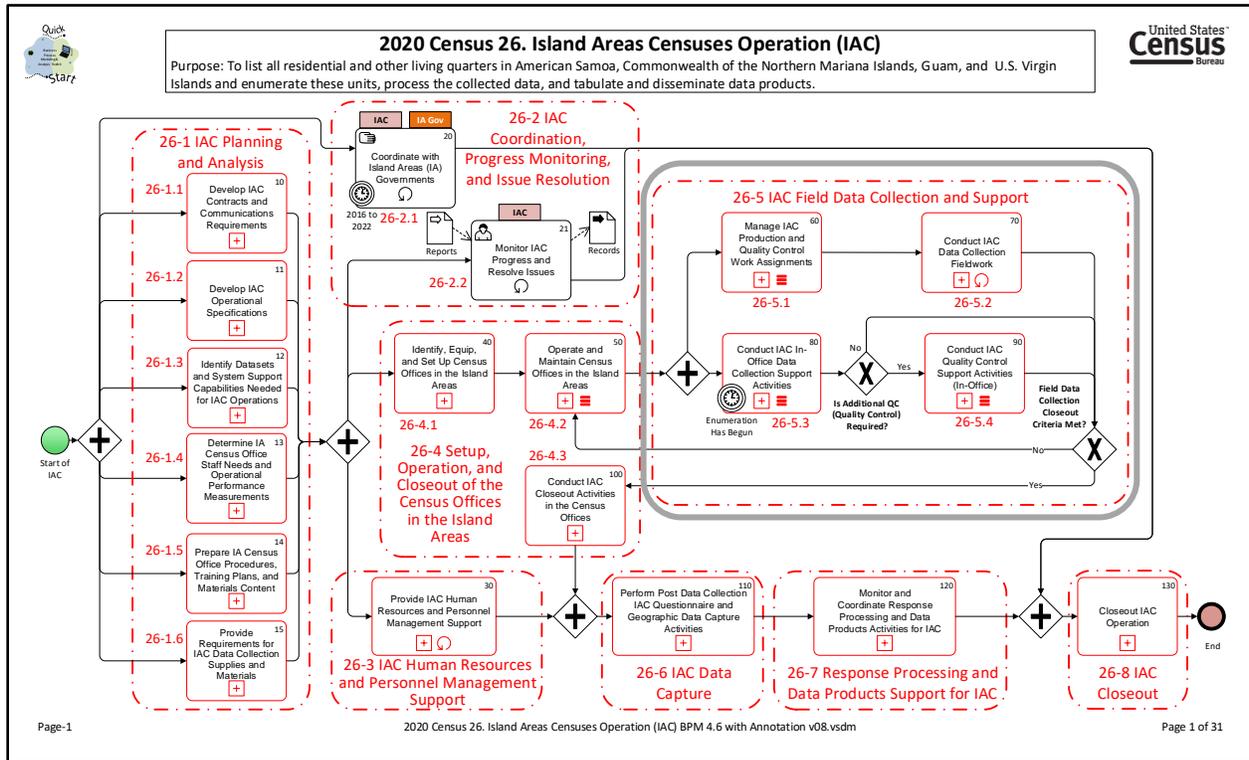


Figure 26: IAC Field Data Collection and Support [IAC 26-5] Activity

The “IAC Field Data Collection and Support” operational activity is subdivided into the following activity areas:

- IAC Field Data Collection and Support [IAC 26-5].
 - Manage IAC Production and Quality Control Work Assignments [IAC 26-5.1].
 - Conduct IAC Data Collection Fieldwork [IAC 26-5.2].
 - Conduct IAC In-Office Data Collection Support Activities [IAC 26-5.3].
 - Conduct IAC Quality Control Support Activities (In-Office) [IAC 26-5.4].

The overall process of the “IAC Field Data Collection and Support” operational activity focuses on all the subactivities related to conducting field data collection. Specifically, this will include managing the production and quality control work assignments, conducting data collection fieldwork, conducting in-office data collection support activities, and conducting in-office quality control support activities.

Subsequent sections describe the “IAC Field Data Collection and Support” operational subactivities in detail.

3.5.1 Manage IAC Production and Quality Control Work Assignments [IAC 26-5.1]

The "Manage IAC Production and Quality Control Work Assignments" operational subactivity is subdivided into the following activity areas:

- Manage IAC Production and Quality Control Work Assignments [IAC 26-5.1].
 - Establish IAC Field Management Areas [IAC 26-5.1.1].
 - Create and Maintain Address Listing Assignments and Materials [IAC 26-5.1.2].
 - Create and Maintain Housing Unit Enumeration Assignments and Materials [IAC 26-5.1.3].
 - Create and Maintain Special Enumeration Assignments and Materials [IAC 26-5.1.4].
 - Manage Office Interactions with IAC Data Collection Fieldwork [IAC 26-5.1.5].

A detailed view of the activities that make up the "Manage IAC Production and Quality Control Work Assignments" operational subactivity is given in [Figure 27](#) below.

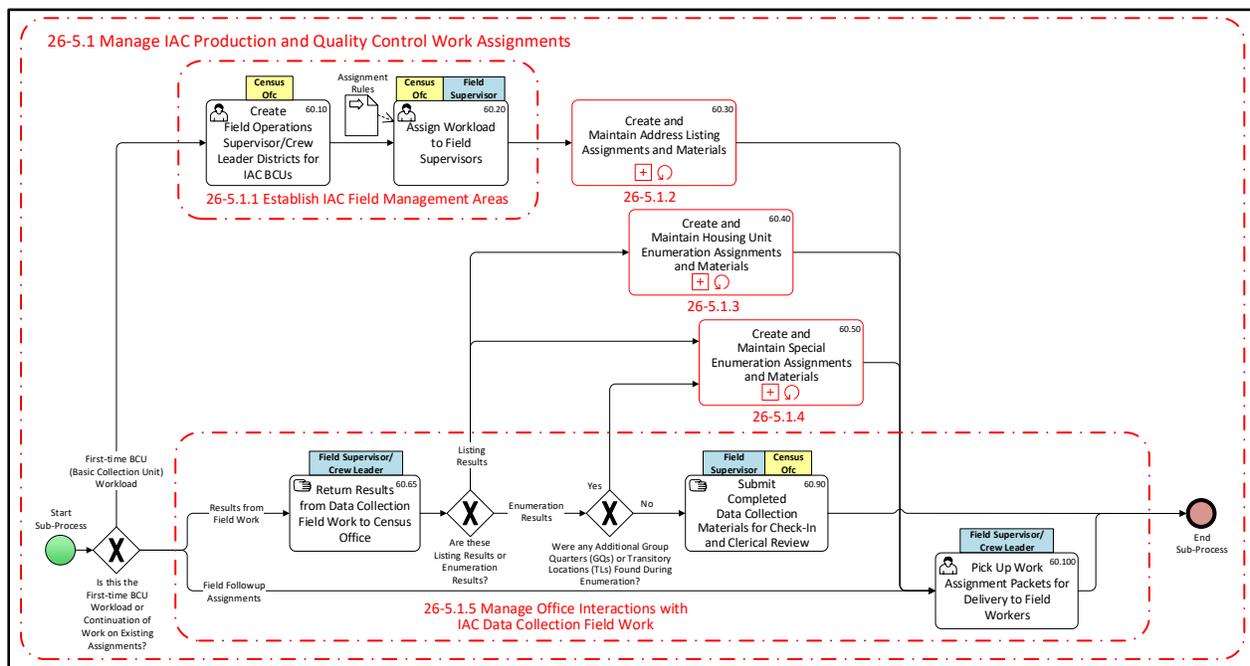


Figure 27: Manage IAC Production and Quality Control Work Assignments

The overall process of the “Manage IAC Production and Quality Control Work Assignments” operational activity focuses on all the subactivities related to managing the production and quality control work assignments and materials sent to the field and brought back to the office. Specifically, this will include providing in-office assignment management support to field staff as they perform data collection activities.

3.5.1.1 Establish IAC Field Management Areas [IAC 26-5.1.1]

A detailed view of the activities that make up this subactivity is given in [Figure 28](#) below.

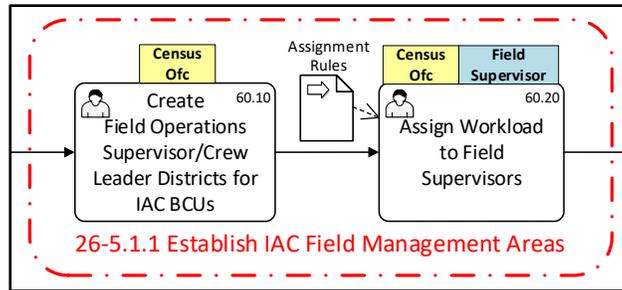


Figure 28: Establish IAC Field Management Areas

The Census Office will create geographic field management areas called Field Operations Supervisor Districts and Crew Leader Districts for production and quality control of the assignments for the Island Areas Censuses. These field management areas are defined in terms of the specific IAC BCUs (Basic Collection Units, i.e. collection geography) covered by each district. Using assignment rules, the Census Office will assign workloads to Field Operations Supervisors and crew leaders.

3.5.1.2 Create and Maintain Address Listing Assignments and Materials [IAC 26-5.1.2]

A detailed view of the activities that make up this subactivity is given in [Figure 29](#) below.

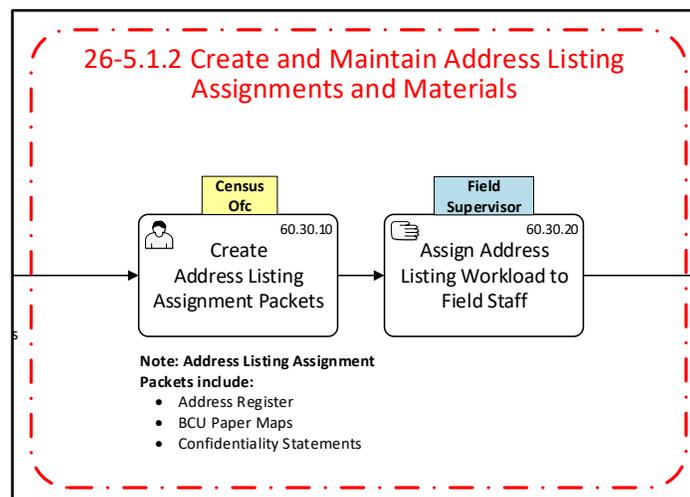


Figure 29: Create and Maintain Address Listing Assignments and Materials

The Census Office will create and maintain address listing assignments and materials on a continuous basis. This includes creating address listing assignment packets, which contain the

address register and BCU paper maps. Once created, the Field Operations Supervisor will assign the address listing workload to field staff.

3.5.1.3 Create and Maintain Housing Unit Enumeration Assignments and Materials [IAC 26-5.1.3]

A detailed view of the activities that make up this subactivity is given in [Figure 30](#) below.

