

Hello---

Please see the letter from Chairwoman Carolyn B. Maloney, Committee on Oversight and Reform, to The Honorable Steven Dillingham, Director, U.S. Census Bureau.

Please acknowledge receipt of letter.

Thank you,

Trinity Goss

Trinity M. E. Goss | Executive Team Coordinator  
Chairwoman Carolyn B. Maloney, Committee on Oversight and Reform  
[Trinity.Goss@mail.house.gov](mailto:Trinity.Goss@mail.house.gov) | (202) 225-5051

**Congress of the United States**  
**House of Representatives**

COMMITTEE ON OVERSIGHT AND REFORM

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WASHINGTON, DC 20515-6143

Majority (202) 225-6051  
Minority (202) 225-6074  
<http://oversight.house.gov>

August 4, 2020

The Honorable Steven Dillingham  
Director  
U.S. Census Bureau  
4600 Silver Hill Rd  
Suitland-Silver Hill, MD 20746

Dear Director Dillingham:

In light of alarming news about additional efforts to rush and politicize the 2020 Census, the Committee on Oversight and Reform requests the appearance of Census Bureau employees for transcribed interviews.

Last night, you issued a statement that the Census Bureau will be ending Non-Response Follow-Up (NRFU) and online responses on September 30, 2020—a full month earlier than previously announced.<sup>1</sup> You did not mention this change during your testimony last week before the Committee. This move will rush the enumeration process, result in inadequate follow-up, and undercount immigrant communities and communities of color who are historically undercounted. As Former Director John Thompson testified to the Committee:

The career people who are experts at taking the census requested a four month extension of the deadlines that's in their Title. They know what they are doing. They know what it's going to take to get the census done. Not extending those deadlines is going to put tremendous pressure on the Census Bureau. It's not clear what kind of quality counts they can produce if they don't get the extension. So it could be a really big problem.<sup>2</sup>

Senior career staff at the Census Bureau have publicly stated that meeting the statutory deadlines is impossible because of the delays that have already occurred. On July 8, 2020, Al Fontenot, Associate Director for Decennial Census Programs, stated of the December 31, 2020, statutory deadlines: “We are past the window of being able to get those counts by those dates at

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<sup>1</sup> U.S. Census Bureau, *Statement from U.S. Census Bureau Director Steven Dillingham: Delivering a Complete and Accurate 2020 Census Count* (Aug. 3, 2020) (online at [www.census.gov/newsroom/press-releases/2020/delivering-complete-accurate-count.html](http://www.census.gov/newsroom/press-releases/2020/delivering-complete-accurate-count.html)).

<sup>2</sup> *Oversight Committee Held Emergency Hearing on Trump Administration's Unconstitutional Politicization of 2020 Census* (July 29, 2020) (online at <https://oversight.house.gov/news/press-releases/oversight-committee-held-emergency-hearing-on-trump-administration-s>).

this point.”<sup>3</sup> On May 26, 2020, Tim Olson, Associate Director for Field Operations, said publicly: “We have passed the point where we could even meet the current legislative requirement of December 31. We can’t do that anymore.”<sup>4</sup>

Testimony on July 29, 2020, during the Committee’s emergency hearing underscored the Committee’s concerns about the administration of the 2020 Census. Four former Directors of the Census Bureau testified that the President’s memorandum issued on July 21, 2020, directing the Secretary of Commerce to exclude undocumented immigrants from the apportionment count, is unconstitutional.

In addition, your testimony at that hearing revealed new and troubling information about the White House’s inappropriate partisan influence over how the 2020 Census is conducted. For example, when you were asked whether you or anyone else at the Census Bureau contributed to the President’s July 21, 2020, legal memorandum or provided any input on it before it was released, you responded, “Madam Chairwoman, I certainly did not, and I’m not aware of others in the Census Bureau that did.”<sup>5</sup> When you were asked when you first became aware of the President’s intention to exclude undocumented immigrants from the Apportionment count, you responded, “As I recall, someone from the press reported that a directive may be coming down.”<sup>6</sup>

For the foregoing reasons, the Committee requests that Census Bureau officials appear for virtual transcribed interviews on the following dates:

- \* **August 10, 2020:** Enrique Lamas, Chief Advisor to the Deputy Director;
- \* **August 11, 2020:** Timothy P. Olson, Associate Director for Field Operations;
- \* **August 12, 2020:** Victoria Velkoff, Associate Director for Demographic Programs;
- \* **August 14, 2020:** Albert Fontenot, Jr, Associate Director for Decennial Census Programs;
- \* **August 17, 2020:** John Abowd, Chief Scientist and Associate Director for Research and Methodology;
- \* **August 19, 2020:** Adam Korzeniewski, Assistant Deputy Director for Policy;
- \* **August 20, 2020:** Nathaniel Cogley, Deputy Director for Policy; and
- \* **August 21, 2020:** Ron S. Jarmin, Deputy Director and Chief Operating Officer.

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<sup>3</sup> *Republicans Signal They’re Willing To Cut The Census Counting Short*, National Public Radio (July 28, 2020) (online at [www.npr.org/2020/07/28/895744449/republicans-signal-theyre-willing-to-cut-short-census-counting](http://www.npr.org/2020/07/28/895744449/republicans-signal-theyre-willing-to-cut-short-census-counting)).

<sup>4</sup> *‘We’re Running Out of Time’: Census Turns to Congress to Push Deadlines*, National Public Radio (May 27, 2020) (online at [www.npr.org/sections/coronavirus-live-updates/2020/05/27/863290458/we-re-running-out-of-time-census-turns-to-congress-to-push-deadlines](http://www.npr.org/sections/coronavirus-live-updates/2020/05/27/863290458/we-re-running-out-of-time-census-turns-to-congress-to-push-deadlines)).

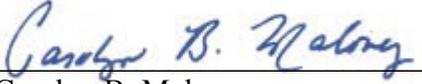
<sup>5</sup> Committee on Oversight and Reform, *Counting Every Person: Safeguarding the 2020 Census Against the Trump Administration’s Unconstitutional Attacks* (July 29, 2020) (online at <https://oversight.house.gov/legislation/hearings/counting-every-person-safeguarding-the-2020-census-against-the-trump>).

<sup>6</sup> *Id.*

The Committee on Oversight and Reform is the principal oversight committee of the House of Representatives and has broad authority to investigate “any matter” at “any time” under House Rule X. In addition, the Committee has jurisdiction over “Population and demography generally, including the Census.”<sup>7</sup>

Please confirm whether the requested witnesses will appear voluntarily by August 7, 2020. If you have any questions regarding this request, please contact Committee staff at (202) 225-5051.

Sincerely,

  
\_\_\_\_\_  
Carolyn B. Maloney  
Chairwoman

cc: The Honorable James R. Comer, Ranking Member

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<sup>7</sup> House rule X, clause 1(n)(8).

Census Unedited File (CUF) production and quality assurance

Admin records available and processed by Person Identification Validation System (PVS) Slide 7

Prior to 12/14/2020

CUF finalized 12/14/2020

After 12/14/2020

Tabulation of resident population and federally affiliated overseas population (FACO); tabulation of ICE detention centers\*; QA procedures. This will meet the December 31, 2020 deadline. Slides 6 and 10

9 days (12/23) CUF processed by PVS Slide 8

7 days (12/30) Matching admin records to CUF and quality assurance (QA) Slide 8

5 days (1/4) Applying rules to assign status of the unauthorized immigrant Slide 9

3 days (1/7) Quality assurance of tabulation and demographic reasonableness review. Slide 10

1 days (1/8) Apply disclosure avoidance to unauthorized immigrant counts and QA Slide 10

2 days (1/10) Quality assurance of transmittal package Slide 11

Transmittal package  
Table with 3 columns - resident population, FACO, and unauthorized immigrants

\* ICE detention centers tabulation will only be used as an input to tabulation of unauthorized immigrants and will not be released separately due to disclosure issues.

**To:** stevendillingham@comcast.net (b) (6)  
**From:** Steven Dillingham (CENSUS/DEPDIR FED)/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=09DC165EB6DD488E9F3A9A0CE6B45130-DILLINGHAM,]  
**Sent:** Tue 8/11/2020 12:59:08 PM (UTC)  
**Subject:** Fw: Discussion of Summary of PM Options and Schedule  
[2020-08-10 One Pager on Options v3 nc,sd.docx](#)

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**From:** Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>  
**Sent:** Monday, August 10, 2020 7:54 PM  
**To:** Risko, Daniel (Federal) <DRisko@doc.gov>  
**Cc:** Karen "KDK" Dunn Kelley <kkelley@doc.gov>  
**Subject:** Fw: Discussion of Summary of PM Options and Schedule

---

**From:** Steven Dillingham (CENSUS/DEPDIR FED)  
**Sent:** Monday, August 10, 2020 7:53 PM  
**To:** Enrique Lamas (CENSUS/DEPDIR FED) <Enrique.Lamas@census.gov>  
**Cc:** Nathaniel Cogley (CENSUS/DEPDIR FED) <nathaniel.cogley@census.gov>  
**Subject:** Discussion of Summary of PM Options and Schedule

Excellent work, many thanks. Nathaniel made a substantive edit and I corrected a few words. It was sent to Dan and Karen to review. I assume we will discuss the summary tomorrow afternoon with S-1, probably as part of small group. Anyone needed besides us three and the DOC leadership team?

**Steven D. Dillingham, Ph.D.**, Director  
U.S. Census Bureau  
o: 301-763-2135 | m: (b) (6)  
[census.gov](https://www.census.gov) | [@uscensusbureau](https://twitter.com/uscensusbureau)

**To:** Risko, Daniel (Federal)[DRisko@doc.gov]  
**Cc:** Karen "KDK" Dunn Kelley[kkelley@doc.gov]  
**From:** Steven Dillingham (CENSUS/DEPDIR FED)/[O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=09DC165EB6DD488E9F3A9A0CE6B45130-DILLINGHAM,]  
**Sent:** Mon 8/10/2020 11:54:28 PM (UTC)  
**Subject:** Fw: Discussion of Summary of PM Options and Schedule

(b) (5)

---

**From:** Steven Dillingham (CENSUS/DEPDIR FED)  
**Sent:** Monday, August 10, 2020 7:53 PM  
**To:** Enrique Lamas (CENSUS/DEPDIR FED) <Enrique.Lamas@census.gov>  
**Cc:** Nathaniel Cogley (CENSUS/DEPDIR FED) <nathaniel.cogley@census.gov>  
**Subject:** Discussion of Summary of PM Options and Schedule

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**Steven D. Dillingham, Ph.D.,** Director  
U.S. Census Bureau  
o: 301-763-2135 | m: (b) (6)  
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**To:** Nathaniel Cogley (CENSUS/DEPDIR FED)[nathaniel.cogley@census.gov]; Benjamin A Overholt (CENSUS/DEPDIR FED)[benjamin.a.overholt@census.gov]; Adam Michael Korzeniewski (CENSUS/DEPDIR FED)[adam.m.korzeniewski@census.gov]  
**Cc:** Michael John Sprung (CENSUS/DEPDIR FED)[michael.j.sprung@census.gov]  
**Bcc:** Steven K Smith (CENSUS/DEPDIR FED)[steven.k.smith@census.gov]  
**From:** Steven Dillingham (CENSUS/DEPDIR FED)/[O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=09DC165EB6DD488E9F3A9A0CE6B45130-DILLINGHAM,]  
**Sent:** Tue 9/8/2020 4:29:43 PM (UTC)  
**Subject:** Fw: QUICK ATTENTION - Fw: Bureau review of key statements for HCOR Testimony next Thursday  
[FY19 ALL STAFF-#1917260-v1-4 2 STATEMENT OF FACTS FOR CENSUS BUREAU.DOCX](#)

FYI- Close Hold

---

**From:** Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>  
**Sent:** Tuesday, September 8, 2020 9:45 AM  
**To:** Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>; Michael John Sprung (CENSUS/DEPDIR FED) <michael.j.sprung@census.gov>; Steven K Smith (CENSUS/DEPDIR FED) <steven.k.smith@census.gov>  
**Subject:** Fw: QUICK ATTENTION - Fw: Bureau review of key statements for HCOR Testimony next Thursday

Ali Ahmad, Associate Director  
Communications Directorate  
U.S. Census Bureau  
O: 301-763-8789 | M: (b) (6)  
[Ali.M.Ahmad@census.gov](mailto:Ali.M.Ahmad@census.gov)  
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---

**From:** Colleen Holzbach (CENSUS/PCO FED) <Colleen.Holzbach@census.gov>  
**Sent:** Tuesday, September 8, 2020 9:36 AM  
**To:** Steven K Smith (CENSUS/DEPDIR FED) <steven.k.smith@census.gov>; Michael John Sprung (CENSUS/DEPDIR FED) <michael.j.sprung@census.gov>; Christa D Jones (CENSUS/DEPDIR FED) <Christa.D.Jones@census.gov>; Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>; Christopher J Stanley (CENSUS/OCIA FED) <christopher.j.stanley@census.gov>  
**Cc:** Kathleen M Styles (CENSUS/ADDC FED) <kathleen.m.styles@census.gov>; James L Dinwiddie (CENSUS/ADDC FED) <James.L.Dinwiddie@census.gov>  
**Subject:** QUICK ATTENTION - Fw: Bureau review of key statements for HCOR Testimony next Thursday

Good morning,

Attached is GAO's Statement of Facts they are using for Thursday's testimony. Decennial has reviewed it for accuracy and has no major issues but for the following:

(b) (5)

If you have any questions or concerns, we need to pass them along to GAO by COB today...

Colleen T. Holzbach, Program Manager  
Oversight Engagement, Policy Coordination Office  
U.S. Census Bureau  
o: 301-763-6339 | m: (b) (6)  
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**From:** Edwards, Alexandra <EdwardsAE@gao.gov>

**Sent:** Friday, September 4, 2020 6:05 PM

**To:** James L Dinwiddie (CENSUS/ADDC FED) <James.L.Dinwiddie@census.gov>

**Cc:** Sara A Rosario Nieves (CENSUS/ADDC FED) <Sara.A.Rosario.Nieves@census.gov>; Colleen Holzbach (CENSUS/PCO FED) <Colleen.Holzbach@census.gov>; Kemi Ariana Williams (CENSUS/PCO FED) <kemi.ariana.williams@census.gov>; Pearson, Lisa M <PearsonL@gao.gov>; Meyer, Kerstin R H <MeyerK@gao.gov>; Maqueda Escamilla, Paulina M <MaquedaEscamillaP@gao.gov>; Kathleen M Styles (CENSUS/ADDC FED) <kathleen.m.styles@census.gov>

**Subject:** RE: Bureau review of key statements for HCOR Testimony next Thursday

Hi all- I've attached our statement of facts for Thursday's testimony. Our apologies for the quick turnaround- this has been quite the hustle. Again, any comments on Tuesday would be much appreciated and I hope everyone gets to enjoy their Labor Day!

Alix

---

**From:** James L Dinwiddie (CENSUS/ADDC FED) <James.L.Dinwiddie@census.gov>

**Sent:** Friday, September 4, 2020 4:23 PM

**To:** Edwards, Alexandra <EdwardsAE@gao.gov>

**Cc:** Sara A Rosario Nieves (CENSUS/ADDC FED) <Sara.A.Rosario.Nieves@census.gov>; Colleen Holzbach (CENSUS/PCO FED) <Colleen.Holzbach@census.gov>; Kemi Ariana Williams (CENSUS/PCO FED) <kemi.ariana.williams@census.gov>; Pearson, Lisa M <PearsonL@gao.gov>; Meyer, Kerstin R H <MeyerK@gao.gov>; Maqueda Escamilla, Paulina M <MaquedaEscamillaP@gao.gov>; Kathleen M Styles (CENSUS/ADDC FED) <kathleen.m.styles@census.gov>

**Subject:** Re: Bureau review of key statements for HCOR Testimony next Thursday

Thanks for the update!

On Sep 4, 2020, at 4:06 PM, Edwards, Alexandra <[EdwardsAE@gao.gov](mailto:EdwardsAE@gao.gov)> wrote:

Sara- we just received word that we have a bit more flexibility—we don't need to send the statement now until Wednesday morning. We will try to get you something in the next few hours, and if you could get us something by mid-day Tuesday we'd appreciate it so we can fully incorporate your comments!

---

**From:** Sara A Rosario Nieves (CENSUS/ADDC FED) <[Sara.A.Rosario.Nieves@census.gov](mailto:Sara.A.Rosario.Nieves@census.gov)>

**Sent:** Friday, September 4, 2020 4:00 PM

**To:** Edwards, Alexandra <[EdwardsAE@gao.gov](mailto:EdwardsAE@gao.gov)>; James L Dinwiddie (CENSUS/ADDC FED) <[James.L.Dinwiddie@census.gov](mailto:James.L.Dinwiddie@census.gov)>; Colleen Holzbach (CENSUS/PCO FED) <[Colleen.Holzbach@census.gov](mailto:Colleen.Holzbach@census.gov)>; Kemi Ariana Williams (CENSUS/PCO FED) <[kemi.ariana.williams@census.gov](mailto:kemi.ariana.williams@census.gov)>

**Cc:** Pearson, Lisa M <[PearsonL@gao.gov](mailto:PearsonL@gao.gov)>; Meyer, Kerstin R H <[MeyerK@gao.gov](mailto:MeyerK@gao.gov)>; Maqueda Escamilla, Paulina M <[MaquedaEscamillaP@gao.gov](mailto:MaquedaEscamillaP@gao.gov)>; Kathleen M Styles (CENSUS/ADDC FED) <[kathleen.m.styles@census.gov](mailto:kathleen.m.styles@census.gov)>

**Subject:** Re: Bureau review of key statements for HCOR Testimony next Thursday

We can do our best to try to gather input and to reply back to you early Tuesday. Do you know around what time you'll be sharing the file?

---

### Sara A. Rosario Nieves

Chief, Strategic Planning and Portfolio Management | Decennial

U.S. Census Bureau | Office 301.763.2941 | Room (b) (6) | Cell: (b) (6)

Shape your future. START HERE > [2020census.gov](https://2020census.gov)

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**From:** Edwards, Alexandra <[EdwardsAE@gao.gov](mailto:EdwardsAE@gao.gov)>

**Sent:** Friday, September 4, 2020 3:47 PM

**To:** James L Dinwiddie (CENSUS/ADDC FED) <[James.L.Dinwiddie@census.gov](mailto:James.L.Dinwiddie@census.gov)>; Colleen Holzbach (CENSUS/PCO FED) <[Colleen.Holzbach@census.gov](mailto:Colleen.Holzbach@census.gov)>; Sara A Rosario Nieves (CENSUS/ADDC FED) <[Sara.A.Rosario.Nieves@census.gov](mailto:Sara.A.Rosario.Nieves@census.gov)>; Kemi Ariana Williams (CENSUS/PCO FED) <[kemi.ariana.williams@census.gov](mailto:kemi.ariana.williams@census.gov)>

**Cc:** Pearson, Lisa M <[PearsonL@gao.gov](mailto:PearsonL@gao.gov)>; Meyer, Kerstin R H <[MeyerK@gao.gov](mailto:MeyerK@gao.gov)>; Maqueda Escamilla, Paulina M <[MaquedaEscamillaP@gao.gov](mailto:MaquedaEscamillaP@gao.gov)>

**Subject:** Bureau review of key statements for HCOR Testimony next Thursday

BC-DOC-CEN-2020-001602-004839

Happy long weekend! We are currently crashing on a hearing for House Oversight next Thursday (9/10) for which Chris Mihm will be testifying. It will be mostly focused on the [August QL that just came out](#), but will have some updates and be structured a little differently, so we wanted to run it by you. If we are able to get it to you tonight or early tomorrow would the Bureau be able to get us your thoughts by early on Tuesday? I believe the hill has requested our statement by 10AM Tuesday morning.

