



## Agency Priority Goal Action Plan

# Prepare to Conduct a Complete and Accurate 2020 Decennial Census

### Goal Leader:

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# Overview

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## Goal Statement

- The U.S. Census Bureau will prepare to conduct a complete and accurate 2020 Decennial Census U.S. population count by conducting the 2018 End-to-End Census Test and analyzing and incorporating the results, initiating In-Field Address Canvassing by September 30, 2019, and designing for optimal self-response with a nationwide target of 60.5% in 2020.

## Challenge

- Planning for the Decennial Census requires balancing funding constraints and data accuracy against an official schedule fixed by statute.

## Opportunity

- The Census Bureau is testing 4 key innovation areas while putting security controls in place to protect the confidentiality of data. The innovations will:
  - Eliminate the need to physically canvass every census block.
  - Enable people to respond via multiple modes (internet, paper, and telephone).
  - Improve the efficiency and effectiveness of the 2020 Census by utilizing federal and state information, and information from third parties.
  - Reduce staffing, infrastructure, and brick and mortar footprint for the 2020 Census.

# Opportunity (continued)

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The 4 innovation areas for the 2020 Census are:

1. Reengineering Address Canvassing

- Adding new addresses to the Census Bureau's address frame using geographic information systems and aerial imagery instead of sending Census Bureau employees to walk and physically check 11 million census blocks.

2. Optimizing Self-Response

- Encouraging the population to respond to the 2020 Census using the internet, reducing the need for more expensive paper data capture.

3. Utilizing Administrative Records and Third-Party Data

- Using data the public has already provided to the government and data available from commercial sources to reduce visits to units that do not self respond and the cost of the census.

4. Reengineering Field Operations

- Using sophisticated operational control systems to deploy Census Bureau employees to nonresponding housing units and to track daily progress.

# Summary of Progress – FY 19 Q3

- The 2020 Decennial remains on track to achieve a complete and accurate Decennial Census.
  - 2019 Census Test
    - The 2019 Census Test continues on track. The first mailing for the test was sent to households on June 13, and the second mailing—a reminder letter—was sent on June 17. Responses have been submitted online, by mail, and by interview through the call centers.
  - 2020 Census Operational Readiness
    - In-Office Address Canvassing was completed on March 29, 2019. At that time the final In-Field Address Canvassing (IFAC) workload was calculated at 47,235,788 housing units (34.1 percent of all TEA 1 housing units). Since then, the Master Address File has been updated, as planned, with new addresses from the U.S. Postal Service Delivery Sequence File and from the Local Update of Census Addresses. As a result, the IFAC universe has increased by 2,802,649 housing units (0.8 percentage points) and the revised IFAC workload is 34.9 percent of all TEA 1 housing units.
    - Local governments across the country, as well as tribal governments and community groups, continue to form 2020 Census Complete Count Committees. As of June 20, 2,793 local complete count committees have formed.
- Challenges included:
  - **Short-term challenge:**
    - Continued scaling-up of the Area Census Offices by acquiring needed space for expanded operations as we proceed towards full-scale decennial operations.
  - **Long-term challenge:**
    - Hiring and recruiting of needed staff in an increasingly competitive environment with reduced levels of unemployment in the labor market.

# Department Leadership

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**DOC 2020 Oversight Committee** - Monthly meeting to address major operational and budgetary issues that require Secretarial attention. These include, but are not limited to, changes to the Life Cycle Cost Estimate, developments related to major contracts and IT systems, regular reports on the Program Budget, interactions with Congress and Oversight, including the Office of Inspector General and the Government Accountability Office, and Program Management Reports on the scope, schedule, and risks for the program.

Chair: DOC Secretary

Members include the following: Deputy Secretary, Chief Financial Officer, Chief of Staff, Office of Acquisition Management, General Counsel, Consultants, Chief Information Officer, Deputy Chief of Staff, Census Management Team, Under Secretary for Economic Affairs, Office of Policy and Strategic Planning, and Deputy for Program Management.

## DOC 2020 Senior Management

Weekly meeting covering the same areas as the Oversight Committee, but with a closer focus on the day-to-day operations of the Program.

