

2020 Census



2014 Monthly Status Reports For February - April

2020 Census



February 2014

Monthly Status Report

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Overall Program Status & Major Issues

Overall Program Status

1. The 2020 Program developed the next iteration of life cycle estimates (focused on FY 2018, 2019, and 2020), to show a scenario for the total cost of the 2020 Census. Estimates have been developed for the potential savings that can be realized pending the completion of research into the following components of the Census:
 - Conducting address listing only in specific locations rather than walking every street in the country;
 - Leveraging the Internet to the greatest extent possible for self response;
 - Reengineering field operations to leverage adaptive design methodologies, dynamic case management, route planning, and other methodologies to significantly improve worker productivity;
 - Using data already provided to the government to reduce the number of interviews that must be conducted with households that do not respond to the Census; and
 - Leveraging corporate Information Technology (IT) solutions including the possible use of "bring your own device" methodologies.

The lifecycle estimates will be included in the President's FY 2015 budget that will soon be delivered to Congress.

2. Since chartering in September 2013, portfolio governing boards for the 2020 Census program have met weekly to conduct periodic Investment Management Reviews and to examine and decide on new work requests. The portfolio governance process leverages use of the Enterprise Systems Development Life Cycle process and templates, and continues to evolve to maximize compliance with the corporate model. Projects with an IT investment component are governed by a joint 2020 Program and IT Directorate board.
3. We have restarted projects that were placed on hiatus due to the FY 2014 Continuing Resolution.

Major Issues

1. Due to recently realized opportunities to explore critical research questions related to the use of micro-targeted updating, combined with operational challenges associated with the current plan, we may possibly delay the start of the field component of the Master Address File Model Validation Test from July 18, 2014 to September 2, 2014. Staff are currently working through the impacts so that a final decision can be made quickly.

Status of Major Tests

Test Descriptions and Status

2013 Census Test

Description

We are examining the operational feasibility of the use of administrative records to reduce NRFU workload and an adaptive contact strategy to increase nonresponse followup (NRFU) productivity. We conducted NRFU operations November 2 to December 4, and are currently analyzing the data.

Summary of Activities (last 30 days)

1. Began analyzing results of the test to inform procedures for the 2014 Census Test (e.g., treatments, systems testing).
2. Debriefed on managing adaptive design in the field with supervisors from the Philadelphia Regional Office.
3. Discussed preliminary results of the test at the Regional Directors' Meeting.

Look Ahead (next 60 days)

1. Complete the analysis of the test results.
2. Complete the draft assessment report.
3. Prepare preliminary results on the use of contact frame data used for the test.
4. Discuss preliminary results of the test at the March Performance Management Review and the 2014 Federal Computer Assisted Survey Information Collection Workshop.

Test Descriptions and Status

2014 Census Test (1 of 2)

Description

We will test self-response and non-response field components to obtain results to answer research questions and inform preliminary design decisions for the 2020 Census. The scope of the test includes: incorporating the testing of the self-response modes and the contact strategies for pre-registration; utilization of e-mail and automated voice invitations; testing of the mobile devices that are used for followup enumeration with non-responders in the field; testing of alternative contact strategies (telephone or personal visit) for non-responders; using administrative records to remove cases from the non-responding workload; and applying adaptive design methodologies in managing the way field enumerators are assigned their work.

Summary of Activities (last 30 days)

1. Completed key Information Technology related activities in support of the test. Activities included:
 - Implemented the System Engineering and Integration Change Request process to track changes to the baseline requirements for the test.
 - Completed development of the gate review/readiness process that aligns with the Enterprise System Development Lifecycle to monitor and ensure the readiness of systems for the test.
 - Implemented five working groups to ensure all details and testing surrounding key interfaces for the test are documented. These working groups address the interfaces of the following key systems: Universe Control and Response Management, Unified Tracking System, Research and Testing Operations Control System, and Master Address File/Topologically Integrated Geographic Encoding and Referencing System.
2. Began adjudicating comments received from the review of Spanish translations of materials and questionnaire content.
3. Reviewed and revised format of reports being produced by the Unified Tracking System.
4. Began examining administrative record coverage in sample areas.
5. Began work on creating the adaptive design model.
6. Completed the Census Operations Mobile Platform for Adaptive Services and Solutions (COMPASS) implementation to limit personal visits to a single visit for pre-specified cases (as opposed to one day's worth of visits).
7. Began the second systems test for the nonresponse followup systems that include: COMPASS, Research and Testing Operational Control System (RTOCS), Unified Tracking System, Universe Control and Response Management, Decennial Applicant Payroll and Personnel Systems, and Master Control System in addition to testing of the adaptive design business models in support of nonresponse followup.

Test Descriptions and Status

2014 Census Test (2 of 2)

Look Ahead (next 60 days)

1. Submit the full OMB clearance package for test to the Department of Commerce.
2. Build the associated interfaces and specifications for the e-mail/text provider.
3. Begin to provide the requirements and technical specifications for printing of the test materials to the National Processing Center and the Government Printing Office.
4. Begin finalizing materials, including letters, envelopes, postcards, and questionnaires.
5. Finish the review of Spanish translation of materials and questionnaire content.
6. Process new commercial contact vendor data from FY 2013 Q4 for inclusion in the contact frame in time for use in the test.
7. Prepare technical specifications and systems to (1) append phone numbers and emails addresses from the contact frame and (2) conduct a phone service check on landline phone numbers from the contact frame.
8. Finish work with the e-mail/text provider system to ensure paradata (such as sent, delivered, undeliverable, etc.) are available for evaluation purposes.
9. Baseline the Administrative Records Modeling specification.
10. Complete the second systems test for field enumeration.
11. Implement Enterprise Systems Development Lifecycle Gate Review process for system providers to ensure readiness for the test.
12. Finalize validation rules for data received by COMPASS from RTOCS.
13. Develop a process for sending a case note in RTOCS and COMPASS.
14. Conduct User Acceptance testing for the RTOCS and COMPASS systems.

Test Descriptions and Status

Master Address File (MAF) Model Validation Test

Description

We will conduct a national-level address listing test. This will enable us to develop and test our ability to use statistical modeling to measure error in the MAF and to identify areas experiencing significant change so that we can target our pre-census address canvassing operation.

Summary of Activities (last 30 days)

1. Drafted the quality control plan based on the new operational assumptions.
2. Began revising the field operation cost estimate for the test based on the new operational assumptions.
3. Began recruiting and testing activities to hire new field representatives to support the test.
4. As mentioned on slide 3, we may possibly delay the field component of the test to September 2, 2014.

Look Ahead (next 60 days)

1. Complete the quality control plan.
2. Complete revising the field operation cost estimate for the test.

Test Descriptions and Status

Small-Scale E-mail Contact Testing

Description

We will begin answering some fundamental questions on optimizing the content and methods of contacting respondents through e-mail. There will be three phases. Phase 1 will attempt to empirically research the optimal design of e-mails to generate response with a sample of respondents who have opted-in to do research with the Census Bureau. If Phase 1 is successful (i.e., having at least some minimal level of response), the most promising designs from Phase 1 will be replicated with a cold-contact sample in Phase 2. Phase 3 will take the methods we have established in the earlier phases into the field for the 2014 Census Test.

Summary of Activities (last 30 days)

Phase 1:

1. Began analyzing results from the the proof-of-concept test of two different e-mail subject lines, and two versions of address collection screens.

Look Ahead (next 60 days)

Phase 1:

1. Finish analyzing the findings from the proof-of-concept test. Plan validation test to confirm results of the proof-of-concept test.
2. Receive OMB generic clearance for planned testing (of email subject lines, format of emails, content of emails, and timing of reminder emails) in advance of the 2014 Census Test.
3. Plan and conduct first field test (which only will test email content) under the existing OMB generic clearance for pretesting.

Test Descriptions and Status

Local Update of Census Addresses (LUCA) Focus Groups

Description

We will obtain feedback on potential LUCA models for 2020 through a series of focus groups with LUCA participants. Focus groups will consist of eligible LUCA participants in various geographic areas representing various sizes and types of governments. Issues to discuss may include LUCA participation options (2010 LUCA Options 1, 2, and 3), media options (paper, electronic), and if/how the Geographic Support System Initiative impacts how they might participate in 2020 LUCA. The results will help determine whether a broader survey of all local, tribal, and state governments will be needed.

Summary of Activities (last 30 days)

1. Narrowed the search for focus group sites to 7 conferences, where tribal, state and local governments will meet (between March and June).
2. Finalized the topics for discussion and high level questions that will be asked during the focus group sessions.

Look Ahead (next 60 days)

1. Develop the detailed focus group questions, including follow-up (probing) questions.

Status of Major Cost-Saving Research Tracks

Research Status

Optimizing Self-Response

Key Milestones and Decision Points

Description

We are examining ways to leverage technology, variation in demographic/geographic response propensities, and new response modes to increase self-response while maintaining overall quality. This includes the development of the Supplemental Contact Frame to support contact strategies such as phone and e-mail.

Summary of Activities (last 30 days)

1. The current focus of this research track is on the 2014 Census Test. Please refer to slide 6 for activities related to the 2014 Census Test.

Look Ahead (next 60 days)

1. Finalize the budget support, architecture, and design for the real-time matching and geocoding functionality to be used in the 2015 integration test.
2. Please refer to slide 7 for activities related to the 2014 Census Test.

Research Status

Reengineering Nonresponse Followup (NRFU)

Key Milestones and Decision Points

Description

We are developing a method to reduce costs of the nonresponse followup operation while maintaining the quality of the information collected by relying on the use of administrative records and an adaptive contact strategy for field work. We are researching the utilization of existing administrative records to identify unoccupied housing units that could be enumerated without a visit and occupied housing units that could be enumerated with fewer to no visits during a nonresponse followup operation. We are also researching ways to adapt the order and number of contact attempts made at households during field operations, based on information available before and during the data collection period.