Alix Edwards

Assistant Director, Strategic Issues

U.S. Government Accountability Office

202-512-5591

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**\*\*\*DRAFT\*\*\***

# 2020 Census Data Processing Planning

8/24/2020

U//FOUO

Unclassified/ For Official Use Only

Shape  
your future  
START HERE >

United States<sup>®</sup>  
Census  
2020

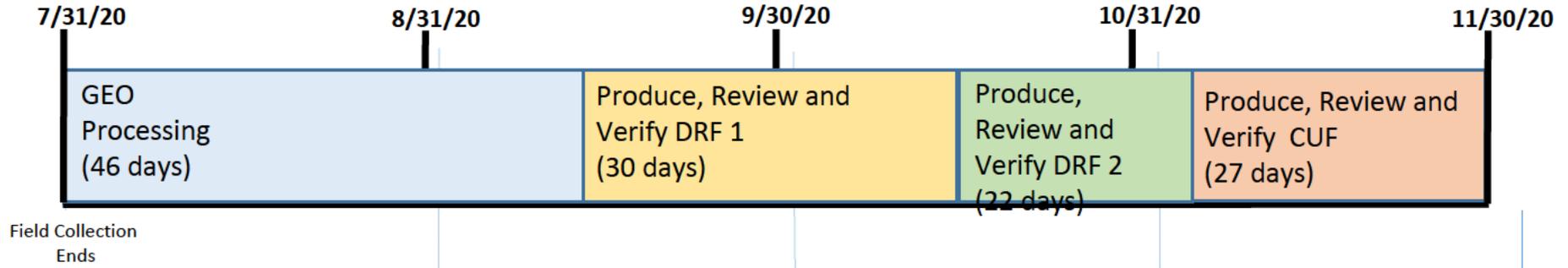
BC-DOC-CEN-2020-001602-004841

# Overview

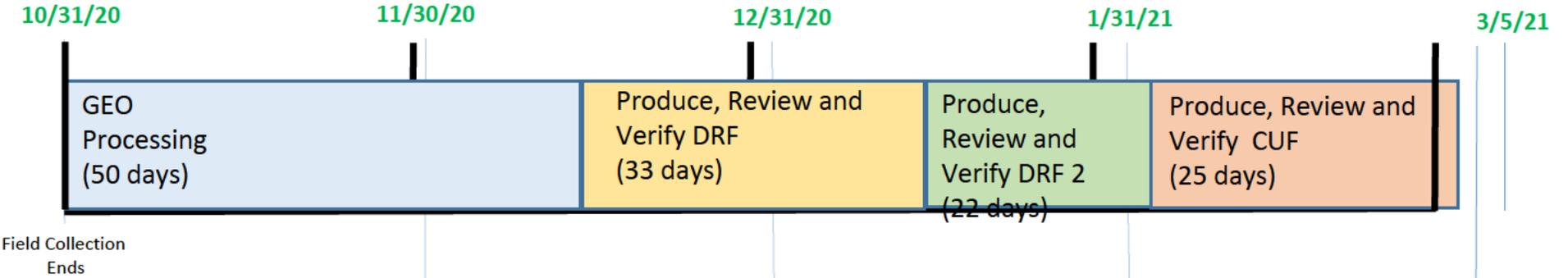
- This is a viable plan to deliver the final Census Unedited File (CUF) by 12/14/2020
- It cuts a four-month process down to two and a half months
- It optimizes staff and computing resources to be in operation 24/7, weekends and holidays
- It streamlines and limits processes to focus only on Apportionment, separating and deferring redistricting processing
- Contingent on field operations ending 9/30/2020, we identified any process that could start earlier, run in parallel, or be eliminated
- This plan presents risk to data accuracy
- If risks are realized, they will require decisions that weigh data accuracy and U.S. Census Bureau reputation against schedule delays
- By closely managing both the process and the risks, our intention continues to be to produce an accurate, defensible 2020 Census count

# Re-Planning for 2020 Census Post Processing

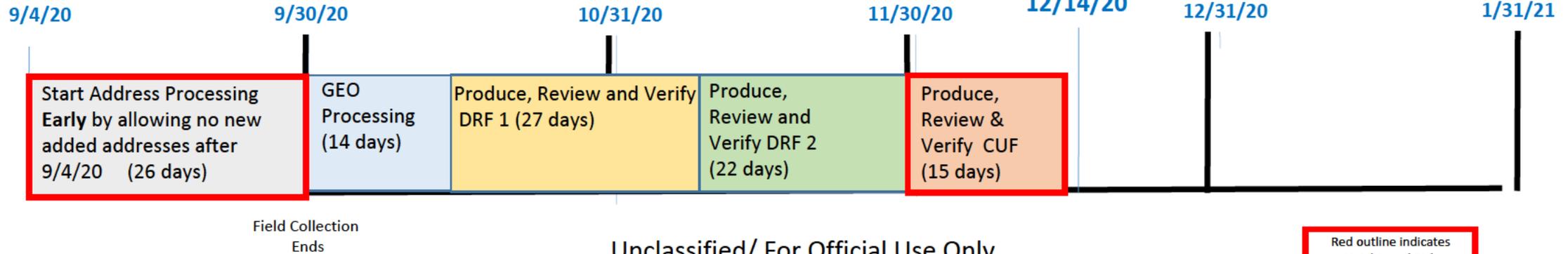
## Original Plan (Before COVID 19)



## COVID 19 Plan



## Current Plan



Unclassified/ For Official Use Only

Red outline indicates Heightened Risk

# Creating the MAF/TIGER Benchmark – Bottom Line Plan

Geographic data built the foundation for 2020 Census data collection, tabulation, and dissemination. We have the most complete and accurate address list and maps in history. Nearly 152 million addresses were included in the 2020 Census enumeration universe.

In this plan we streamlined, rescheduled, and eliminated processing activities to meet the 12/14/2020 CUF delivery deadline

- No new addresses accepted from data collection operations after 9/4/2020
  - Any new addresses identified between then and 9/30/2020, the last day of data collection operations, and the population associated with those addresses **will not be included in the 2020 Census**
- This plan reduces the MAF address update process from 45 to 18 days per operation
- The benchmarking process is shortened from 34 to 20 days, eliminating 14 days worth of processing activities that will be cut now and deferred until the creation of the redistricting data products
- We have cancelled the internal independent review of the final list of addresses that will be used to tabulate 2020 Census data (MAF Extract)
- We are eliminating quality control steps that traditionally resulted in a nationwide delivery of all files at once. Instead states will now be delivered on a flow basis.

# Decennial Response Processing and Review – Producing Accurate 2020 Results

Once the 2020 Census MAF/TIGER collection benchmark is complete, we have the frame that will serve as the collection geography for 2020 Census response processing. The high-level process to deliver the Census Unedited File includes:

## Produce the Decennial Response File 1 (DRF1) – 27 days

- Integrate final collection geography data with the response data
- Standardize data collection modes data (phone, internet, paper and Non Response Follow Up), incorporating high-quality administrative records data as the response data for housing units that do not have an enumeration.
- Classify living quarters as Housing Units or Group Quarters
- Identify unique persons within an individual response
- Incorporate results from NRFU re-interview and electronic records from group quarters
- Determine final demographic variables from response data
- Standardize demographic data for person matching
- Remove responses from collection universe depending on residence criteria
- Perform baby delete criteria – flags person records for deletion for babies confirmed to be born after 4/1
- Assign IDs to non-ID cases
- Collate multiple sheet large HU paper responses

# Decennial Response Processing and Review – Producing Accurate 2020 Results

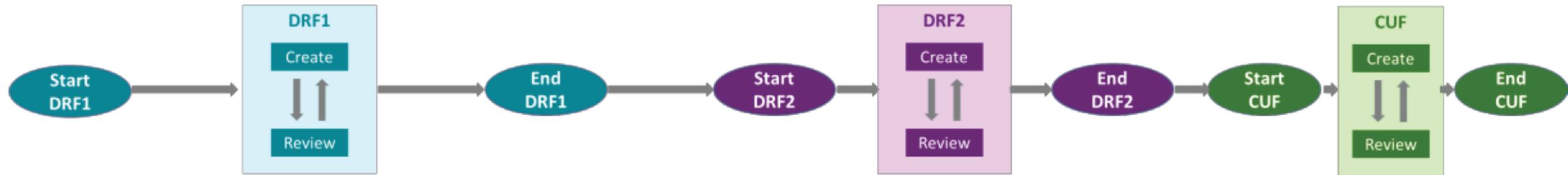
## Produce Decennial Response File 2 (DRF2) – 22 days

- Remove responses that meet criteria for being born after Census Day
- Execute Primary Selection Algorithm (PSA) - this resolves situations where we have more than one response for a single address
- Review and verify PSA results
- Process DRF2 state-by-state and at the national level

## Produce the Census Unedited File (CUF) – 15 days

- Determine the status for every housing unit as occupied, vacant or non-existent
- Identify the universe of data to include in the Census from the Sample Delivery File (SDF) and DRF2 and apply the Count Imputation (CI) operation to fill in the missing housing unit status and the missing household size
- Determine final population count for each address
- Review the population totals and their reasonableness
- Review and verify the data processing steps and products

# Decennial Response Processing- Bottom Line Plan



- **Improved DRPS System Performance in Preparation for 2020 Census Processing**

Upgraded Oracle Real Application Clusters (RAC) to Oracle Exadata environment. Exadata is a high-performing pre-configured combination of hardware and software that provides infrastructure for Oracle databases.

Infrastructure Platform Optimized for Oracle Databases

- Actively optimizing DRPS processing through monitoring large test executions and consultation with Oracle
- Adjusted code base to address bottlenecks

- **Optimized role assignments to ensure maximum staff resource usage during this shortened production period**

	DRF1	DRF2	CUF
Pre-Covid	Sept 15 – Oct 14, 2020	Oct 14 – Nov 4, 2020	Nov 4 – 30, 2020
Covid Replan	Dec 18 – Jan 19, 2021	Jan 19 – February 9, 2021	Feb 9 – March 5, 2021
Current Plan	Oct 14 – Nov 9, 2020	Nov 9 – Nov 30, 2020	Nov 30 – Dec 14, 2020
Schedule Savings from Pre-Covid	3 Days	0 Days	12 Days

# Enhancing and Accelerating Data Review

## Subject Matter Expert (SME) Review Improvements

- Increased analysis of real time response data to look for trends in data collection and shifting demographics
- Use of SME-developed and tested SAS review programs to automate data collection and data processing review
- The most in-depth demographic reasonableness review will be conducted on the first five to ten states produced by DRPS, with later states undergoing more cursory review checks
- Review of the DRF1 will occur to identify potential issues earlier; in 2010, SME review started with the DRF2
- The focus of the DRF1-CUF review will be on total population counts for apportionment; a separate team of analysts will be compiled to support the additional review of state totals
- Additional benchmarks are being developed to assess the reasonableness of state totals earlier in the review
- An automated issue tracking system and a streamlined communication plan will allow for quicker decision making about identified issues and provide additional information to senior leadership
- Creation of the DRF1 and CUF will operate concurrently with SME Reviews

# Risks During Data Processing and Review

- Reduced data processing and review time increases the risk regarding data quality.
- When anomalies are detected during processing or review, they are assessed and root cause is determined. Past experience tells us we will find anomalies. This means that as data issues are fixed, individual states or all states may need to be re-processed.
- State, multi-state, and national re-processing has been required in all recent censuses, and we anticipate, based on previous Censuses, the need to re-process state or national data in 2020 Census processing
- The 2020 Census implemented a number of new innovations this decade, such as internet data collection and administrative record enumeration. There other external factors that may impact the data, such as COVID. These factors also increase the risk of re-processing.
- The nature of one-time processing and the requirement to have the full universe complete for accurate review means we won't know the full extent of anomalies until we process the entire universe.
- It is unknown at this time if re-processing activities will disrupt decennial response processing and impact the timely delivery of the CUF.
- These schedule modifications have removed any ability to recover from late critical issues.

# Appendix

# Detailed Processing Steps

Activity ID	Activity Name	Calendar	OD	Start	Finish	Var- Start	Var- Finish
Z0ISR-12170	Conduct Internet Self-Response (ISR) Data Collection	3. 7 Day Federal Holiday thru 2023	230d	12-Mar-20	31-Oct-20	0d	0d
Z0NID-11020	Conduct Non-ID Clerical Process Operation	3. 7 Day Federal Holiday thru 2023	230d	12-Mar-20	31-Oct-20	0d	0d
Z0SQU-10500	Conduct Self-Response Quality Assurance	7 Day Federal Holiday thru 202	2 0d	12-Mar-20	1-Oct-20	0d	0d
Z0CQA-10830	Conduct Census Questionnaire Assistance (CQA) Inbound Operation	4. 7 Day No Holidays thru 2023	234d	12-Mar-20	31-Oct-20	0d	0d
Z0CQA-10840	Conduct Census Questionnaire Assistance (CQA) Outbound Operation	4. 7 Day No Holidays thru 2023	193d	22-Apr-20	31-Oct-20	0d	0d
Z0CIC-12520	Monitor CQA Outbound Call Telephone Operation	3. 7 Day Federal Holiday thru 2023	187d	24-Apr-20	31-Oct-20	0d	0d
Z0NRD-31520	Conduct NRFU Reinterview Field Data Collection	3. 7 Day Federal Holiday thru 2023	79d	12-Aug-20	31-Oct-20	0d	0d
Z0IPC-11080	Conduct 2020 Reminder Phase	4. 7 Day No Holidays thru 2023	79d	14-Aug-20	31-Oct-20	0d	0d
Z0MIS-22260	Create MAF/TIGER Benchmark for Final Collection Products and Services	3. 7 Day Federal Holiday thru 2023	22d	13-Nov-20	5-Dec-20	0d	1d
Z0MIS-20400	Create MAF Extract for Final Collection - MAF/TIGER	3. 7 Day Federal Holiday thru 2023	9d	6-Dec-20	14-Dec-20	1d	1d
Z0MIS-20410	QC MAF Extract for Final Collection - MAF/TIGER	3. 7 Day Federal Holiday thru 2023	9d	7-Dec-20	15-Dec-20	1d	1d
Z0MIS-20390	Deliver MAF Extract & Header File to DITD/CarDS for Final Collection - MAF/TIGER	3. 7 Day Federal Holiday thru 2023	2d	16-Dec-20	17-Dec-20	1d	3d
Z0CAR-50950	DITD/CarDS Receive MAF Extract from MAF/TIGER for Final SDF (Coil)	1. 5 Day Federal Holiday thru 202	0d	18-Dec-20		1d	1d
Z0CAR-50980	CarDS Ingests MAF Extract from MAF/TIGER for Final SDF (Coil)	4. 7 Day No Holidays thru 2023	2d	18-Dec-20	19-Dec-20	3d	3d
Z0CAR-51060	CarDS Creates and Review Final SDF (Coil)	4. 7 Day No Holidays thru 2023	4d	20-Dec-20	23-Dec-20	3d	6d
Z0CAR-51100	CarDS Delivers Final SDF (Coil) to DRPS	4. 7 Day No Holidays thru 2023	0d		23-Dec-20	6d	6d
Z0DRP-90590	DRPS Receives and Ingests Final Collection SDF from CarDS	4. 7 Day No Holidays thru 2023	3d	24-Dec-20	26-Dec-20	6d	9d
Z0DRP-90580	Create Initial Decennial Response File (PCDI/DRF1) - DRPS	1. 5 Day Federal Holiday thru 2023	12d	28-Dec-20	13-Jan-21	5d	5d
Z0DRP-11590	Deliver Initial Decennial Response File (PCDI/DRF1) to RPO/DSSD - DRPS	1. 5 Day Federal Holiday thru 2023	13d	30-Dec-20	19-Jan-21	5d	5d
Z0DRP-11600	Receive Approval of Decennial Response File (PCDI/DRF1) from RPO/DSSD - DRPS	1. 5 Day Federal Holiday thru 2023	1d	19-Jan-21	19-Jan-21	5d	5d
Z0DRP-90750	Create Initial Decennial Response File (PSA/DRF2) - DRPS	1. 5 Day Federal Holiday thru 2023	6d	19-Jan-21	26-Jan-21	5d	5d
Z0DRP-18430	Deliver Initial Decennial Response File (PSA/DRF2) to RPO/DSSD - DRPS	1. 5 Day Federal Holiday thru 2023	1d	26-Jan-21	26-Jan-21	5d	5d
Z0RPO-11250	Receive Primary Selection Algorithm File (PSA) (Final PSA/DRF2) from DRPS	1. 5 Day Federal Holiday thru 202	1d	26-Jan-21	26-Jan-21	5d	5d
Z0RPO-11260	Perform SME Review of Primary Selection Algorithm File (Final PSA/DRF2)	1. 5 Day Federal Holiday thru 2023	11d	26-Jan-21	9-Feb-21	5d	5d
Z0DRP-18440	Receive Approval of Decennial Response File (PSA/DRF2) from RPO/DSSD - DRPS	1. 5 Day Federal Holiday thru 2023	1d	9-Feb-21	9-Feb-21	5d	5d
Z0DRP-90610	Create Initial Census Unedited File (CUF) - DRPS	1. 5 Day Federal Holiday thru 2023	17d	9-Feb-21	4-Mar-21	5d	5d
Z0RPO-11270	Provide Results and Approval of Primary Selection Algorithm File (Final PSA/DRF2) to DRPS	1. 5 Day Federal Holiday thru 2023	0d		9-Feb-21	5d	5d
Z0DRP-18460	Deliver Initial Census Unedited File (CUF) to RPO/POP - DRPS	1. 5 Day Federal Holiday thru 2023	15d	11-Feb-21	4-Mar-21	5d	5d
Z0DRP-18470	Receive Approval of Census Unedited File (CUF) from RPO/POP - DRPS	1. 5 Day Federal Holiday thru 2023	1d	4-Mar-21	4-Mar-21	5d	5d
Z0DRP-18480	Deliver Final Census Unedited File (CUF) to POP / CDL - DRPS	1. 5 Day Federal Holiday thru 2023	0d		4-Mar-21	5d	5d
Z0DPD-10730	POP Receives Final CUF from CDL/DRPS	1. 5 Day Federal Holiday thru 2023	0d	5-Mar-21		5d	5d
Z0PMD-16890	-----Executive Review and Approve CUF-----	4. 7 Day No Holidays thru 2023	30d	5-Mar-21	3-Apr-21	7d	-2d
Z0DPD-10740	POP Creates/Verifies Apportionment Tables	1. 5 Day Federal Holiday thru 202	16d	5-Apr-21	26-Apr-21	1d	0d
Z0DPD-10750	POP Delivers Final Apportionment Tables to BOC DIR and CQAS	1. 5 Day Federal Holiday thru 2023	0d		26-Apr-21	0d	0d
Z0DPD-10760	BOC DIR/CQAS Assembles Final Apportionment Transmittal Package	1. 5 Day Federal Holiday thru 2023	4d	27-Apr-21	30-Apr-21	0d	0d
Z0DPD-10770	BOC DIR Delivers Final Apportionment Transmittal Package to DOC	1. 5 Day Federal Holiday thru 2023	0d		30-Apr-21	0d	0d
Z0DPD-10850	DOC Delivers Apportionment Counts to President (U.S.C. Article 1, Section 2)	1. 5 Day Federal Holiday thru 2023	0d		30-Apr-21	0d	0d