Chair: DOC Acting Deputy Security

Members include the following: Acting Census Director, Deputy Chief of Staff, Chief Information Officer, Decennial Information Technical Division, Acting Deputy Director, Chief Financial Officer, Associate Director of Decennial Programs, Associate Director for Communications, Chief of Procurement, Assistant Decennial Director, Chief Operating Officer, Management Divisions, and consultants.

## DOC 2020 Steering Committee

Weekly meeting specifically focused on communications and oversight, covering major press events, correspondence, Congressional relations, and oversight activities. One important intent of this meeting is to encourage dialogue on key documents and deliverables among the key secretarial offices, including the Office of General Counsel, the Office of Policy and Strategic Planning, the Office of Legislative and Governmental Affairs, and the offices under the Chief Information Officer and the Chief Financial Officer.

Chair: DOC Acting Deputy Secretary

Members include the following: Census Management Team, Office of General Counsel, Office of Acquisition Management, Office of Public Affairs, Chief Information Officer, CFO/ASA, Office of the Under Secretary for Economic Affairs, Office of Legislative and Intergovernmental Affairs, and Office of Policy and Strategic Planning.

# Bureau Leadership

## 2020 Census Portfolio Management Governing Board (PMGB)

The 2020 Census Portfolio Management Governing Board (PMGB) provides governance, oversight, and decision-making support for the activities necessary for the successful execution of the 2020 Census program.

Chair: Associate Director, Decennial Census Programs

Co-Chairs: Assistant Directors, Decennial Census Programs

Voting Members include the following:

- Chief, Decennial Census Management Division (DCMD)
- Chief, American Community Survey Office (ACSO)
- Chief, Decennial Information Technology Division (DITD)
- Chief, Geography Division (GEO)
- Chief, Decennial Statistical Studies Division (DSSD)
- Chief, Decennial Contracts Execution Office (DCEO)
- Chief, Decennial Communications and Stakeholder Relations (DCSR)
- Chief, Field Division
- Representative from Information Technology Directorate
- Representative from Communications Directorate
- Representative from Research & Methodology Directorate
- Representative from Administration & Chief Financial Officer Directorate
- Representative from Demographic Programs Directorate

## 2020 Census Executive Steering Committee (ESC)

The 2020 Census Executive Steering Committee (ESC) provides enterprise-level governance of the 2020 Census. The 2020 Census ESC provides decision-making support to the Census Bureau Director and Deputy Director on 2020 Census program policies and initiatives.

Chair: Deputy Director and Chief Operating Officer, Census Bureau

Director, Census Bureau

Voting Members include the following:

- Chief Financial Officer
- Chief Administrative Officer
- Associate Director, Decennial Census Programs
- Associate Director, Research and Methodology
- Associate Director, Field Operations
- Associate Director, Information Technology and Chief Information Officer
- Associate Director, Economic Programs
- Associate Director, Communications
- Associate Director, Demographic Programs

# Goal Structure & Strategies

## Prepare to conduct a complete and accurate 2020 Decennial Census U.S. population count

Operational planning for the Decennial Census requires balancing data accuracy and funding constraints against an official schedule fixed by statute, while sustaining the highest levels of cybersecurity as systems are developed and deployed.

The 2020 Census Operational Plan documents the design for conducting the 2020 Census. It demonstrates evidence-based decision-making by describing design concepts and their rationale, identifying decisions made and remaining decisions, and describing remaining risks related to the implementation of the 2020 Census Operational Plan.

## Deliver updated 2020 Census Operational Plan

Milestone Summary				
Key Milestone*	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Completed: Operational Plan version 4.0	FY19Q1	Met		
Public release of Census Operational Plan 4.0	FY19Q2	Met		

\*Revised targets align with the 2020 Decennial Census Integrated Master Schedule.

# Goal Structure & Strategies (continued)

## Prepare to conduct a complete and accurate 2020 Decennial Census U.S. population count (continued)

The 2020 Census Architecture and IT road map captures the scope and progress of integration among major systems.