Summary of Activities (last 30 days)

1. Conducted the first of multiple discussions with U.S. Postal Service (USPS) on the undeliverable as addressed (UAA) information they provide, as this information is key to our verification of vacant housing units in administrative records. This first meeting was to better understand the USPS process for identifying and processing UAAs. Future discussions will include sharing our results from the various tests and working with them to determine if any enhancements could be made to support our use of the data.
2. As mentioned on slide 6 (2014 Census Test):
 - Began examining administrative record coverage in sample areas.
 - Began work on creating the adaptive design model to be used in production.
 - Began participation in the second systems test for nonresponse followup systems.

Look Ahead (next 60 days)

1. Begin research on count and characteristic imputation approaches for handling unresolved cases due to either administrative records usage or reduced NRFU contacts.
2. Begin research and analysis of the performance of simulating the use of administrative records on non-respondents for ACS.
3. Please refer to slide 7 for activities related to the 2014 Census Test.

Research Status

Reengineered IT Infrastructure

Key Milestones and Decision Points

Description

We will leverage the Census Bureau's Enterprise systems and solutions to support IT services, data capture, data processing, and data dissemination. We will provide insight into requirements and business rules needed to develop systems for IT solutions that will support the 2020 Census. We will support development of requirements, management of systems readiness, and testing for the 2014 Census Test and subsequent testing in 2015.

Summary of Activities (last 30 days)

1. Received approval from the 2020 Project-Level Portfolio Management Governance Board approval for two projects to move into the Concept Development Phase: (1) 2020 Census Paper Data Capture Solution project and (2) 2020 Census Telephony Solution project. The deliverables of the Concept Development phase consist of a Team Charter and a detailed Business Proposal.
2. Please refer to slide 6 for activities related to the 2014 Census Test.

Look Ahead (next 60 days)

1. Begin collecting the initial set of business requirements for the 2020 Census.
2. Begin the Concept Development Phase for two projects: The 2020 Census Paper Data Capture Solution Project and the 2020 Census Telephony Solution Project.

Research Status

Reengineered Field Automation and Operational Infrastructure

Key Milestones and Decision Points

Description

We will develop an instrument that utilizes mobile phones to collect data from non-responding households and to efficiently route and track enumerators during their work day. This includes the use of adaptive design to assign cases and set priorities and to provide that information to enumerators on a daily basis before they start their work day. We will develop alternatives for eliminating operations and maximizing the efficiency of the 2010 operations for 2020. We will reduce the number of field offices and revisit the 2010 supervisory structure in the field, based on the elimination of paper processing and the use of technology in the field.

Summary of Activities (last 30 days)

1. Completed usability testing of the RTOCS using a tablet.
2. Please refer to slide 6 for activities related to the 2014 Census Test.

Look Ahead (next 60 days)

1. Complete the second systems test of nonresponse followup.
2. Summarize findings and develop a cost analysis related to results of Local Census Office functional analysis sessions.
3. Please refer to slide 7 for activities related to the 2014 Census Test.

Research Status

Continual Address Frame Updating and Targeting

Key Milestones and Decision Points

Description

We are examining the Master Address File (MAF)/Topologically Integrated Geographic Encoding and Referencing System maintenance processes, the impact our current processes have on maintenance, and improvements that can be made. Our research focuses on both workloads and field productivity and emphasizes reducing workloads through the use of statistical models that identify geographic areas in need of potential improvement, in partnership with the Geographic Support System. Evaluations include both quality and cost impacts.

Summary of Activities (last 30 days)

1. Established a coordinated plan for Targeted Address Canvassing (TAC) alternatives that aligns the schedule for the *MAF Error Model* (MEM), the *GSS TAC Research, Model, and Area Classification* (TRMAC) model, and the 2020 cost estimation teams. Each Modeling team will produce 2009 and 2013 vintage models to feed TAC Recommendations planned from GSS in 2014; and they will produce 2014 vintage models and cost estimates to feed 2020 Census Recommendations planned for 2015.
2. Categorized tabulation blocks in sample based on housing unit characteristics for the TRMAC empirical approach (e.g., single family, multi-unit) as well as whether the number of residential units has remained stable, increased, or decreased since the 2010 Census.

Look Ahead (next 60 days)

1. Document the cost analysis and estimation for the 2009 models, to estimate the expected costs savings from conducting TAC in 2020 using the 2009 model outputs.
2. Document findings from review of available administrative records files for model creation, including potential usefulness for models.
3. Complete the 2013 vintage statistical models from MEM and TRMAC. Complete an incremental cost savings table that quantifies cost and quality trade offs for various TAC option, and complete scenario development and systems testing for implementation of procedures unique to this test.
4. Complete empirical review of housing unit data for sample counties. Examine extent to which the empirical approach classification can be applied to all blocks within the U.S.

Additional Updates

Oversight & Stakeholder Engagement

Description

This covers work on major activities related to GAO and OIG audits (e.g., new audits; exit meetings for completed audits; issuance of draft/final reports; preparation of agency action plans), Congressional hearings related to the 2020 Census, and presentations and working meetings with our advisory committees, the 2020 Census NAS panel, and other external stakeholders.

Summary of Activities (last 30 days)

1. OIG conducted an exit meeting on February 18 about how the 2020 program implemented budget reductions.
2. Delivered formal action plan to GAO and Congressional oversight committees in response to recommendations in GAO report (14-59) on decennial scheduling practices.
3. Briefed the Senate Oversight Committee Staff on 2020 Census updates on February 25.
4. Presented 2014 Census Test plans for Optimizing Self-Response, Administrative Records Modeling for NRFU, and NRFU Design and Operations to the Steering Committee of the Federal-State Cooperative Program for Population Estimates, on February 12.
5. Presented administrative record usage research to the National Advisory Committee (NAC) working group on administrative records and third party data use.
6. Conducted two conference calls with the NAC Race and Ethnicity Research Working Group to discuss results of recent Census Bureau research and working group recommendations for future research.
7. Sent the second draft of the housing chapter on the 2020 round of censuses to the United Nations Expert Group on the *Principles and Recommendations*.

Look Ahead (next 60 days)

1. GAO will conduct an entrance meeting to discuss the private sector's role in 2020 regarding address and mapping needs, on February 26.
2. State Data Center/Census Information Center Steering Committees will meet on March 4-6.
3. National Advisory Committee will meet on March 19-21. Conduct several conference calls with the NAC Race and Ethnicity Research Working Group to discuss strategies for sharing recent Census Bureau research findings and future research plans with race and ethnic communities, advocates, and other external stakeholders.
4. Census Scientific Committee will meet on April 10-11.
5. Conduct the next 2020 Census Program Performance Management Review on March 28.

Program Schedule Metrics

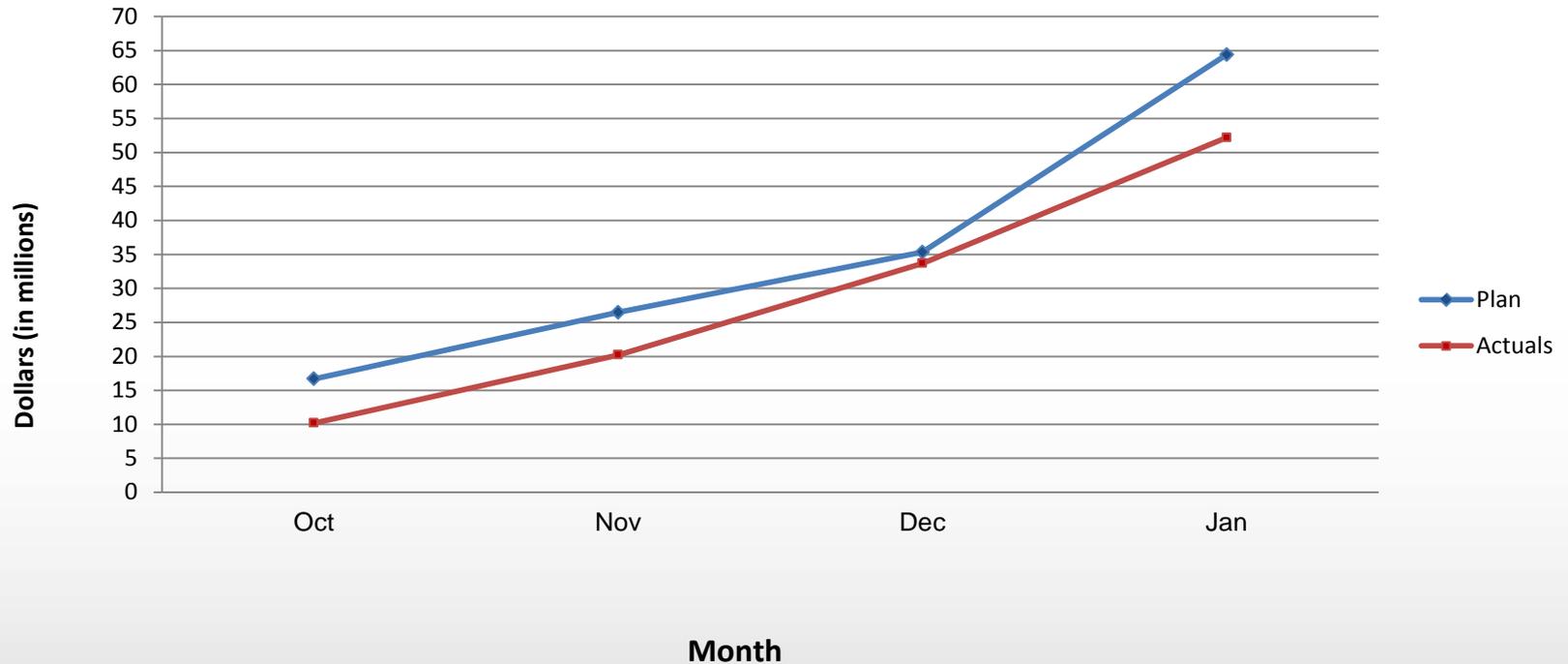
Research & Testing

As we continue to refine the 2020 Census lifecycle, research and testing project schedules are being matured to accurately reflect the program's current scope of work. We currently have 55 project schedules, consisting of more than 4,000 activities. Many project schedules were baselined and pushed into production in January 2014. Integration sessions are scheduled for late January 2014 and into February 2014. Once research and testing schedules are rebaselined and integrated, program schedule metrics will be available and provided in subsequent monthly reports. We fully expect to be able to provide metrics beginning in April 2014.

