

2020 Census Program Management Review

2020 Census Program Review

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Chief, 2020 Census Research and Planning Office
U.S. Census Bureau

June 6, 2014

Welcome and Kickoff

Today's PMR

- 2020 Census Program high-level update on schedule, risk, architecture and IT roadmap, and cost model work
- 2015 Testing Objectives
- Census Field Reengineering
- Nonresponse and Administrative Records Testing
- Self-Response and Non-ID Case Testing
- Communications Testing
- Status -- 2014 Census Test
- Review of 2020 Census High-Level Schedule

Welcome and Kickoff (cont.)

Housekeeping Items

- Restrooms
- Emergency exits
- Reminder: Meeting is being broadcast internally via our E-TV. Consider all microphones live at all times when having sidebar conversations
- For questions, please remember to speak directly into the microphones for the benefit of other participants, including those watching on E-TV as well as those on the telephone
- Lunch break
 - Approximately at 12:15 p.m.
 - May be shortened if discussions take longer than planned

Welcome and Kickoff (cont.)

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 –

census.2020.program.management.review@census.gov

- Send questions by June 27, 2014

Mark your calendars:

Next PMR is planned for September 26, 2014

Schedule Management

Schedule Architecture

- We continue to mature our integrated master schedule, which consists of:
 - 55 Project Schedules
 - More than 4,200 Lines (Activities/Milestones)
 - Ensuring alignment to the budget or investment areas
 - Managing the level of detail in a multi-tiered (four) architecture, based on user needs
 - Each tier is linked to each other
 - Detailed levels (tiers 3 and 4) roll into higher level tiers (tiers 1 and 2) with less detail

Schedule Status

- Baselined the high-level 2020 Census schedule (April 2014) and detailed-level 2014 Census Test schedule (January 2014)
- Schedule statusing and metric reporting is occurring on a weekly basis
 - Weekly “Alert Report” meetings are held on the 2014 Census Test schedule
- MS-Project Schedule Architecture consultant began work on June 4, 2014 and will focus on facilitating the appropriate use and maximizing capabilities of both Primavera and MS Project Server
- Certified schedulers hired to:
 - Assist in resource loaded scheduling (pilot currently being planned); and schedule risk analysis
 - Ensure we have sufficient expert resources to continue to support schedule planning, integration and management for the 2020 Census

Schedule Status (continued)

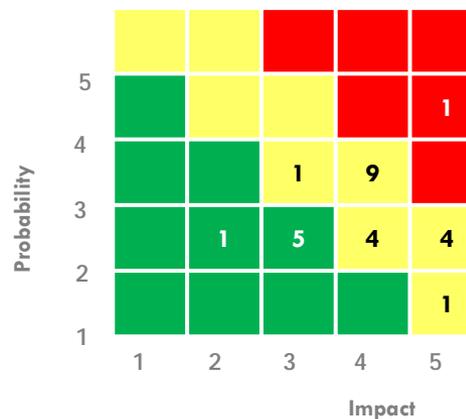
- Project schedules, especially during a research and testing phase, are fluid and prone to change
 - Work (especially research and testing) does not always occur as planned
 - “Actuals” will be used as lessons learned
 - As with rolling wave planning, detailed and matured schedules are current projects underway, or six to nine months out (e.g. 2014 Census Test)

Risk Management

Program-Level Risk Management Status (1 Red, 19 Yellow, 6 Green)

	WBS	Risk ID	Name	Level	Prior Month	Prob	Imp
1	1.105	LC-020	AdRec Usage Policy	H	-	4	5
2	1.110	LC-007	Skillset Shortage	M	-	3	4
3	1.106	LC-002	Cost Goal	M	-	3	4
4	2.101	LC-010	Enterprise IT Solutions	M	-	3	4
5	1.104	LC-011	Acquisition Lead Time	M	-	3	4
6	1.108	LC-012	External Support	M	-	3	4
7	1.105	LC-015	Program Life Cycle	M	-	3	4
8	1.105	LC-022	Late Technical Innovations	M	-	3	4
9	2.101	LC-024	Flexible Design	M	-	3	4
10	2.101	LC-025	System Readiness	M	-	3	4
11	1.107	LC-021	Schedule Impacts	M	-	3	3
12	1.108	LC-026	Public's Trust of Bureau's Internet Security	M	-	2	5
13	1.106	LC-003	Meeting Cost Assumption Goals	M	-	2	5
14	2.101	LC-028	Internet Data Collection	M	-	2	5
15	1.106	LC-030	FY15 Funding Request	M	NEW	2	5
16	1.106	LC-001	Cost Model	M	-	2	4