## Ensure final 2020 Census Architecture and IT road map reflects the latest Census system design

Milestone Summary

Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Update the 2020 Census Architecture and IT road map, which includes the Implementation Plan, Architecture Transition Plan, and the Solution Architecture Document, with all approved change requests, within a quarter, implemented no later than the end of the following quarter.	FY19Q1	Met		
Update the 2020 Census Architecture and IT road map, with all approved change requests, within a quarter, implemented no later than the end of the following quarter.	FY19Q2	Met		
Update the 2020 Census Architecture and IT road map with all approved change requests, within a quarter, implemented no later than the end of the following quarter.	FY19Q3	Met		
Update the 2020 Census Architecture and IT road map with all approved change requests implemented before the end of the FY 2019.	FY19Q4			

\*Revised targets align with the tempo for change request implementation.

# Goal Structure & Strategies (continued)

## Prepare to conduct a complete and accurate 2020 Decennial Census U.S. population count (continued)

For the innovation of operations and systems to be successful, respondents must know that their personal information is protected. Thus, a key element of innovation is to assure respondents that their data are secure and treated as confidential via key messages developed for the public.

### Ensure systems are secure

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Complete Authorization to Operate (ATO) process related to the 2020 Census as scheduled with less than 15% of Plans of Action and Milestones (POAMs) exceeding their completion date	FY18Q1	Met	N/A	
Complete Authorization to Operate (ATO) process related to the 2020 Census as scheduled with less than 15% of Plans of Action and Milestones (POAMs) exceeding their completion date	FY18Q2	Met	N/A	
Complete Authorization to Operate (ATO) process related to the 2020 Census as scheduled with less than 15% of Plans of Action and Milestones (POAMs) exceeding their completion date	FY18Q3	Met	N/A	
Complete Authorization to Operate (ATO) process related to the 2020 Census as scheduled with less than 15% of Plans of Action and Milestones (POAMs) exceeding their completion date	FY18Q4	Met	N/A	

# Goal Structure & Strategies (continued)

## Ensure systems are secure (continued)

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Complete Authorization to Operate (ATO) process related to the 2020 Census as scheduled with less than 15% of Plans of Action and Milestones (POAMs) exceeding their completion date	FY19Q1	Not Met		Due to key personnel changes and staff turnover, there was a lapse in processing artifacts used to remediate and close POA&Ms in FY19Q1. In analysis and review of the staffing levels, current processes and procedures has been conducted, which has resulted in a set of corrective actions and revised processes and procedures to ensure timely remediation of artifacts submitted for POA&M closure going forward.
Complete ATO process related to the 2020 Census as scheduled with less than 15% of POAMs exceeding their completion date	FY19Q2	Met		
Complete ATO process related to the 2020 Census as scheduled with less than 15% of POAMs exceeding their completion date	FY19Q3	Met		
Complete ATO process related to the 2020 Census as scheduled with less than 15% of POAMs exceeding their completion date	FY19Q4			

# Goal Structure & Strategies (continued)

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## Prepare to conduct a complete and accurate 2020 Decennial Census U.S. population count (continued)

The Census Bureau is dedicated to ensuring it meets all legal obligations to protect privacy and confidentiality as prescribed by Title 5 and the Privacy Act of 1974, the E-Government Act of 2002, the Census Act (Title 13 U.S.C.) and the Internal Revenue Code (Title 26 U.S.C.); and adheres to the data stewardship policies that support these legal obligations.

All employees of the Census Bureau and temporary staff supporting 2020 Census operations are sworn to uphold these legal obligations, under penalty of law. In order to achieve this certification, an employee must:

- Sign an affidavit of nondisclosure and receive Special Sworn Status.
- Complete the necessary Data Stewardship and IT Security Awareness training.
- Complete Title 26 Awareness training with access controlled and tracked per Internal Revenue Service standards.

# Goal Structure & Strategies (continued)

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**Accuracy: External Factors to the Census Bureau that could affect the goal:**

IF operational design changes are required following the completion of key planning and development milestones, THEN the 2020 Census Program may have to implement costly design changes, increasing the risk for a timely and successful 2020 Census.