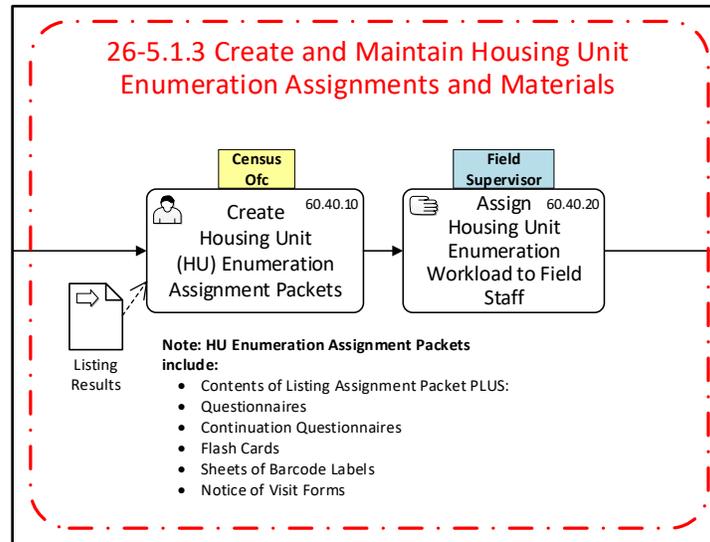


Figure 30: Create and Maintain Housing Unit Enumeration Assignments and Materials

The Census Office will create and maintain housing unit enumeration assignments and materials on a continuous basis. This includes creating housing unit enumeration assignment packets, which contain the address listing assignment packet, questionnaires, continuation questionnaires, flash cards, sheets of barcode labels, confidentiality statements, and Notice of Visit forms. The Field Operations Supervisor will assign the housing unit enumeration workload to field staff once the address listing workload for the BCU is completed.

3.5.1.4 Create and Maintain Special Enumeration Assignments and Materials [IAC 26-5.1.4]

A detailed view of the activities that make up this subactivity is given in [Figure 31](#) below.

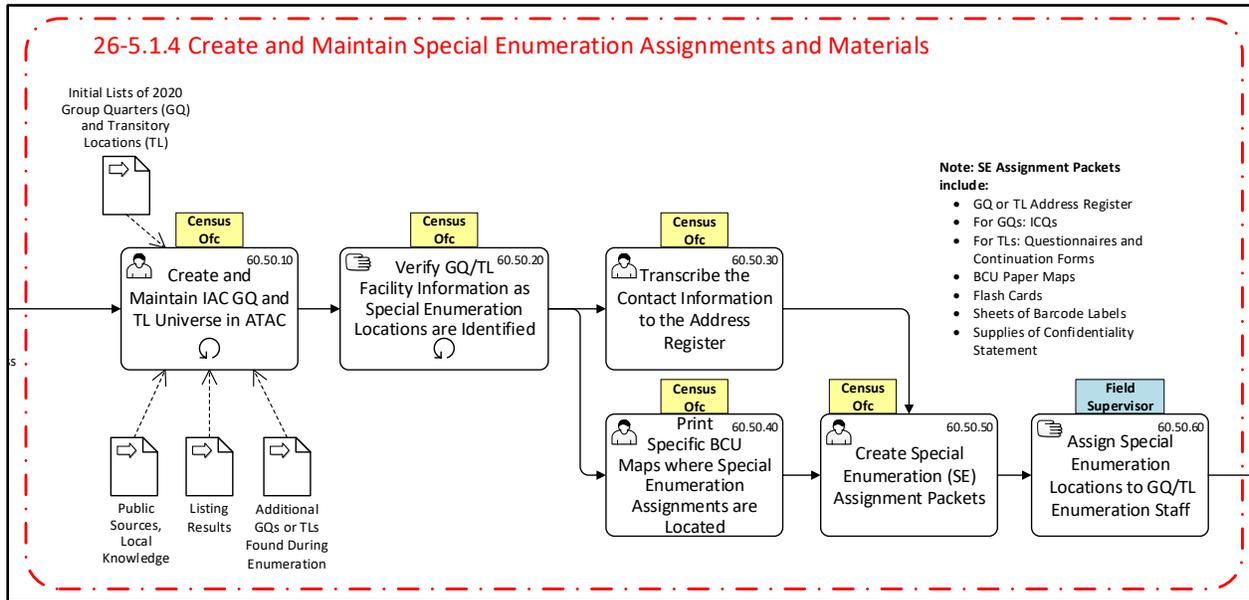


Figure 31: Create and Maintain Special Enumeration Assignments and Materials

The Census Office will create and maintain Special Enumeration assignments and materials on a continuous basis for group quarters and transitory location universes in ATAC. Creation and maintenance of these assignments will require the utilization of the initial lists of 2020 group quarters and transitory locations, results from the field listing data collection work, additional information from group quarters and transitory locations gathered during enumeration, and public sources and local knowledge.

The Census Office staff must verify the group quarters and transitory location facility information as the Special Enumeration locations are identified, transcribe the contact information to the address register, make available the specific BCU maps where Special Enumeration assignments are located, and create Special Enumeration assignment packets. These packets contain a group quarters or transitory locations address register, Individual Census Questionnaires (ICQs) (for group quarters only), housing unit enumeration questionnaires and continuation forms (for transitory locations only), BCU paper maps, flash cards, sheets of barcode labels, Notice of Visit forms, and confidentiality statements. Once these packets are created, the Field Operations Supervisor will assign Special Enumeration locations to the group quarters and transitory location enumeration staff.

3.5.1.5 Manage Office Interactions with IAC Data Collection Fieldwork [IAC 26-5.1.5]

A detailed view of the activities that make up this subactivity is given in [Figure 32](#) below.

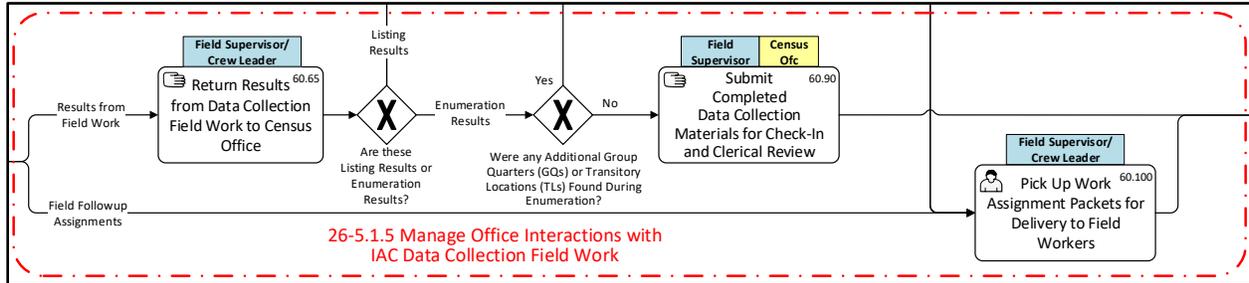


Figure 32: Manage Office Interactions with IAC Data Collection Fieldwork

For those assignments resulting from fieldwork, the Field Operations Supervisor and the crew leader will return results from data collection to the Census Office. If the assignments are housing unit address listing results, then these should be maintained with housing unit enumeration assignments and materials (see IAC 26-5.1.3). If these are Special Enumeration address listing results, then these should be maintained with Special Enumeration assignments and materials (see IAC 26-5.1.4). If additional Special Enumeration address listings are identified during Housing Unit Enumeration, then these should be maintained with Special Enumeration assignments and materials (see IAC 26-5.1.4). If there are no new group quarters or transitory locations identified and all fieldwork is completed, then the Field Operations Supervisor will then submit completed data collection materials for check-in and clerical review.

For all newly created or updated cases requiring fieldwork, including those cases needed for Field Followup assignments, the Field Operations Supervisor and crew leader will pick up work assignment packets for delivery to the field workers.

3.5.2 Conduct IAC Data Collection Fieldwork [IAC 26-5.2]

The "Conduct IAC Data Collection Fieldwork" operational subactivity is subdivided into the following activity areas:

- Conduct IAC Data Collection Fieldwork [IAC 26-5.2].
 - Conduct IAC Address Listing [IAC 26-5.2.1].
 - Conduct IAC Housing Unit Enumeration [IAC 26-5.2.2].
 - Conduct IAC Special Enumeration at Group Quarters and Transitory Locations [IAC 26-5.2.3].
 - Conduct IAC Field Followup [IAC 26-5.2.4].
 - Conduct Crew Leader Quality Check [IAC 26-5.2.5].

A detailed view of the activities that make up the "Conduct IAC Data Collection Fieldwork" operational subactivity is given in [Figure 33](#) below.

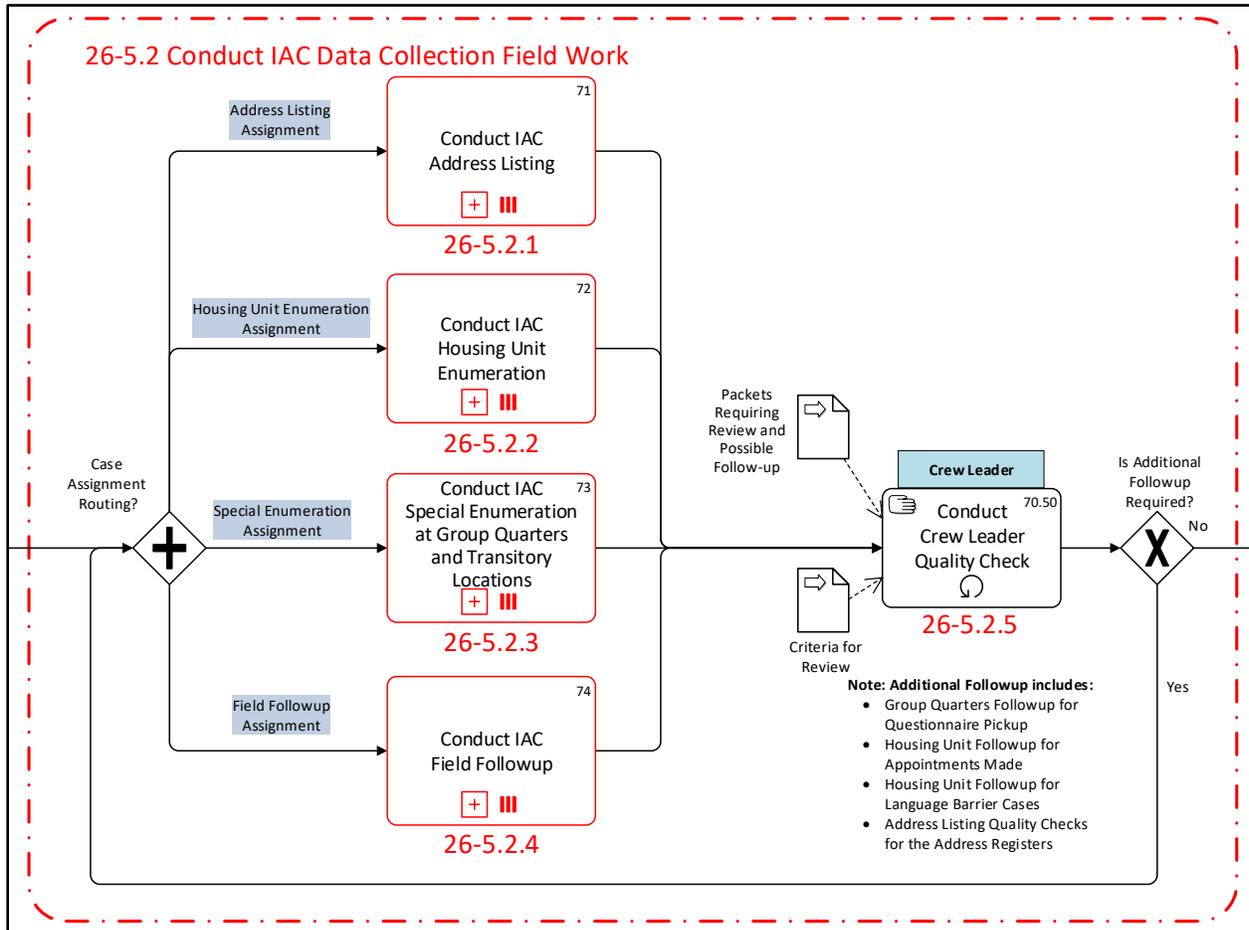


Figure 33: Conduct IAC Data Collection Fieldwork

The overall process of the “Conduct IAC Data Collection Fieldwork” operational activity focuses on all the subactivities related to conducting data collection fieldwork. Specifically, this will include routing the assignments for: Address Listing, Housing Unit Enumeration, Special Enumeration, and Field Follow-up. When assignments are completed, the crew leader will conduct quality checks to determine subsequent actions needed.