Program Budget / Costs

Information as of January 31

FY 2014 Cumulative Budget Actuals vs. Plan



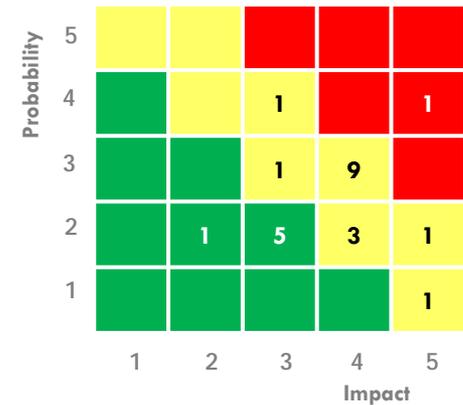
Note: The total program plan is for only 4 months as we were under a Continuing Resolution through January 15, 2014. The graph will show the full year enacted budget next month.

Program Budget / Costs (cont.)

Information as of January 31

	Jan. Cum Plan	Jan. Cum Actuals	Jan. Cum Variance	% Variance
GRAND TOTAL	\$64,399,261	\$52,199,515	\$12,199,746	18.9%
<p>At the end of January, the \$12.2M variance in the 2020 Census program consists of \$0.9M overspending in salaries, and \$13.1M underspending in other objects. To ensure funds are available to support critical testing activities in the months ahead, we deferred or delayed activities on lower priority projects, and placed some staff on temporary details to other Census Bureau programs. However, due to the government shutdown, we could not complete all these placements in time to avoid some overspending on salaries for October/November. We held back spending on contracts (except for critical contracts needed for the 2014 Tests), and plan to award these contracts as soon as possible this year. We believe we can absorb this short delay without impact to the program. We also minimized spending on travel and training due to the continuing resolution that continued until January 15. Note that the overspending on salaries is a net figure that also reflects some savings due to not filling vacancies. If sufficient additional such salary savings occur over the rest of the year, the current \$0.9M overspending on salaries will be offset. If not, any remaining amount will be offset by reprioritizing, descopeing, or delaying contract work.</p>				
R1 Program Management	\$3,741,357	\$2,720,236	\$1,021,121	27.3%
<p>The variance in this area was due to underspending in other objects (see above for additional background).</p>				
R2 Systems Engineering and Integration	\$760,527	\$1,396,386	(\$635,859)	(83.6%)
<p>The variance in this area was due to the Systems Engineering and Integration (SE&I) contract being obligated earlier than planned. There is no impact to the program as the funds are available in the operating plan in February.</p>				
Operations Total	\$59,897,377	\$48,082,893	\$11,814,484	19.7%
R3 Frame	\$1,522,450	\$1,832,810	(\$310,360)	(20.4%)
<p>The variance in this area was due to overspending in salaries (see above for additional background).</p>				
R4 Enumeration	\$18,932,009	\$12,708,666	\$6,223,343	32.9%
<p>The variance consisted of overspending in salaries of \$0.6M and underspending in other objects of \$6.8M (see above for additional background).</p>				
R5 Response Processing	\$1,763,220	\$534,190	\$1,229,030	69.7%
<p>The variance in this area was due to \$0.1M underspending in salaries and \$1.1M underspending in other objects (see above for additional background).</p>				
R6 Data Products	\$4,658,673	\$4,648,781	\$9,892	0.2%
<p>The variance is within tolerance.</p>				
R8 Infrastructure	\$33,021,025	\$28,358,446	\$4,662,579	14.1%
<p>The variance consists of overspending in salaries of \$0.1M and underspending in other objects of \$4.8M (see above for additional background).</p>				
<p>Note: Explanations are required for frameworks with variances that are equal to or greater than +/- 10% OR greater than +/- \$500k.</p>				

	WBS	Risk ID	Name	Level	Prior Month	Prob	Imp
1	1.105	LC-020	AdRec Usage Policy	H	-	4	5
2	1.106	LC-003	Meeting Cost Assumption Goals	M	-	4	3
3	1.110	LC-007	Skillset Shortage	M	-	3	4
4	1.106	LC-002	Cost Goal	M	-	3	4
5	2.101	LC-010	Enterprise IT Solutions	M	-	3	4
6	1.104	LC-011	Acquisition Lead Time	M	-	3	4
7	1.108	LC-012	External Support	M	-	3	4
8	1.105	LC-015	Program Life Cycle	M	-	3	4
9	1.105	LC-022	Late Technical Innovations	M	-	3	4
10	2.101	LC-024	Flexible Design	M	-	3	4
11	2.101	LC-025	System Readiness	M	-	3	4
12	1.107	LC-021	Schedule Impacts	M	-	3	3
13	1.108	LC-026	Public Acceptance of Internet	M	-	2	5
14	1.106	LC-001	Cost Model	M	-	2	4
15	1.105	LC-017	IRS Data Access	M	-	2	4
16	2.101	LC-027	IT Security Controls	M	NEW	2	4
17	1.106	LC-004	ACS Funding	M	-	1	5
18	1.109	LC-008	PM/SE Resistance	L	-	2	3
19	2.101	LC-009	Requirements Engineering	L	-	2	3
20	1.105	LC-016	Policy Impacts	L	-	2	3
21	1.105	LC-023	Inconclusive Data	L	-	2	3
22	1.105	LC-019	T13 Data Access	L	-	2	3
23	1.104	LC-018	TAA Compliance	L	-	2	2



Explanation of New Risk

IT Security Controls: IF one or more of the 2020 Census system development efforts does not implement security controls in accordance with the Census Bureau’s IT security policies, procedures and guidelines, THEN there may be an adverse impact to the program’s budget, operational schedule, and the security of its IT systems

2020 Census



March 2014

Monthly Status Report

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Overall Program Status & Major Issues

Overall Program Status

1. We launched an inter-divisional team to examine ways to fundamentally reengineer our approach to and management of field work. This includes fully utilizing automation in case management (e.g., route planning, real-time dispatching) as well as streamlining, consolidating, and automating field operations. The team will develop a proof-of-concept approach and system for testing in FY 2015.
2. We have baselined both our high-level 2020 Census schedule and the 2014 Census Test schedule. We continue to mature our integrated master schedule.
3. We added scope to the Master Address File Model Validation Test to test an alternative methodology on the use of aerial imagery and micro-targeting procedures. We revised the test schedule from July to September 2014 to reflect this change.

Major Issues

No major issues to report this month.

Status of Major Tests

Test Descriptions and Status

2013 Census Test

Description

We are examining the operational feasibility of the use of administrative records to reduce NRFU workload and an adaptive contact strategy to increase nonresponse followup (NRFU) productivity. We conducted NRFU operations November 2 to December 4, and are currently analyzing the data.

Summary of Activities (last 30 days)

1. Continued analyzing the results of the test to inform procedures for the 2014 Census Test (e.g., treatments, systems testing). Preliminary results show an increase in productivity for adaptive design panels. There is also reduced productivity for NRFU cases remaining after the removal of unoccupied and occupied housing units that could be enumerated with administrative records. However, with the lower workload, fewer overall hours were used. These results confirmed similar results that were derived from simulations using 2010 Census NRFU data.

Look Ahead (next 60 days)

1. Complete the analysis of the test results.
2. Complete the draft assessment report.
3. Discuss preliminary results of the test at the 2014 Federal Computer Assisted Survey Information Collection Workshop.

Test Descriptions and Status

2014 Census Test (1 of 2)

Description

We will test self-response and non-response field components to obtain results to answer research questions and inform preliminary design decisions for the 2020 Census. The scope of the test includes: incorporating the testing of the self-response modes and the contact strategies for pre-registration; utilization of e-mail and automated voice invitations; testing of the mobile devices that are used for followup enumeration with non-responders in the field; testing of alternative contact strategies (telephone or personal visit) for non-responders; using administrative records to remove cases from the non-responding workload; and applying adaptive design methodologies in managing the way field enumerators are assigned their work. We will also conduct focus groups in the geographic site of the 2014 Census Test to examine reactions to the alternate contact, response, and administrative record use; any privacy or confidentiality concerns; and how the Census Bureau might address these concerns through micro- or macro- messaging. We will begin pre-registration on June 5 and complete data collection on September 28.

Summary of Activities (last 30 days)

1. Full OMB clearance package has been cleared by the Department of Commerce and submitted to OMB.
2. Developed performance requirements (i.e., concurrent users) for the pre-registration and self-response data collection applications.
3. Began creating training materials for three approaches to NRFU being tested.
4. Conducted a walkthrough and baselined the specification for administrative records usage in the test.
5. Completed Sprints 43 and 44 (small agile software development tests) for the field enumeration instrument. This included updating skip patterns, help text, functionality related to treatments, testing and training data, self-response information, and logic for screens related to age; changing rules for adding phone numbers; improving the final review screen and functionality for “one visit” cases; adding sort functionality for the inactive case screen; and removing other language functionality.
6. Conducted operational readiness reviews and systems gate reviews for systems readiness.
7. Developed a tracker spreadsheet to monitor user acceptance testing for all systems in the test.
8. Conducted interface testing, which included Census Operations Mobile Platform for Adaptive Services and Solutions, Research and Testing Operational Control System, Unified Tracking System, Adaptive Design modeling, Universe Control and Response Management, and Master Control System.
9. Began planning focus group designs, that will examine reactions to alternate contact and response modes and alternate uses of administrative records.