Mitigation Strategies include the following:

- Identify internal and external stakeholders that have an interest in the 2020 Census operational design.
- Develop a stakeholder communications plan for identified internal and external stakeholders.
- Regularly communicate to and seek feedback from identified internal and external stakeholders on design decisions and research and testing results.
- Monitor external factors and policies that may impact the Census Bureau's planned innovations for the 2020 Census operational design.
- Use change-control management process to assess impacts of change requests and facilitate decision-making.
- Prepare for rapid response to potential changes and make decisions using the change-control process.

# Goal Structure & Strategies (continued)

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Cybersecurity: External Factors to the Census Bureau that could affect the goal:

IF a substantial segment of the public is not convinced that the Census Bureau or the Federal Government can safeguard their response data from data breaches and unauthorized use, THEN response rates may be lower than projected, leading to an increase in follow-up cases and cost increases.

Mitigation Strategies include the following:

- Develop and implement a communications strategy to build and maintain the public's confidence in the Census Bureau's ability to keep their data safe.
- Research other Census Bureau divisions, other government agencies, other countries, and the private sector to understand how they effectively mitigate the issue of public trust and IT security.

# Goal Structure & Strategies (continued)

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Cybersecurity: External Factors to the Census Bureau that could affect the goal (continued):

IF a cybersecurity incident occurs to the systems supporting the 2020 Census, THEN additional technological efforts will be required to repair or replace the systems affected in order to maintain secure services and data.

Mitigation Strategies include the following:

- Monitor system development efforts to ensure the proper security guidelines are followed during the system development phase.
- Research other Census Bureau programs, other government agencies, other countries, and the private sector to understand how they effectively mitigate cybersecurity incidents.
- Audit systems and check logs to help detect and trace an outside infiltration.
- Perform threat and vulnerability analysis through testing and during production.
- Prepare for rapid response to address any detected cybersecurity incidents.

# Goal Structure & Strategies (continued)

## Cost Efficiency: External Factors to the Census Bureau that could affect the goal:

IF the Census Bureau does not have timely and continual access to administrative records and third-party data, or the data providers place constraints on the use of the data that conflict with planned 2020 Census operations, THEN the Census Bureau may not be able to fully meet the challenge of containing the overall cost of the 2020 Census or fully utilize the quality data of administrative records in characteristic imputation.

Mitigation Strategies include the following:

- Identify all required administrative records and third-party data sets needed for the 2020 Census Program, including data providers and points-of-contact.
- Review data sharing agreements/contracts in order to understand all the conditions assigned to the administrative records and third-party data sets and to ensure conditions are appropriate.
- Ensure requirements for administrative records and third-party data usage are developed and documented.
- Inform data providers that data agreements/contracts need to be updated.
- Disseminate updated data agreements/contracts to internal stakeholders.
- Negotiate with the source providers to ensure required administrative records and third-party data are available when needed.
- Ensure the build-out for all systems supporting the 2020 Census takes into account the handling of administrative records and third-party data.
- Ensure the security requirements, including physical security, for all systems supporting the 2020 Census cover the handling of administrative records and third-party data.
- Ensure staff has been trained in the proper handling of administrative records and third-party data.

# Goal Structure & Strategies

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## Conducting the 2018 End-to-End Census Test will contribute to a complete and accurate 2020 Census in the innovation areas of:

### Reengineering Address Canvassing:

- Test address listing capabilities required by In-Field Address Canvassing.
- Conduct the Quality Control operation for In-Field Address Canvassing.
- Validate the creation of In-Field Address Canvassing workload by In-Office Address Canvassing.

### Optimizing Self-Response:

- Maximize online response through contract strategies and improved access to respondents.
- Validate the 2020 self-response contact strategy.

### Utilize Administrative Records and Third-Party Data

- Use administrative records and third-party data to determine occupancy status and set contact strategies for nonresponding housing units.

### Reengineer Field Operations

- Evaluate refined field operations, including a reengineered field staffing structure and a reengineered operational control system that optimizes case assignments and routing.
- Measure the efficiency and effectiveness of the field staff structure and workload.
- Evaluate the cost of the operation and quality of the response data obtained.