Subsequent sections describe the “Conduct IAC Data Collection Fieldwork” operational subactivities in detail.

3.5.2.1 Conduct IAC Address Listing [IAC 26-5.2.1]

A detailed view of the activities that make up this subactivity is given in [Figure 34](#) below.

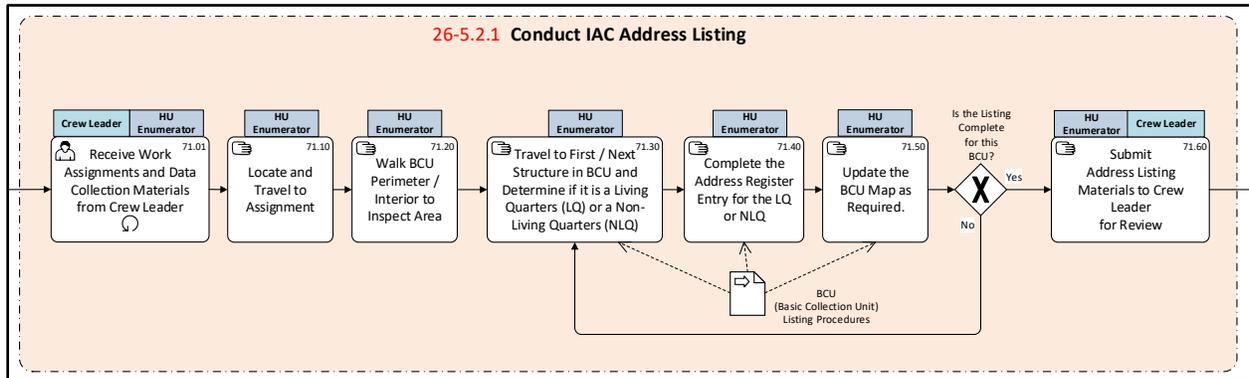


Figure 34: Conduct IAC Address Listing

Enumerators will conduct address listing. This includes receiving work assignments and data collection materials from the crew leader. Once the enumerator has all the required materials, they must locate and travel to the address listing assignments and walk the BCU perimeter (and its interior) to inspect the area. Once the perimeter has been inspected, the enumerator—using BCU listing procedures—will travel to the first (or next) structure in the BCU to determine if it is a living quarters or a non-living quarters, complete the address register entry for the living quarters or non-living quarters, and update the BCU map as necessary. The enumerator will always be incorporating the address listing and mapping procedures as necessary during these steps. After updating the BCU map, the enumerator will determine if the address listings are complete for the entire BCU. If so, then the enumerator will submit the address listing materials to the crew leader for review. If not, then the enumerator travels to the next structure in the BCU in order to continue the assignment until the BCU is entirely completed.

3.5.2.2 Conduct IAC Housing Unit Enumeration [IAC 26-5.2.2]

A detailed view of the activities that make up this subactivity is given in [Figure 35](#) below.

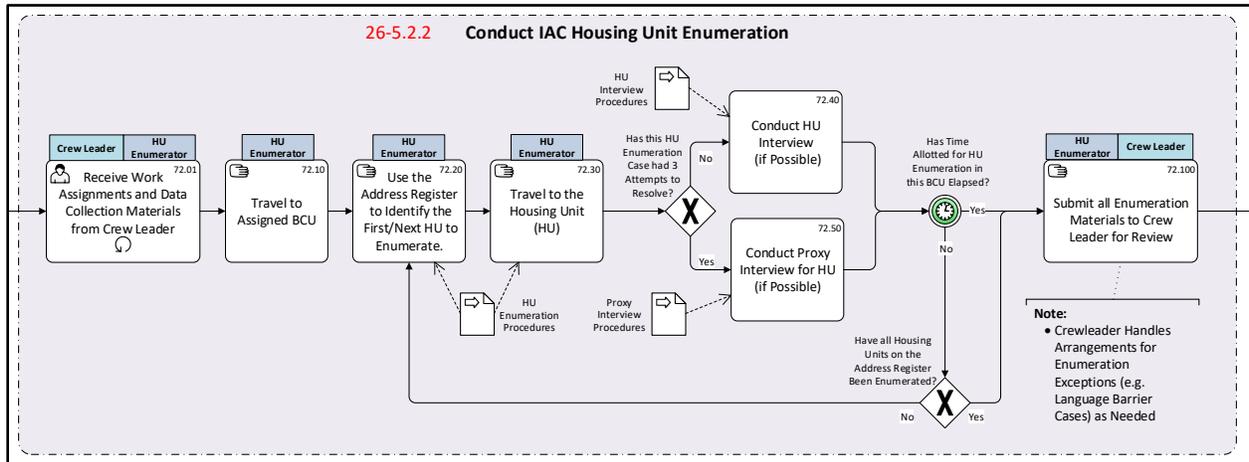


Figure 35: Conduct IAC Housing Unit Enumeration

The housing unit enumerators will conduct Housing Unit (HU) Enumeration. This includes receiving work assignments and data collection materials from the crew leader. Once the enumerator has all the required materials, they must locate and travel to the BCU in order to enumerate the households. This includes using the address register to identify (following enumeration procedures) the first (or next) housing unit to enumerate.

Once at the housing unit, the enumerator must determine if the Housing Unit Enumeration case has had three previous attempts at resolution. If not, then they conduct the housing unit interview (if possible) using housing unit interview procedures. If there have been three previous attempts, then they conduct a proxy interview (if possible) using housing unit proxy interview procedures.

The enumerator must determine if all housing units on the address register have been enumerated. If so, then the enumerator submits all enumeration materials to the crew leader for review (the crew leader will handle any remaining cases necessitating enumeration exceptions). If not, then the enumerator will use the enumeration procedures and the address register to identify the next housing unit and continue the enumeration assignment for the entire BCU.

3.5.2.3 Conduct IAC Special Enumeration at Group Quarters and Transitory Locations [IAC 26-5.2.3]

The “Conduct IAC Special Enumeration at Group Quarters and Transitory Locations” subactivity is subdivided into the following activity areas:

- Conduct IAC Special Enumeration at Group Quarters and Transitory Locations [IAC 26-5.2.3].
 - Receive Special Enumeration Work Assignments and Conduct Telephone Contacts [IAC 26-5.2.3.1].
 - Conduct IAC Enumeration at Transitory Locations [IAC 26-5.2.3.2].
 - Conduct IAC Group Quarters Enumeration and Followup [IAC 26-5.2.3.3].
 - Submit Special Enumeration Materials to Crew Leader for Review [IAC 26-5.2.3.4].

A detailed view of the subactivities that make up this operational activity is given in [Figure 36](#) below.

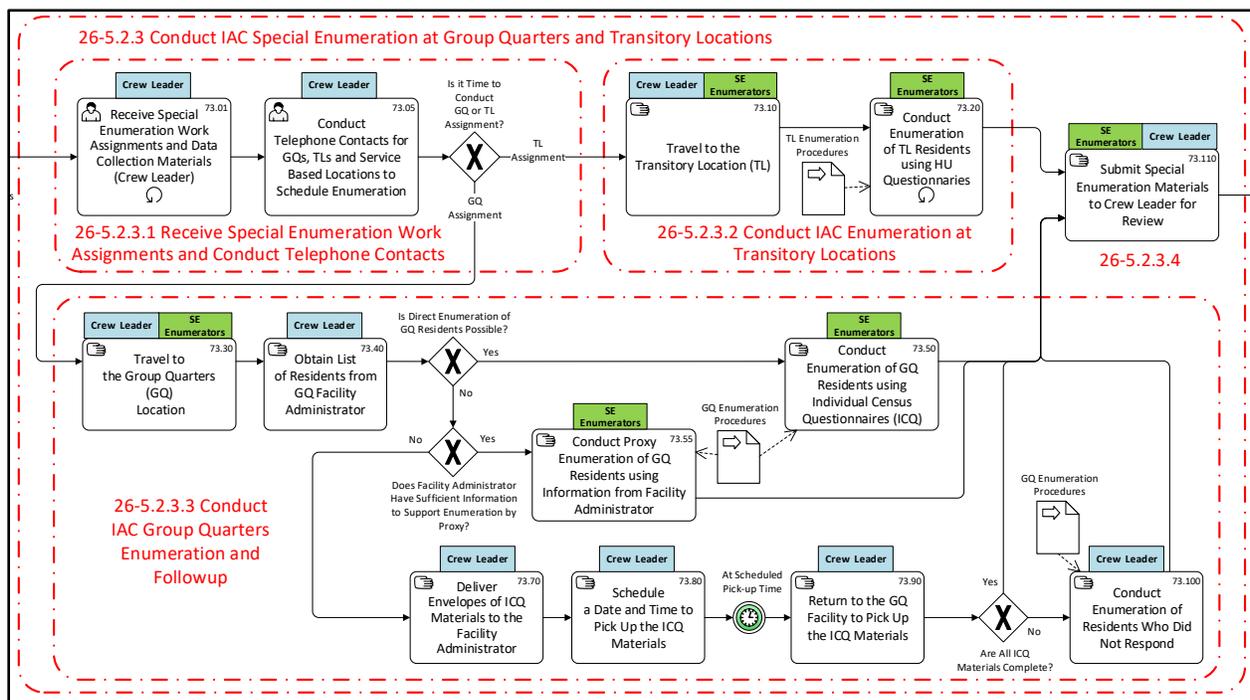


Figure 36: Conduct IAC Special Enumeration at Group Quarters and Transitory Locations

Crew leaders and teams of enumerators will conduct Special Enumeration at group quarters and transitory locations. This includes receipt of work assignments and data collection materials by the crew leader; conducting telephone contacts for group quarters and transitory locations

to schedule appointments for enumeration; conducting enumeration at group quarters and transitory locations; and submitting special enumeration materials to the crew leader for review.