Test Descriptions and Status

2014 Census Test (2 of 2)

Look Ahead (next 60 days)

1. Finalize materials, including letters, envelopes, postcards, and questionnaires.
2. Finish the review of Spanish translation of materials and questionnaire content.
3. Build the associated interfaces and specifications for the e-mail/text provider.
4. Process new commercial contact vendor data from FY 2013 Q4 for inclusion in the contact frame in time for use in the test.
5. Prepare technical specifications and systems to (1) append phone numbers and emails addresses from the contact frame and (2) conduct a phone service check on landline phone numbers from the contact frame.
6. Complete training materials for the three NRFU approaches.
7. Prepare and execute user acceptance testing (UAT) for the Census Operations Mobile Platform for Adaptive Services and Solutions (COMPASS) and the Research and Testing Operational Control System (RTOCS). Other systems participating in this UAT include: Master Address File; Universe Control and Response Management; Unified Tracking System; Decennial Applicant, Personnel and Payroll Systems; and Master Control System.
8. Complete all sprints (small agile software development tests) for the development of functionality on the field enumeration instrument.
9. Deploy COMPASS and RTOCS production and training instruments to the field.
10. Complete the interface testing for nonresponse followup systems.
11. Complete the study plan for the focus groups and begin drafting the participant recruitment plan and development protocols.

Test Descriptions and Status

Master Address File (MAF) Model Validation Test (MMVT)

Description

We will conduct a national-level model validation test. This will enable us to develop and test our ability to use statistical modeling to measure error in the MAF and to identify areas experiencing significant change so that we can target the address canvassing operation. Three additional objectives include: categorizing zero “living quarters” blocks, aerial imagery methodology, and micro-targeting procedures.

Summary of Activities (last 30 days)

1. Revised the schedule to reflect the added scope focused on aerial imagery methodology and micro-targeting procedures.
2. Completed the quality control plan.
3. Completed the field operation cost estimate for the test based on the new operational assumptions.
4. Prepared different scenarios for the systems test.

Look Ahead (next 60 days)

1. Perform the systems test.
2. Finalize plans for the test of the micro-targeting approach. In this proof-of-concept approach, “listers” work only the portion of a block that requires updating based on a review of aerial imagery. 600-1,000 supplemental blocks from the review of imagery will be identified. Some blocks will overlap with the 10,000 blocks selected for the MMVT.

Test Descriptions and Status

Small-Scale E-mail Contact Testing

Description

We will begin answering some fundamental questions on optimizing the content and methods of contacting respondents through e-mail. There will be three phases. Phase 1 will attempt to empirically research the optimal design of e-mails to generate response with a sample of respondents who have opted-in to do research with the Census Bureau. If Phase 1 is successful (i.e., having at least some minimal level of response), the most promising designs from Phase 1 will be replicated with a cold-contact sample in Phase 2. Phase 3 will take the methods we have established in the earlier phases into the field for the 2014 Census Test.

Summary of Activities (last 30 days)

Phase 1:

1. Completed analyzing results from the proof-of-concept test of two different e-mail subject lines and two versions of address collection screens.
2. Launched a validation test to confirm results of the proof-of-concept test.

Look Ahead (next 60 days)

Phase 1:

1. Receive OMB generic clearance for planned testing (of email subject lines, format of emails, content of emails, and timing of reminder emails) in advance of the 2014 Census Test.
2. Begin planning and conduct the first field test (which only will test email content) under the existing OMB generic clearance for pretesting.

Test Descriptions and Status

Local Update of Census Addresses (LUCA) Focus Groups

Description

We will obtain feedback on potential LUCA models for the 2020 Census through a series of focus groups with LUCA participants. Focus groups will consist of eligible LUCA participants in various geographic areas representing various sizes and types of governments. Issues to discuss may include LUCA participation options (2010 LUCA Options 1, 2, and 3), media options (paper, electronic), and if/how the Geographic Support System impacts how they might participate in 2020 LUCA. The results will help determine whether a broader survey of all local, tribal, and state governments will be needed.

Summary of Activities (last 30 days)

1. Conducted focus groups at the National Congress of American Indians (March 13) and the Michigan Association of Counties (March 24).
2. Completed the initial research on in-house validation of LUCA records.

Look Ahead (next 60 days)

1. Conduct focus group at the Georgia Association of County Commissioners Meeting (April 13).
2. Develop the LUCA in-house validation recommendations (on feasibility and high level process of in-house validation) to be included in the overall LUCA Program Improvement Team recommendation.

Status of Major Cost-Saving Research Tracks

Research Status

Optimizing Self-Response

Key Milestones and Decision Points

Description

We are examining ways to leverage technology, variation in demographic/geographic response propensities, and new response modes to increase self-response while maintaining overall quality. This includes the development of the Supplemental Contact Frame to support contact strategies such as phone and e-mail. Through ongoing collaborations with the Communications Directorate, we are continuously studying the communications environment and opportunities to engage the public and encourage response to the Census (e.g., social networking, strategic partnerships, advertising, etc.).

Summary of Activities (last 30 days)

The current focus of this research track is on the 2014 Census Test. Please refer to slide 6 for activities related to the 2014 Census Test.

Look Ahead (next 60 days)

1. Finalize the budget support, architecture, and design for the real-time matching and geocoding functionality to be used in testing activities in FY 2015.
2. Please refer to slide 7 for activities related to the 2014 Census Test.

Research Status

Reengineering Nonresponse Followup (NRFU)

Key Milestones and Decision Points

Description

We are developing a method to reduce costs of the nonresponse followup operation while maintaining our commitment to the quality of the information collected by relying on the use of administrative records and an adaptive contact strategy for field work. We are researching the utilization of existing administrative records to identify unoccupied housing units that could be enumerated without a visit and occupied housing units that could be enumerated with fewer to no visits during a nonresponse followup operation. We are also researching ways to adapt the order and number of contact attempts made at households during field operations, based on information available before and during the data collection period.

Summary of Activities (last 30 days)

1. Began the analysis of using additional sources, such as the Supplemental Nutrition and Assistance Program, to research ways to increase our ability to enumerate non-responding housing units with a composite of administrative records data.
2. Began research on count and characteristic imputation approaches for handling unresolved cases remaining after administrative records usage or reduced NRFU contacts.
3. Please refer to slide 6 for activities related to the 2014 Census Test.

Look Ahead (next 60 days)

1. Begin research on simulating the use of administrative records on non-respondents to the American Community Survey and analyze the results.
2. Please refer to slide 7 for activities related to the 2014 Census Test.

Research Status

Reengineered IT Infrastructure

Key Milestones and Decision Points

Description

We will leverage the Census Bureau's Enterprise systems and solutions to support IT services, data capture, data processing, and data dissemination. We will provide insight into requirements and business rules needed to develop systems for IT solutions that will support the 2020 Census. We will support development of requirements, management of systems readiness, and testing for the 2014 Census Test and subsequent testing activities in FY 2015.

Summary of Activities (last 30 days)

1. Conducted a telephony scoping assumptions workshop for the 2020 Census Telephony Solution project. The purpose of the workshop was to reach consensus on preliminary assumptions that have been identified prior to moving on to the concept development efforts for the project.
2. Baseline the vision and scope document for the Decennial Control and Response Data System (CaRDS) project. CaRDS is a component of the Census Enterprise Data Collection and Processing initiative.
3. Submitted a Baseline Change Request (BCR) for the 2020 Program's Exhibit 300. This BCR includes changes to milestones within the schedule and budget to address the impacts of the continuing resolution and the enacted FY 2014 budget.
4. Please refer to slide 6 for activities related to the 2014 Census Test.

Look Ahead (next 60 days)

1. Baseline the 2020 telephony scoping assumptions.
2. Begin capturing the business requirements for CaRDS.
3. Submit the detailed business proposal for the Decennial Architecture and Information Technology Roadmap.
4. Begin development of a Paper Data Capture Assumptions document. This will capture the high-level assumptions that will be used in documenting the initial requirements for the 2020 Paper Data Capture Solution project.
5. Please refer to slide 7 for activities related to the 2014 Census Test.

Research Status

Reengineered Field Automation and Operational Infrastructure

Key Milestones and Decision Points

Description

We will reengineer the approach and management of field work by managing cases with associated business rules and technology, such as the use of automation and case routing. We will develop an instrument that utilizes mobile phones to collect data from non-responding households and to efficiently route and track enumerators during their work day. This includes the use of adaptive design to assign cases and set priorities and to provide that information to enumerators on a daily basis before they start their work day. We will develop alternatives for eliminating operations and maximizing the efficiency of the 2010 operations for 2020. We will reduce the number of field offices and revisit the 2010 supervisory structure in the field, based on the elimination of paper processing and the use of technology in the field.

Summary of Activities (last 30 days)

1. Launched an inter-divisional team to examine ways to fundamentally reengineer our approach to and management of field work. This includes fully utilizing automation in case management (e.g., route planning, real-time dispatching) as well as streamlining, consolidating, and automating field operations. The team will develop a proof-of-concept approach and system for testing in FY 2015.
2. Finalized the literature review for the work-at-home research and completed interviews with federal agencies that utilize work-at-home/telework options.
3. Summarized initial lessons learned from the regional office realignment documentation.
4. Studied decennial census logistics functions to identify major cost drivers, recommendations for improvement, and best practices.
5. Began literature review of logistics deployment models.
6. Began drafting plans for field staffing structure, work-at-home, and logistics processes testing for testing activities in FY 2015.
7. Briefed study plans to the Testing Strategies Group.

Look Ahead (next 60 days)

1. Prepare for and begin conducting focus groups to gather additional lessons learned from work-at-home staff, resulting from the regional office alignment.
2. Draft the result of the literature review on the logistics models.
3. Document how logistics might change for the 2020 Census, based upon the functional analysis conducted and the literature review.

Research Status

Continual Address Frame Updating and Targeting

Key Milestones and Decision Points

Description

We are examining the Master Address File (MAF)/Topologically Integrated Geographic Encoding and Referencing System maintenance processes, the impact our current processes have on maintenance, and improvements that can be made. Our research focuses on both workloads and field productivity and emphasizes reducing workloads through the use of statistical models that identify geographic areas in need of potential improvement, in partnership with the Geographic Support System. Evaluations include both quality and cost impacts.