# Goal Structure & Strategies (continued)

Lessons Learned from the 2018 End-to-End Census Test will inform refinements to operational and system plans in advance of the 2020 Decennial Census.

## Key Milestones for the Self-Response 2018 End-to-End Census Test:

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Finalize paper questionnaires	FY18Q1	Met	N/A	
Print questionnaires	FY18Q2	Met	N/A	
First Mailing of questionnaires	FY18Q2	Met	N/A	
Internet Self-Response instrument deployed	FY18Q2	Met	N/A	
Conduct Self-Response operations	FY18Q2	Met	N/A	
Begin Nonresponse Follow-up	FY18Q3	Met	N/A	
Complete Self-Response operations	FY18Q4	Met	N/A	

# Goal Structure & Strategies (continued)

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2018 End-to-End Census Test: External Factors to the Census Bureau that could affect the goal:

- Internet connectivity issues that will require remediation.
- Sufficient budgetary resources to maintain the critical path for the 2020 Census.

Mitigation Strategies include the following (these are complete):

- Develop operational constraints for working in an internet-disconnected state.
- Formulate and submit robust cost estimates (including contingencies for known and unknown risks) for planned 2020 Census activities throughout the 2020 Census Program life cycle.
- Maintain strong communications about the impact of the level and timing of appropriations on 2020 Census critical path.

# Goal Structure & Strategies (continued)

## Key Milestones for In-Field Address Canvassing:

### Implement Local Update of Census Addresses (LUCA) for the 2020 Census

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Receive and process LUCA Program Participant Registration Review materials	FY18Q1	Met	N/A	10,905 governments registered for LUCA, representing over 98% of both housing units and population. Census extended the registration deadline into February for areas affected by natural disasters in the summer and fall of 2017. Decennial remains on schedule for all LUCA processes.
Begin mailing the 2020 LUCA review materials to participants	FY18Q2	Met	N/A	
Ready to process and validate received 2020 LUCA materials from participants	FY18Q2	Met	N/A	
Complete mailing of the 2020 LUCA review materials to participants	FY18Q3	Met	N/A	
Initially process 85% of LUCA returns within 10 days of receipt	FY18Q3	Met	N/A	
Initially process 85% of LUCA returns within 10 days of receipt	FY18Q4	Met	N/A	11,550 governments registered for LUCA, representing over 98% of both housing units and population. To accommodate extension requests from some registrants, the latest submission date is now November 21, 2018.

# Goal Structure & Strategies (continued)

## Key Milestones for In-Field Address Canvassing:

### Open 2020 Census Regional Census Centers

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Finish 2020 Census Regional Census Centers' (6) construction and build-out, including the additional infrastructure to support the expanded staffing operations in place including furniture and equipment	FY18Q1	Met in Q3	Q3: All RCCs constructed, built out, furnished, and equipped	New York RCC has furniture and equipment, which corrected the delay.
2020 Census Regional Census Center space accepted by the Census Bureau and approved by GSA with an occupancy agreement	FY18Q2	Met	N/A	
Open 2020 Census Regional Census Centers (6)	FY18Q3	Met	N/A	

# Goal Structure & Strategies (continued)

## Identify space, sign leases, and design/buildout Wave 1 and Wave 2 Area Census Offices

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Wave 1—GSA identifies potential space, Census Bureau conducts walk-through of the space, and lease/occupancy agreements signed	FY18Q1	Met	N/A	
Wave 1—GSA identifies potential space, Census Bureau conducts walk-through of the space, lease/occupancy agreements signed	FY18Q2	Met	All 40 ACOs have space identified	
Wave 1—GSA identifies potential space, Census Bureau conducts walk-through of the space, and lease/occupancy agreements signed	FY18Q3	Met in Q4	N/A	Last 2 ACOs' leases resolved in July 2018
Wave 2—GSA identifies potential space	FY18Q3	Met in Q4	N/A	
Wave 1—GSA identifies potential space, Census Bureau conducts walk-through of the space, and lease/occupancy agreements signed, and construction and buildout	FY18Q4	Met	N/A	
Wave 2—GSA identifies potential space, Census Bureau conducts walk-through of the space, lease/occupancy agreements signed	FY18Q4	Not Met	N/A	All wave 2 ACOs are on schedule to meet the final target and will continue to be tracked throughout FY19.