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August 10, 2020

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**Cc:** Karen "KDK" Dunn Kelley <kkelley@doc.gov>  
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Director's Office  
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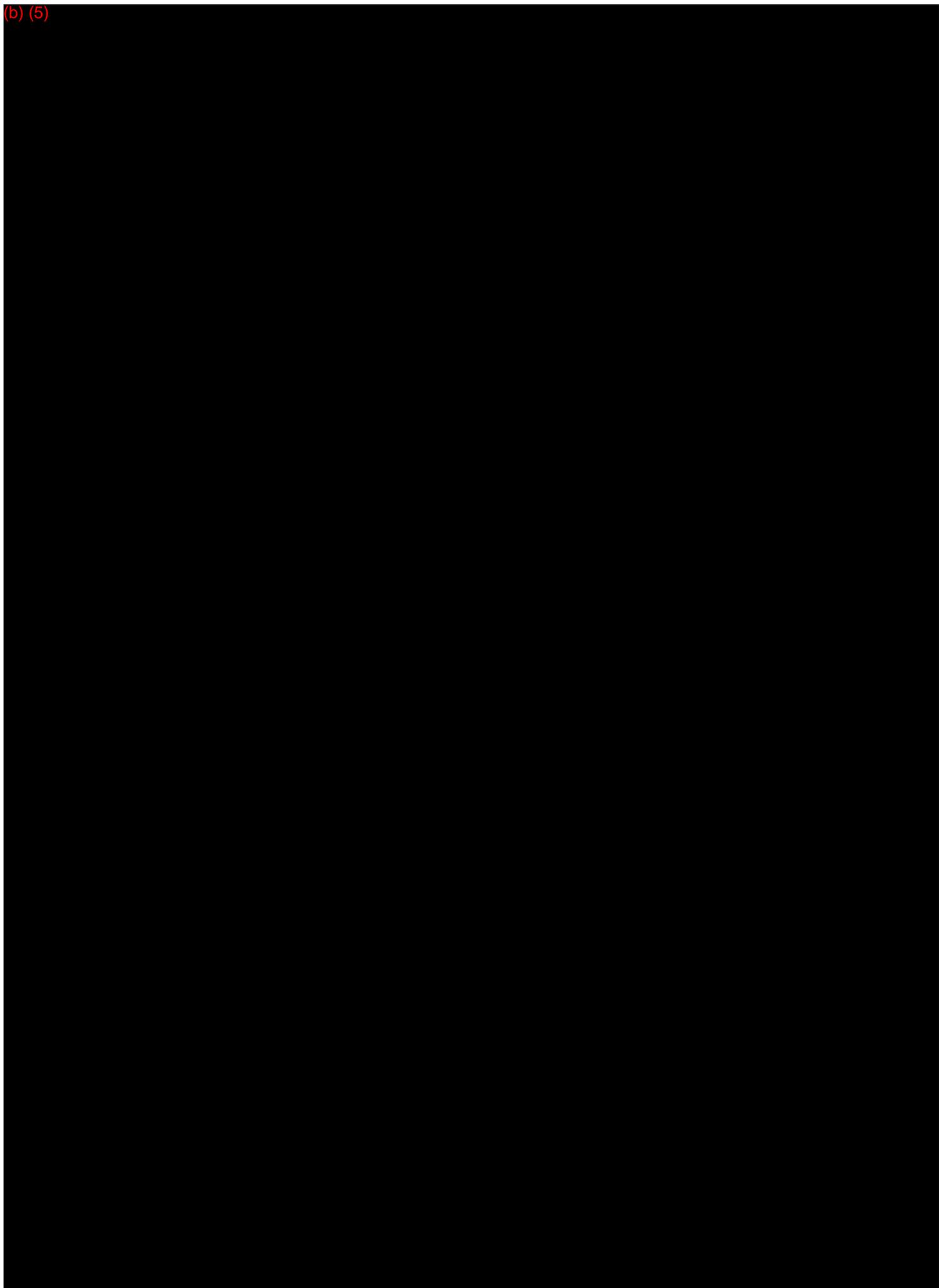
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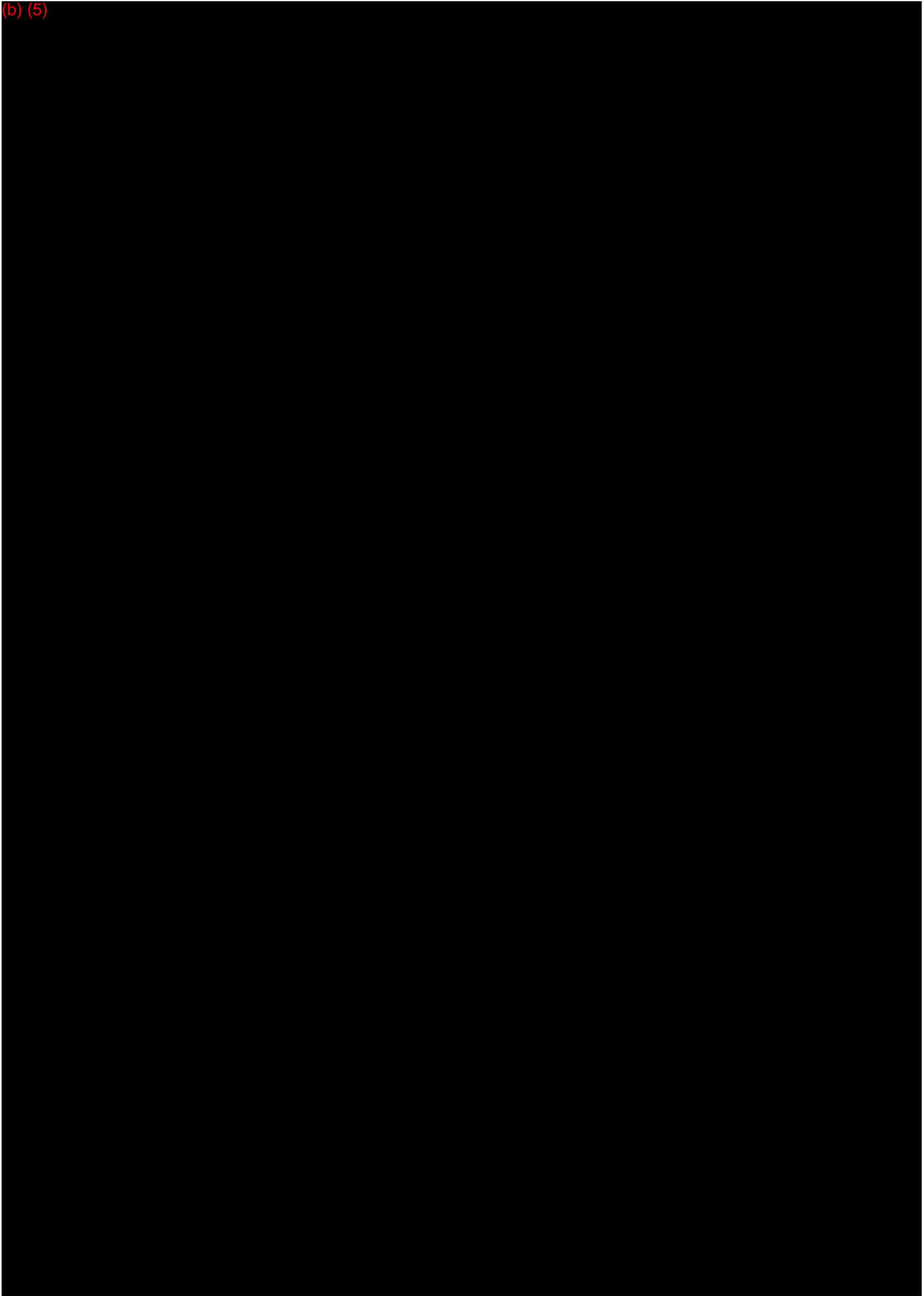
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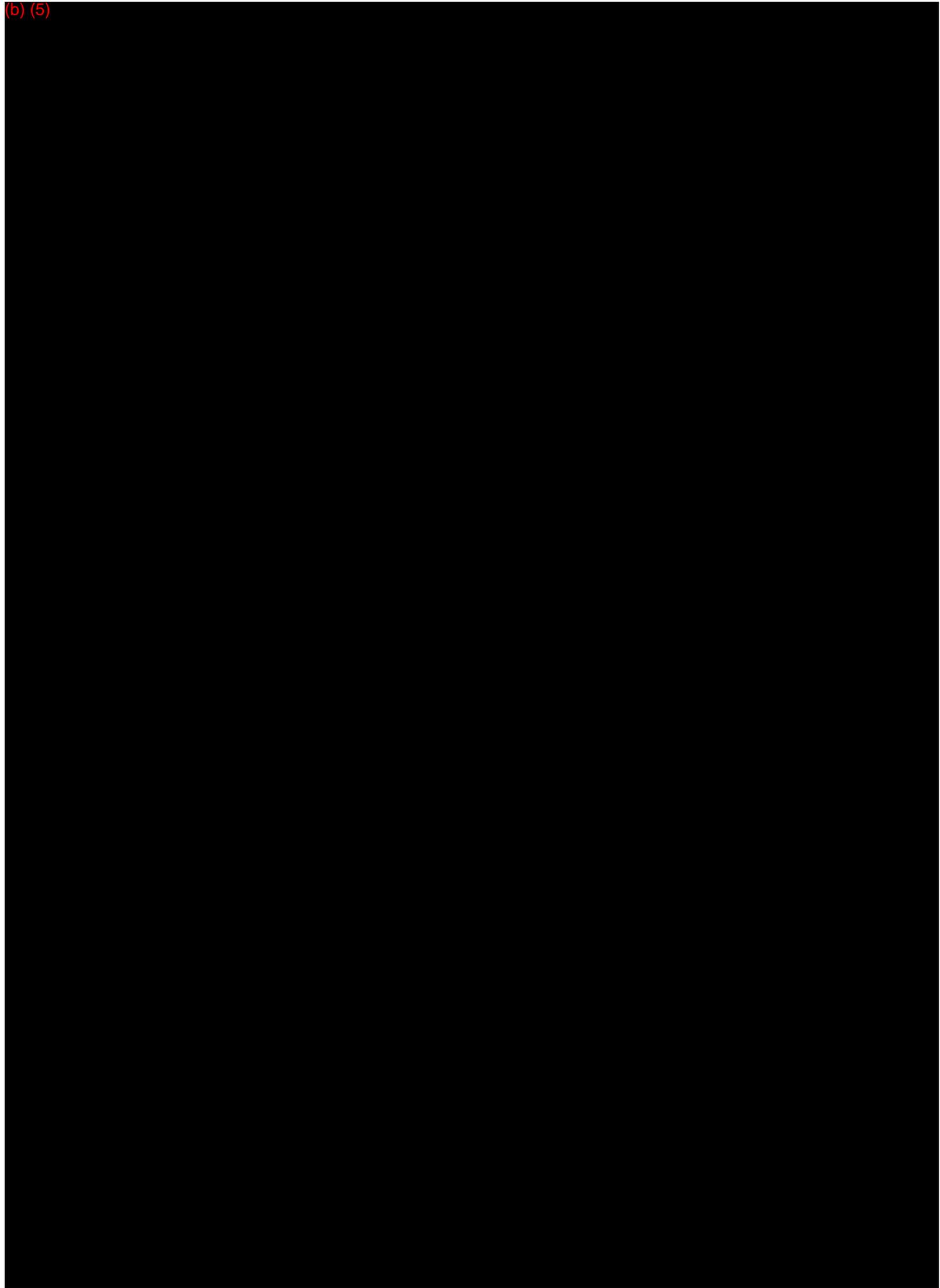


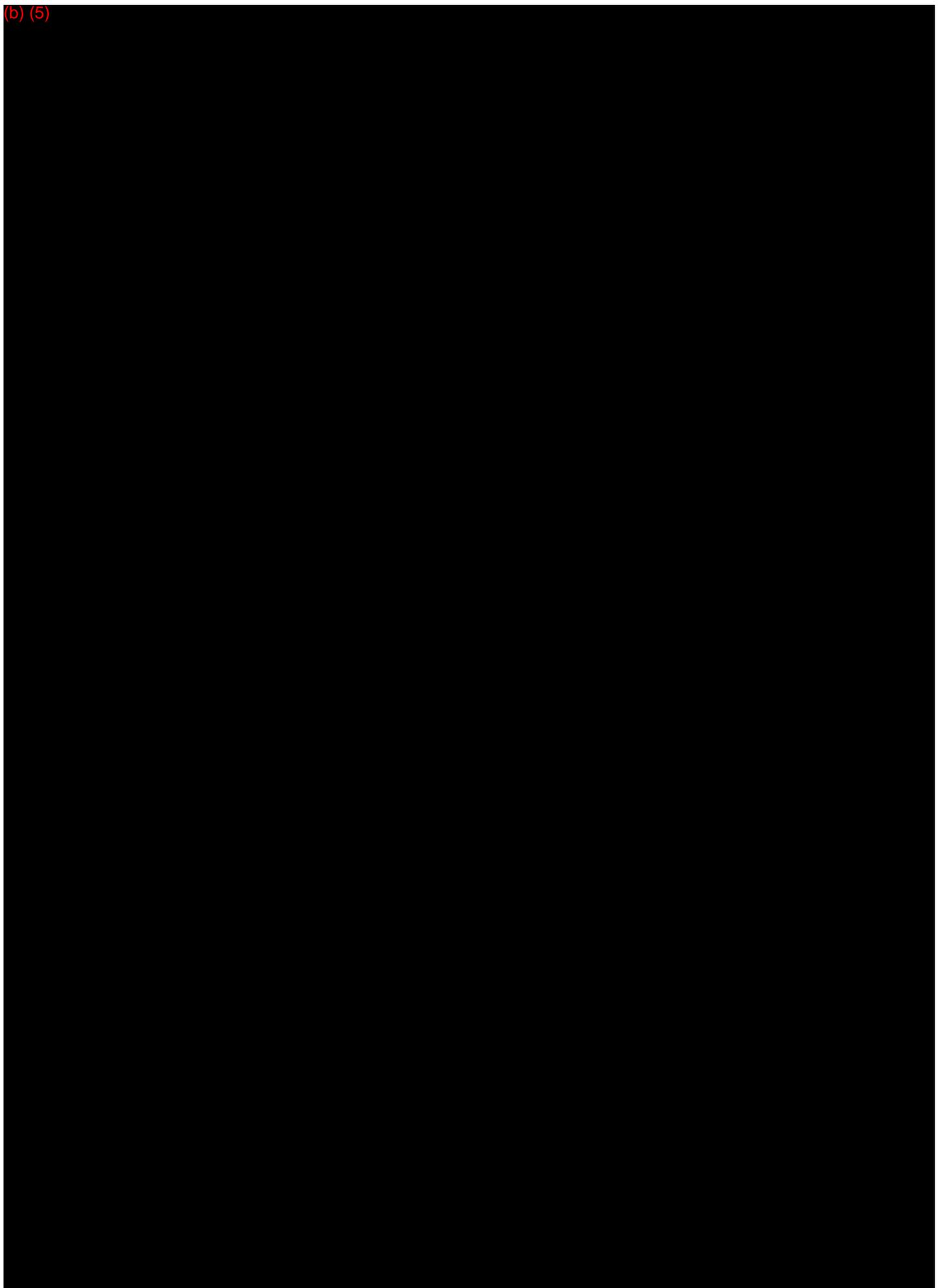












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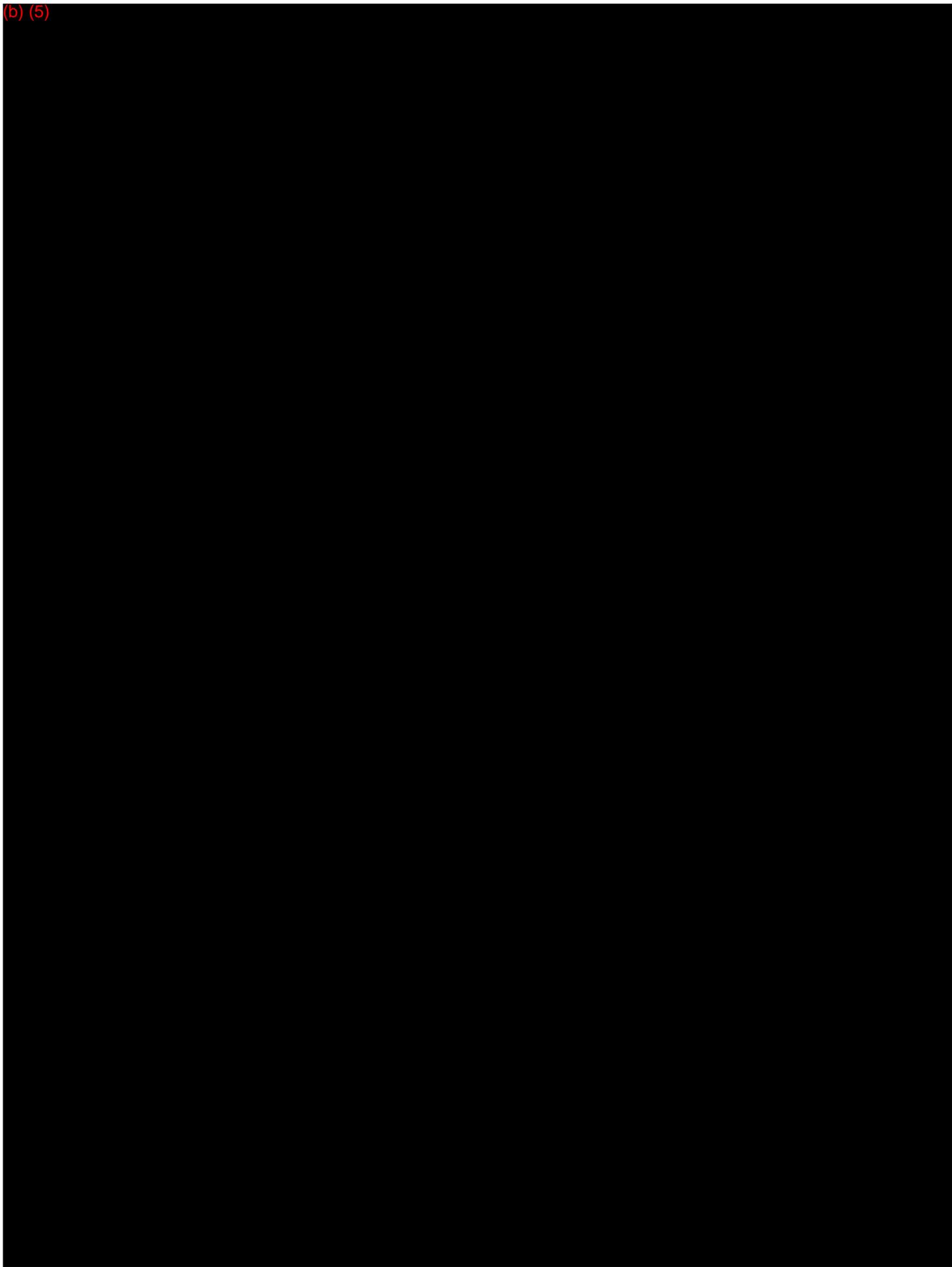
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**To:** stevendillingham@comcast (b) (6)  
**From:** Steven Dillingham (CENSUS/DEPDIR FED)/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=09DC165EB6DD488E9F3A9A0CE6B45130-DILLINGHAM,]  
**Sent:** Mon 7/27/2020 10:39:57 PM (UTC)  
**Subject:** Fw: Q&A current drafts  
(b) (5)

---

**From:** Christopher J Stanley (CENSUS/OCIA FED) <christopher.j.stanley@census.gov>  
**Sent:** Monday, July 27, 2020 3:44 PM  
**To:** Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>  
**Cc:** Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>  
**Subject:** Q&A current drafts

DRAFT - DELIBERATIVE

I did the appointee rough drafts as a separate document.

**Chris Stanley, Chief**  
Office of Congressional and Intergovernmental Affairs  
U.S. Census Bureau  
O: 301-763-4276 | M: (b) (6)  
[census.gov](https://www.census.gov) | [@uscensusbureau](https://twitter.com/uscensusbureau)  
**[Shape your future. START HERE > 2020census.gov](https://www.2020census.gov)**

**To:** Nathaniel Cogley (CENSUS/DEPDIR FED)[nathaniel.cogley@census.gov]  
**From:** Steven Dillingham (CENSUS/DEPDIR FED)[/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=09DC165EB6DD488E9F3A9A0CE6B45130-DILLINGHAM,]  
**Sent:** Mon 8/10/2020 10:07:37 PM (UTC)  
**Subject:** Fw: Minor edits to PM options document  
(b) (5)

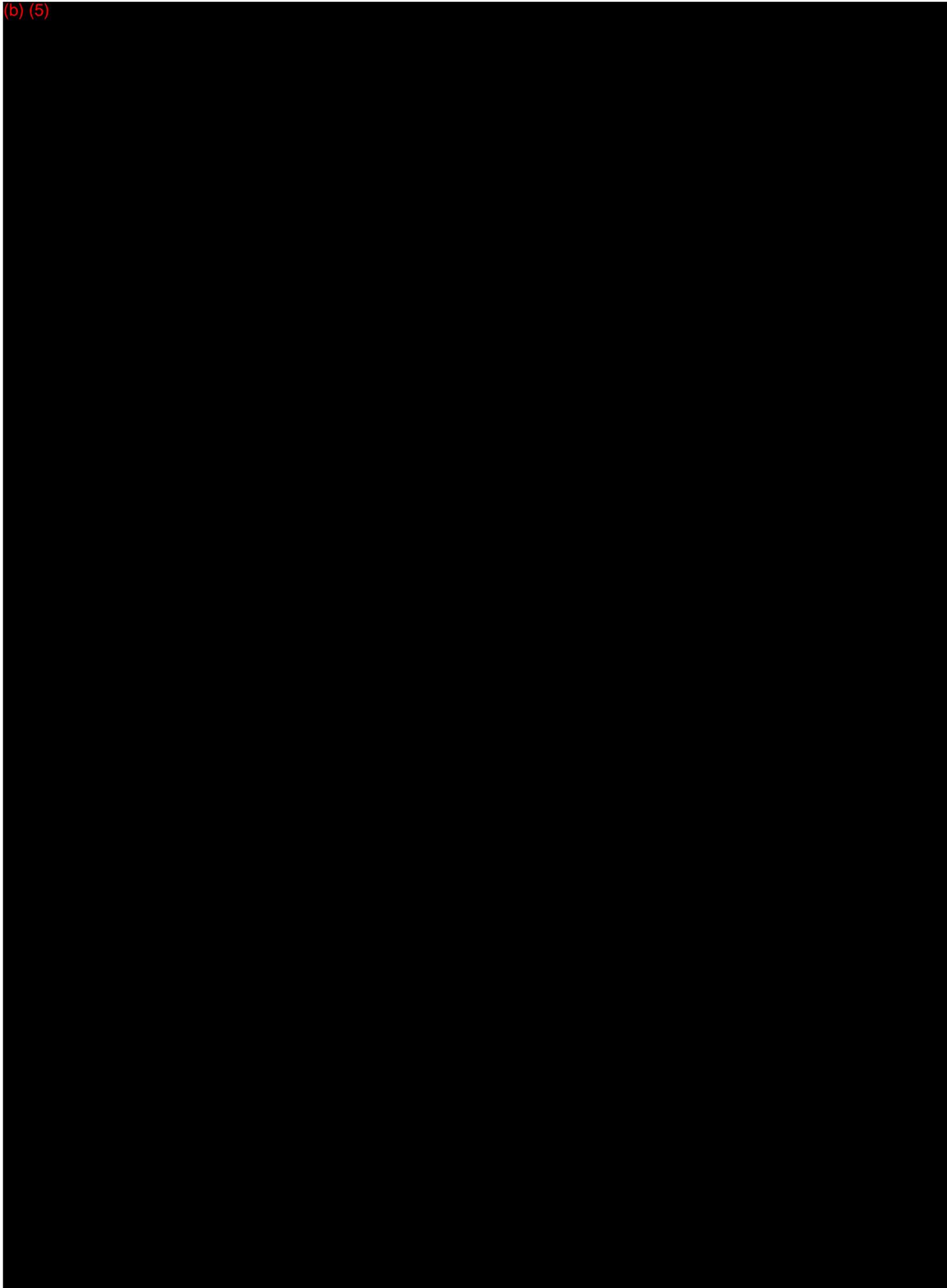
fyi

---

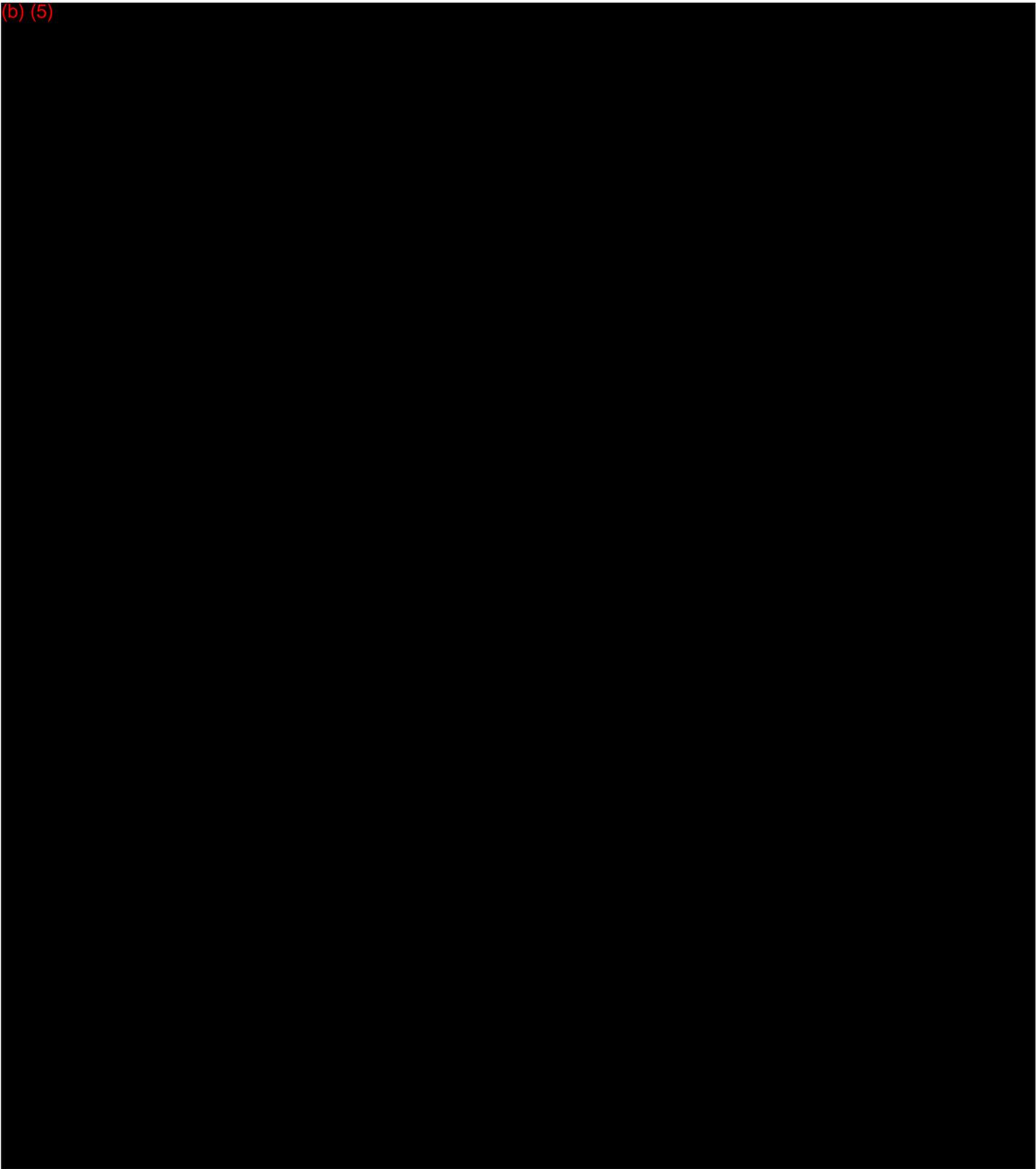
**From:** Steven Dillingham (CENSUS/DEPDIR FED)  
**Sent:** Monday, August 10, 2020 6:07 PM  
**To:** Risko, Daniel (Federal) <DRisko@doc.gov>  
**Cc:** Karen "KDK" Dunn Kelley <kkelley@doc.gov>  
**Subject:** Minor edits to PM options document