Summary of Activities (last 30 days)

1. Finalized the MAF update specification for output from the MAF Model Validation Test. The results of the MAF update will feed the analysis of the models that will inform decisions about Targeted Address Canvassing (TAC).

Look Ahead (next 60 days)

1. Document the cost analysis and estimation for the 2009 models. This information will help estimate the expected costs savings from conducting TAC in 2020.
2. Document findings from review of available administrative records files for model creation.
3. Complete the 2013 statistical models from MAF Error Model and TAC Research, Model, and Area Classification. Complete an incremental cost savings table that quantifies cost and quality trade-offs for various TAC options, and complete scenario development and systems testing.
4. Complete aerial imagery review of housing unit data for 28 counties. Examine extent to which the aerial imagery classification methods can be applied to all blocks within the U.S.

Additional Updates

Oversight & Stakeholder Engagement

Description

This covers work on major activities related to GAO and OIG audits (e.g., new audits; exit meetings for completed audits; issuance of draft/final reports; preparation of agency action plans), Congressional hearings related to the 2020 Census, and presentations and working meetings with our advisory committees, the 2020 Census NAS panel, and other external stakeholders.

Summary of Activities (last 30 days)

1. Conducted the sixth 2020 Program Management Review (March 28). Agenda items included findings from the 2013 Census Test, preparations for the 2014 Census Test, targeted address canvassing and frame research, and high-level milestones/schedules for each team.
2. Participated in the OMB Interagency Working Group for Research on Race and Ethnicity (February 25). This working group meets periodically to discuss research on race and ethnicity and how research could inform changes to the way standards for data on race and ethnicity are implemented.
3. GAO held an entrance meeting for a new audit on *Private Sector Role in 2020 Mapping and Address Listing* (February 26).
4. Prepared comments on the GAO draft report, *2020 Census: Prioritized Information and Technology Research and Testing Is Needed for Census Design Decision (GAO-14-389)*.
5. National Academy of Sciences (NAS) and ESRI conducted the third of three workshops for Census Bureau staff on the topic of Reengineering Field Case Assignment and Management (March 20).
6. Met with NAS representatives to discuss preliminary thoughts around developing a prototype Decision Support System for testing activities in FY 2015 (March 21).
7. Presented research updates on administrative records and race and Hispanic origin to the National Advisory Committee (March 20-21).
8. Conducted a series of briefing to Congressional staff on the FY 2015 budget roll out.

Look Ahead (next 60 days)

1. Present 2020 Program updates to the Census Scientific Advisory Committee (April 10-11).

2020 Census



April 2014

Monthly Status Report

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Key Program Updates

- Readiness for the 2014 Census Test continues. The Local Census Office opened on April 28, 2014. System testing continues – no major problems identified and all issues resolved.
- The Census Bureau is implementing portfolio management across the enterprise. As a part of this effort, the Census Bureau will use Microsoft Project Server as a tool to implement resource-loaded schedules to manage the planning and execution of projects within the portfolio. This allows the project managers to have direct insight into the cost of each task and allows the project manager to monitor overages and under spending along with the portion of the task that is completed in near real-time. Within the 2020 Census program, a pilot team will test resource loaded schedules early in the 4th quarter, 2014.
- Recognizing the importance of accurate cost data in our budget formulation process, the Census Bureau has begun implementing an effective cost estimation strategy that meets GAO guidelines. An Office of Cost Estimation, Analysis, and Assessment was established for the Census Bureau, and staff dedicated to cost estimation methodology have been hired and trained and collaboration between this office and Decennial staff has already begun. Implementation of resource-loaded schedules linked to the Census-specific framework will provide the baseline data for actual costs used to develop detailed basis of estimates for the 2020 Census and other Census Bureau projects in the future.

Status of Major Tests

Test Descriptions and Status

2013 Census Test

Description

We are examining the operational feasibility of the use of administrative records to reduce nonresponse followup (NRFU) workload and an adaptive contact strategy to increase NRFU productivity. We conducted NRFU operations November 2 to December 4, and are currently analyzing the data. Preliminary results were factored into the 2014 Census Test.

Summary of Activities (last 30 days)

1. Continued analyzing the results of the test to inform procedures for the 2014 Census Test (e.g., treatments, systems testing). Preliminary results show an increase in productivity for adaptive design panels. We measured reduced productivity for NRFU cases remaining after the removal of unoccupied and occupied housing units that could be enumerated with administrative records. However, with the lower workload, fewer overall hours were used. These results confirmed similar results that were derived from simulations using 2010 Census NRFU data.
2. Presented preliminary test results to the Census Scientific Advisory and at the quarterly Program Management Review.

Look Ahead (next 60 days)

1. Complete the analysis of the test results.
2. Complete the draft assessment report.

Test Descriptions and Status

2014 Census Test (1 of 3)

Description

We will test self-response and non-response field components to obtain results needed to answer research questions and inform preliminary design decisions for the 2020 Census. The scope of the test includes: incorporating the testing of the self-response modes and the contact strategies for pre-registration; utilization of e-mail and automated voice invitations; testing of the mobile devices that are used for followup enumeration with non-responders in the field; testing of alternative contact strategies (telephone or personal visit) for non-responders; using administrative records to remove cases from the non-responding workload; and applying adaptive design methodologies in managing the way field enumerators are assigned their work. We will also conduct focus groups in the geographic site of the 2014 Census Test to examine reactions to the alternate contact, response, and administrative record use; privacy or confidentiality concerns and how the Census Bureau might address these concerns through micro- or macro-messaging.

Milestone Dates

Pre-Registration begins June 5, 2014

Conduct Census – June – September 2014

Census Day – July 1, 2014

Complete Data Collection – September 28, 2014

Summary of Activities (last 30 days)

Systems/Applications

1. As of April 18 the Local Census Office (LCO) was ready for occupancy. Office manager training was April 22-25, and the LCO opened April 28.
2. Received enumerator devices at HQ for the 2014 Census Test.
3. Completed the Spanish translation for the FAQs and for the Questionnaire Assistance for the internet response screens.
4. Completed User Acceptance Test for the following: the Census Operational Mobile Platform for Adaptive Services and Solutions (COMPASS), the Research and Testing Operational Control System (RTOCS), Unified Tracking System, Adaptive Design modeling, Universe Control and Response Management (UCRM), Decennial Applicant Personnel, and Payroll System and Master Control System.
5. Completed Sprint 45 (sprints are small agile software development tests) for the field enumeration instrument. This included updating skip patterns, functionality related to treatments, updating path data background functionality, providing icon descriptions for users in the Help screen, removing "Settings" icon (only used for testing) to prepare for production, and providing a case closeout message to user.

Test Descriptions and Status

2014 Census Test (2 of 3)

Systems/Applications (cont.)

6. Completed the following for both the RTOCS and COMPASS:
 - Corrected errors found during System Test 2
 - Provided initial and daily start up instructions and assisted with dry run of training materials
 - Completed Planning, Requirements, and Development Phase Gate Review
7. Established the associated interfaces and specifications for the e-mail/text provider.
8. Conducted the service check on landline phone numbers from the contact frame.
9. Processed new commercial contact vendor data from FY 2013 Q4 for inclusion in the contact frame.
10. Conducted the User Acceptance Testing and Usability testing for the Internet Data Collection Instrument.
11. Integrated the Census baseline application for the pre-registration web services with the features of the National Strategy for Trusted Identities in Cyberspace pilot, which is a government-wide initiative lead by the National Institute of Standards and Technology (NIST) to provide Cyber Identity initiatives to support efforts to validate and authenticate Internet access/respondent identity.
12. Delivered Frame Extract Data (address file for the test area) to UCRM.
13. Delivered Geographic Reference File (geographic data used in the field)– Code (GRF-C) and Geographic Reference File – Name (GRF-N) to UCRM.
14. Completed Initial Onboarding Test. (This test is a dry run of bringing on temporary employees and simulating an initial day of training where devices are assigned and employees are authenticated (login/password assignment) and then conducting a trial training interview using the device.)
15. Updated the adaptive design model and business rules for the initial user acceptance testing based on lessons learned during the second system test.

Operations

15. Finalized materials to be printed for the test, including letters, envelopes, postcards, and questionnaires. OMB clearance number is pending.
16. Appended phone and emails to the initial sample addresses, and a phone service check was conducted on landline phone numbers.
17. Rank-ordered the phone numbers and emails by their propensity to reach a respondent for sampling.
18. Developed and submitted draft printing specifications to the Government Printing Office (GPO) for the 2014 Census Test questionnaires.
19. Submitted the print request to GPO for the 2014 Census Test envelopes.
20. Received Architecture Review Board critical design review approval of four systems involved in the 2014 Site Test (RTOCS, COMPASS, UTS, and UCRM).

Test Descriptions and Status

2014 Census Test (3 of 3)

Look Ahead (next 60 days)

Systems/Applications

1. Deploy NPC DocuPrint (printed in house for mail merge capabilities) to print letters, post cards, etc.
2. Finalize Administrative Records and Adaptive Design Modeling applications.
3. Deploy internet applications for data collection and pre-registration.
4. Deploy Internet/TQA output files for data for preregistration and data collection activities.
5. Deploy UTS Self Response Component to production environment
6. Conduct User Acceptance Testing and Usability testing for the Pre-Registration Internet application.
7. Address issues found during the initial User Acceptance Testing for the RTOCS.
8. Address issues found during the initial User Acceptance Testing for the COMPASS.
9. Conduct final testing and deploy Pre-Registration and Internet Data Collection applications.

Operations

11. Receive final OMB clearance approval for data collection and print materials (including Spanish translations).
12. Train Field Office Staff on RTOCS.
13. Deploy Telephone Questionnaire Assistance operations.
14. Conduct additional Onboarding Testing to address any issues identified during initial test.

Test Descriptions and Status

Master Address File (MAF) Model Validation Test (MMVT)

Description

We will conduct a national-level model validation test. This will enable us to develop and test our ability to use statistical modeling to measure error in the MAF and to identify areas experiencing significant change so that we can target the address canvassing operation. Three additional objectives include: building statistical models for zero “living quarters” blocks, incorporating aerial imagery methodology, and developing micro-targeting procedures. Micro-targeting is using professional geographers to update portions of blocks.