Receive Special Enumeration Work Assignments and Conduct Telephone Contacts [IAC 26-5.2.3.1]

The details of this operational subactivity are shown in [Figure 36](#) above.

During Special Enumeration, the crew leader will receive materials to conduct their assignment. crew leaders will conduct advance contact via telephone for group quarters and transitory locations to schedule appointments to enumerate the facilities with a team of enumerators.

Conduct IAC Enumeration at Transitory Locations [IAC 26-5.2.3.2]

The details of this operational subactivity are shown in [Figure 36](#) above.

Crew leaders will lead a team of enumerators to conduct enumeration at transitory locations. After receiving transitory location work assignments and data collection materials, the crew leader will travel to the transitory locations. While there, the crew leader will oversee a team of enumerators who will then conduct the enumeration using transitory location-specific procedures in order to fill out the housing unit questionnaires. Once completed, enumerators will return the materials to the crew leader for review (see IAC 26-5.2.3.4).

Conduct IAC Group Quarters Enumeration and Followup [IAC 26-5.2.3.3]

The details of this operational subactivity are shown in [Figure 36](#) above.

The crew leaders will conduct the enumeration at group quarters with the help of a team of enumerators. After receiving group quarters work assignments and data collection materials, the crew leader will make an appointment to perform the in-person interviews of each group quarters resident. If an alternative method of enumeration is required for this facility, the crew leader will document this request in the address register and notify the Field Operations Supervisor. Once the scheduled date for enumeration arrives, the crew leader will oversee a team of enumerators who will then conduct the enumeration using group quarters-specific procedures. Once completed, these enumeration materials will be submitted to the crew leader for review (see IAC 26-5.2.3.4).

If direct enumeration is not possible, then the resident may request (or the enumerator may seek) a proxy interview to complete the questionnaire. If enumeration by proxy is possible, then the crew leader or enumerator will ask the proxy all of the questions on the ICQ on behalf of the resident, following all the procedures outlined under the enumerator led in-person interviews

section. Once completed, these enumeration materials will be submitted to the crew leader for review (see IAC 26-5.2.3.4)

Facility Enumeration entails the group quarters facility administrator and related staff to conduct the enumeration of the respondents. If Facility Enumeration is required or requested, the crew leader will bring the group quarters Facility Enumeration packets to their set meeting time and swear in the group quarter facility administrator and any staff that will assist them with the enumeration. Once completed, these enumeration materials will be submitted to the crew leader for review (see IAC 26-5.2.3.4)

Submit Special Enumeration Materials to Crew Leader for Review [IAC 26-5.2.3.4]

This subactivity consists of a single activity (see Figure 36 above).

The enumerators will submit Special Enumeration materials to the crew leader for review regardless of how the questionnaire is completed (enumerator-led in-person interview or facility enumeration of group quarters residents.) The crew leader will review each questionnaire prior to leaving the group quarters facility. Whenever possible, this review will be done in a secure or private area within the facility. If a secure room is unavailable, then the crew leader and the team will meet in a secure location away from the group quarters. If incomplete materials are discovered, then the crew leader and the enumerators must return to the facility. This review must be completed daily after the enumeration has been completed or received/picked up questionnaires from the sample resident, respondent and/or group quarters contact.

3.5.2.4 Conduct IAC Field Followup [IAC 26-5.2.4]

A detailed view of the activities that make up this operational subactivity is given in Figure 37 below.

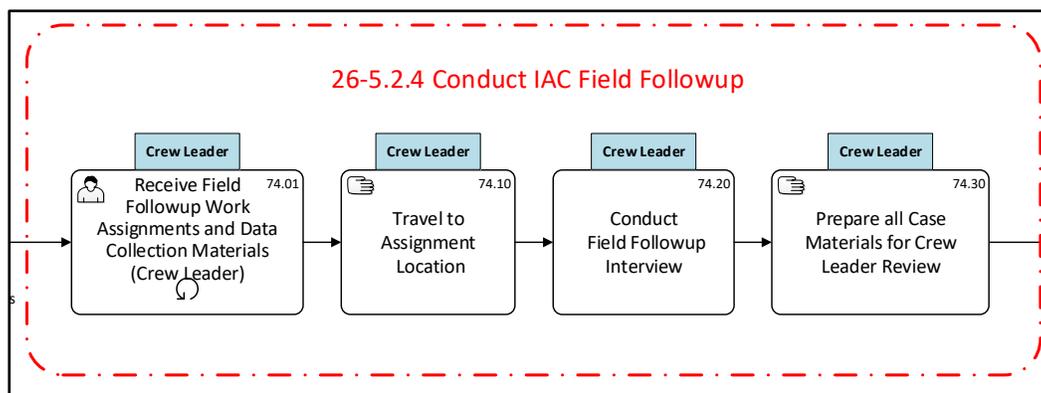


Figure 37: Conduct IAC Field Followup

The crew leader will conduct Field Follow-up if the assignment case requires such an action for: missing questionnaires, questionnaires that failed Clerical Review, cases eligible for reinterview, and cases that failed reinterview. In all four instances, if a telephone number is provided, the Census Office will first try to reconcile or collect this information over the phone. If the respondent cannot be reached by telephone, then the case is sent back out to the field for followup (see IAC 26-5.4). If possible, the case is sent back out to the original enumerator's crew leader.

For missing questionnaires not associated with any corresponding address listings in the address register, the addresses will be assigned to the appropriate crew leader in order to conduct the interview in the field.

Prior to Field Followup, the Census Office will conduct a Clerical Review for completed data collection materials and flag cases for follow-up work (see IAC 26-5.4.1). Those questionnaires without sufficient information or consistent information across data collection materials are classified as "Failed Clerical Review." For questionnaires that fail Clerical Review, Census Office clerks will first conduct a Telephone Follow-up activity. These cases may become part of the Field Follow-up workload (see IAC 26-5.4.2).

Cases eligible for reinterview will be randomly sampled by ATAC. Cases that cannot be reached by telephone in the office will be assigned to a crew leader to conduct an in-person reinterview during Field Follow-up. Reinterview cases use a separate questionnaire to ensure that data collected is not falsified (see IAC 26-5.4.3).

The Field Operations Supervisor will investigate all the cases done by an enumerator when their questionnaire failed reinterview (either by phone or during Field Follow-up) and it was determined that the enumerator intentionally falsified data. The failed assignment will be reassigned to Field Follow-up and will be enumerated by a crew leader of that BCU. It may also be possible that the enumerator's entire case workload will be sent out for Field Follow-up to conduct a new interview.

3.5.2.5 Conduct Crew Leader Quality Check

A detailed view of the activities that make up this operational subactivity is given in [Figure 38](#) below.

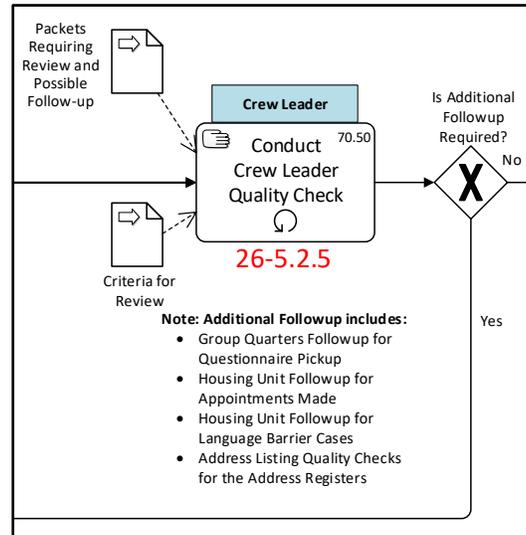


Figure 38: Conduct Crew Leader Quality Check

The crew leader will conduct quality checks for completed assignment packets and review for possible follow-up actions during all address listing and enumeration operations. Additional follow-up actions can include group quarters follow-up for questionnaire pickups not yet completed, housing unit follow-up for appointments made but not completed, housing unit followup for language barrier cases, and address listing quality checks for the address registers. Once the checks and any needed follow-ups are completed, the packets will be returned to the Census Office by the crew leader/Field Operations Supervisor.

3.5.3 Conduct IAC In-Office Data Collection Support Activities [IAC 26-5.3]

The "Conduct IAC In-Office Data Collection Support Activities" operational subactivity is subdivided into the following activity areas:

- Conduct IAC In-Office Data Collection Support Activities [IAC 26-5.3].
 - Receive Data Collection Materials for Check-in [IAC 26-5.3.1].
 - Perform Materials Check-in for Housing Units and Transitory Locations [IAC 26-5.3.2].
 - Perform Materials Check-in for Group Quarters [IAC 26-5.3.3].
 - Store Data Collection Materials after Check-in [IAC 26-5.3.4].

A detailed view of the activities that make up the "Conduct IAC In-Office Data Collection Support Activities" operational subactivity is given in [Figure 39](#) below.

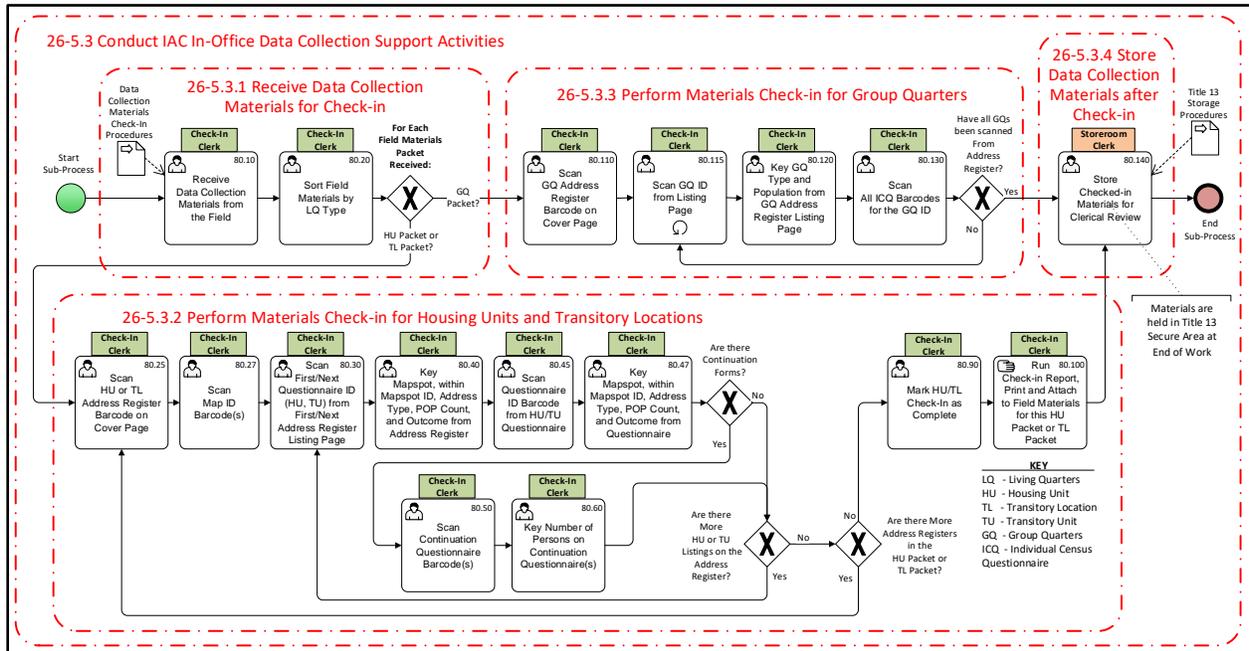


Figure 39: Conduct IAC In-Office Data Collection Support Activities

The overall process of the “Conduct IAC In-Office Data Collection Support Activities” operational activity focuses on all subactivities related to conducting in-office support for data collection materials coming into the Census Office. Specifically, this will include receiving data collection materials for check-in, performing check-in of housing unit and transitory location materials, performing check-in of group quarters materials, and storing data collection materials after check-in.

