

# 2020 Census Program Management Review



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# Overview of Program Management Review (PMR)

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- Welcome and Introductory Remarks
- Research and Testing Assumptions
- Overall Program Status
- Program Focus Items
- Program Challenges
- PMR Wrap Up

# Welcome and Introductions

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- Purpose of today's PMR is to present the research baseline
  - Information and status for each of the projects funded in our decennial Research and Test (R&T) portfolio
    - Accomplishments
    - Risk Highlights
    - Key Challenges
    - Near Term Focus Items
  - Information about Program Management (PM) and Systems Engineering and Integration (SE&I) is provided in a handout to allow us to focus today on the research

# Welcome and Introductions (Cont.)

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## Handouts

- I. Agenda
- II. Reference packet, which includes:
  1. Background information for the research and development projects, in the order in which they are being discussed today
  2. WBS Dictionary
  3. Field Test Description
  4. Summary of Research Questions by Project
- III. R&T slides, which will be briefed today
- IV. PM and SE&I slides for offline review

# Welcome and Introductions (Cont.)

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- Questions?
  - Q&A encouraged, but a lot of information to convey today
  - Due to time limitations, some questions may need to be addressed offline; responses will be sent to all participants.
    - Email us at [20rpo.program.management@census.gov](mailto:20rpo.program.management@census.gov) by December 21, 2012.
    - Include WBS number and enough context so we can follow-up.
    - Responses will be emailed by January 11, 2013.
- Housekeeping items
  - Restrooms
  - Quick exit strategies
  - Break and lunch times
    - approximate
    - may be shortened if our discussions take longer than planned

# 2020 Census Research and Testing Assumptions

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1. The 2020 Census will offer more response options than the 2010 Census. This includes:
  - Using the internet as the primary response option, with the majority of the population responding through this mode; and,
  - Leveraging technology to improve questionnaire assistance and increase response options in languages other than English.
2. The 2020 Census will maintain quality and cost less per case than the 2010 Census, adjusted for inflation. This will be achieved through:
  - Using existing records (e.g., administrative records) to reduce in-person enumeration;
  - Reengineering field activities (e.g., data collection, partnership and outreach support, employment recruiting) to take advantage of the automation of field activities, reducing field personnel, and minimizing the size of the field infrastructure;
  - Highly automating and integrating data collection and administrative functions (e.g. recruiting, maps, testing, training, payroll) wherever possible;
  - Leveraging evolving adaptive design methodologies to provide decision support services in advance of and during enumeration, and using data to structure work and provide stronger quality controls;
  - Avoiding the development of decennial-specific, custom-built systems by utilizing corporate and COTS based solutions; and,
  - Leveraging the opportunity for census workers to “bring your own device (BYOD)” for field operations, when possible.

# 2020 Census Research and Testing Assumptions (Cont.)

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3. The 2020 Census will tabulate census counts to a geographic block level with the exception of overseas census counts, which will be tabulated to the state-level.
4. When possible, the 2020 Census will make evidence-based decisions to design and/or modify operations. This includes the following:
  - Prototyping, evaluating information from previous censuses and other data sources such as the American Community Survey, and using adaptive designs for operations that have started; and,
  - Drawing from best practices of similar applications in foreign censuses, business, and industry.
5. The 2020 Census design options will be measured with respect to cost and quality by developing improved cost models for operations and applying cost/benefit analysis to all proposed operations.
6. The Geographic Support System Initiative will apply continuous updates to the Master Address File throughout the decade to minimize the need for Address Canvassing in the 2020 Census.