Milestone Dates

Test in Field –September 8 – December 10, 2014

Results from field work delivered for statistical analysis – January 27, 2015

Summary of Activities (last 30 days)

1. Created and performed Quality Control on input files. (These input files are the list of blocks where the listers have to verify/add/delete.)
2. Completed a full test of all systems to be used in MMVT.
3. Developed and tested scenarios in the Automated Listing and Mapping Instrument (ALMI) that are expected situations that listers will see in the test to document how the ALMI performed.
4. Established an aerial-imagery Micro-Targeting team.

Look Ahead (next 60 days)

1. Monitor progress in hiring over 500 Field Representatives (FRs).
2. Set up training sessions for about 1,600 FRs. (1,000 current listers on staff who do ongoing work for Current Surveys as well as the new FRs we will hire exclusively for this Test.)
3. Finish developing training materials.
4. Develop the Test Plan for MMVT aerial-imagery micro-targeting.
5. Develop methodology for selecting blocks for MMVT micro-targeting validation.
6. Identify micro-targeting methods for listing.

Test Descriptions and Status

Small-Scale E-mail Contact Testing (1 of 2)

Description

We are studying some fundamental questions on optimizing the content and methods of contacting respondents through e-mail. There will be three phases of research and testing: Phase 1 will attempt to empirically research the optimal design of e-mails to generate response with a sample of respondents who have opted-in to do research with the Census Bureau. If Phase 1 is successful, the most promising designs from Phase 1 will be replicated with a cold-contact sample in Phase 2. Phase 3 will take the methods we have established in the earlier phases into the field for 2015 testing activities.

Phase 1 Milestone Dates

Proof-of-Concept Test: January 2014

Pre-test (replicating and validating proof-of-concept): February 2014

OMB Generic Clearance: March 2013

Test 1: Email Content March 2013

Test 2: Email Format May 2014

Test 3: Email timing July 2014

Test 4: Email navigation September 2014

Test 5: Email reminders November 2014

Summary of Activities (last 30 days)

1. Provided informational memo to the 2020 Research and Planning Office to document preliminary results from the proof-of-concept test of two different e-mail subject lines and two versions of address collection screens.
2. Completed a validation test to confirm results of the proof-of-concept test of different subject lines and two versions of the format of the email (e.g., a primarily text-based email and one that uses colors and different size font). The survey used in this test had the same address screens as the previous test along with the same demographic and opinion questions.
3. Received OMB generic clearance for planned Phase 1 and Phase 2 testing (of email subject lines, format of emails, content of emails, and timing of reminder emails).

Test Descriptions and Status

Small-Scale E-mail Contact Testing (2 of 2)

Look Ahead (next 60 days)

1. Analyze and draft report about the validation test results.
2. Plan the email format test (May 2014), making changes using results from the email message test (conducted in March 2014), to further study self response objectives and to further test content and format of email.

Test Descriptions and Status

Local Update of Census Addresses (LUCA) Focus Groups

Description

We will obtain feedback on potential LUCA models for the 2020 Census through a series of focus groups with LUCA participants. Focus groups will consist of eligible LUCA participants in various geographic areas representing various sizes and types of governments. Issues to discuss may include LUCA participation options (2010 LUCA Options 1, 2, and 3), media options (paper, electronic), and if/how the Geographic Support System impacts how the governments and tribes might participate in 2020 LUCA. The results will help determine whether a broader survey of all local, tribal, and state governments will be needed.

Summary of Activities (last 30 days)

1. Conducted a focus group at the Association of County Commissioners of Georgia on April 12th in Savannah Georgia.

Look Ahead (next 60 days)

1. Conduct the remaining five focus groups at the following conferences:
 - International Institute of Municipal Clerks (May 18-22, 2014: Milwaukee, WI)
 - National American Indian Housing Council (June 3-5, 2014: Kansas City, KS)
 - Pennsylvania Municipal League (June 17-19: Philadelphia, PA)
 - Association of Washington Cities (June 17-20: Spokane, WA)
 - Florida Association of Counties (June 17-20: Orlando, FL)

Status of Major Cost-Saving Research Tracks

Research Status

Optimizing Self-Response

Key Milestones and Decision Points

Description

We are examining ways to leverage technology, variation in demographic/geographic response propensities, and new modes to promote Internet response and to increase the overall self-response rate. This includes the use of Internet data collection, adaptive contact strategies, and new contact modes such as telephone and e-mail. In addition, through ongoing collaborations with communications specialists, we will study and monitor the communications environment and seek new/additional opportunities to engage the public and encourage response to the Census (e.g., social networking, strategic partnerships, advertising, etc.).

Summary of Activities (last 30 days)

1. The current focus of this research track is on the 2014 Census Test. Please refer to slides 6 and 7 for activities related to the 2014 Census Test.

Look Ahead (next 60 days)

1. Please refer to slide 8 for activities related to the 2014 Census Test.
2. Begin researching modelling and other methods to estimate internet response and overall self-response rates for the 2020 Census, using available data from current and previous census tests, the 2010 Census, the American Community Survey, and other relevant sources.
3. Begin research on tailoring contact strategies based on geographic and demographic characteristics.

Research Status

Reengineering Nonresponse Followup (NRFU)

Key Milestones and Decision Points

Description

We are developing a method to reduce costs of the nonresponse follow up operation, while maintaining our commitment to the quality of the information collected, by relying on the use of administrative records and an adaptive contact strategy for field work. We are researching the utilization of existing administrative records to identify (1) unoccupied housing units that could be enumerated without a visit, and (2) occupied housing units that could be enumerated with fewer or no visits during a nonresponse follow up operation. We are also researching ways to adapt the sequencing of cases requiring a visit and number of contact attempts made at households during field operations, based on information available before and during the data collection period.

Summary of Activities (last 30 days)

1. Began research and analysis on the outcomes of simulating the use of administrative records for non-respondents to the American Community Survey.
2. Presented recent administrative records modeling research results on identifying unoccupied housing units in the 2013 Census Test.
3. Please refer to slides 6 and 7 for activities related to the 2014 Census Test.

Look Ahead (next 60 days)

1. Begin researching alternative count imputation approaches to account for unresolved housing status and missing characteristics due to administrative records usage or reduced NRFU contacts.
2. Please refer to slide 8 for activities related to the 2014 Census Test.

Research Status

Reengineered IT Infrastructure

Key Milestones and Decision Points

Description

The 2020 Census Research and Testing Program is leveraging the Census Bureau's Enterprise systems and solutions to support IT services, data capture, data processing, and data dissemination for the 2020 Census. We are providing insight about requirements and business rules needed to develop systems for IT solutions that will support the 2020 Census and are providing support for the development of requirements, management of systems readiness, and testing for the 2014 Census Test and subsequent testing activities in FY 2015.

Summary of Activities (last 30 days)

1. Began documenting the business requirements for ACS-Decennial Control and Response Data System (CaRDS). This system will be initially deployed in the American Community Survey and then will be scaled up for the 2020 Census.
2. Kicked off the development of the 2020 IT Integration Plan. This document will replace many of the individual systems engineering-related plans developed for the Research and Test Phase. It will detail how the 2020 program will use enterprise guidelines, such as the System Development Lifecycle, to integrate and ensure completion of the systems needed to support 2020 Census operations.
3. Please refer to slides 6 and 7 for activities related to the 2014 Census Test.

Look Ahead (next 60 days)

1. Baseline assumptions about the scope of telephone operations for the 2020 Census
2. Submit the detailed business proposal to the Decennial Leadership Group for the Decennial Architecture and Information Technology Roadmap.
3. Review current assumptions about 2020 Census paper data capture needs; the review (including stakeholder input) will guide development of initial requirements for 2020 Census paper data capture activities.
4. Please refer to slide 8 for activities related to the 2014 Census Test.

Research Status

Reengineered Field Automation and Operational Infrastructure

Key Milestones and Decision Points

Description

The purpose of the 2020 Field Re-Engineering Team (ROCKIT- Reorganize Census with Integrated Technology) is to fundamentally redefine the business processes, core capabilities, and roles of field operations and staff as a catalyst to the transformation of Decennial Census operations for 2020. The effort will evaluate the feasibility of fully utilizing the advantages of planned automation and available real-time data to transform the efficiency and effectiveness of data collection operations. This initiative will leverage existing technologies or build prototype systems based on the core capabilities identified and defined by the team. The process and technologies will make use of experiments, lab simulations and analysis as well as 2015 field integration to understand the possibilities presented by systems, inform infrastructure decisions, and focus future design and business decisions.

Summary of Activities (last 30 days)

1. Developed core system capabilities of the Operational Control System.
2. Completed new Field structure for Staff, new Roles and Responsibilities, and new Staffing Ratios.
3. Integrated ESRI routing with MOJO (the field Operational Control System for the 2015 testing).
4. Met with Atlanta RO to share COMPASS and MOJO demo and gather input for new field structure.
5. Began policy discussions to explore possibilities for a new field structure in order to begin to address issues related to HRD, Policy and Legal Offices.

Look Ahead (next 60 days)

1. Complete Concept of Operations, Project Charter, Project Management Plan, Communication Plan, High-Level Schedule.
2. Brief Census leadership on the new ROCKit Concept of Operations.
3. Complete Automated Training Plan.
4. Completion of MOJO Reports for each level of management in the new field structure.
5. Meet with UPS to discuss ORION project and visit Operational Control Center.
6. Create new Position Descriptions for management structure.
7. Create performance metrics for enumerators.