3.5.3.1 Receive Data Collection Materials for Check-in [IAC 26-5.3.1]

The details of this operational subactivity are shown in Figure 39 above.

The check-in clerk will receive completed data collection materials for check-in that have undergone the Crew Leader Quality Check. This includes receiving data collection materials from the field using check-in procedures and sorting the field materials by living quarters type. The living quarter type (housing units, group quarters, and transitory locations) will determine which check-in procedures are used. If the packets are for a housing unit or a transitory location, then these will undergo check-in procedures for housing units and transitory locations (see IAC 26-5.3.2). If the packets are for a group quarters, then these will undergo check-in procedures for group quarters (see IAC 26-5.3.3).

3.5.3.2 Perform Materials Check-in for Housing Units and Transitory Locations [IAC 26-5.3.2]

The details of this operational subactivity are shown in [Figure 39](#) above.

The check-in clerk will perform check-in procedures for housing unit and transitory location materials, which were received from IAC 26-5.3.1 above. This includes scanning the housing unit or transitory location address register barcode located on the cover page, scanning the map identifier (ID) barcodes located on the paper maps, and scanning the first (or next) housing unit or transitory unit questionnaire ID located on the first (or next) address register listing page.

After scanning these barcodes, the check-in clerk then keys the map spot number, the within-map spot ID, the address type code, the population count, and outcome code from the address register listing. The check-in clerk then scans the questionnaire ID barcode from the housing unit or transitory unit questionnaire and keys the map spot number, the within-map spot ID, the address type code, the population count, and outcome code from the questionnaire.

The check-in clerk must then determine if there is at least one continuation form. If so, then the check-in clerk must scan the continuation questionnaire barcode(s) and key the number of persons on the continuation questionnaire(s).

After scanning the continuation questionnaire barcode(s) and keying the number of persons on the continuation questionnaire(s) or determining that there were no continuation questionnaires at all, the check-in clerk must then determine if there are more housing unit or transitory unit listings on the address register. If so, then the check-in clerk must scan the next housing unit or transitory unit questionnaire ID located on the next address register listing and repeat the entire process above.

If all the housing unit or transitory unit listings have been checked-in from the address register (regardless of the presence of a continuation form), then the check-in clerk must determine if there are more address registers in the housing unit or transitory location packet for the same BCU. If there are more address registers in the housing unit or transitory location packet, then the check-in clerk must ensure that the next housing unit or transitory unit listings are for the same BCU and repeat the entire process above.

However, if there are no more address registers in the housing unit or transitory location packet, then the check-in clerk will mark the housing unit or transitory location check-in as complete. The check-in clerk will then run, print, and attach the check-in report to the field

materials for the housing unit or transitory location packet. Once completed, the check-in clerk will deliver the materials to the storeroom clerk for storage (see IAC 26-5.3.4).

3.5.3.3 Perform Materials Check-in for Group Quarters [IAC 26-5.3.3]

The details of this operational subactivity are shown in [Figure 39](#) above.

The check-in clerk will perform check-in procedures for group quarters materials that were received from IAC 26-5.3.1. This includes scanning the group quarters address register barcode located on the cover page and scanning the group quarters ID located on the first (or next) group quarters address register listing page. After scanning these barcodes, the check-in clerk then keys the group quarters type and population count from the group quarters address register listing. The check-in clerk must then scan all the ICQ barcodes for the group quarters ID. Once these have been scanned, the check-in clerk must determine if all the group quarters have been scanned from the group quarters address register. If not, then the check-in clerk scans the next group quarters ID located on the next group quarters address register listing page and repeat the entire process above. If there are no more group quarters listings, then the check-in clerk will deliver the materials to the storeroom clerk for storage (see IAC 26-5.3.4).

3.5.3.4 Store Data Collection Materials after Check-in [IAC 26-5.3.4]

This operational subactivity consists of a single activity (see [Figure 39](#) above).

The storeroom clerk will receive data collection materials from IAC 26-5.3.2 and IAC 26-5.3.3. This includes storing the checked-in data collection materials for clerical review. Storage of the materials will follow Title 13 storage procedures and will be in a separate and securely locked area of the Census Office.

3.5.4 Conduct IAC Quality Control Support Activities (In-Office) [IAC 26-5.4]

The "Conduct IAC Quality Control Support Activities (In-Office)" operational subactivity is subdivided into the following activity areas:

- Conduct IAC Quality Control Support Activities (In-Office) [IAC 26-5.4].
 - Conduct Clerical Review [IAC 26-5.4.1].
 - Conduct Telephone Followup/Reinterview [IAC 26-5.4.2].
 - Manage Quality Control Outcomes [IAC 26-5.4.3].

A detailed view of the activities that make up the "Conduct IAC Quality Control Support Activities (In-Office)" operational subactivity is given in [Figure 40](#) below.

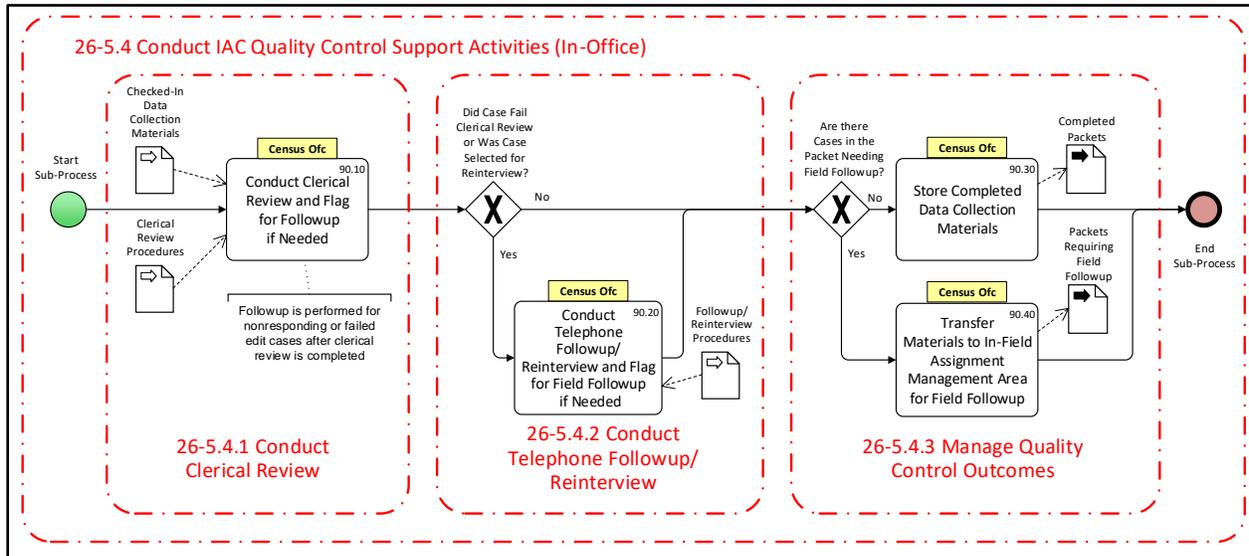


Figure 40: Conduct IAC Quality Control Support Activities (In-Office)

The overall focus of the “Conduct IAC Quality Control Support Activities (In-Office)” operational activity is on all subactivities related to conducting in-office quality control of the results of the field data collection activities. Specifically, this will include conducting Clerical Review, Telephone Follow-up and Reinterview, and managing the Quality Control outcomes.

3.5.4.1 Conduct Clerical Review [IAC 26-5.4.1]

This operational subactivity consists of a single activity (see Figure 40 above).

The Census Office will conduct Clerical Review and flag cases for telephone or field followup (if needed). This includes using clerical review procedures on the checked-in data collection materials in order to identify inconsistencies and flag cases needing followup. It is important to note that follow-up is performed for nonresponding cases or failed edit cases *after* Clerical Review is completed.

3.5.4.2 Conduct Telephone Followup/Reinterview [IAC 26-5.4.2]

This operational subactivity consists of a single activity (see Figure 40 above).

When a valid telephone number is provided, the Census Office will conduct telephone follow-up to reconcile or collect any information needed to verify and collect quality data. Reinterview occurs in certain cases that were randomly sampled in ATAC. Reinterview is intended to determine how well an enumerator followed enumeration procedures and completed the assignment. Cases that cannot be reached by telephone will be assigned to a crew leader to conduct an in-person reinterview or field followup visit.

3.5.4.3 Manage Quality Control Outcomes [IAC 26-5.4.3]

The details of this operational subactivity are shown in Figure 40 above.

The Census Office will manage the Quality Control outcomes of cases from IAC 26-5.4.2. This includes determining if cases from IAC 26.5.4.2 require field follow-up work (including in-field reinterview). If so, then the materials will be transferred to the in-field assignment management area for field follow-up in order to produce work packets. If there are no cases in a packet requiring field follow-up work, then completed data collection materials will be stored in their respective packets according to established storage procedures.

3.6 IAC Data Capture [IAC 26-6]

The sixth IAC activity is IAC Data Capture.

Figure 41 shows the BPM for the IAC Data Capture [IAC 26-6] activity (area within the gray rounded rectangle) within the overall context of the IAC operation.