# Overall Program Status

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- 17 research projects began in FY12. Some have been re-scoped as we have learned more about the work that needs to be done. For the FY 12 projects, project plans are complete and briefings on study plans are underway. You'll be hearing updates today about all the projects we have funded.
- 4 new research projects kicked off work in FY13, including one which will serve as a sub-team to a FY 12 project (Workload Management/WBS 4.104). A 5<sup>th</sup> team will kickoff in Q2 FY13. I will briefly describe these later.
- Program Management Documentation has been baselined for the R&T Phase. Included are strategies and plans for Program Management, Risk Management, Schedule Management, Acquisition Management, Performance Measurement and Management, and Communication, among others.
- Additional Documents to Baseline in FY 13 Q1 and Q2: revised Governance Plan, 2020 Strategic Plan, and MOUs between 2020 Program and Stakeholder Divisions

# Overall Program Status (Cont.)

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R&T Master Activity Schedule was baselined for R&T Phase.

- Progressively elaborating the detail and reviewing the logic and interdependencies as teams refine the scope of their work
- Statusing monthly during our research period
- Adding more detail regarding field tests as we mature our plans for testing
- Undergoing a 2020 Scheduling Tool evaluation in the Center for Applied Technology (MS Project vs. Oracle Primavera)

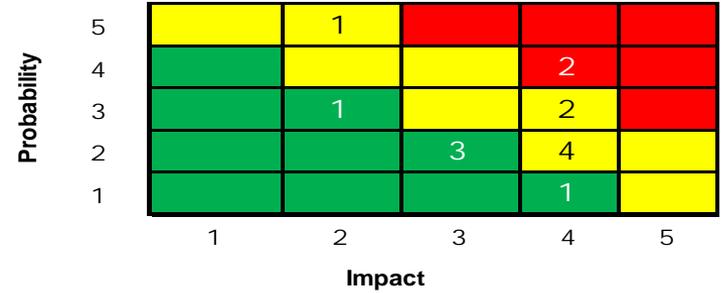
Knowledge Management (KM) will finish populating the KM database with all recommendations from the 100 2010 Census Program for Evaluations and Experiments (CPEX) reports by end of year.

Systems Engineering Documentation has been baselined for R&T Phase.

Project and Business level Capability Requirements were completed for all FY 12 R&T Teams.

Business Process Modeling for 2010 Census “As-Was” Architecture will be completed this month.

# 2020 Program Risks



| ID #                          | Name                                   | Level | Color  | Probability | Total Impact |
|-------------------------------|--|-------|--------|-------------|--------------|
| LC-014_Policy Changes         | Changes to Policy                      | H     | red    | 4           | 4            |
| LC-013_Program Lifecycle      | Program Lifecycle                      | H     | red    | 4           | 4            |
| LC-005_FY13 Funding           | Requested Funding for FY13             | M     | yellow | 5           | 2            |
| LC-007_Skillsets              | Skillset Shortage                      | M     | yellow | 3           | 4            |
| LC-010_X-Program_IT_Solutions | Cross Program IT Solutions             | M     | yellow | 3           | 4            |
| LC-001_Cost Models            | Cost Models and Projections            | M     | yellow | 2           | 4            |
| LC-002_Cost Goal              | Cost Goal                              | M     | yellow | 2           | 4            |
| LC-003_Early Estimates        | Early Estimates Impact Design          | M     | yellow | 2           | 4            |
| LC-006_FY14 Funding           | Requested Funding for FY14             | M     | yellow | 2           | 4            |
| LC-O12_External Support       | External Stakeholder Support           | L     | green  | 3           | 2            |
| LC-011_Flexible ACQ           | Flexible and Quick Acquisition Process | L     | green  | 2           | 3            |
| LC-008_Resist PM              | Resistance to PM/SE and Accountability | L     | green  | 2           | 3            |
| LC-009_Reqs_Eng               | Requirements Engineering               | L     | green  | 2           | 3            |
| LC-004_ACS Funding            | American Community Survey Funding      | L     | green  | 1           | 4            |

# Program Challenges

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- Budget
- Workforce Analysis and Skill Set shortage, principally in SE&I and to a lesser degree in PM
- Data Access
- Governance

# Program Focus Items (Cont.)

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- Governance
  - 3 levels: project, program, and organizational
    - Census *Information* & Integration Group → 20RPO Chief
    - Decennial Leadership Group → Associate Director for 2020
    - Executive Steering Committee → Director
- MOUs – a new way of doing business
  - IT MOU approved
  - Budget MOU under development
  - MOUs with participating divisions in progress
- Corporate work on Adaptive Design