Research Status

Continual Address Frame Updating and Targeting

Key Milestones and Decision Points

Description

We are examining the Master Address File (MAF)/Topologically Integrated Geographic Encoding and Referencing System maintenance processes, the impact our current processes have on maintenance, and improvements that can be made. In partnership with the Geographic Support System, our research focuses on both workloads and field productivity, and emphasizes reducing workloads through the use of statistical models that identify geographic areas where roads and/or addresses have changed since the last Census. Evaluations include both quality and cost impacts. This work will culminate in a final Targeted Address Canvassing (TAC) design where address listing for the 2020 Census only needs to be conducted in areas experiencing significant change and for which we have no other source(s) of information to update our files for these changes.

Summary of Activities (last 30 days)

1. Completed a detailed review of the statistical models with National Academies of Science members.

Look Ahead (next 60 days)

1. Perform cost analysis and estimation for the 2009 vintage data statistical models. This information will help estimate the expected costs savings from conducting TAC in 2020 for a subset of options.
2. Document suitability/usability findings from review of available administrative records files for model creation.
3. Complete the 2013 vintage data statistical models - produce a list of blocks in rank order using variables that are available in 2013, in other words adding the Address Canvassing 2010 variables as dependent variables. Perform incremental cost savings analysis that quantifies cost and quality trade-offs for various TAC options for a subset of options.
4. Finish aerial imagery review of housing unit data for 28 counties. Examine extent to which the aerial imagery classification methods can be applied to all blocks within the U.S.
5. Issue internally for review (and ultimate release in September) the first draft of the Preliminary TAC Recommendation.

Additional Updates

Oversight & Stakeholder Engagement

Description

This covers work on major activities related to Government Accountability Office (GAO) and Office of the Inspector General (OIG) audits (e.g., new audits; exit meetings for completed audits; issuance of draft/final reports; preparation of agency action plans), Congressional hearings related to the 2020 Census, and presentations and working meetings with our advisory committees, the 2020 Census National Academy of Science (NAS) panel, and other external stakeholders.

Summary of Activities (last 30 days)

1. Met with NAS Panel members to provide an overview of response options and analysis plans for self-response in the 2014 Census Test (March 25).
2. Provided NAS with international points of contact for their upcoming international conference on census methods, to be held in Washington, DC July 31 and August 1.
3. Presented updates on 2014 Census Test and 2020 R&T program to Census Scientific Advisory Committee.
4. Received OIG draft report "Census Bureau Lacks Accurate and Informative Cost Data to Guide 2020 Census Research Through a Constrained Budget Environment" (April 11, 2014). The Census Bureau is now preparing formal agency comments.
5. GAO released the following report: 2020 Census: Prioritized Information Technology Research and Testing Is Needed for Census Design Decisions, GAO-14-389 (April 3, 2014).
6. Agency's action plan in response to the GAO final report mentioned above was submitted to GAO April 30, 2014.

Look Ahead (next 60 days)

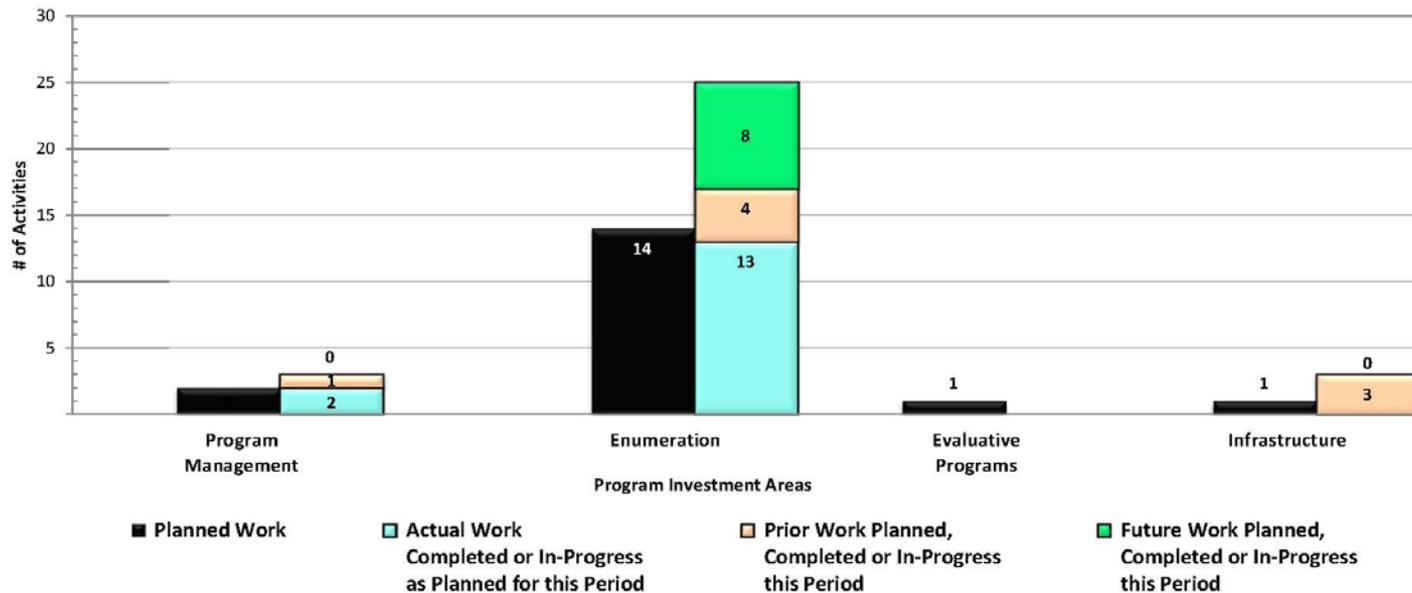
1. Agency comments on the OIG draft report mentioned above are due to OIG by May 12, 2014.

Program Schedule Metrics

Research and Testing

Data Date: April 22, 2014 Print Date: May 20, 2014	Key Activities in the Current Reporting Period		
	Planned	Actual Work Completed or In-Progress (as Planned)	Other Actual Work Completed or In-Progress (Prior/Future)
Overall Program:	18	15	16 (8/8)
Program Management:	2	2	1 (1/0)
Enumeration:	14	13	12 (4/8)
Evaluative Programs:	1	0	0 (0/0)
Infrastructure:	1	0	3 (3/0)

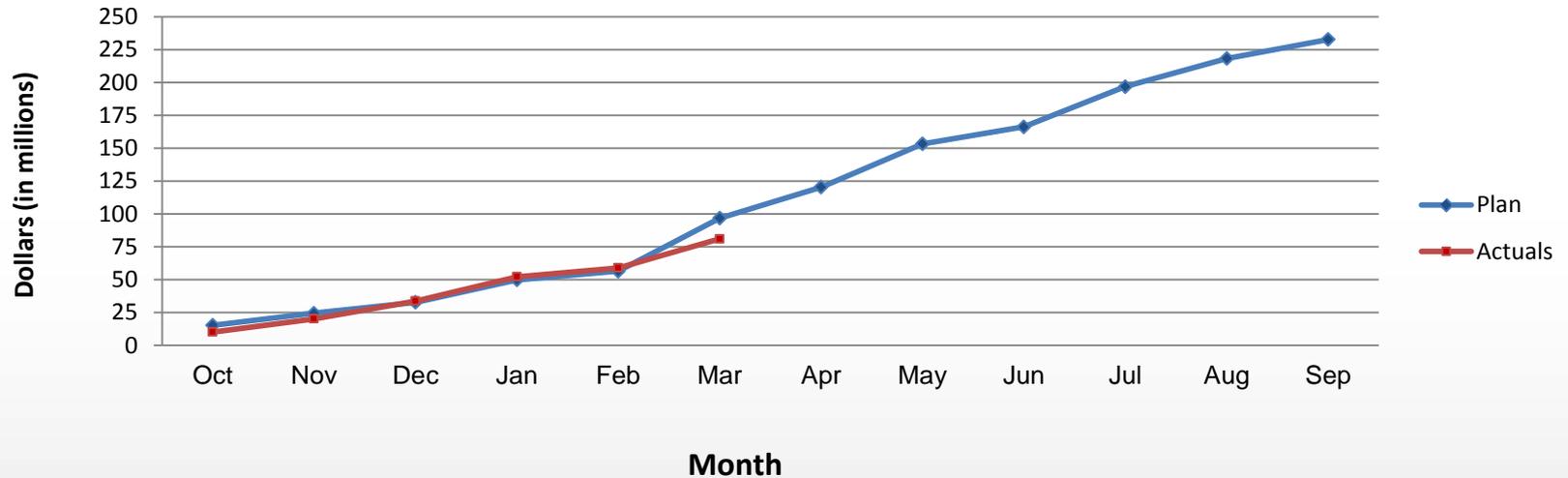
Key Activities Completed or In-Progress by Investment Area
Current Reporting Period: March 21, 2014 - April 21, 2014



Program Budget / Costs

Information as of March 31

FY 2014 Cumulative Budget Actuals vs. Plan



Program Budget / Costs

Information as of March 31

	March Cum Plan	March Cum Actuals	March Cum Variance	% Variance
GRAND TOTAL	\$96,718,057	\$80,981,801	\$15,736,256	16.3%

At the end of March, the \$15.7M variance in the 2020 Census program consists of \$2.1M in salaries and \$13.6M in other objects. The salary variance is due to delays in filling vacancies. The other objects variance is driven by a delay in obligations and differences in the monthly plans for other object obligations that will occur in the third and fourth quarters.

R1 Program Management	\$4,032,134	\$4,644,048	(\$611,914)	(15.2%)
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The variance in this area is due to the Schedule Management Support contract being obligated earlier than planned. There is no impact to the program as the funds are available in the operating plan in June.

R2 Systems Engineering and Integration	\$3,927,079	\$4,510,997	(\$583,918)	(14.9%)
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The variance in this area is due to the Systems Engineering and Integration (SE&I) contract being obligated earlier than planned. There is no impact to the program as the funds are available in the operating plan in May.

Operations Total	\$88,758,844	\$71,826,756	\$16,932,088	19.1%
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R3 Frame	\$2,487,080	\$3,002,761	(\$515,681)	(20.7%)
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The majority of the variance in this area is due to greater than planned spending in salaries. This is partially attributed to the government shutdown and not being able to move the temporary details to other Census Bureau programs at the beginning of the fiscal year as we had planned. We expect this to be remedied prior to the end of the fiscal year.