	WBS	Risk ID	Name	Level	Prior Month	Prob	Imp
17	1.105	LC-017	IRS Data Access	M	-	2	4
18	2.101	LC-027	IT Security Controls	M	-	2	4
19	1.104	LC-029	Contract Management	M	-	2	4
20	1.106	LC-004	ACS Funding and Integration	M	-	1	5
21	1.109	LC-008	PM/SE Resistance	L	-	2	3
22	2.101	LC-009	Requirements Engineering	L	-	2	3
23	1.105	LC-016	Policy Impacts	L	-	2	3
24	1.105	LC-023	Inconclusive Data	L	-	2	3
25	1.105	LC-019	T13 Data Access	L	-	2	3
26	1.104	LC-018	TAA Compliance	L	-	2	2



Comments:

- LC-030_FY15 Funding Request is a new risk. We have carried a "funding request" risk for each fiscal year of the Census life cycle. Meeting 2020 Census objectives requires appropriate funding throughout the life cycle.

Program-Level Risk Mitigation Plan Status

	WBS	Risk ID	Name	Level	Mitigation Plan
1	1.105	LC-020	AdRec Usage Policy	H	Yes
2	1.110	LC-007	Skillset Shortage	M	Yes
3	1.106	LC-002	Cost Goal	M	Yes
4	2.101	LC-010	Enterprise IT Solutions	M	Yes
5	1.104	LC-011	Acquisition Lead Time	M	Yes
6	1.108	LC-012	External Support	M	Yes
7	1.105	LC-015	Program Life Cycle	M	Yes
8	1.105	LC-022	Late Technical Innovations	M	Yes
9	2.101	LC-024	Flexible Design	M	Yes
10	2.101	LC-025	System Readiness	M	Yes
11	1.107	LC-021	Schedule Impacts	M	Yes
12	1.108	LC-026	Public 's Trust of Bureau's Internet Security	M	In Development
13	1.106	LC-003	Meeting Cost Assumption Goals	M	Yes
14	2.101	LC-028	Internet Data Collection	M	Yes
15	1.106	LC-030	FY15 Funding Request	M	Yes
16	1.106	LC-001	Cost Model	M	Yes

	WBS	Risk ID	Name	Level	Mitigation Plan
17	1.105	LC-017	IRS Data Access	M	Yes
18	2.101	LC-027	IT Security Controls	M	Yes
19	1.104	LC-029	Contract Management	M	In Development
20	1.106	LC-004	ACS Funding and Integration	M	Yes
21	1.109	LC-008	PM/SE Resistance	L	Yes
22	2.101	LC-009	Requirements Engineering	L	Yes
23	1.105	LC-016	Policy Impacts	L	Yes
24	1.105	LC-023	Inconclusive Data	L	Yes
25	1.105	LC-019	T13 Data Access	L	Yes
26	1.104	LC-018	TAA Compliance	L	In Development

Program-Level Risk Contingency Plan Development Status

Risk ID	Color	Probability	Impact	Requires a Contingency Plan *	Contingency Plan Status	Coaching Session	RRB to Review/ Approve "Approach" June 2, 2014	RRB to Review/ Approval Final Version June 30, 2014
LC-020_Ad Recs Usage Policy	H	4	5	Yes	Draft-not final	04/28/14 Done		
LC-002_Cost Goal	M	3	4	Yes	Complete	Not needed		
LC-007_Skillset Shortage	M	3	4	Yes	In development	No		
LC-010_Enterprise IT Solutions	M	3	4	Yes	Complete	05/16/14 Done		
LC-011_Acquisition Lead Time	M	3	4	Yes	Complete	04/29/14 Done		
LC-012_External Support	M	3	4	Yes	Complete	05/01/14 Done		
LC-015_Program Life Cycle	M	3	4	Yes	Complete	Not needed		
LC-022_Late Technical Innovations	M	3	4	Yes	In development	04/29/14 Done		
LC-024_Flexible Design	M	3	4	Yes	In development	05/16/14 Done		
LC-025_System Readiness	M	3	4	Yes	In development	05/16/14 Done		
LC-021_Schedule Impacts	M	3	3	Yes	In development	04/24/14 Done		

* Criteria for requiring a contingency plan: Risk that is yellow or red with a probability of 3 or higher.