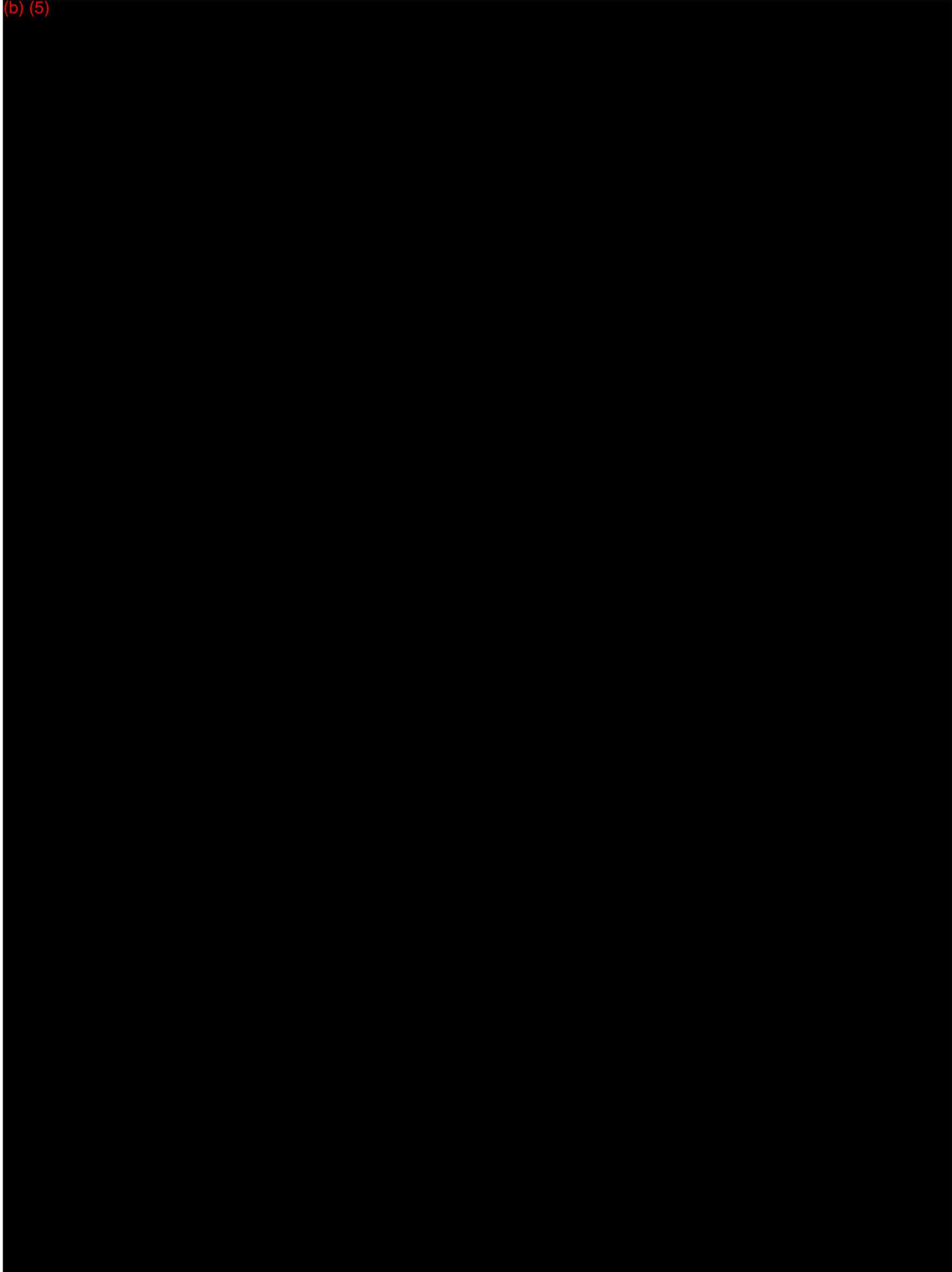
Enrique did an excellent job. Nathaniel had a single substantive edit in a footnote, and I added a couple of spelling, grammar edits. I recommend that Enrique lead in explaining the methodology update from the Bureau's career team, and Nathaniel and I can add as needed. Thoughts?

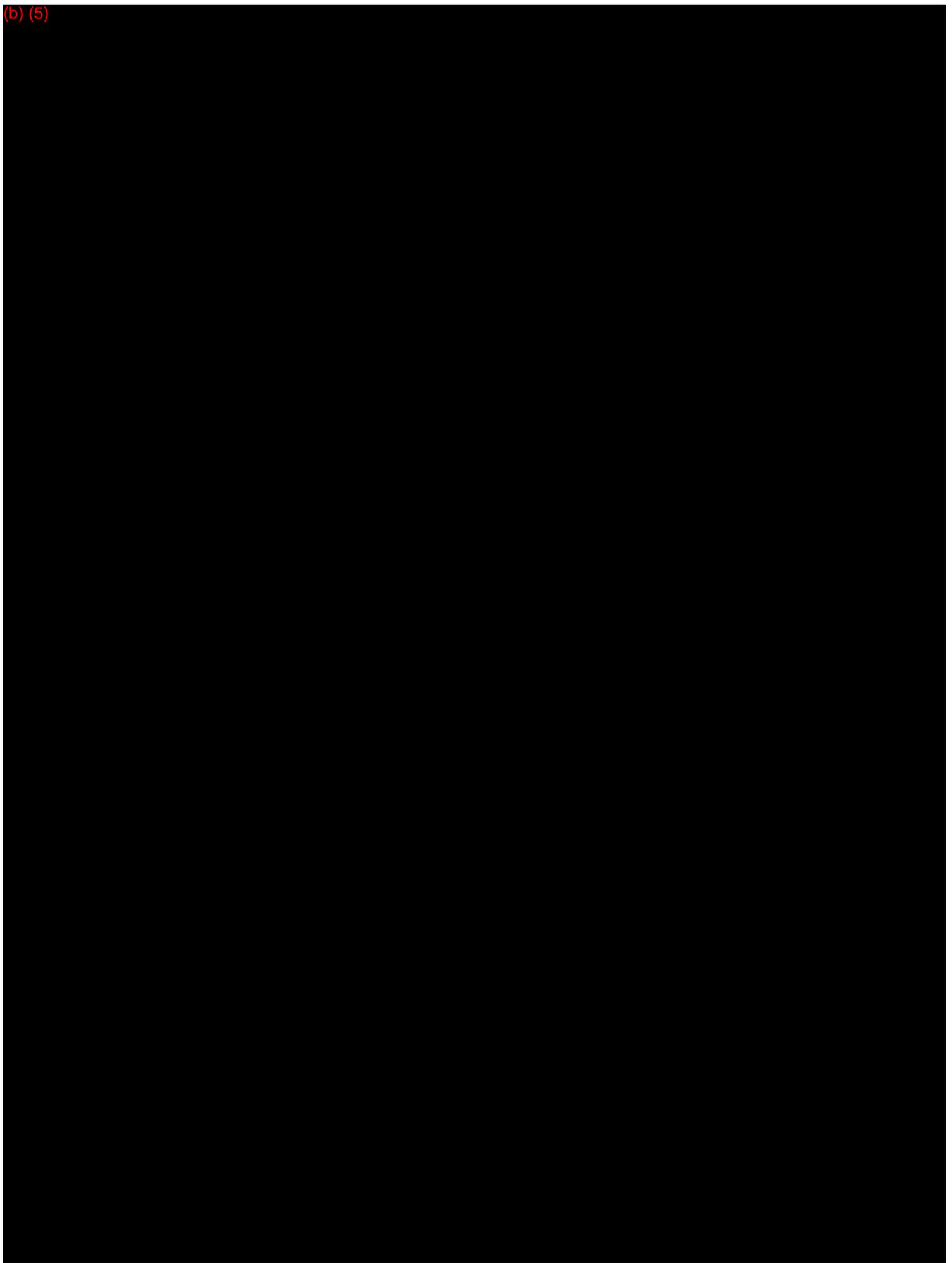
**Steven D. Dillingham, Ph.D.**, Director  
U.S. Census Bureau  
o: 301-763-2135 | m: (b) (6)  
[census.gov](https://www.census.gov) | [@uscensusbureau](https://twitter.com/uscensusbureau)



(b) (5)