Program Budget / Costs (cont.)

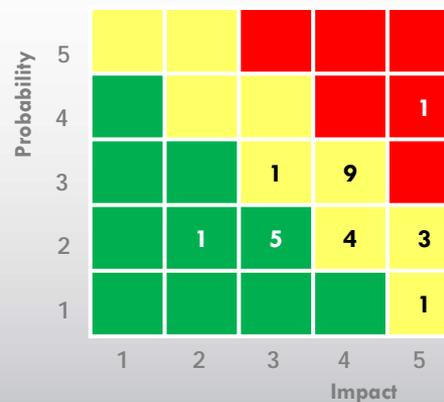
Information as of March 31

	March Cum Plan	March Cum Actuals	March Cum Variance	% Variance
R4 Enumeration	\$25,333,571	\$20,401,680	\$4,931,891	19.5%
<p>\$1.2M of the variance is due to delays in filling vacancies and the EOD date for the LCO management staff was shifted from March to April. The majority of the \$3.7M variance in other objects consists of delays in obligating the following contracts: 1) Portal contract, 2) Scheduling contract for the 2015 Site Test Support, 3) Whirlwind contract for ICADE and COMET support, 4) Contract for Unified Tracking System (UTS), and 5) Contract for Consulting services for Hiring and Employee Check. Also, the space costs for the Field LCOs are being paid monthly instead of being obligated up front. The operating plan will be revised to reflect the monthly obligations. In addition, the funds for the Multimode Operational Control System (MOCS), are no longer needed. There is no impact to the program as the contracts are expected to be obligated over the next several months.</p>				
R5 Response Processing	\$1,337,882	\$989,998	\$347,884	26.0%
<p>The majority of the variance in this area is due to delays in filling vacancies and staff charges that will be corrected into this area.</p>				
R6 Data Products	\$7,291,614	\$4,957,870	\$2,333,744	32.0%
<p>The variance in this area is due to a delay in obligating the DADS contract. There is no impact to the program as we expect the funds to be obligated in May.</p>				
R8 Infrastructure	\$52,308,697	\$42,474,447	\$9,834,250	18.8%
<p>\$1.1M of the variance is due to delays in filling vacancies. The \$8.7M variance in other objects is due to a delay in obligating funds for the workman's compensation bill. There is no impact to the program as these funds will be obligated by the end of the year. Also, the contract funds for the ESRI consultant support were placed in the incorrect month. The operating plan will be revised to reflect the expected obligation in June.</p>				
<p>Note: Explanations are required for frameworks with variances that are equal to or greater than +/- 10% OR greater than +/- \$500k.</p>				

Program-Level Life Cycle Risks (1 Red, 18 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-001	Cost Model	M	-	2	4
16	1.105	LC-017	IRS Data Access	M	-	2	4

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



Comments:

- LC-029_Contract Management is a new risk: Managing procurements of critical program components requires active risk mitigation.
- LC-026: Slight name change to more clearly describe risk.

Program Schedule Metrics

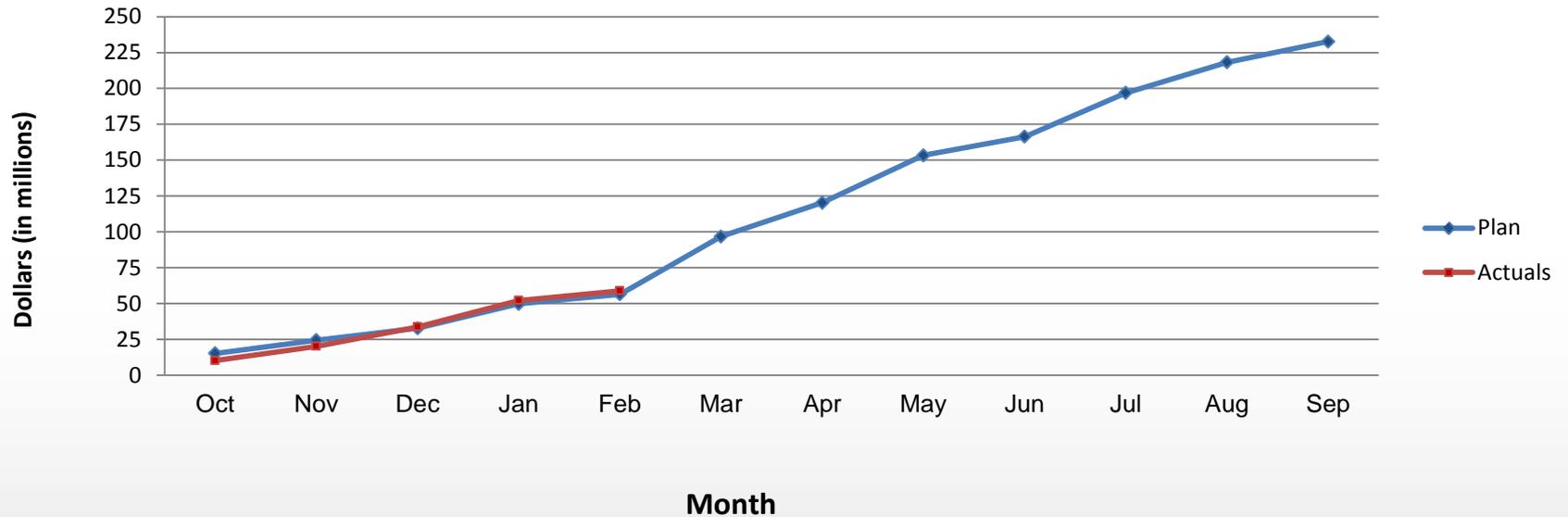
Research and Testing

We continue maturing the 2020 Census lifecycle, research, and testing project schedules to accurately reflect the program's current scope of work. We currently have 55 project schedules, consisting of more than 4,000 activities. Weekly statusing resumed on March 10. Once all research and testing schedules are rebaselined and integrated, program schedule metrics will be available and provided at the beginning of April.

Program Budget / Costs

Information as of February 28

FY 2014 Cumulative Budget Actuals vs. Plan



Program Budget / Costs

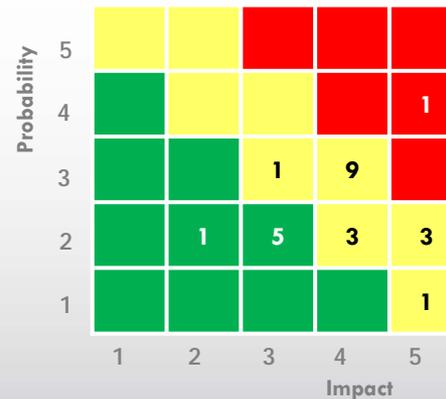
Information as of February 28

	Feb. Cum Plan	Feb. Cum Actuals	Feb. Cum Variance	% Variance
GRAND TOTAL	\$56,503,748	\$58,907,805	(\$2,404,057)	(4.3%)
<p>At the end of February, the \$2.4M variance in the 2020 Census program consists of a negative \$2.3M in salaries, and a negative \$0.1M in other objects. At the beginning of the year, to ensure funds were available to support critical testing activities in the months ahead, we deferred or delayed activities on lower priority projects, and placed some staff on temporary details to other Census Bureau programs. The salary variance is partially attributed to the government shutdown and not being able to move the temporary details in time. We expect to eliminate the salary variance by year end by checking the alignment of salaries every month and by filling vacancies more slowly. We also obligated some of the contracts earlier than planned. Note that the salary variance is a net figure that also reflects some savings due to not filling vacancies. If sufficient additional salary savings occur over the rest of the year, the current \$2.3M salary variance will be offset. If not, any remaining amount will be offset by reprioritizing, descoping, or delaying contract work.</p>				
R1 Program Management	\$3,104,163	\$3,828,799	(\$724,636)	(23.3%)
<p>The variance in this area is due to the Schedule Management Support contract being obligated earlier than planned. There is no impact to the program as the funds are available in the operating plan in June.</p>				
R2 Systems Engineering and Integration	\$938,839	\$1,574,544	(\$635,705)	(67.7%)
<p>The variance in this area is due to the Systems Engineering and Integration (SE&I) contract being obligated earlier than planned. There is no impact to the program as the funds are available in the operating plan in March.</p>				
Operations Total	\$52,460,746	\$53,504,462	(\$1,043,716)	(2.0%)
R3 Frame	\$1,789,762	\$2,297,409	(\$507,647)	(28.4%)
<p>The variance in this area is due to a negative \$0.5M in salaries (see above for additional background).</p>				
R4 Enumeration	\$14,563,191	\$15,941,114	(\$1,377,923)	(9.5%)
<p>The variance in this area consists of a negative \$1.6M in salaries and \$0.2M in other objects (see above for additional background).</p>				
R5 Response Processing	\$812,740	\$700,191	\$112,549	13.8%
<p>The variance in this area is due to delays in filling vacancies.</p>				
R6 Data Products	\$4,816,005	\$4,804,877	\$11,128	0.2%
<p>The variance is within tolerance.</p>				
R8 Infrastructure	\$30,479,048	\$29,760,871	\$718,177	2.4%
<p>The variance in this area is mainly due to a keying error. The contract funds for the Esri consultant support were placed in the incorrect month. The operating plan will be revised to reflect the expected obligation in June.</p>				
<p>Note: Explanations are required for frameworks with variances that are equal to or greater than +/- 10% OR greater than +/- \$500k.</p>				

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23	1.105	LC-019	T13 Data Access	L	-	2	3
24	1.104	LC-018	TAA Compliance	L	-	2	2



Explanation of New Risk

Internet Data Collection: Data collection for the 2020 Census will include internet data submission from respondents for the first time on a large scale. **IF** the business rules, requirements, and assumptions for the data collection instrument, including usability of the user interface, are not correctly defined, developed, and tested, **THEN** there could be a failure in our ability to successfully conduct cost-effective self-response enumeration in the 2020 Census.