Project-Level Risk Management Status

Project	Risk Register	Number of Active Risks -- Status Equals "Open"	Breakdown of Risks by Handling Option	Risks with Mitigation Activities	Risks Requiring Contingency Plans	Contingency Plans Posted to SharePoint	Program Manager Approved Not Developing Contingency Plan
3.101 MAF Error Model and Targeted Address Canvassing	Yes	1	Control/Mitigate - 1	1	1	1	0
3.102 3.102 Independent MAF Quality Assessments	No	N/A	N/A	N/A	N/A	N/A	N/A
3.103 LUCA Program Improvement	Yes	5	Avoid - 1 Control/Mitigate - 4	4	0	0	0
4.101 Automating Field Activities	Yes	5	Control/Mitigate - 5	5	1	1	0
4.102 Reducing and Improving Person Follow-up Operations	Yes	0	N/A	0	0	0	0
4.103 Optimizing Self Response	Yes	10	Accept - 3 Control/Mitigate - 7	7	5	4	0
4.104 Workload Management Systems	Yes	0	N/A	0	0	0	0
4.105 Language Research	Yes	0	N/A	0	0	0	0
4.107 Non-ID Processing	Yes	3	Accept - 1 Control/Mitigate - 2	2	0	0	0
4.134 NRFU Design and Operations	Yes	1	Control/Mitigate - 1	1	0	0	0
8.101 Improving Quality Control	Yes	10	Accept - 4 Control/Mitigate - 6	6	5	2	0
8.104 Privacy and Confidentiality Study	Yes	2	Control/Mitigate - 2	2	0	0	0
8.106 Contact Frame	Yes	1	Control/Mitigate - 1	1	1	1	0
8.107 Administrative Records Modeling	Yes	1	Accept - 1	0	0	0	0
8.109 Field Structure and Logistics Study	Yes	3	Accept - 1 Control/Mitigate - 2	2	2	2	0
2014 Census Test	Yes	3	Control/Mitigate - 3	3	1	1	0
MAF Model Validation Test	Yes	1	Accept - 1	0	1	0	0

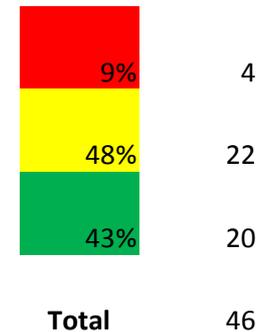
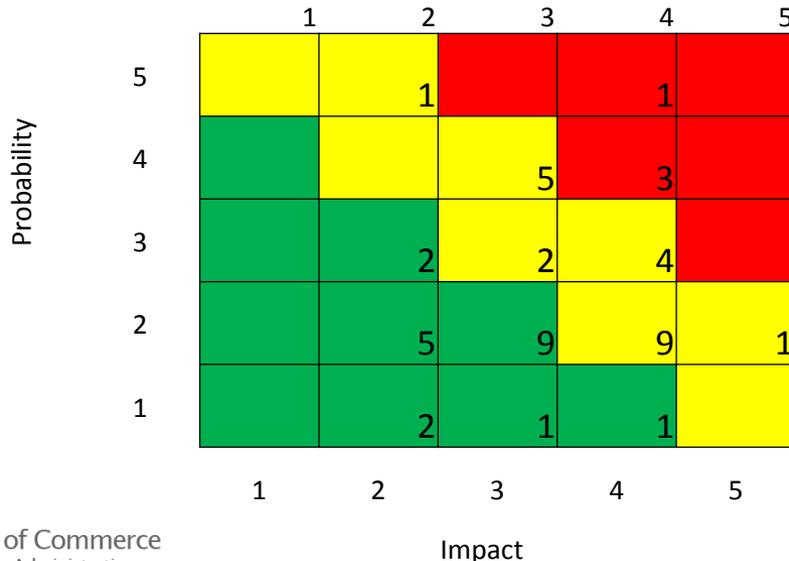
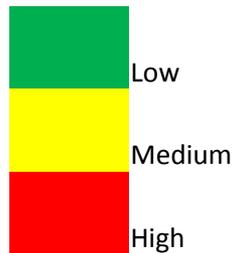
Project-Level Risk Management (cont.)

Active Risks	46
Risks Opened Since Last Report (5/1/14)	11
Risks Closed Since Last Report (5/1/14)	6
Risks Requiring Mitigation Activities	34
Risks With Mitigation Activities	34
Risks Requiring Contingency Plans	17
Contingency Plans Posted to SharePoint	12
Program Manager Approved Not Developing Contingency Plan	0

NOTES:

1. Excludes projects currently inactive
2. Excludes any risks where status = Closed, Watch, or Potential
3. Contingency plans only required for Red and Yellow risks where Probability is 3 or higher.
4. For June 2014 report, MAF Model Validation Test was added and 8.101 Improving Quality Control was reactivated after being on hiatus. Also, 3.101 and 3.102 became two distinct teams. All the previous risks in the combined risk register are now part of the 3.101 risk register. 3.102 is working on new risks for their risk register.