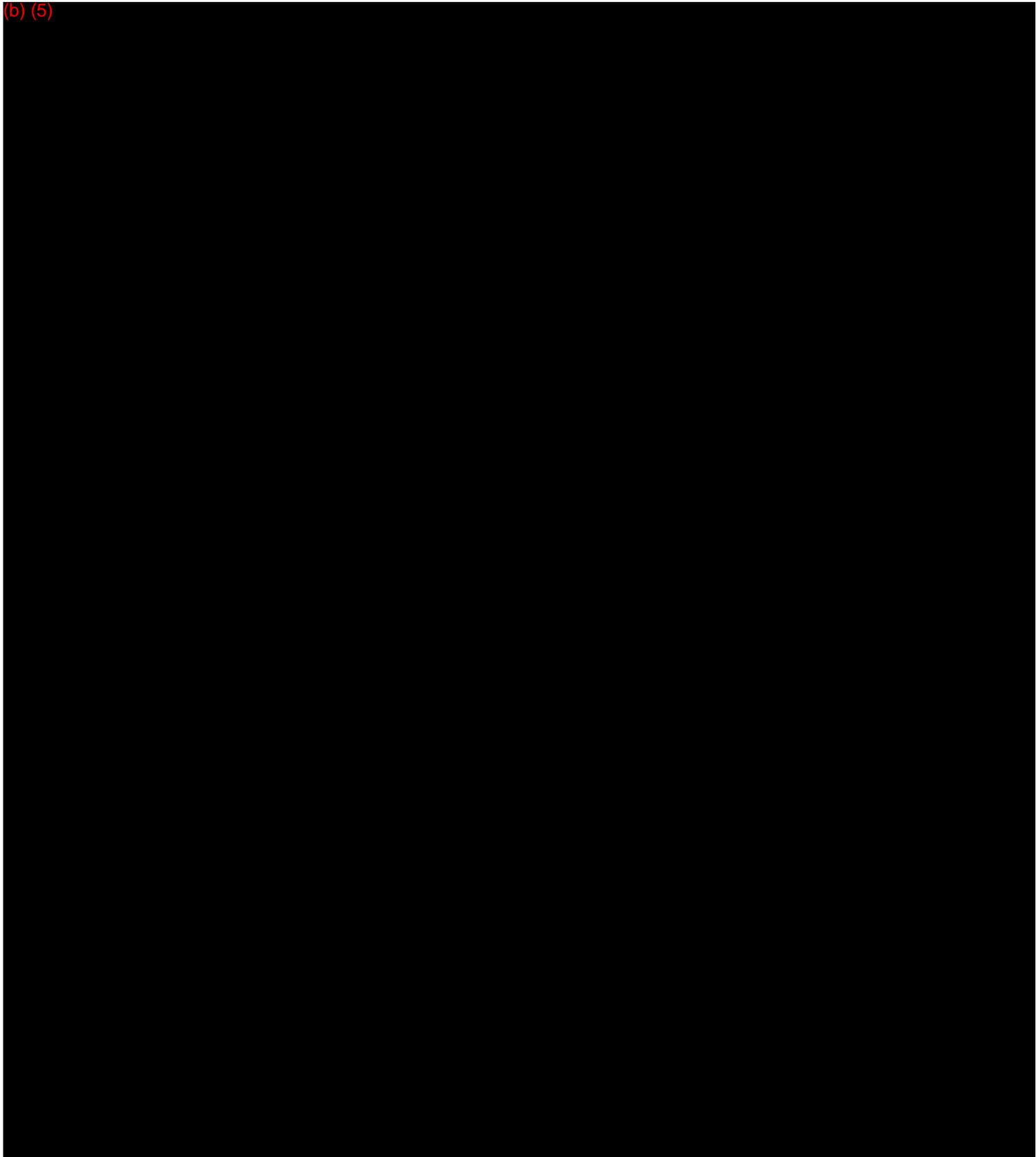


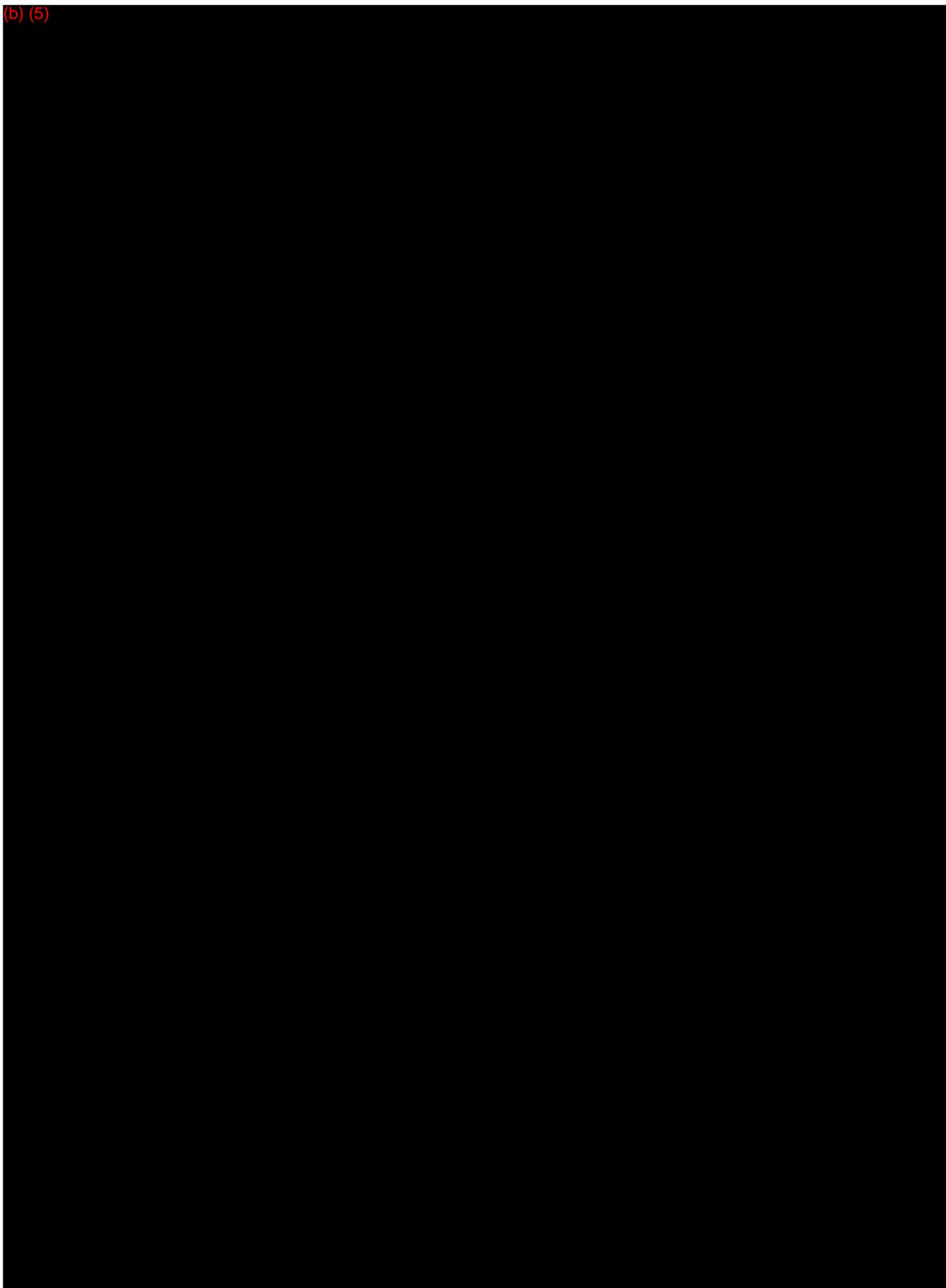


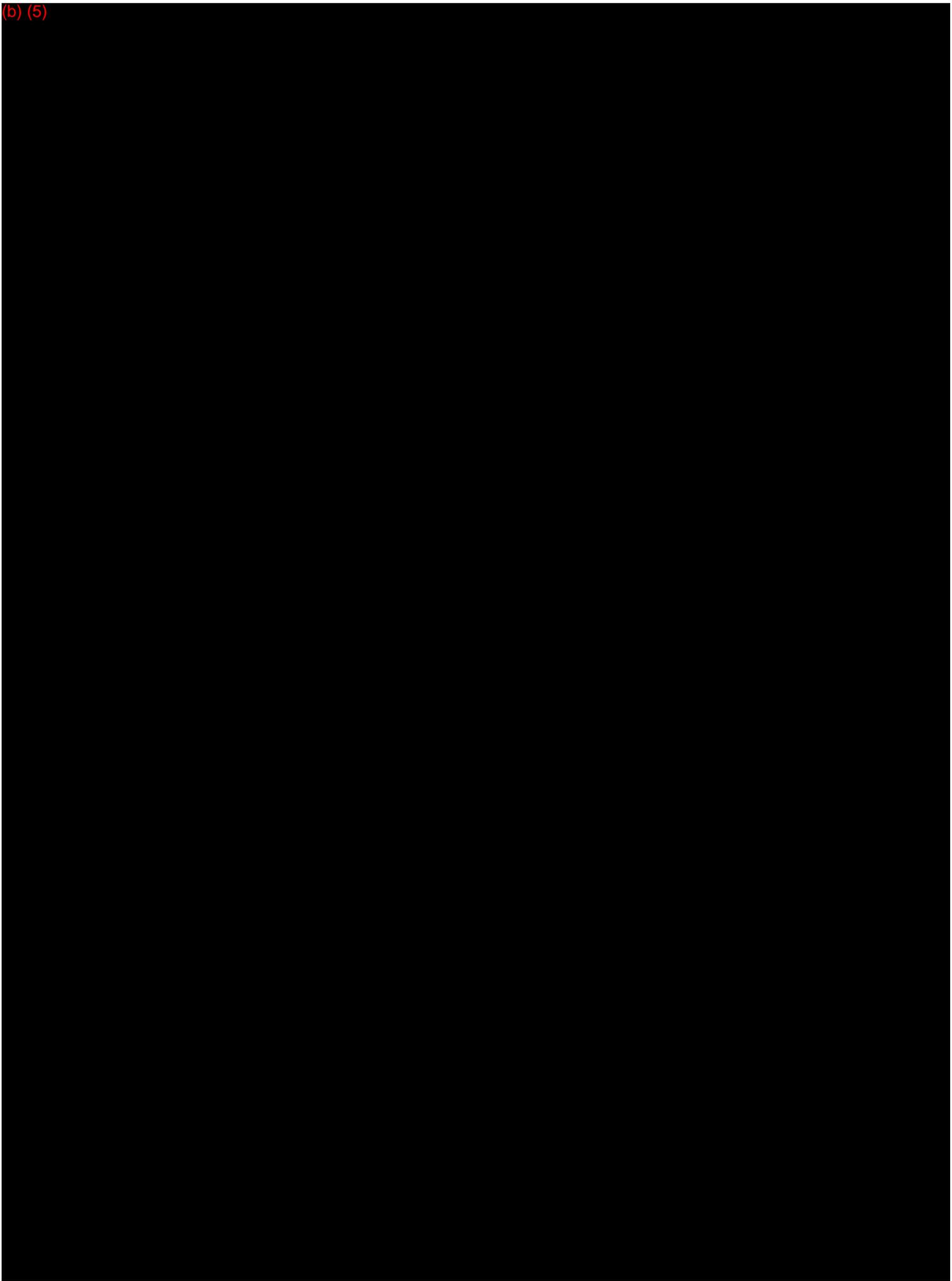






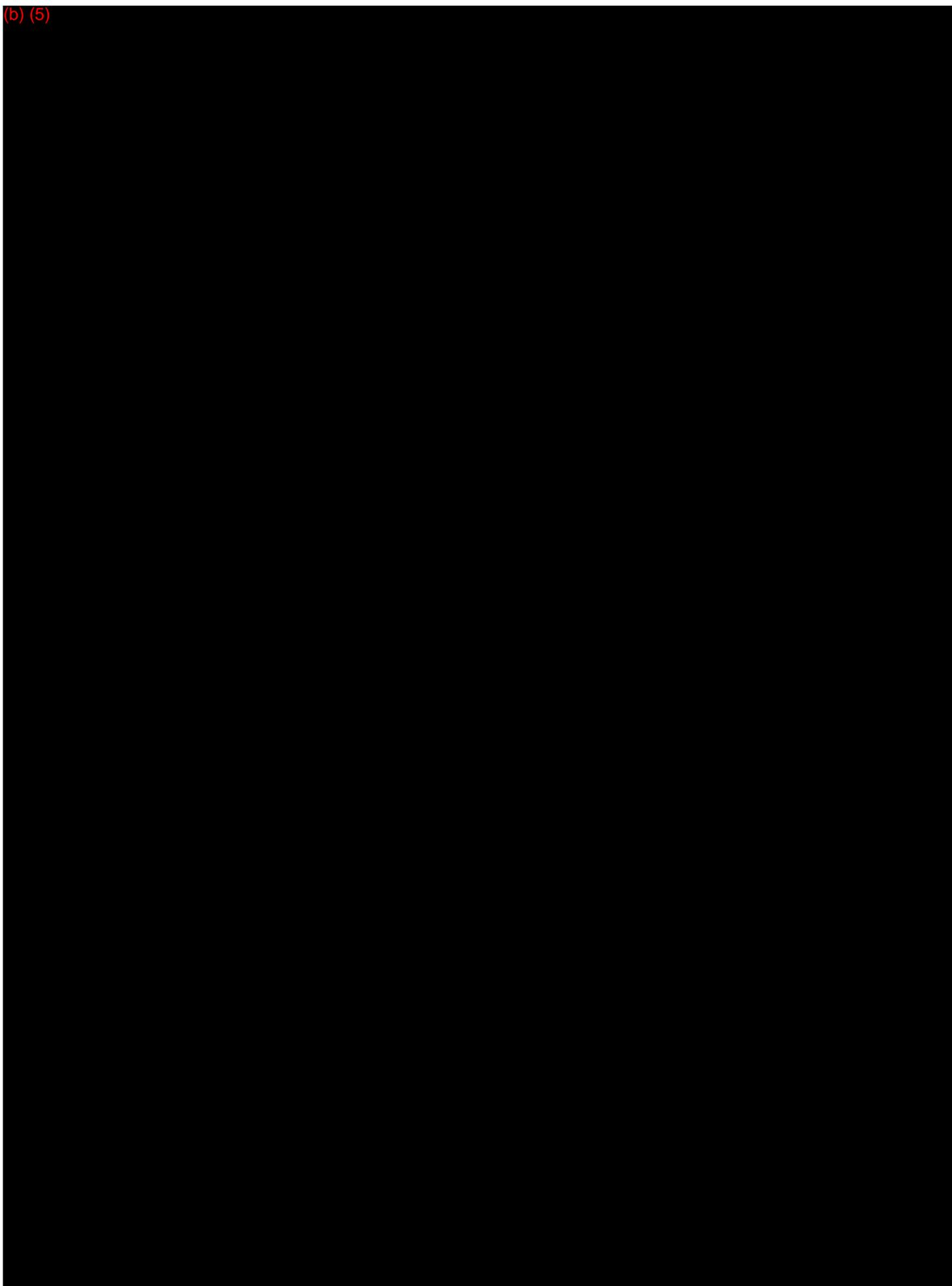




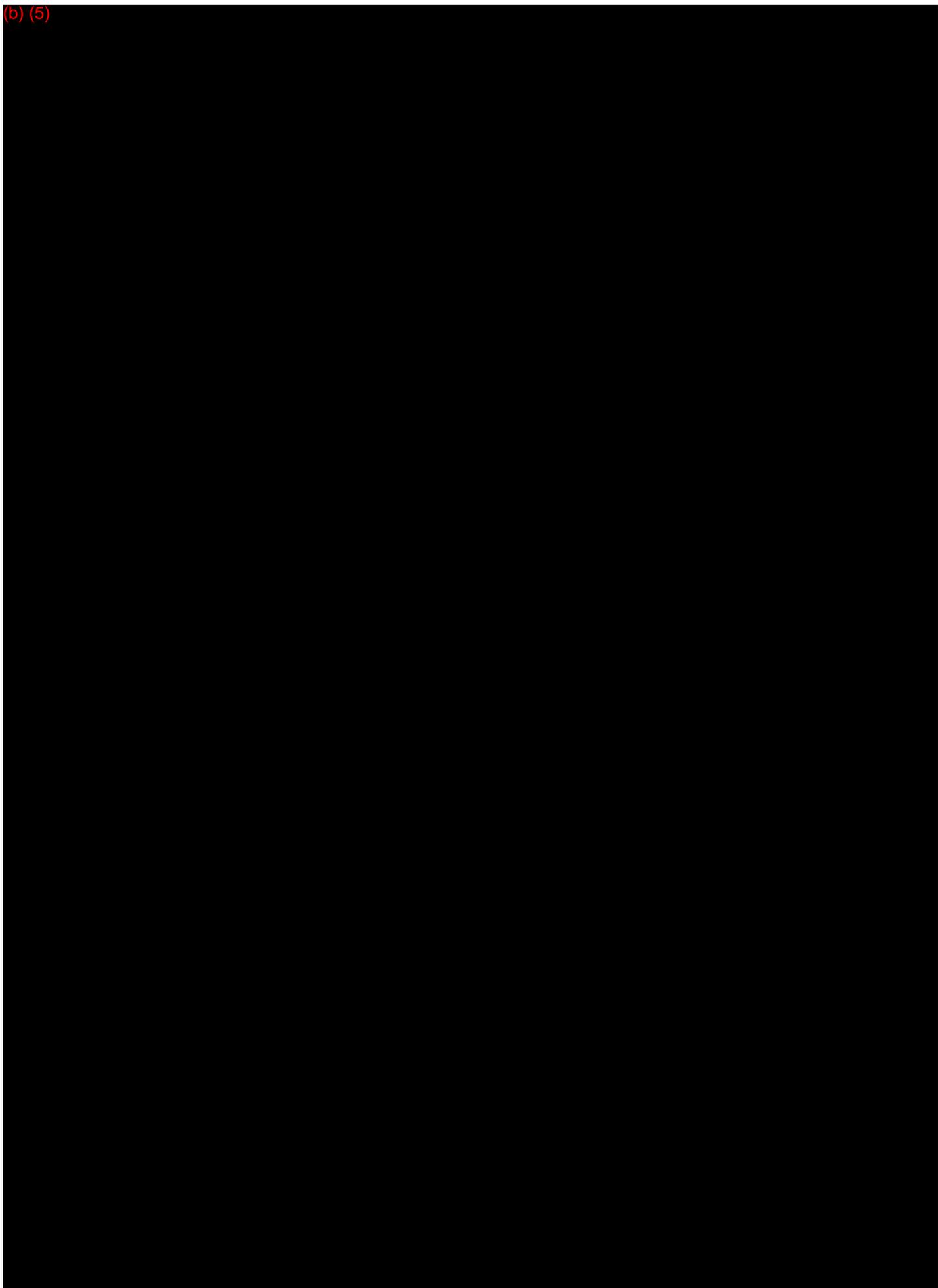






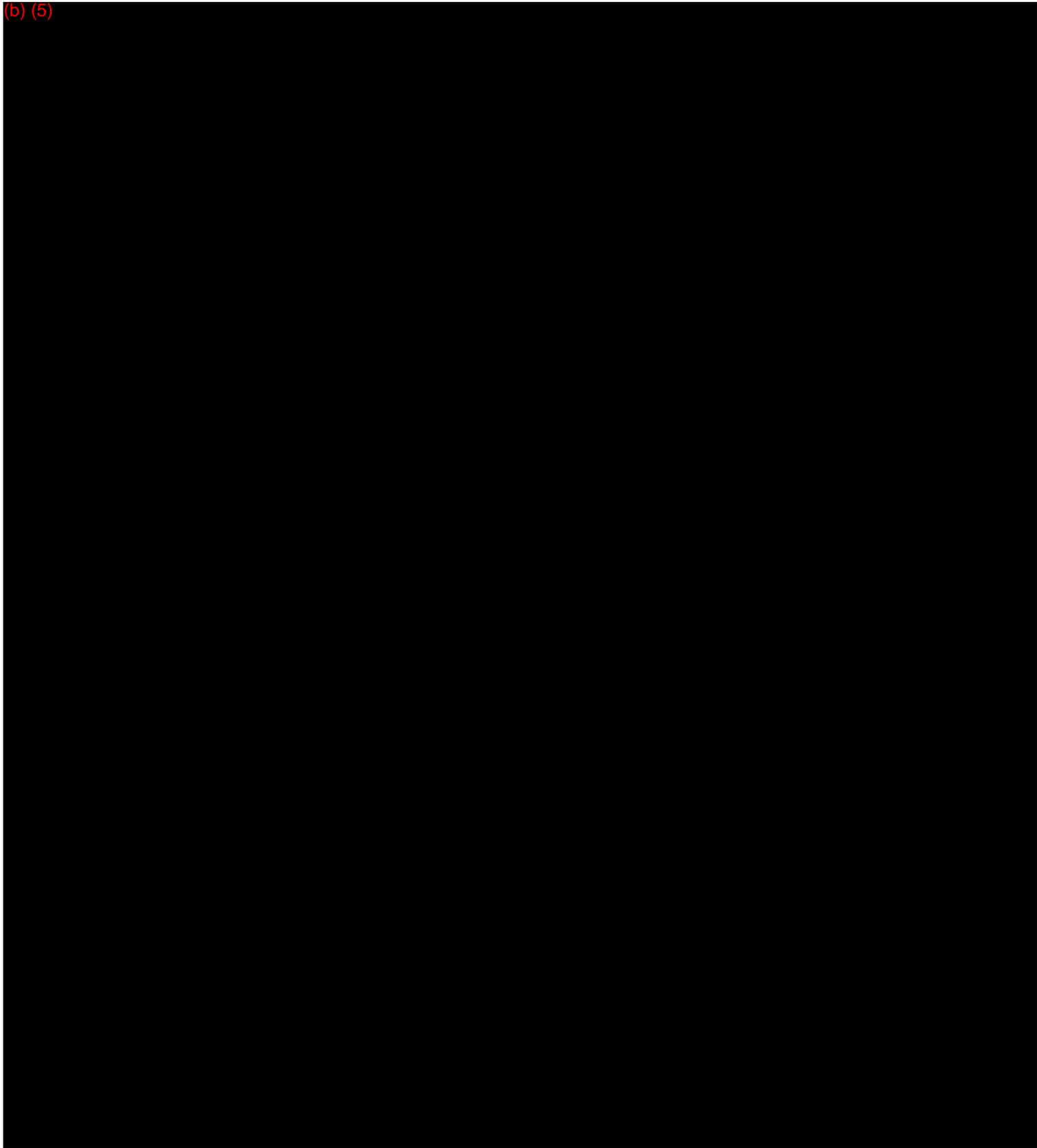


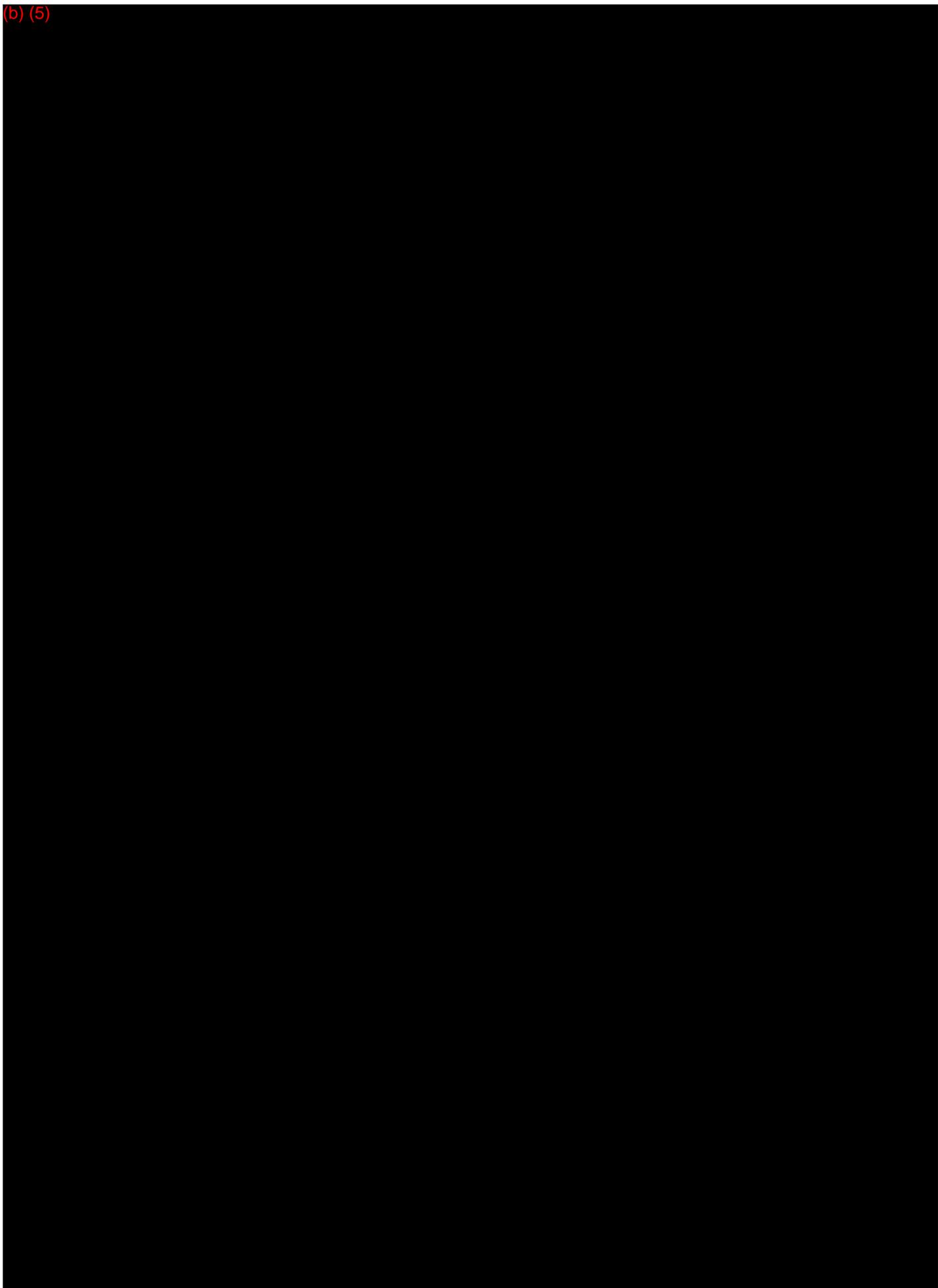




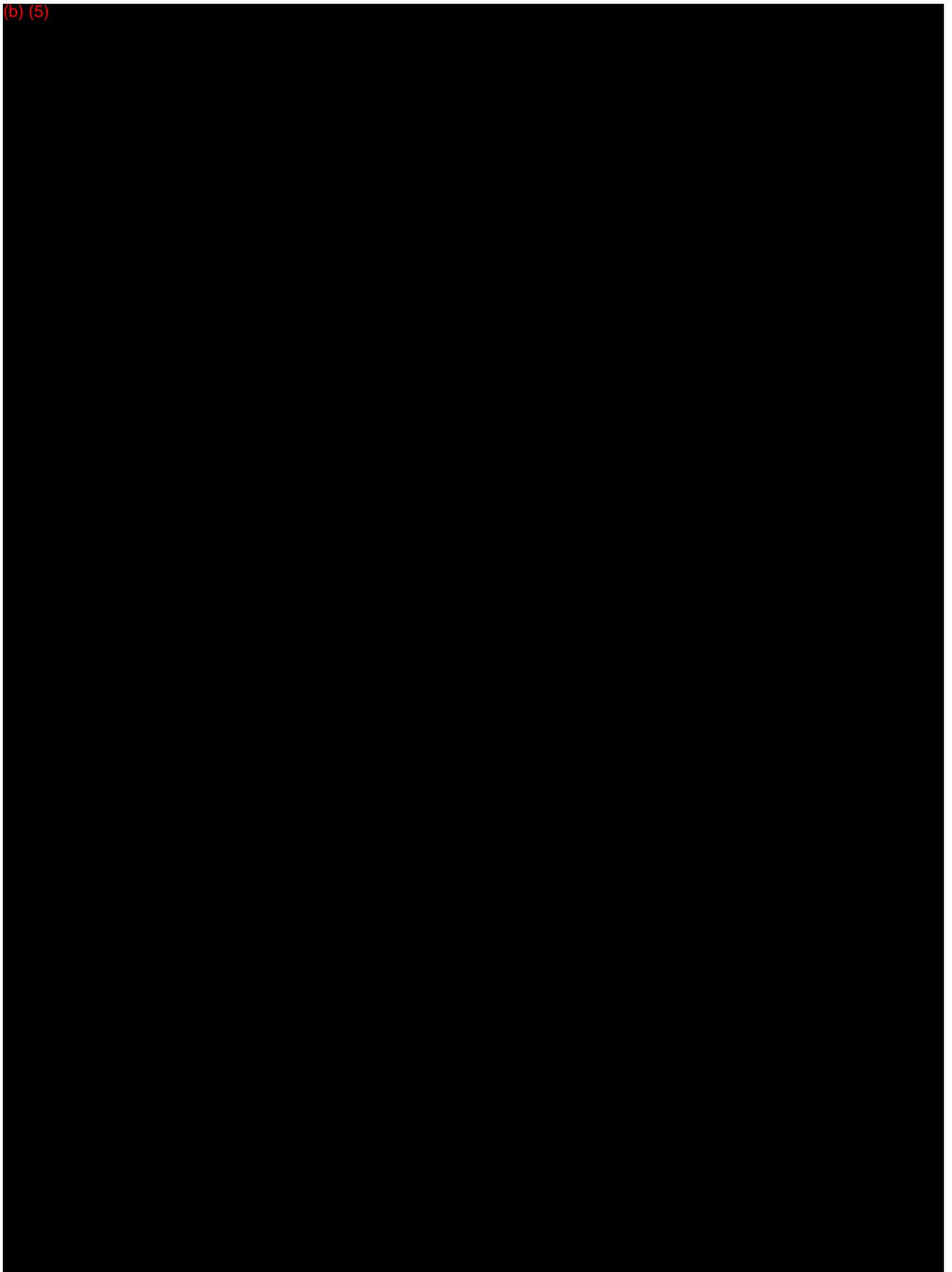


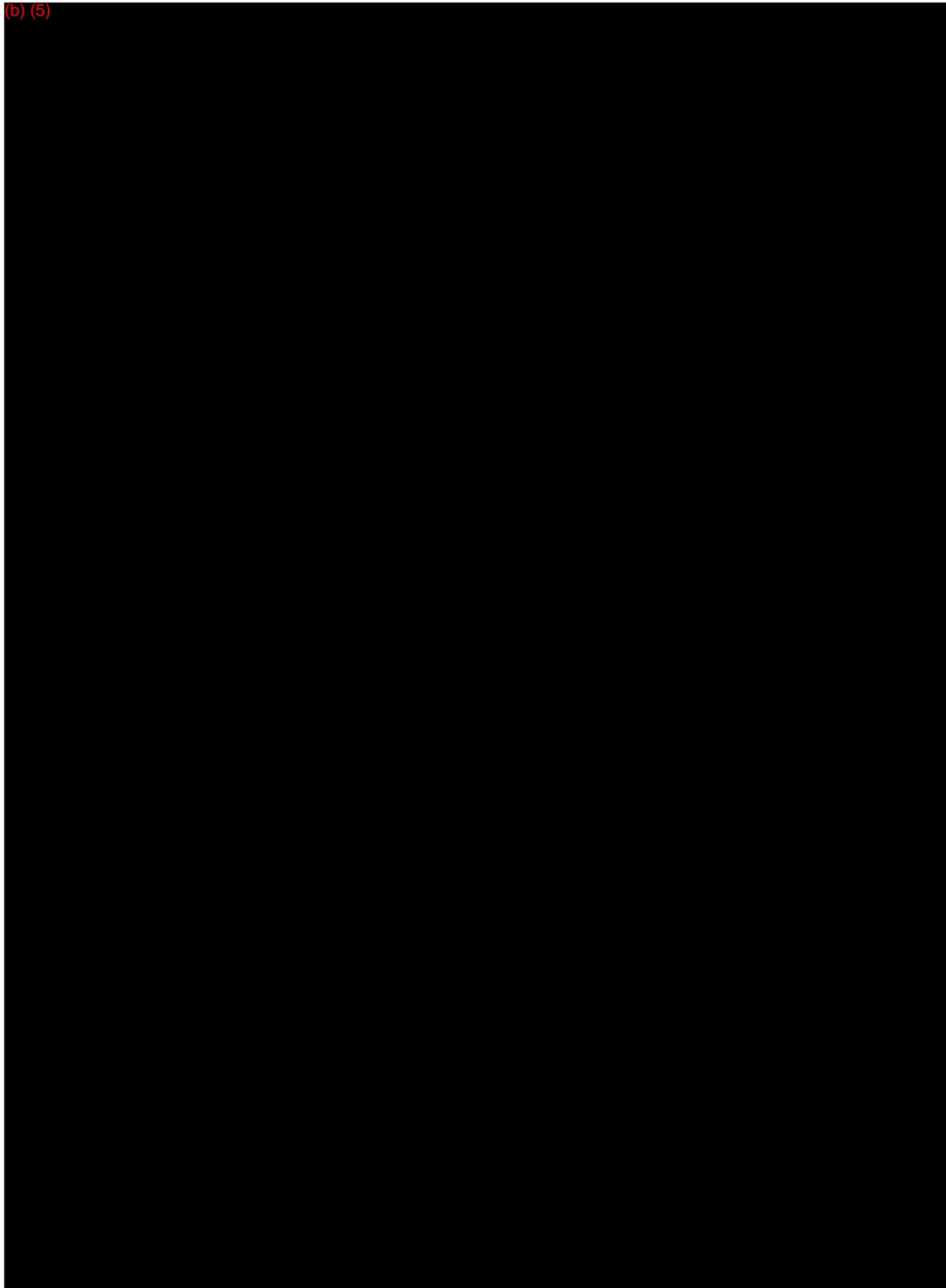
(b) (5)