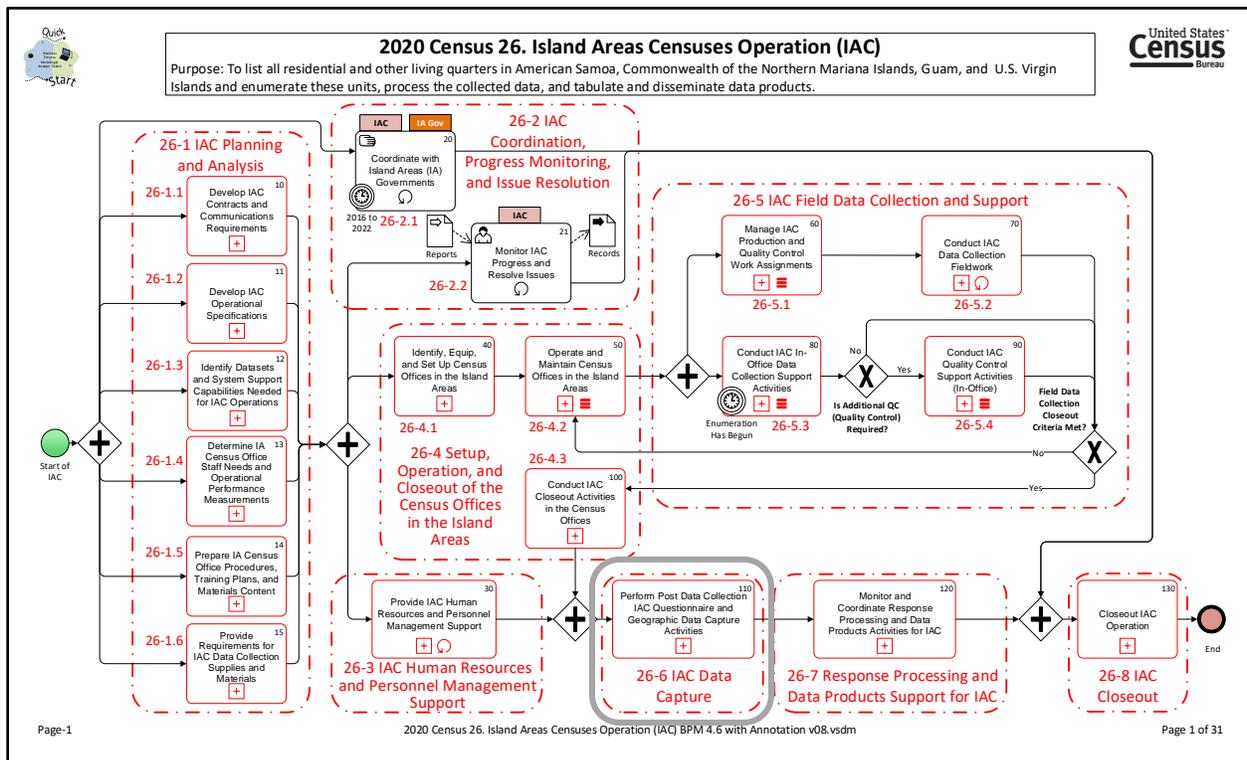


Figure 41: IAC Data Capture [26-6] Activity

The “IAC Data Capture” operational activity is subdivided into the following activity areas:

- Data Capture [IAC 26-6].
 - Receive Completed IAC Data Collection Materials from the IA Census Offices [IAC 26-6.1].
 - Transfer IAC Questionnaires to PDC for Data Capture and Monitor Progress and Status [IAC 26-6.2].
 - Perform IAC Address Register and Map Data Capture [IAC 26-6.3].

A detailed view of the constituent activities that make up the "IAC Data Capture" operational activity is given in [Figure 42](#) below.

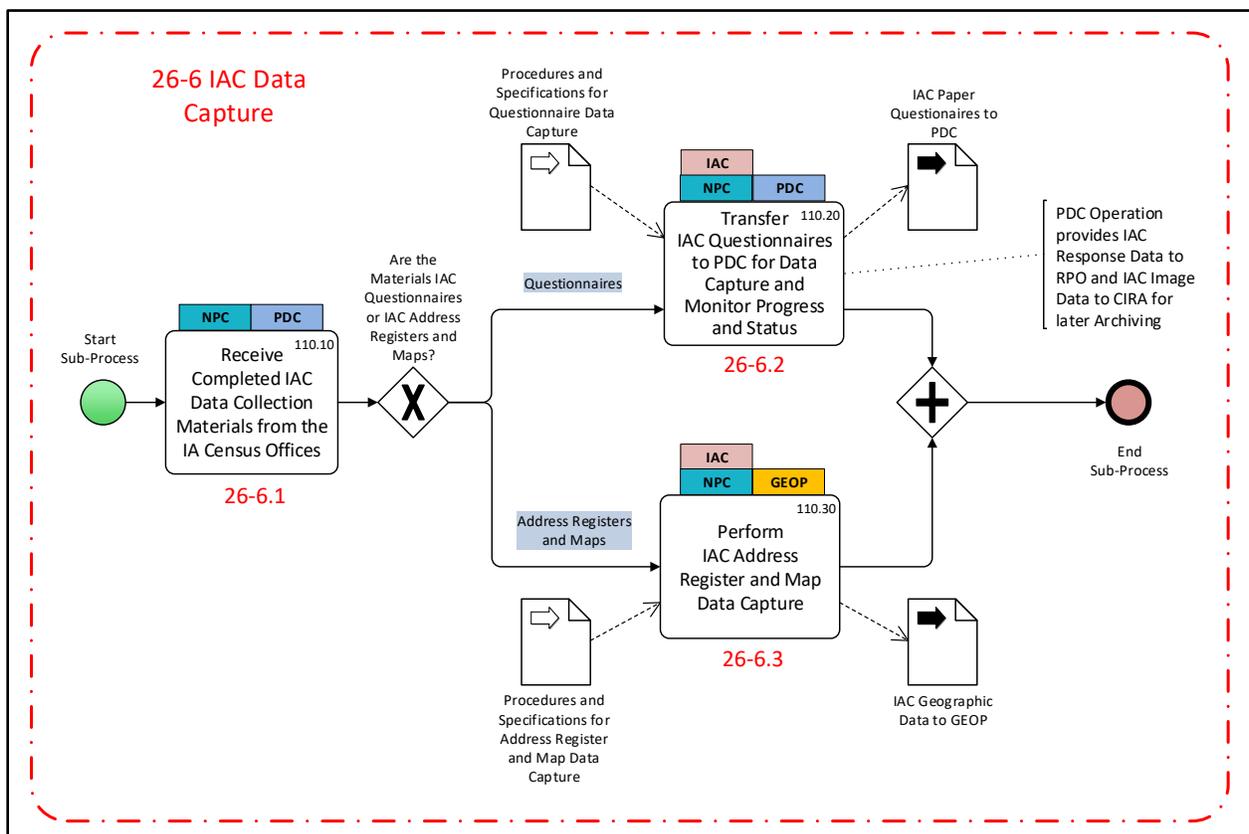


Figure 42: IAC Data Capture

The overall process of the “IAC Data Capture” operational activity focuses on all the subactivities related to data capture of the 2020 Island Areas Censuses materials conducted in NPC. Specifically, this will include NPC receiving the data collection materials, transferring questionnaires to PDC for paper data capture, and performing geographic data capture on address register and map data.

Subsequent sections describe the “IAC Data Capture” operational subactivities in detail.

3.6.1 Receive Completed IAC Data Collection Materials from the IA Census Offices [IAC 26-6.1]

NPC will receive completed 2020 Island Areas Censuses data collection materials (address registers, paper maps, and paper questionnaires) from the Census Offices in the Island Areas. This includes receiving boxes from every Census Office, checking-in the boxes into ATAC, and other management procedures needed to complete check-in of questionnaires, address registers, and maps. This includes routing the questionnaires and the address registers and maps to their appropriate locations within NPC for further processing.

3.6.2 Transfer IAC Questionnaires to PDC for Data Capture and Monitor Progress and Status [IAC 26-6.2]

NPC will transfer the IAC questionnaires to PDC for paper data capture using iCADE: Survey as part of the PDC operation; IAC and PDC will monitor progress and status. Data captured from these materials will become 2020 Island Areas Censuses paper questionnaire data and will be sent to RPO for further processing and retained for subsequent archiving (as both response data and image data). The details of these subactivities can be found in the PDC Detailed Operational Plan.

3.6.3 Perform IAC Address Register and Map Data Capture [IAC 26-6.3]

IAC address register and map data capture will be performed at the NPC, in accordance with the procedures and specifications written by GEOP. Data captured from these materials will become 2020 Island Areas Censuses geographic data to be subsequently processed by GEOP.

3.7 Response Processing and Data Products Support for IAC [IAC 26-7]

The seventh IAC activity is Response Processing and Data Products Support for IAC.

Figure 43 shows the BPM for the Response Processing and Data Products Support for IAC [IAC 26-7] activity (area within the gray rounded rectangle) within the overall context of the IAC operation.

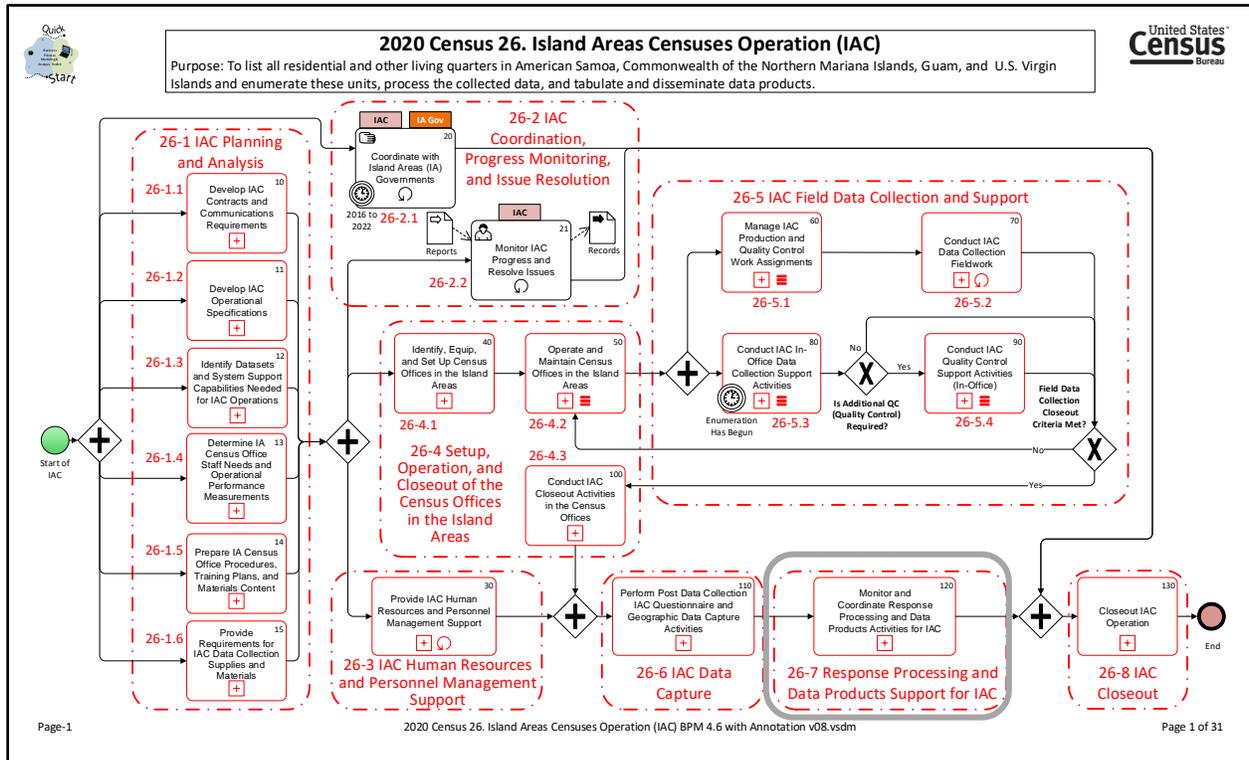


Figure 43: Response Processing and Data Products Support for IAC [IAC 26-7] Activity

The “Response Processing and Data Products Support for IAC” operational activity is subdivided into the following activity areas:

- Response Processing and Data Products Support for IAC [IAC 26-7].
 - Monitor and Coordinate Response Processing Activities for IAC [IAC 26-7.1].
 - Monitor and Coordinate Data Products Activities for IAC [IAC 26-7.2].