Effective 5-28-14



2020 Census Architecture and IT Roadmap Project

2020 Census Architecture and IT Roadmap Status

- The 2020 Census program and the IT Directorate are collaborating to document the 2020 Census architecture, IT roadmap, and requirements documentation down to the solution level.
- The key to this work is the planning assumption that the 2020 Census program will utilize enterprise solutions/shared services.
- The project will comply with Enterprise Architecture guidelines and apply the Enterprise Systems Development Lifecycle framework.
- The final deliverable of the project is an initial set of baselined architecture and requirements documentation by 9/30/2015 in conjunction with the Operational Design Decisions. Refinements to the baseline will occur based on additional testing and research results.

Project Milestones

MILESTONE	SCHEDULE
Deliver 2020 Project-Level Business Requirements (Baseline 1)	12/31/14
Deliver 2020 Capability Requirements (Baseline 1)	12/31/14
Deliver 2020 Census Architecture (Baseline 1)	9/30/15
Deliver 2020 Solution Requirements (Baseline 1)	9/30/15
Deliver 2020 Census IT Roadmap (Baseline 1)	9/30/15
Deliver 2020 Census Transition Plan (future Baseline integration)	9/30/15
Deliver final Requirements to the Solution level	9/30/15

Cost Modeling Update

Preliminary Cost Savings Estimates

- Based on preliminary lifecycle estimates, we could save up to \$5 billion based on a redesigned census
- Estimates are based on parameters within the cost model

Cost Model Parameters

- Parameters are rates that drive the cost of the census
 - Examples: enumerator productivity, self-response rate, Address Canvassing housing unit targeting rate
- Parameters were derived from a combination of expert opinion, 2010 analogy, or early simulations with 2010 data

Proving in Assumptions via Testing

- Parameters in the preliminary lifecycle cost estimates provide a set of assumptions that will be informed via testing
- Each test can be linked to cost parameters
- Successful tests will inform the cost parameters and will provide quality metrics associated with that particular design assumption

Major Areas for Cost in the Model

- Targeted Address Canvassing
- Optimizing Self-Response
- Nonresponse Followup

Targeted Address Canvassing

- Potential Savings of approximately \$1 Billion
- Major Cost Parameters with current assumptions
 - Targeting Rate – 20% of housing units included in Address Canvassing
 - Productivity Rate – 17 cases per hour
- Relevant Tests
 - MAF Model Validation Test

Optimizing Self-Response

- Potential Savings -- \$550 Million
- Major Cost Parameters with current assumptions
 - Self-Response Rate – 62.5%
 - Internet Response Rate – 55% of housing units
- Relevant Tests
 - 2014 Census Test
 - Optimizing Self-Response Test
 - National Self-Response Test

Nonresponse Followup

- Overall Potential Savings -- \$3.5 Billion
- Two Major Paths
 - Use of Administrative Records and Efficient Contact Strategies
 - Field Reengineering

NRFU– Use of Administrative Records and Efficient Contact Strategies

- Major Cost Parameters with Current Assumptions
 - Removal of Vacant Units from NRFU with Administrative Records – 11%
 - Increased NRFU enumerator productivity rate – 1.58 cases per hour
- Relevant Tests
 - 2014 Census Test
 - 2015 Census Test

NRFU – Field Reengineering

- Major Cost Parameters with Current Assumptions
 - Increased NRFU enumerator productivity rate – 20% increase over increases from use of administrative records and efficient contact strategies
 - Reduced Number of Local Offices
- Relevant Tests
 - 2015 Census Test

Putting it All Together

- Each test measures specific metrics, both cost and quality, for different operations
- Trade-off analysis and cost model combines the data for the September, 2015 decision

Looking forward....

- Preliminary Lifecycle Cost Estimates provide a framework to guide future work
- Parameters that have not been researched will need attention
 - Quality Control
 - Other Operations (Update/Leave, Remote Alaska, Group Quarters)
 - Quality Improvement Operations
- Future testing and implementation still needed

2020 Program Management Staff

- **Associate Director for Decennial Census Programs** – Frank Vitrano
- **Assistant Director for Decennial Census Programs** – Lisa Blumerman
- **Chief of 2020 Research and Planning Office** – Burton Reist
- **Continual Address Frame Updating and Targeting** – Jill O’Brien (acting)
- **Optimizing Self-Response** – Jennifer Reichert
- **Nonresponse Followup Including the Use of Administrative Records** – Todd Hughes
- **Field Automation and Operational Infrastructure** – Andrea Brinson
- **Systems Engineering and Integration** – Patty McGuire
- **Research and Testing Coordination** – Jill O’Brien
- **Decennial Program Information** – Jim Dinwiddie
- **Decennial Budget** – Mike Perez
- **Program Management** – Kim Higginbotham

Questions

- Send questions to the email address below.

census.2020.program.management.review@census.gov