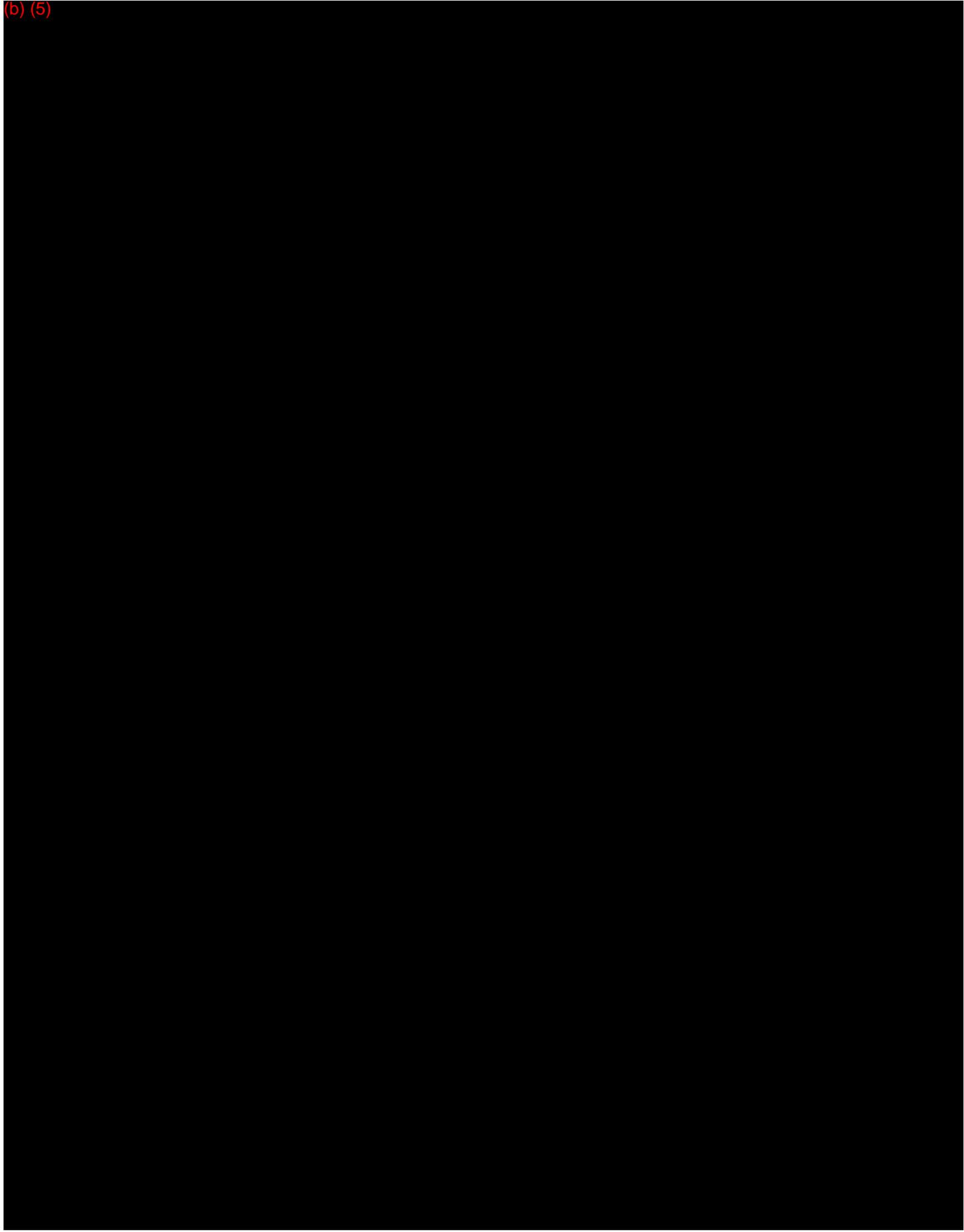








(b) (5)



## [DELIBERATIVE/PRE-DECISIONAL]

# Briefing Materials for Secretary Ross on the Status of Data Acquisition and Options for Estimating the Illegal Population Enumerated in the 2020 Census

August 10, 2020

### Status of Data Acquisition to Support the Presidential Memorandum

- Presidential Memorandum work will build on data available and acquired over the past 8 months to support Executive Order 13880 to create Citizen Voting Age Population (CVAP) estimate of citizen/non-citizens.
  - Available CVAP data sources are from the Department of Homeland Security (DHS), the Department of Housing and Urban Development (HUD), Social Security Administration (SSA), State Department, Centers for Medicare and Medicaid Services (CMS), Bureau of Prisons, U.S. Marshals, Bureau of Justice Statistics, Internal Revenue Services (IRS), Department of Interior (DOI) and Indian Health Services (IHS).
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## Options for Estimating the Illegal Population Enumerated in the 2020 Census

1. **Tabulate the People Enumerated in the 2020 Census who were in ICE Detention Centers as of April 1, 2020**
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    - i. This is an actual enumeration.
    - ii. Could meet the existing statutory, judicial and regulatory standards established for the resident population definition used in apportionment.
    - iii. Can complete this by December 31
    - iv. We can get a list of the centers from ICE and verify that we enumerated them in the Group Quarters operation
  - b. Cons
    - i. Need to assume that either all prisoners living in the detention centers are here illegally or some proportion are here illegally (we can ask ICE for data on this)
    - ii. Some centers are part of county jails, we may not have enough information in what we collected to distinguish prisoners in the county jail from those in the detention center
    - iii. This is the lower end of the actual number of illegal people enumerated in the 2020 census
2. **Match Administrative Records to the 2020 Census** (Need 43 days from when the Census Unedited File (CUF) is complete for this option)<sup>1 2</sup>
  - a. Pros
    - i. Will be able to match various admin records to people enumerated in the 2020 Census
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  - b. Cons
    - i. The number of illegal immigrants in both admin records and the 2020 census is likely to be low.

---

<sup>1</sup> Note that this method assume a match and a definitive determination of status from the records. If we were instructed to determine status for the unmatched population using, for example, a hot deck methodology, statistical modeling, or utilizing the left over administrative records to better understand relevant, aggregate parameters of the unmatched census population, this would add additional days.

<sup>2</sup> Note that we plan to use production level matching to the Person Identification Validation System (PVS). The PVS will link people with social security numbers or individually taxpayer identification numbers (ITINs). The Experimental PVS (EPVS), developed for the Citizen Voting Age Population data, is not ready for production use. This EPVS potentially links additional administrative records to the 2020 Census by using PII found on DHS and State Department records. This EPVS is suitable for use in an experimental product but has not received either the internal or external peer review associated with apportionment.

**[DELIBERATIVE/PRE-DECISIONAL]**

- ii. Based on the 2010 Census, we expect about 10 percent of decennial records to not match an admin record. Many of the unmatched are U.S. citizens or legal immigrants who did not provide enough personally identifiable information to match.
3. **Use an Aggregate Residual Method to Estimate the Number of Illegal Immigrants by State who were Enumerated in the 2020 Census** This method begins with an estimate of the foreign-born population from the American Community Survey (ACS).
- a. Pros
    - i. Can finish this by December 31, 2020 (if we start now).
    - ii. We have access to many administrative data sets at the Census Bureau that other organizations who do this type of estimate do not (ACS, mortality data, etc.)
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    - i. This method will be based on the ACS which is based on a sample.
    - ii. We would need to make several adjustments to the foreign-born population that are based on limited data. This includes estimating how many illegal immigrants we think we enumerated in the 2020 Census based on coverage measurement samples.
    - iii. These numbers have limited precision, thousands or tens of thousands at best, and have a range of uncertainty around them.

**To:** Steven Dillingham (CENSUS/DEPDIR FED)[steven.dillingham@census.gov]  
**From:** Nathaniel Cogley (CENSUS/DEPDIR FED)[/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=D79DC9EF4B634B25B2EFA42ED4FEBD8A-COGLEY, NAT]  
**Sent:** Mon 8/10/2020 9:43:30 PM (UTC)  
**Subject:** Re: Material for briefing Sec Ross  
(b) (5)

Added this:

"utilizing the left over administrative records to better understand relevant, aggregate parameters of the unmatched census population"

I hope that makes sense!

---

**From:** Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>  
**Sent:** Monday, August 10, 2020 5:02 PM  
**To:** Nathaniel Cogley (CENSUS/DEPDIR FED) <nathaniel.cogley@census.gov>  
**Subject:** Fw: Material for briefing Sec Ross

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**From:** Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>  
**Sent:** Monday, August 10, 2020 4:53 PM  
**To:** Risko, Daniel (Federal) <DRisko@doc.gov>  
**Cc:** Karen "KDK" Dunn Kelley <kkelley@doc.gov>  
**Subject:** Fw: Material for briefing Sec Ross

Does this need more work? Can Enrique be party to the discussion tomorrow, at least at the beginning? THX

---

**From:** Enrique Lamas (CENSUS/DEPDIR FED) <Enrique.Lamas@census.gov>  
**Sent:** Monday, August 10, 2020 3:18 PM  
**To:** Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>; Ron S Jarmin (CENSUS/DEPDIR FED) <Ron.S.Jarmin@census.gov>; Cogley, Nathaniel (Federal) <NCogley@doc.gov>; Steven K Smith (CENSUS/DEPDIR FED) <steven.k.smith@census.gov>  
**Subject:** Material for briefing Sec Ross

The attached is based on the request from KDK for a 1 pager to brief Secretary Ross on the status of the admin rec acquisition and the options for estimating the undoc immigrant population.

Enrique Lamas  
Senior Advisor  
Director's Office  
U.S. Census Bureau  
Office: 301-763-3811

## [DELIBERATIVE/PRE-DECISIONAL]

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August 10, 2020

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**[DELIBERATIVE/PRE-DECISIONAL]**

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## Re: Please extend census deadline

Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>

Sat 2020-08-01 10:52 AM

To: Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>

I am working on that now- something we can possibly send back to these emails and tweet and send to reporters today to set us up to announce. I will call you shortly per your other communication.

On Aug 1, 2020, at 7:48 AM, Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov> wrote:

I assume we will have a short well crafted response that can be used for all such communications. Many thanks!

Sent from my iPhone

On Jul 31, 2020, at 5:03 PM, Ali Mohammad Ahmad (CENSUS/ADCOM FED) <[ali.m.ahmad@census.gov](mailto:ali.m.ahmad@census.gov)> wrote:

Thank you for forwarding. I am going to come up with a short response for us to consider pushing back with even before we have a final plan.

On Jul 31, 2020, at 4:55 PM, Steven Dillingham (CENSUS/DEPDIR FED) <[steven.dillingham@census.gov](mailto:steven.dillingham@census.gov)> wrote:

evidence that the email campaign may be beginning

---

**From:** Joanna Kim (b) (6) >  
**Sent:** Friday, July 31, 2020 3:56 PM  
**To:** Steven Dillingham (CENSUS/DEPDIR FED) <[steven.dillingham@census.gov](mailto:steven.dillingham@census.gov)>  
**Subject:** Please extend census deadline

Dear Director Dillingham,

**Please support the request for extended census deadlines and additional funding for completing counting. I encourage you to work with Congress in acknowledging the importance of an accurate count and to not undermine these efforts with a quick or botched count.**

As you know full well, the Census has a widespread impact on every sector of American life, from political representation to business development to federal funding for schools to disaster relief. You know firsthand how important complete results are to every community in our nation.

While I can appreciate the extraordinary times we are living in, we cannot compromise on the need to conduct a full and accurate census. Particularly in the wake of a pandemic, it is more important than ever. Since as early as April, Census Bureau experts consistently expressed their concerns about being able to complete the counting without the extension.

Additionally, by cutting in-person interviews short on September 30, 2020, a month early, you are impacting every person living in the United States, and how we will live for the next 10 years.

I respectfully ask that you reflect on your power in the decisions at hand and your direct responsibility for the funding or lack of funding for much-needed programs and services.

Sincerely,  
Joanna Kim

## Acceleration

Ron S Jarmin (CENSUS/DEPDIR FED) <Ron.S.Jarmin@census.gov>

Thu 2020-07-30 2:46 PM

To: Albert E Fontenot (CENSUS/ADDC FED) <Albert.E.Fontenot@census.gov>; Deborah Stempowski (CENSUS/ADDC FED) <Deborah.M.Stempowski@census.gov>; Timothy P Olson (CENSUS/ADFO FED) <Timothy.P.Olson@census.gov>; James T Christy (CENSUS/LA FED) <James.T.Christy@census.gov>; Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>; Benjamin J Page (CENSUS/CFO FED) <benjamin.j.page@census.gov>; Victoria Velkoff (CENSUS/ADDP FED) <Victoria.A.Velkoff@census.gov>; Enrique Lamas (CENSUS/DEPDIR FED) <Enrique.Lamas@census.gov>

Cc: Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>

Hi all,

As we prepare stuff for tomorrow morning KDK has stressed we need to address the following points:

1. Accelerating getting into the field (hiring, training, deploying, etc)
2. Accelerating getting out of the field (maximizing hours worked, keeping phones deployed to active enumerators etc).
3. Accelerating processing
4. Meeting requirements of the PM (and EO re CVAP). Note I told her items 1-3 above are the short term priority.

It would be good if Steve and I were able to update her tomorrow evening.

Let me know if you have questions.

Thanks

---

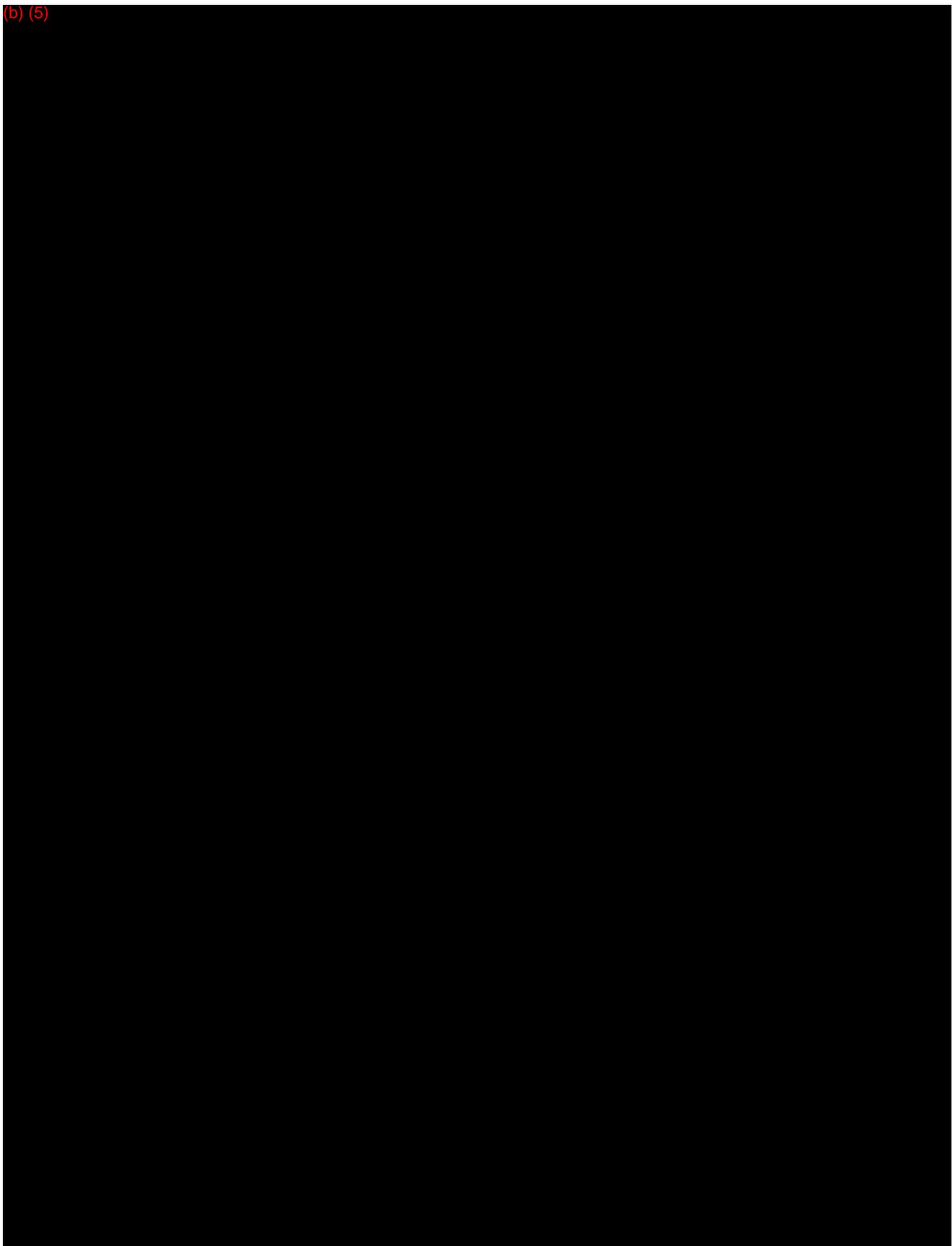
**Ron S Jarmin, PhD.**, Deputy Director

U.S. Census Bureau

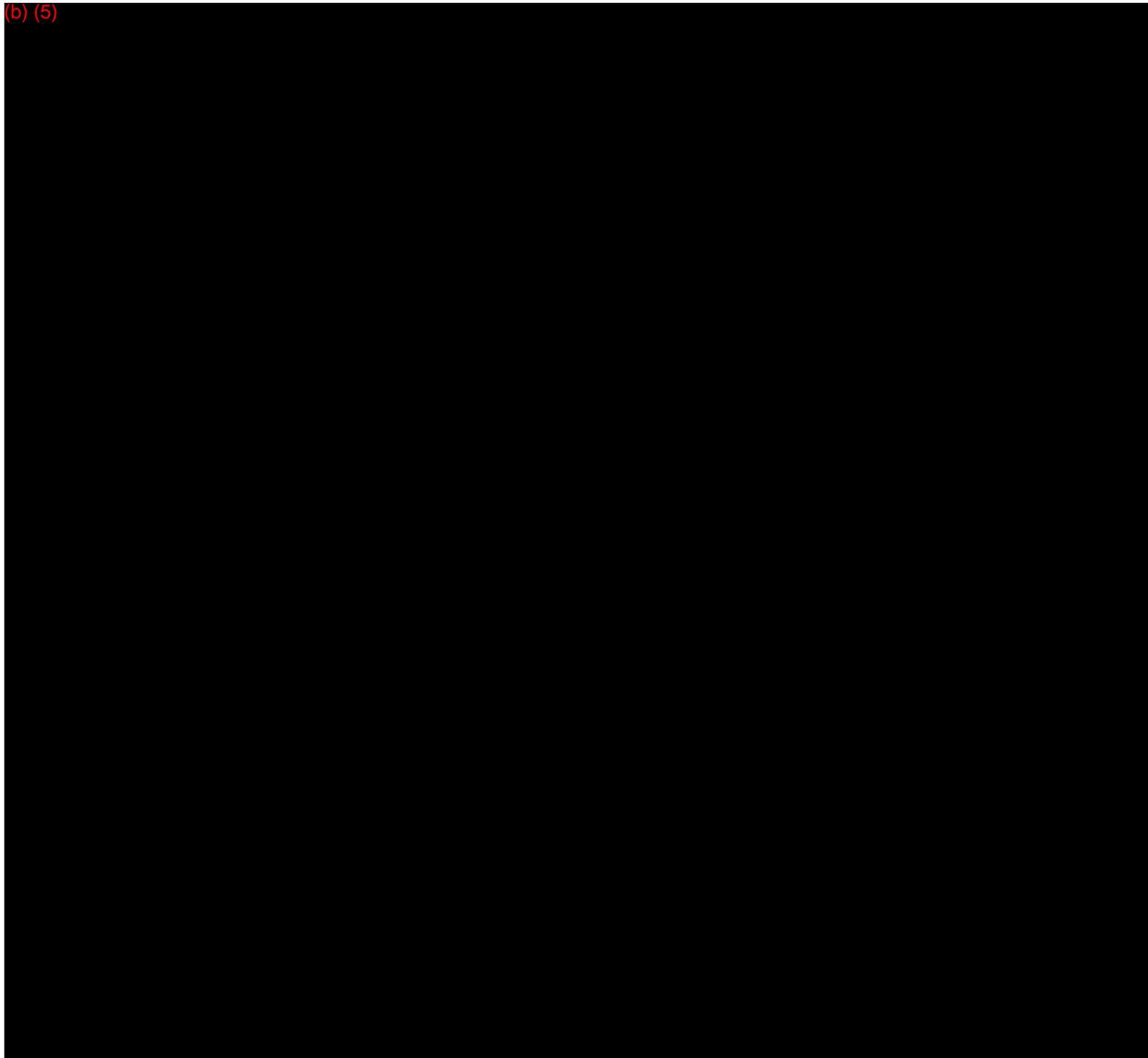
o: 301-763-1858 | m: (b) (6)

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(b) (5)



## NYT story on deadlines

Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>

Tue 2020-07-28 8:36 AM

To: Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>; Michael John Sprung (CENSUS/DEPDIR FED) <michael.j.sprung@census.gov>; Steven K Smith (CENSUS/DEPDIR FED) <steven.k.smith@census.gov>; Nathaniel Cogley (CENSUS/DEPDIR FED) <nathaniel.cogley@census.gov>; Adam Michael Korzeniewski (CENSUS/DEPDIR FED) <adam.m.korzeniewski@census.gov>

[New Census Worry: An Expedited Count Could Mean an Inaccurate One](#)

The New York Times – Michael Wines, July 28

*Stalled by the pandemic, the count is supposed to resume soon. But census experts are rattled by signs of a push from the White House to finish it early.*

As the 2020 census struggles to find its footing amid the coronavirus outbreak and public reluctance to give the government personal data, officials have a new worry: The Trump administration and Senate Republicans appear to be signaling that they want the census finished well ahead of schedule, pandemic or not.