# Goal Structure & Strategies (continued)

## Open Area Census Offices

Milestone Summary				
Key Milestone*	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Award contracts with Island Areas local governments	FY19Q1	Met		
Wave 1—Open Wave 1 Area Census Offices (ACOs)	FY19Q2	Not Met	The Census Bureau mitigated the challenges encountered with the opening of the Birmingham, AL Wave 1 ACO.	
Wave 2—Started: Open Wave 2 Area Census Offices (ACOs)	FY19Q3	Met		
Wave 2—Completed: Open Wave 2 Area Census Offices (ACOs)	FY19Q4			

\*Revised targets align with the 2020 Decennial Census Integrated Master Schedule.

# Goal Structure & Strategies (continued)

## Conduct the In-Field Address Canvassing Operations for the 2020 Census

Milestone Summary				
Key Milestone*	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Approve Testing Readiness Review (TRR) for Address Canvassing Operational Delivery. TRR is defined as the review to ensure appropriate test objectives, methods, procedures, scope, systems and environments are ready.	FY19Q2	Met		
Approve Production Readiness Review (PRR) for Address Canvassing Operational Delivery. PRR is defined as the review to assess program-level test results to ensure systems are ready for operational testing.	FY19Q3	Met		
Obtain Operational Readiness Review (ORR) Approval for In-Field Address Canvassing. ORR is defined as the review to assess operational testing results to ensure systems are ready for production operations to begin.	FY19Q4			
Started: Conduct In-Field Address Canvassing.	FY19Q4			

\*Revised targets align with the 2020 Decennial Census Integrated Master Schedule.

# Goal Structure & Strategies (continued)

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In-Field Address Canvassing\*: External Factors to the Census Bureau that could affect the goal:

- Addresses in the master file that are not currently assigned to a specific block. IF sufficient external data sources are not available to resolve ungeocoded addresses, THEN those addresses may remain unresolved and therefore not included.
- IF the imagery we use becomes unavailable in FY19, THEN the interactive review program will have fewer quality assessments of change; the inability to assess change in some areas; and a potential increase in the In-Field Address Canvassing universe, which could increase the cost of the 2020 Address Canvassing operation.

\*In-Field Address Canvassing: Process of doing a dependent listing in the field to identify where people live, stay, or could live or stay. Field staff compare what they see on the ground to the existing census address list and either verify or correct the address and location information, adding addresses to the list as necessary.

# Goal Structure & Strategies (continued)

Other key milestones contribute to the goal of a complete and accurate 2020 Decennial Census:

## Deliver 2020 Census Questions to Congress

### Milestone Summary

Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Finalize questions planned for the 2020 Census and American Community Survey and submit to Congress	FY18Q2	Met	N/A	
Conduct 100% of requested briefings about the questions planned for the 2020 Census and American Community Survey as needed	FY18Q3	Met	N/A	

# Goal Structure & Strategies (continued)

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Census Questions: External Factors to the Census Bureau that could affect the goal:

IF changes are approved after the subjects have been finalized in 2017, THEN the English and non-English material will need to be redesigned and reprinted, requiring additional time in the schedule and potentially delaying deliverables.

Mitigation Strategies include the following:

- To facilitate decision-making, use change-control management process to assess impacts of change requests.
- Prepare for and address potential changes and make decisions using the change-control process.

# Goal Structure & Strategies (continued)

Other key milestones contribute to the goal of a complete and accurate 2020 Decennial Census:

Finalize the Language Support Plan and non-English questionnaires and non-questionnaire materials for the 2020 Census

Milestone Summary				
Key Milestone	Milestone Due Date	Milestone Status	Change from last quarter	Comments
Finalize 2020 language support plan to include the list of languages for data collection instruments	FY18Q1	Met	N/A	
Begin drafting non-English questionnaires and non-questionnaire materials needed for 2020 Census representing the language decisions made as part of the Language Support Plan	FY18Q2	Met	N/A	
Complete initial draft of non-English questionnaires and non-questionnaire materials needed for 2020 Census	FY18Q3	Met	N/A	
Create English prototype for the 2020 language guides	FY18Q4	Met	N/A	

# Goal Structure & Strategies (continued)

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**Non-English Content: External Factors to the Census Bureau that could affect the goal:**

IF the final English question wording changes after April 2018, THEN there will not be adequate time in the schedule to translate, design, and produce non-English questionnaires for the 2020.