A detailed view of the constituent activities that make up the "Response Processing and Data Products Support for IAC" operational activity is given in [Figure 44](#) below.

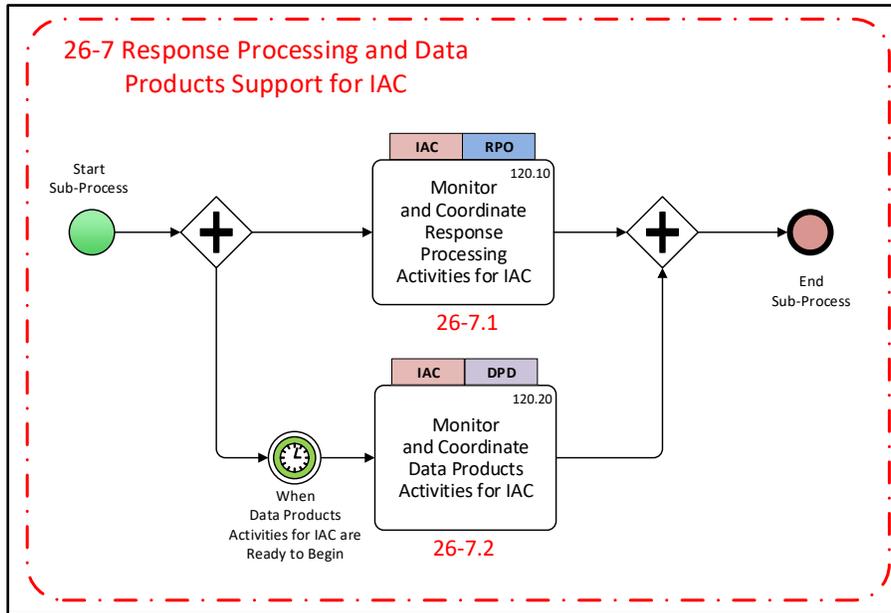


Figure 44: Response Processing and Data Products Support for IAC

The overall process of the “Response Processing and Data Products Support for IAC” operational activity focuses on all the subactivities related to response processing of the data collection materials, as well as support for activities to provide IAC data products to the public. The details of these subactivities can be found in the RPO Detailed Operational Plan and the DPD Detailed Operational Plan. Specifically, for IAC, this will include monitoring and coordinating response processing activities by RPO, as well as monitoring and coordinating of data product activities by DPD.

Subsequent sections describe the “Response Processing and Data Products Support for IAC” operational subactivities in detail.

3.7.1 Monitor and Coordinate Response Processing Activities for IAC [IAC 26-7.1]

RPO will coordinate response processing activities, and IAC and RPO will monitor progress and status. This includes working with RPO stakeholders to ensure that the questionnaire responses are accurately captured, processed, and edited.

3.7.2 Monitor and Coordinate Data Products Activities for IAC [IAC 26-7.2]

IAC and DPD will monitor progress and status, as well as coordinate data product activities. This includes working with DPD stakeholders to ensure that the response files are tabulated appropriately in order to disseminate data products.

3.8 IAC Closeout [IAC 26-8]

The eighth IAC activity is IAC Closeout.

Figure 45 shows the BPM for the IAC Closeout [IAC 26-8] activity (area within the gray rounded rectangle) and its activities within the overall context of the IAC operation.

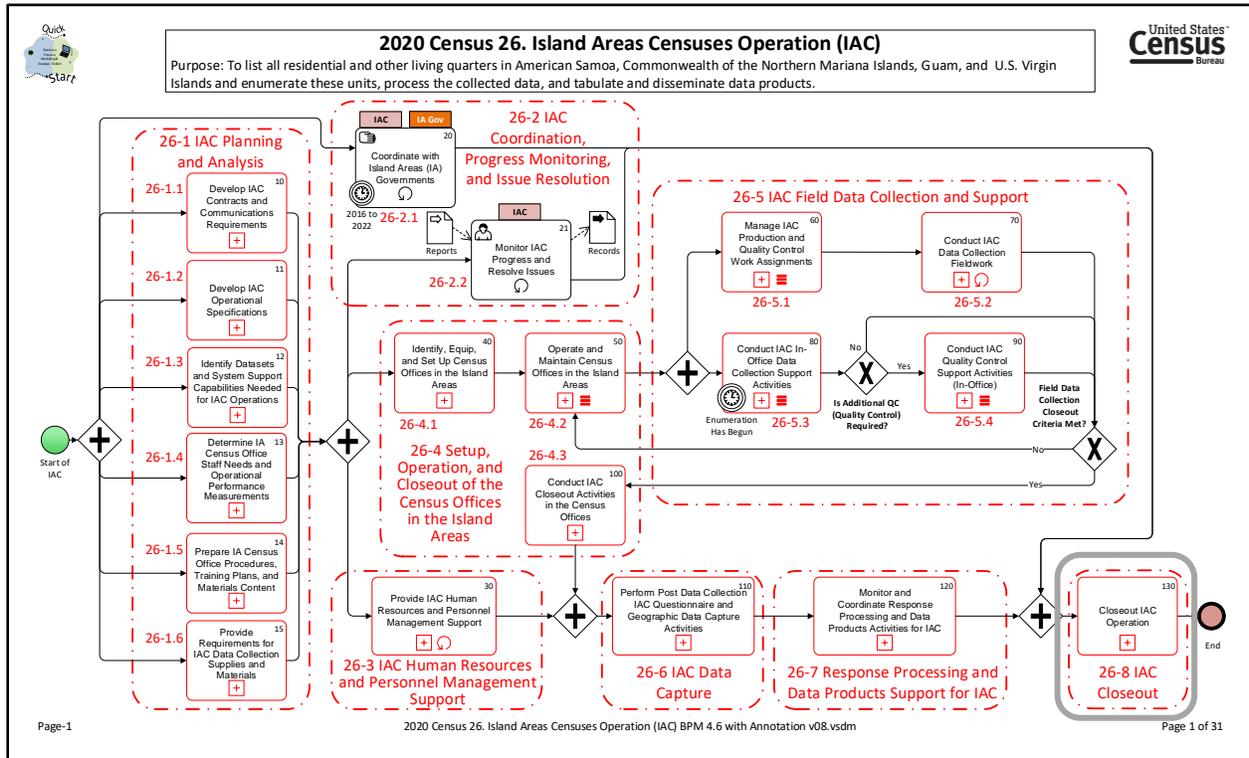


Figure 45: IAC Closeout [IAC 26-8] Activity

The “IAC Closeout” operational activity has only a single activity area.

- IAC Closeout [IAC 26-8].

A detailed view of the processes that make up the "IAC Closeout" operational subactivity is given in Figure 46 below.

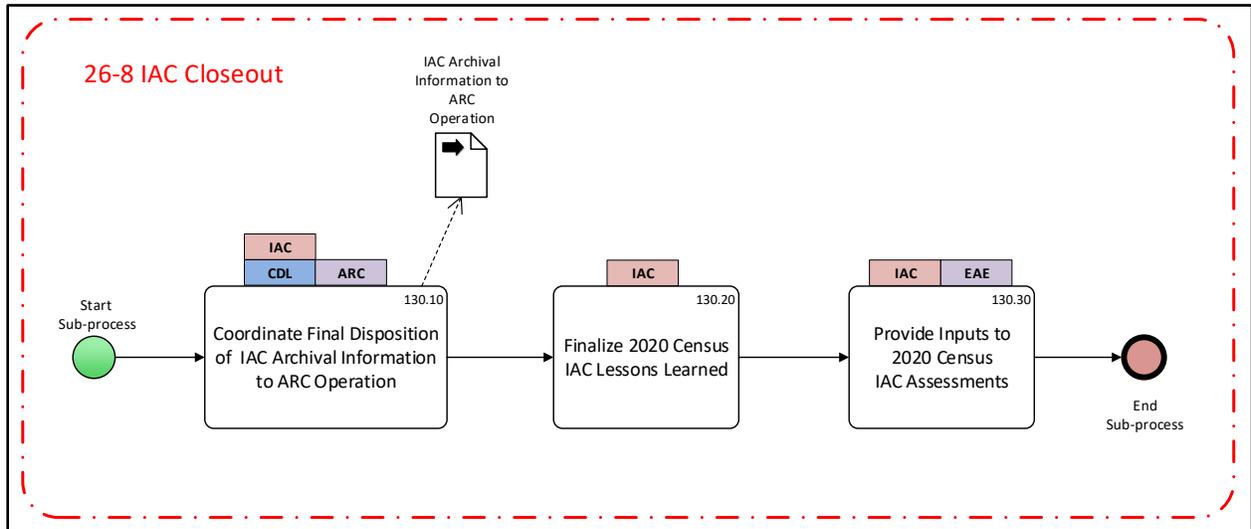


Figure 46: IAC Closeout

The overall process of the “IAC Closeout” operational activity focuses on all the subactivities related to closing out the IAC operation as a whole. Specifically, this will include coordinating the final disposition of the IAC data collected during the IAC operation from PDC, RPO, and DPD to the CDL, and then coordinating transfer of the information to ARC. Once the data have been transferred to the CDL and ARC successfully retrieves them, IAC will finalize the 2020 Census IAC Lessons Learned documentation. Finally, IAC will provide inputs to the 2020 Census IAC assessments with the assistance of the Evaluations and Experiments operation (EAE).

4. Cost Factors

The investment in IAC is projected to have no influence on the 2020 Census overall costs and quality. While the IAC operation is not a major cost driver for the 2020 Census, the following mechanisms from the IDEF0 Context Diagram represent the resources used to support this operation and comprise part of the 2020 Census cost elements:

Staff

- Headquarters staff
- National Processing Center staff
- Census Advisors
- Management and staff for the Census Offices in the Island Areas

Sites

- Headquarters
- National Processing Center
- American Samoa
- Commonwealth of the Northern Mariana Islands
- Guam
- U.S. Virgin Islands (two sites)

Systems

- Automated Tracking and Control
- Data Management System
- Master Address File/Topologically Integrated Geographic Encoding and Referencing System (MAF/TIGER)
- Geographic Update Partnership Software (GUPS)
- Census Data Lake (CDL)
- Census Hiring Employment Center/Centralized Application for Managing Personnel Investigations and Nonemployees (CHEC/CAMPIN)
- Fingerprinting system
- DPACS: Badging system
- US Access Badging system

Other

- Headquarters and office Information Technology (IT) infrastructure
- Census networks, kits, supplies.