With almost 40 percent of the nation's households still uncounted, including the hardest-to-reach populations that are disproportionately poor, people of color and young, the Trump administration took the Census Bureau by surprise last week. It asked the Senate Appropriations Committee to set aside \$448 million in the next coronavirus relief package for a "femely" completion of the census.

The request did not define what "femely" meant, and legislation released on Monday said only that the money would be used for nationwide census operations and data processing. But it comes as census workers and former officials say the White House and the Commerce Department, which oversees the Census Bureau, are asking how the bureau can compress its schedule to wrap up the count of households earlier than expected — perhaps by the end of September. The aim, they say, may be to speed up the delivery of key data for political reapportionment to the president by the end of December.

The administration has yet to announce a compressed schedule and may not find a way to do so. But the prospect already has alarmed an array of experts, who warned in recent days that an expedited census risks a deeply flawed count of the nation's population. The census is constitutionally required to count all residents of the country every 10 years.

"There's a lot of uncertainty, but one thing is absolutely sure: There will be egregious undercounts if the Census Bureau has to produce this data by December," said Robert Santos, the vice president of the Urban Institute and the incoming president of the American Statistical Association.

Some, including former Census Bureau directors, raised the prospect that the final totals could be so skewed that a future Congress might order the bureau to do further work on the 2020 population data, or even consider another census in five years, which federal law allows but which has never been conducted nationwide.

The numbers are enormously important. They are used to reapportion all 435 House seats and thousands of state and local districts, as well as divvy up trillions of dollars in federal grants and aid.

At issue is how fast, and how precisely, the Census Bureau will track down and count the 60 million households that have not filled out census forms.

Slightly more than six in 10 households have completed forms. The remainder are the very hardest to count. To reach them, the bureau has planned to deploy up to 500,000 census takers, each with an iPhone that can securely relay census data to the bureau's computers.

In 2010, census takers worked from May to August to count hard-to-find households. This spring, with the start of that count delayed by the pandemic, the bureau said it was pushing back the start of that work to August, ending on Oct. 31.

With White House approval, the bureau also [asked Congress for a four-month extension](#) — to April 2021 — of the Dec. 31 statutory deadline for delivering to the president the population totals required to reapportion the House of Representatives.

But that plan now appears to be in flux. Census Bureau workers have been asked whether that Oct. 31 deadline for collecting data can be moved to September, giving them six or seven weeks to finish a count that was supposed to take 10 weeks.

At the same time, the administration's commitment to extending the delivery of reapportionment statistics beyond the statutory Dec. 31 deadline also appears in doubt.

In Congress, the House has approved the four-month delay. The Senate has not. Asked on Saturday whether Senator Mitch McConnell, the majority leader, still supports extending the deadline, a spokesman for the senator said in an email: "Don't think I'm going to be able to help you out on this."

The White House declined to address questions about its census plans. Responding to a reporter's questions, the Census Bureau issued a statement on Monday that neither confirmed nor denied an effort to hasten the completion of the count and the delivery of reapportionment figures.

"The Census Bureau is working toward the plan to complete field data collection by October 31," it said. It then added that its staff would "continue to evaluate and plan for all contingencies, including the impact of delivering statutorily required data products at the current legislative deadlines" — a reference to the Dec. 31 date to produce reapportionment figures.

In fact, top Census Bureau officials already have said that meeting that deadline is impossible.

"We have passed the point where we could even meet the current legislative requirement of December 31. We can't do that anymore," the census official leading field operations for the count, Tim Olson, [told a Native American organization](#) during a webinar in May.

And in a webinar this month for groups with a stake in census results, the associate director of the census, Albert E. Fontenot Jr. said, "we are past the window of being able to get those counts" by year's end.

The new concerns come atop a growing record of political interference in census decisions by the Trump administration.

The Supreme Court last year, in a 5-4 vote, [rejected the administration's effort to add a citizenship question](#) to the census that experts said would surely depress the count of immigrants and minorities, documented and otherwise.

On White House orders, the Census Bureau last month [created two top-level positions](#) and filled them with political appointees from outside, a remarkable move in an agency renowned for its nonpartisan culture.

Some critics say [Mr. Trump's order last week to exclude undocumented immigrants](#) from state-by-state population totals used for reapportionment totals explains the administration's apparent desire to speed up census work.

The order, which is already being challenged in court, is widely viewed as unconstitutional by legal scholars. But for the order to have any chance of succeeding, they say, the census totals used for reapportionment must be delivered to Mr. Trump while he is still in office — as he almost certainly will be on Dec. 31, but may well not be in April 2021.

"I think it's entirely about that," Thomas A. Saenz, the president of the Mexican American Legal Defense and Educational Fund, said on Monday. "He wants to exclude undocumented immigrants because he believes it will shift representation away from blue states to red states. In the end, it's entirely about trying to stem Latino political power."

Others say Mr. Trump's order, regardless of whether it is upheld, could have an impact on representation by making noncitizens worry that their answers on a census survey could be used against them.

"They clearly have an agenda for not counting undocumented immigrants in the apportionment count," said Vanita Gupta, the president of the Leadership Conference on Civil and Human Rights, a coalition of more than 200 advocacy groups. "I think the administration knows their order isn't going to be constitutional. Maybe through fear of it, they're trying to get to the same place."

Experts said a rush to wrap up the census would force the bureau into shortcuts that would make population totals significantly less accurate. Months of post-census analysis and accuracy checks also would be at risk were population totals required by December.

"It won't be finished unless they can quickly ramp up something, like using administrative records" instead of census takers to count households, said Kenneth Prewitt, a Columbia University public affairs professor who led the Census Bureau during the 2000 census. "Otherwise, you end up with a census that's 10 percent uncounted, or 12 percent."

Mr. Prewitt and John Thompson, a career Census Bureau official who directed the agency from 2013 to 2017, said the bureau also could be forced to expand its use of a statistical method called imputation, in which an algorithm makes an educated guess about who lives in a household by looking at who lives nearby.

Past censuses have relied on imputation for a tiny fraction of households — about 1 percent, in most cases — that could not be otherwise counted. But "it could get a lot bigger, maybe 10 or 15 percent in some areas of the country, if they have to cut it short," Mr. Thompson said.

If past censuses are any indication, the Census Bureau will state clearly where it believes inaccuracies lie, and how large they might be. After the count, the bureau conducts a massive accuracy check, called a post-enumeration survey, in which experts revisit a sample of households to see whether reported data was correct.

But while the bureau will say how inaccurate its numbers are, it will not, in all likelihood, say whether it believes they can be relied on.

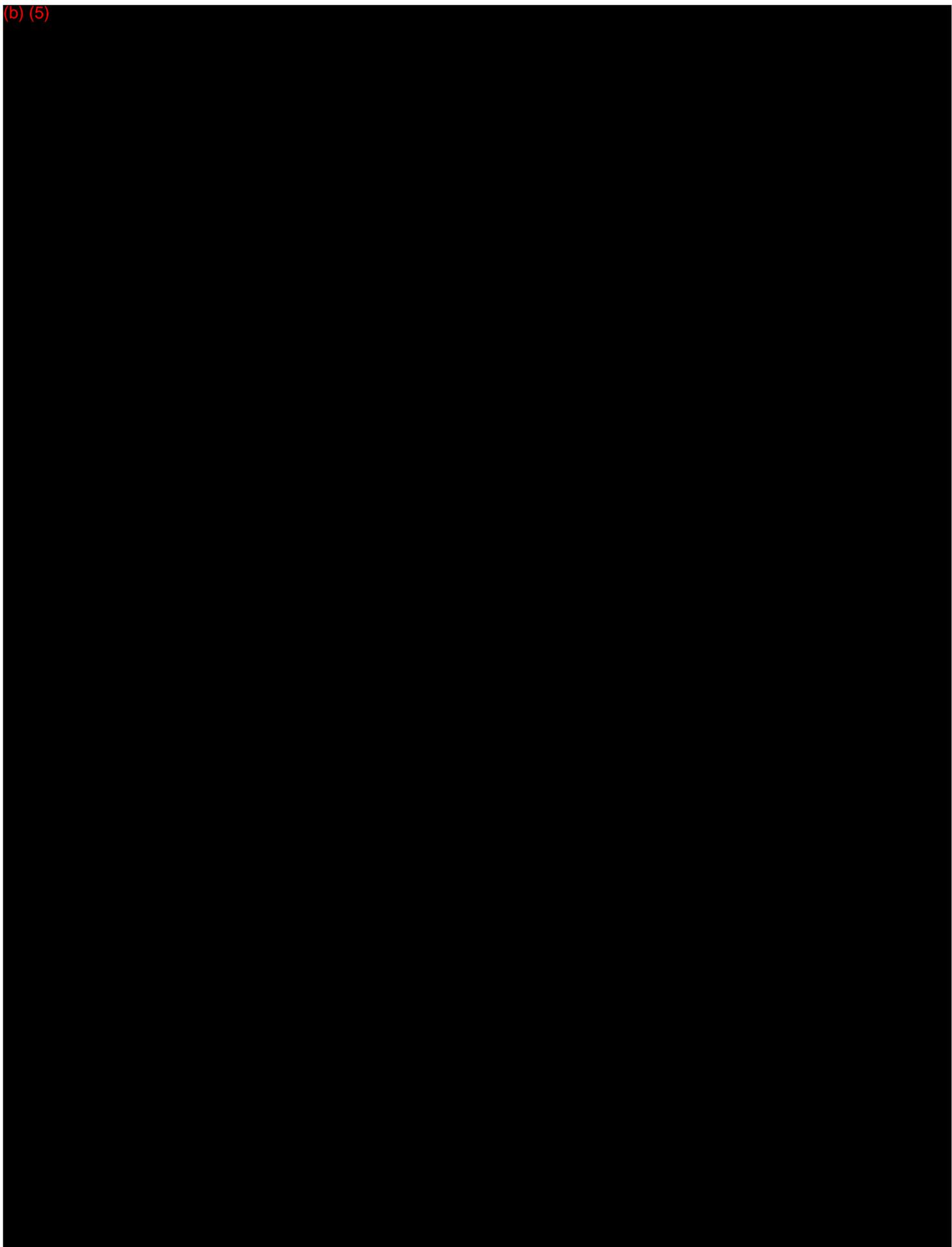
“What it means to fail to have a census has never been tested,” said Joshua Levi, an expert on the topic at Loyola Law School in Los Angeles. “How bad it has to be before it’s not a census anymore is something we have yet to decide.”

Should it come to that, he said, that judgment would probably be hashed out in Congress — and later in the courts.

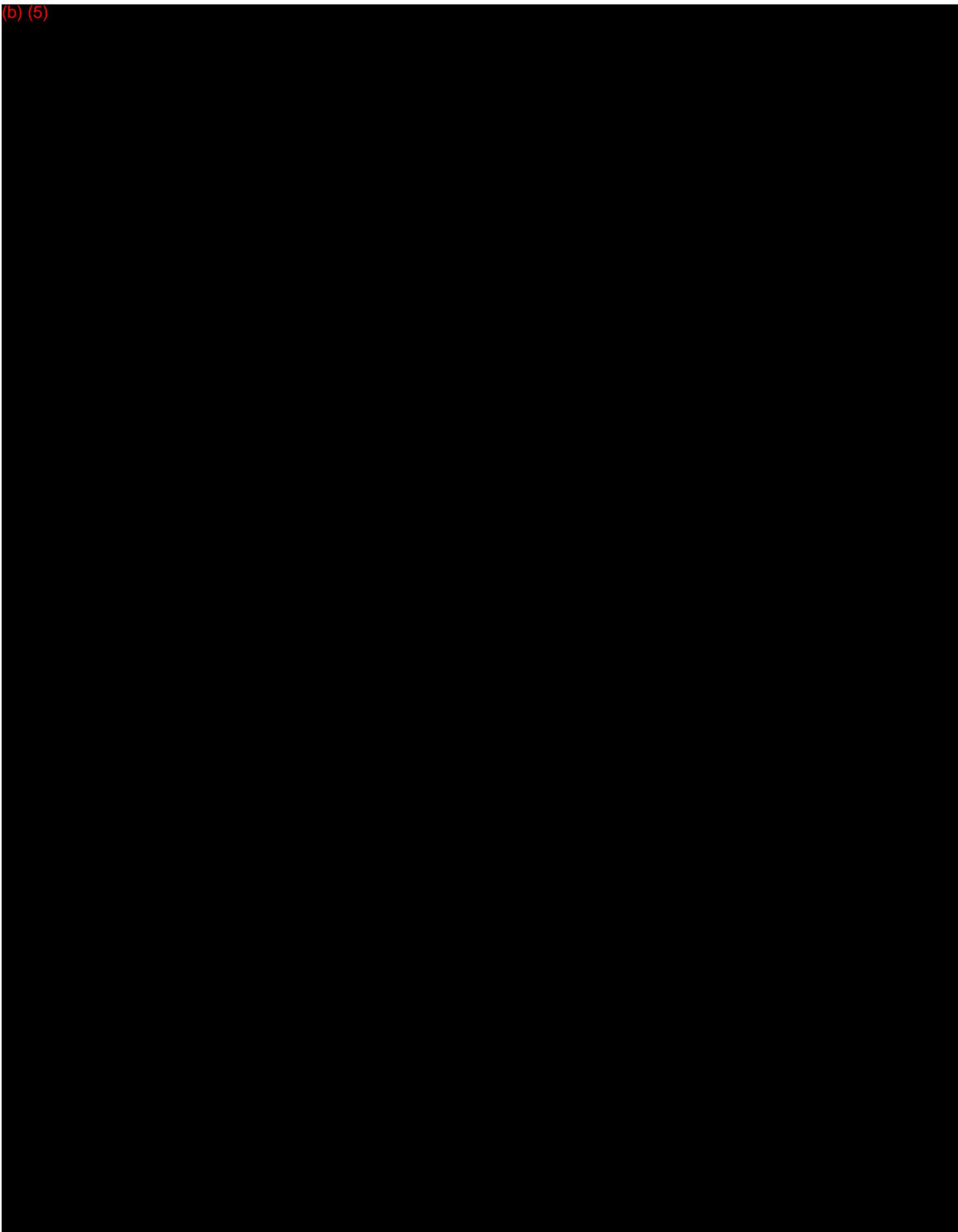
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(b) (5)



## Re: Replan slides for the Secretary

Ron S Jarmin (CENSUS/DEPDIR FED) <Ron.S.Jarmin@census.gov>

Fri 2020-07-31 5:49 PM

To: Albert E Fontenot (CENSUS/ADDC FED) <Albert.E.Fontenot@census.gov>

Cc: Deborah Stempowski (CENSUS/ADDC FED) <Deborah.M.Stempowski@census.gov>; James T Christy (CENSUS/LA FED) <James.T.Christy@census.gov>; Michael C Cook (CENSUS/PIO FED) <Michael.C.Cook@census.gov>; Timothy P Olson (CENSUS/ADFO FED) <Timothy.P.Olson@census.gov>; Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>; Nathaniel Cogley (CENSUS/DEPDIR FED) <nathaniel.cogley@census.gov>; Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>; Enrique Lamas (CENSUS/DEPDIR FED) <Enrique.Lamas@census.gov>; Christa D Jones (CENSUS/DEPDIR FED) <Christa.D.Jones@census.gov>

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We plan to look at the first pass internally with my team tomorrow around 12:30.

Al

Albert E. Fontenot Jr.

Associate Director, Decennial Census Programs

United States Department of Commerce

Bureau: [REDACTED] Census

Office [REDACTED]

Office [REDACTED] 68

Cell [REDACTED]

Sent from my iPhone

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On Jul 31, 2020, at 5:33 PM, Ron S Jarmin (CENSUS/DEPDIR FED) <Ron.S.Jarmin@census.gov>

wrote:

You rock.

On Jul 31, 2020, at 5:18 PM, Deborah Stempowski (CENSUS/ADDC FED) <Deborah.M.Stempowski@census.gov> wrote:

Yep, have a good weekend all 🙌

**Deborah Stempowski, PMP**

Assistant Director for Decennial Programs,  
Operations and Schedule Management

U S Census Bureau

Office 301.763.1417

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deborah.m.stempowski@census.gov

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**From:** James T Christy (CENSUS/LA FED)

<James.T.Christy@census.gov>

**Sent:** Friday, July 31, 2020 5:03 PM

**To:** Ron S Jarmin (CENSUS/DEPDIR FED)

<Ron.S.Jarmin@census.gov>

**Cc:** Albert E Fontenot (CENSUS/ADDC FED)

<Albert.E.Fontenot@census.gov>; Deborah

Stempowski (CENSUS/ADDC FED)

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<Timothy.P.Olson@census.gov>; Steven

Dillingham (CENSUS/DEPDIR FED)

<steven.dillingham@census.gov>; Nathaniel

Cogley (CENSUS/DEPDIR FED)

<nathaniel.cogley@census.gov>; Ali Mohammad

Ahmad (CENSUS/ADCOM FED)  
<ali.m.ahmad@census.gov>; Enrique Lamas  
(CENSUS/DEPDIR FED)  
<Enrique.Lamas@census.gov>; Christa D Jones  
(CENSUS/DEPDIR FED)  
<Christa.D.Jones@census.gov>  
**Subject:** Re: Replan slides for the Secretary

Yep. Good to go on Monday.

Sent from my iPhone

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All,

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at 8AM Monday. Need to have  
Al, Deb and Michael walk him  
through. Jamey that's 5 your  
time, can you make it? Might  
be good to run the slides by  
KDK sometime on Sunday in  
case she think tweaks would be  
helpful. Hate to intrude on the  
weekend, but when can we  
have that done?