Mitigation Strategies include the following:

- To facilitate decision-making, use change-control management process to assess impacts of change requests.
- Prepare for and address potential changes and make decisions using the change-control process.

# Data Accuracy and Reliability

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The 2020 Census program tracks milestone data with the 2020 Decennial Census Integrated Master Schedule. Publication dates are validated against dates of posting on the 2020 Decennial Census website. The Census Bureau Office of Information Security (OIS) reviews the cybersecurity reporting for compliance with the National Institute of Standards and Technology (NIST) Risk Framework, and Federal Information Security Management Act (FISMA) requirements. Plans of Action and Milestones for the Authorization to Operate are reported to the Department of Commerce Chief Information Officer. Where necessary, observation of documents or related materials will verify data recorded in the Integrated Master Schedule.

All evaluation results and program reports are thoroughly reviewed and approved by the Associate Director for Decennial Census Programs and reported up through the governance structure described earlier. The evaluation results are indexed and fact-checked to ensure accuracy.

# Additional Information

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## Contributing Programs

### Organizations:

- Department of Health and Human Services, Department of Housing and Urban Development, United States Postal Service, Internal Revenue Service, Office of Personnel Management, Selective Service System, Department of Veterans Affairs, and Puerto Rico Tax Data – provide key administrative records.
- National Geospatial-Intelligence Agency – provides current, high-resolution imagery at no cost for Interactive Review during In-Office Address Canvassing.
- National Academy of Sciences; Census Scientific Advisory Committee; and the National Advisory Committee on Racial, Ethnic, and Other Populations – contribute to the planning, implementation, and evaluation of 2020 Decennial Census programs.

### Program Activities:

- Demographics Directorate —contributes to demographic and population.
- Research and Methodology Directorate—conducts research and makes recommendation for Census Design.
- Center for Administrative Records Research and Applications—evaluates the utility and design of administrative records.
- Field Directorate—manages recruitment and support in the field for testing, Address Canvassing, and enumeration.
- Communications Directorate—provides extensive communications support to the 2020 Census products and documentation, the public, and stakeholders.

# Additional Information

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## Contributing Programs (continued)

### Regulations:

- Internal Revenue Service – proposes and implements regulations concerning the use of Internal Revenue Service administrative records.

### Policies:

- Census Bureau Co-Chair 2020 Policy Group – advises on 2020 Census activities that are impacted by policy.

### Other Federal Activities:

- Office of Management and Budget – provides race and ethnicity guidance and reviews the progress of the 2020 Census.

# Additional Information

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## Stakeholder / Congressional Consultations

For effective communications with external and internal stakeholders, such as the National Academy of Sciences, Department of Commerce Office of Inspector General, and the Government Accountability Office, the Decennial Directorate conducts quarterly public Program Management Reviews that are broadcasted and archived via the internet.

The Census Bureau meets quarterly with representatives from congressional appropriation committees in order to brief them on the progress of the 2020 Census. Census staff meet upon request with representatives of oversight committees. Feedback from congressional stakeholders is considered in the design of the 2020 Census and operational planning.

We work with partners in addition to internal and external stakeholders. Partners educate people about the importance of the census, motivate them to return their questionnaires, and encourage cooperation with enumerators. Census has maintained many of the 2010 relationships for 2020. In order to optimize self-response, the Census Bureau builds relationships with state, local, and tribal governments; non-governmental organizations at the national and local level; national companies; and schools. The objectives are to:

- Increase self-response.
- Use trusted voices to make census messages relevant at the local level.
- Increase awareness among the general public.
- Increase partnership engagement at the local level through new or improved programs.