5. Measures of Success

For all 2020 Census operations, the corresponding Measures of Success will be documented in the operational assessment study plans and final reports. The operational assessment study plan documents the criteria that will be used to define successful completion of the operation. The operational assessment report will provide results on whether the criteria were met.

In general, operational assessments report on planned to actual variances in budget, schedules, and production and training workloads. The corresponding Measures of Success (as documented in the operational assessment study plan) include variances that exceed established thresholds. See *Preparing for the 2020 Census Operational Assessment Study Plan* for the potential scope of assessment.

Types of success measures include:

- **Process Measures** that indicate how well the process works, typically including measures related to completion dates, rates, and productivity rates.
- **Cost Measures** that drive the cost of the operation and comparisons of actual costs to planned budgets. Costs can include workload as well as different types of resource costs.
- **Measures of the Quality** of the results of the operation, typically including things such as rework rates, error rates, and coverage rates.

See the corresponding operational assessment study plan and report for the IAC for details on the measures of success.

Appendix A – Acronyms and Terminology

Table 7 lists the acronyms and abbreviations used within this Detailed Operational Plan document.

Table 7: Acronyms and Abbreviations List

Acronym	Meaning
ACS	American Community Survey
ARC	Archiving operation
ATAC	Automated Tracking and Control (System)
BCU	Basic Collection Unit
BPM	Business Process Model
BPMN	Business Process Model Notation
CDL	Census Data Lake
CEF	Census Edited File
CFD	Content and Forms Design operation
CHEC/CAMPIN	Census Hiring Employment Center/Centralized Application for Managing Personnel Investigations and Nonemployees
CNMI	Commonwealth of the Northern Mariana Islands
CUF	Census Unedited File
DCEO	Decennial Contracts Execution Office
DHS	Department of Homeland Security
DITD	Decennial Information Technology Division
DLM	Decennial Logistics Management operation
DMS	Data Management System
DOC	Department of Commerce
DOP	Detailed Operational Plan
DPACS	Decennial Physical Access Control System
DPD	Data Processing and Dissemination operation
DSC	Decennial Service Center operation
EAE	Evaluations and Experiments operation

Acronym	Meaning
FBI	Federal Bureau of Investigation
FLDI	Field Infrastructure operation
FPD	Forms Printing and Distribution operation
GDP	Geographic Data Processing
GEOP	Geographic Programs operation
GUPS	Geographic Update Partnership Software
HQ	Headquarters
HU	Housing Unit
IA	Island Areas
IAC	Island Areas Censuses
iCADE: Survey	integrated Computer Assisted Data Entry for Surveys
ICQ	Individual Census Questionnaire
ID	Identifier
IDEFO	Integration Definition for Function Modeling, Level 0
IE	Information Exchange
IOD	Integrated Operations Diagram
IPC	Integrated Partnership and Communications operation
IT	Information Technology
ITIN	IT Infrastructure operation
MAF/TIGER	Master Address File / Topologically Integrated Geographic Encoding and Referencing System
MDF	Microdata Detail File
NARA	National Archives and Records Administration
NPC	National Processing Center
OMB	Office of Management and Budget
OPM	Office of Personnel Management
PDC	Paper Data Capture operation
PM	Program Management operation
P.O.	Post Office

Acronym	Meaning
POP	Population Division
RPO	Response Processing Operation
SEHSD	Social, Economic, and Housing Statistics Division
SPC	Security, Privacy, and Confidentiality operation
USVI	United States Virgin Islands

Appendix B – References

Appendix B lists the documents or other resources used during the development of this Detailed Operational Plan document.

U.S. Census Bureau (2019), “2020 Census Detailed Operation Plan for 21: Data Products and Dissemination (DPD),” Version 1.0, January 10, 2010.

U.S. Census Bureau (2018), “2020 Census Operational Plan,” Version 4.0, December 31, 2018.

U.S. Census Bureau (2018), “Preparing for the 2020 Census Operational Assessment Study Plan,” Draft, May 10, 2018.

U.S. Census Bureau (2017), “2020 Census Detailed Operation Plan for 19: Response Processing Operation (RPO),” Version 1.0, May 24, 2017.

Appendix C – Activity Tree for Island Areas Censuses Operation (IAC)

This appendix presents the Activity Tree for the IAC operation. An Activity Tree uses an outline structure to reflect the decomposition of the major operational activities in the operation. Each activity is numbered according to its position in the outline. For example, for the current operation numbered "26," the first activity would be numbered 26-1. Subactivities under this activity would be numbered sequentially, starting again with the number one. For example, the first subactivity under the first activity would be numbered 26-1.1 the second subactivity as 26-1.2. The second activity would be numbered 26-2, and so on.

Island Areas Censuses Activity Tree (IAC BPM 4.6 with Annotation v08, August 2, 2019):

26-1 IAC Planning and Analysis

- 26-1.1 Develop IAC Contracts and Communications Requirements
 - 26-1.1.1 Develop and Finalize Contracts for 2020 Island Areas Censuses
 - 26-1.1.2 Develop IAC Communications Requirements
- 26-1.2 Develop IAC Operational Specifications
 - 26-1.2.1 Develop IAC Production Strategies and Specifications
 - 26-1.2.2 Develop IAC Quality Control Plan
- 26-1.3 Identify Datasets and System Support Capabilities Needed for IAC Operations
 - 26-1.3.1 Prepare Initial Lists of Group Quarters and Transitory Locations in the Island Areas
 - 26-1.3.2 Identify Needs for Geographic Data and System Support Capabilities
 - 26-1.3.3 Identify Needs for Other System Support Capabilities
 - 26-1.3.4 Identify IAC Processing and Office Infrastructure Needs
- 26-1.4 Determine IA Census Office Staff Needs and Operational Performance Measurements
 - 26-1.4.1 Determine Estimated IAC Operational Workload by Geographic Area
 - 26-1.4.2 Define Operational Performance Measurements and Progress Targets
- 26-1.5 Prepare IA Census Office Procedures, Training Plans, and Materials Content
 - 26-1.5.1 Develop IAC Manuals
 - 26-1.5.2 Develop IAC Training Materials
- 26-1.6 Provide Requirements for IAC Data Collection Supplies and Materials
 - 26-1.6.1 Provide Field Enumeration Materials Content Requirements and Stakeholder Input
 - 26-1.6.2 Provide Field Support Materials Requirements and Stakeholder Input
 - 26-1.6.3 Request Guidance and Receive Recruiting and Hiring Materials Stakeholder Inputs

26-2 IAC Coordination, Progress Monitoring, and Issue Resolution

- 26-2.1 Coordinate with Island Areas (IA) Governments
- 26-2.2 Monitor IAC Progress and Resolve Issues

26-3 IAC Human Resources and Personnel Management Support

- 26-3.1 Hire and Deploy Census Advisors
- 26-3.2 Select, Hire, and Train Census Office Staff
 - 26-3.2.1 Select, Hire, and Train Census Office Management Staff
 - 26-3.2.1.1 Select and Check Management Staff
 - 26-3.2.1.2 Hire Management Staff
 - 26-3.2.1.3 Train and Swear-In the Management Staff
 - 26-3.2.2 Select, Hire, and Train Census Office Field and Clerical Staff
 - 26-3.2.2.1 Recruit and Test Applicants
 - 26-3.2.2.2 Interview, Check, and Select Applicants
 - 26-3.2.2.3 Conduct Orientation for New Census Office Staff
 - 26-3.2.2.4 Train Field and Office Staff
- 26-3.3 Provide Administrative Support for Census Office Staff

26-4 Setup, Operation, and Closeout of the Census Offices in the Island Areas

- 26-4.1 Identify, Equip, and Set Up Census Offices in the Island Areas
- 26-4.2 Operate and Maintain Census Offices in the Island Areas
 - 26-4.2.1 Open Census Office and Begin Daily Operations
 - 26-4.2.2 Maintain Census Office Environment and Manage IAC Supplies
 - 26-4.2.3 Conduct IAC Partnership and Outreach
 - 26-4.2.4 Manage IAC Data Collection Materials
- 26-4.3 Conduct IAC Closeout Activities in the Census Offices
 - 26-4.3.1 Begin Closeout Activities
 - 26-4.3.2 Conduct Optional Local Count Review
 - 26-4.3.3 Ship Final IAC Data Collection Materials to NPC for Data Capture
 - 26-4.3.4 Close and Vacate Census Office Site

26-5 IAC Field Data Collection and Support

- 26-5.1 Manage IAC Production and Quality Control Work Assignments
 - 26-5.1.1 Establish IAC Field Management Areas
 - 26-5.1.2 Create and Maintain Address Listing Assignments and Materials
 - 26-5.1.3 Create and Maintain Housing Unit Enumeration Assignments and Materials
 - 26-5.1.4 Create and Maintain Special Enumeration Assignments and Materials
 - 26-5.1.5 Manage Office Interactions with IAC Data Collection Fieldwork
- 26-5.2 Conduct IAC Data Collection Fieldwork

- 26-5.2.1 Conduct IAC Address Listing
- 26-5.2.2 Conduct IAC Housing Unit Enumeration
- 26-5.2.3 Conduct IAC Special Enumeration at Group Quarters and Transitory Locations
 - 26-5.2.3.1 Receive Special Enumeration Work Assignments and Conduct Telephone Contacts
 - 26-5.2.3.2 Conduct IAC Enumeration at Transitory Locations
 - 26-5.2.3.3 Conduct IAC Group Quarters Enumeration and Followup
 - 26-5.2.3.4 Submit Special Enumeration Materials to Crew Leader for Review
- 26-5.2.4 Conduct IAC Field Followup
- 26-5.2.5 Conduct Crew Leader Quality Check
- 26-5.3 Conduct IAC In-Office Data Collection Support Activities
 - 26-5.3.1 Receive Data Collection Materials for Check-in
 - 26-5.3.2 Perform Materials Check-in for Housing Units and Transitory Locations
 - 26-5.3.3 Perform Materials Check-in for Group Quarters
 - 26-5.3.4 Store Data Collection Materials after Check-in
- 26-5.4 Conduct IAC Quality Control Support Activities (In-Office)
 - 26-5.4.1 Conduct Clerical Review
 - 26-5.4.2 Conduct Telephone Followup/Reinterview
 - 26-5.4.3 Manage Quality Control Outcomes

26-6 IAC Data Capture

- 26-6.1 Receive Completed IAC Data Collection Materials from the IA Census Offices
- 26-6.2 Transfer IAC Questionnaires to PDC for Data Capture and Monitor Progress and Status
- 26-6.3 Perform IAC Address Register and Map Data Capture

26-7 Response Processing and Data Products Support for IAC

- 26-7.1 Monitor and Coordinate Response Processing Activities for IAC
- 26-7.2 Monitor and Coordinate Data Products Activities for IAC

26-8 IAC Closeout