# Program Focus Items (Cont.)

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## 2020 R&T Test Designs and Strategies

- Taking a hard look at what we are testing, how we are testing, and when
  - Better understanding of what we need to test now that we are doing the research than when we first planned the testing approach
  - Diminished Budget
- Leveraging ACS
- Re-examining sample sizes and the focus of specific tests
- Considering different testing approaches
- Established a panel with members from the Research and Methodology Directorate, the ACSO, FLD, DSSD, and others.
  - Weekly meetings
  - Reporting back to the Decennial Leadership Group
    - 1<sup>st</sup> briefing January 14

# Program Focus Items (Cont.)

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## Lifecycle Budget and Planning

- Responsible for producing one or more preliminary operational design alternatives for the 2020 Census, and will:
  - Perform cost/benefit tradeoff analyses of various design options
  - Create and maintain an overall program life-cycle plan that accounts for the entire budget for each fiscal year through 2023.
  - Identify FY 15 - FY 18 research and development requirements
  - Mature the lifecycle cost estimate Rough Order of Magnitude
  - Additional detail provided in the PM and SE&I Status Report, WBS 1.105.

# Program Focus Items (Cont.)

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## Market Research – to inform design decisions

### 1. Site Visits

- FedEx
- UPS

### 2. DeVenCI - Defense Venture Catalyst Initiative

- Held a “Needs Workshop” with DoD’s DeVenCI process on September 12-13 as part of our overall Market Research effort
- 153 Companies responded to our “Needs Request”.  
Approximately 30 Companies will provide 30 minute briefs at the “Solutions Workshop” scheduled for January 28-29.
  - Social Networking
  - Mobile Computing and IT Infrastructure
  - Data Mining and Management
  - Geospatial
  - Workforce Management

# Program Focus Items (Cont.)

## New Research Projects Starting in FY 2013

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Multi Mode Interface Study (Q2) - Evaluate and validate questionnaire design content by interface where interface refers to human-survey instrument interfaces and/or platform-platform interfaces. The purpose is to preserve consistency of responses across user-interfaces and to ensure that response data are accurately integrated across data collection modes.

Field Staff Training (Q1) - Explore new approaches and techniques for training a large and diverse field staff. The team will research how different organizations have approached training, an expanded use of automation in delivering training, as well as training tools and techniques.

Logistics Management/Field Infrastructure Study (Q1) - Develop alternative field infrastructure designs that consider the use of technology and other resources to reengineer the field office structure and organizational structure deployed to support field operations during a decennial census. Expand upon the work of the integrated logistics management study being conducted as part of the operational efficiency program in the National Processing Center (NPC) to implement a robust materials planning and control system.

# Program Focus Items (Cont.)

## New Research Projects Starting in FY 2013

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Virtual LCO to LCO Test Bed (Q1) - Examine options for a virtual Local Census Office (LCO) including: Developing the Virtual LCO and then deploying the design to a small LCO test bed, developing the prototype for a new environment to model LCO functions and applications for process improvement and early prototype development, standing up a small LCO near a regional office to support field related tests, and providing infrastructure for prototyping processes and systems.

System Reuse (Q1) - a subteam of the Workload Management Team began in FY 12, this group will work with the IT Directorate to identify systems that can be re-used to support the 2020 Research teams during the 2020 Research and Test phase. The Systems Reuse team will also provide the Interconnect agreements between the systems and their interfaces for the test period.

# Program Management Review Wrap-Up

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- Mark your calendars: the next PMR will be March 8, 2013.
- We welcome feedback on today's PMR. It's the first one we have done for the 2020 Census, so please send suggestions or feedback to [20rpo.program.management@census.gov](mailto:20rpo.program.management@census.gov)
- If you have a proposed agenda topic or a special presentation you would like us to consider, email us at [20rpo.program.management@census.gov](mailto:20rpo.program.management@census.gov)