Thanks

---

**Ron S Jarmin, PhD.,** Deputy Director

U S Census Bureau

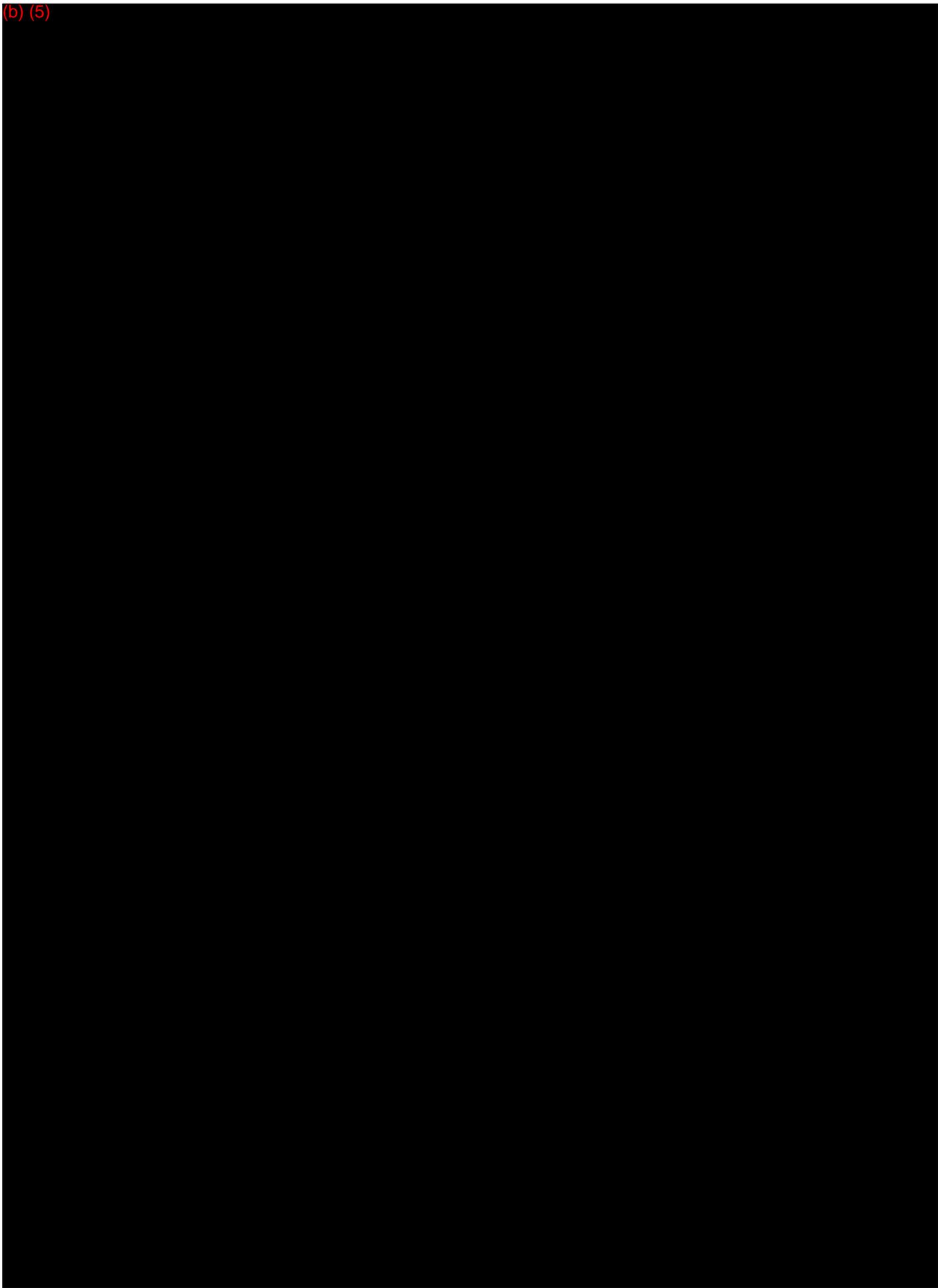
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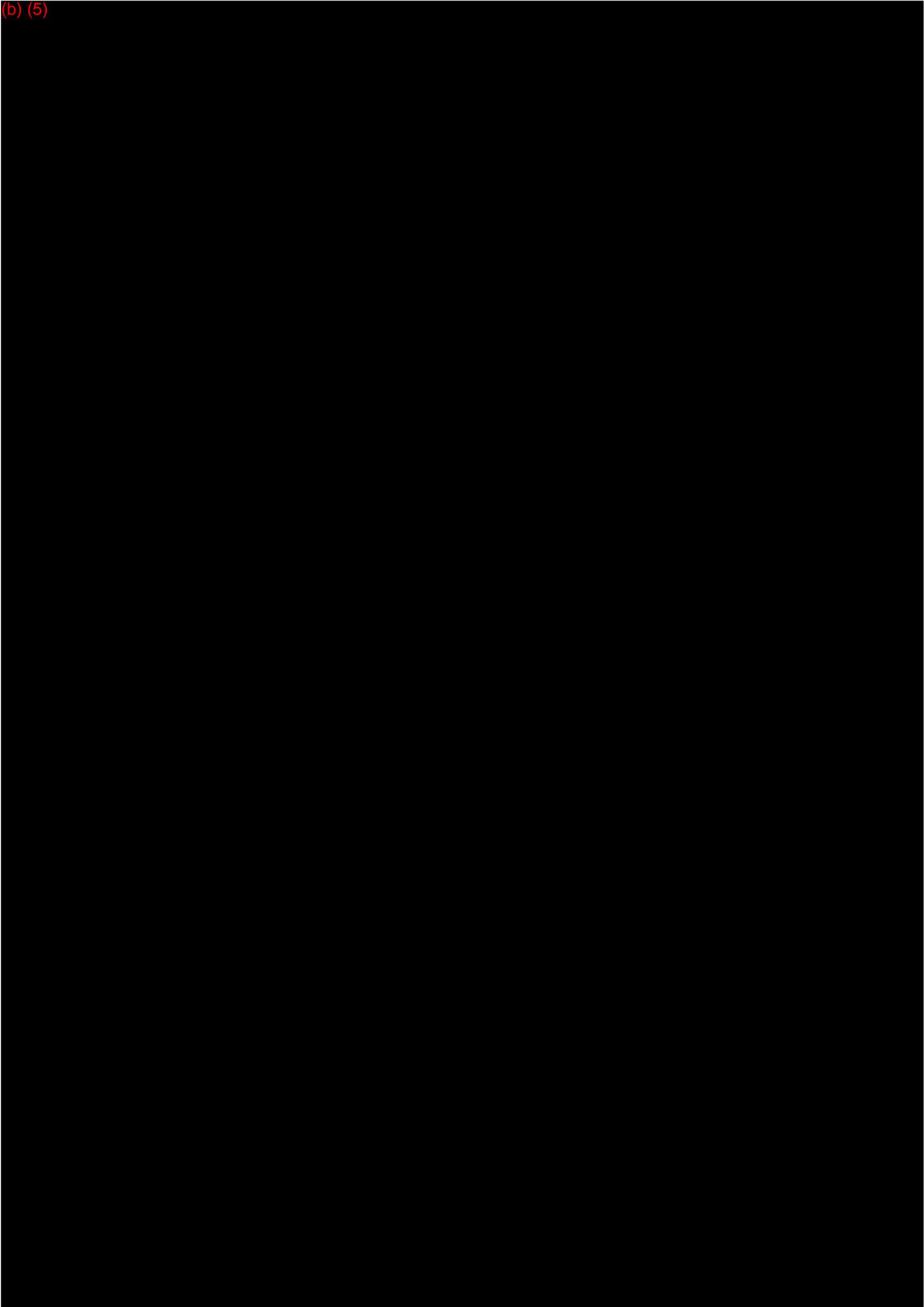
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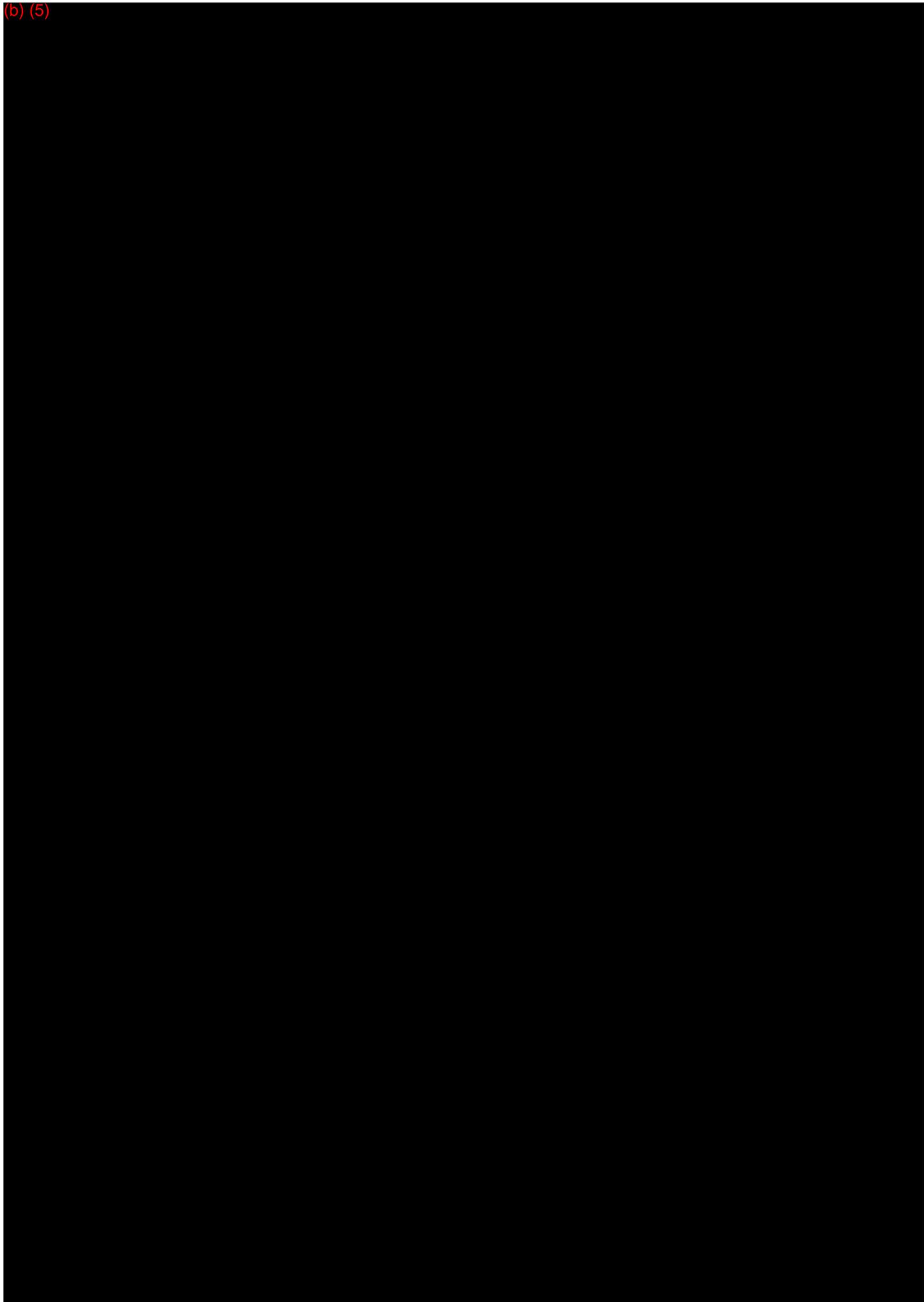
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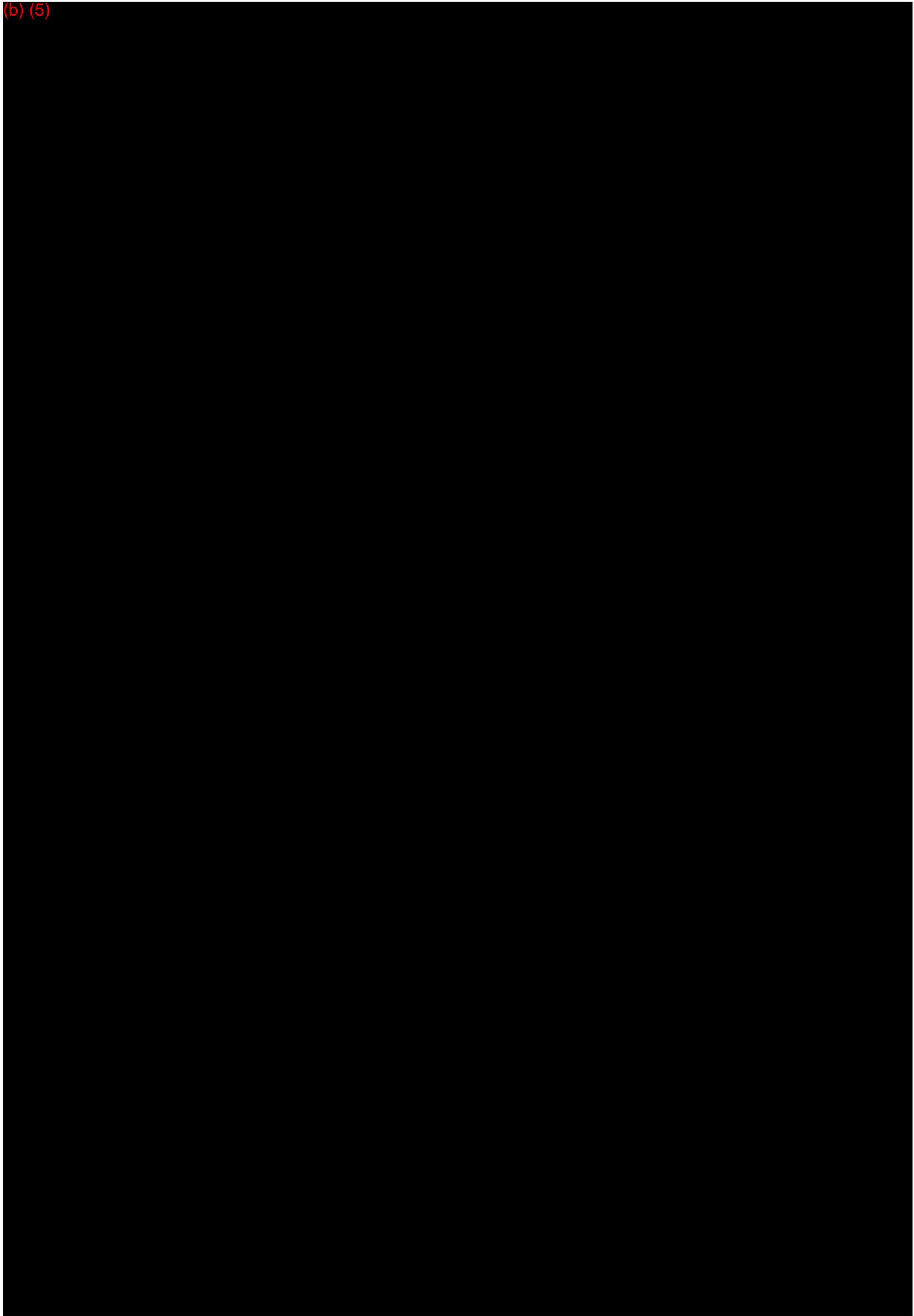
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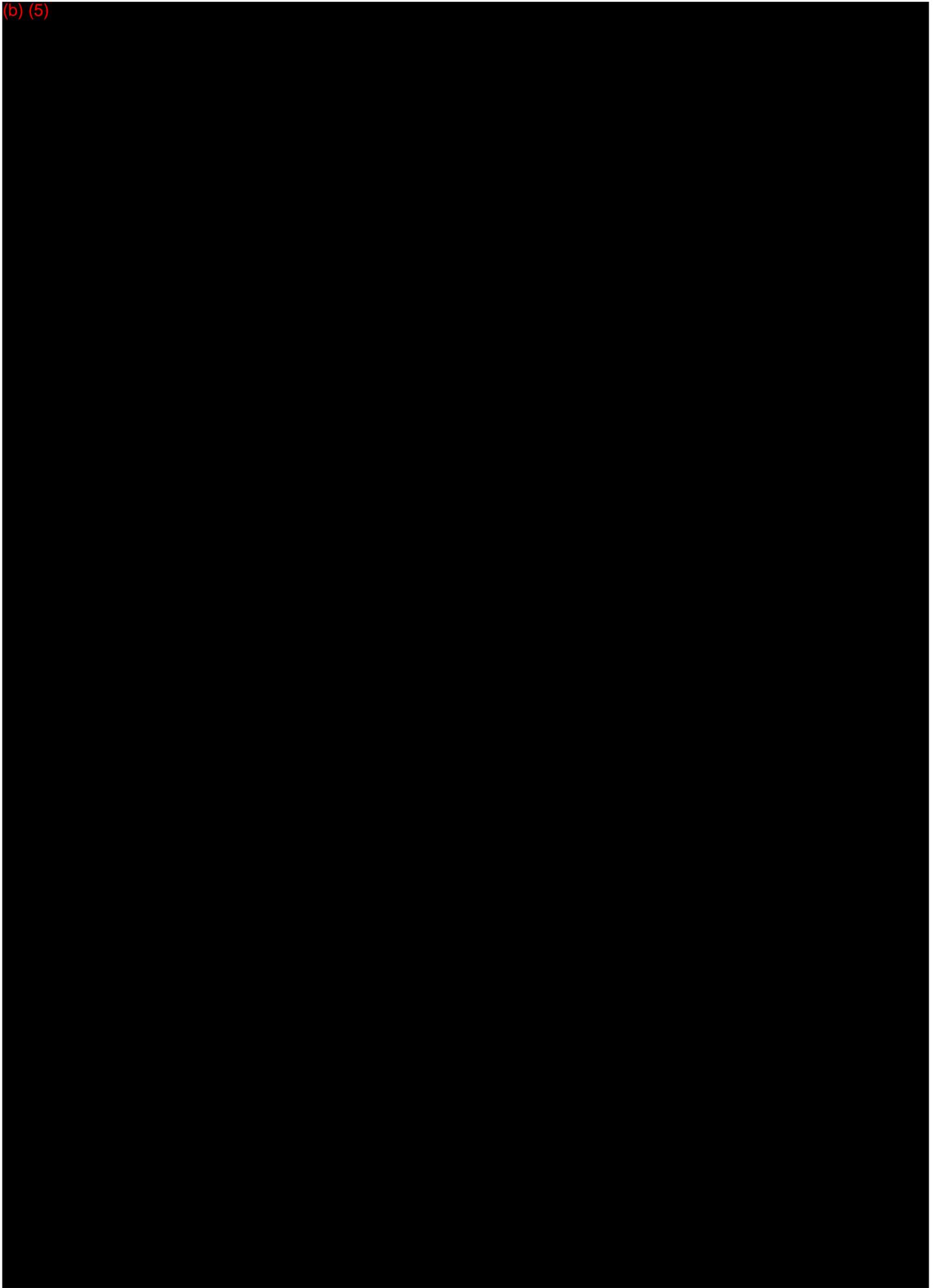


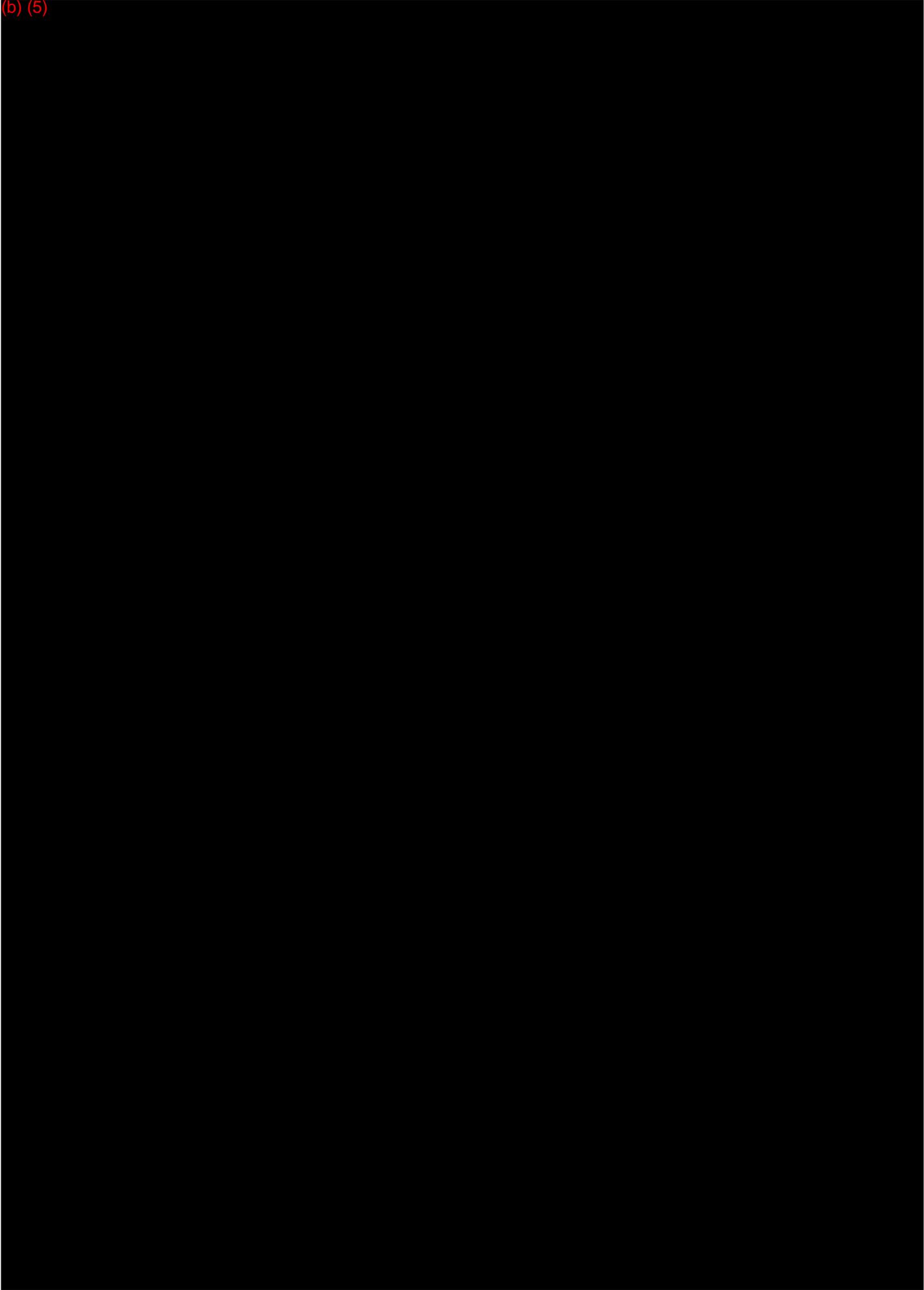














**Please call when convenient today**

Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>

Sun 2020-08-02 12:02 PM

To: Nathaniel Cogley (CENSUS/DEPDIR FED) <nathaniel.cogley@census.gov>

Bcc: Steven K Smith (CENSUS/DEPDIR FED) <steven.k.smith@census.gov>

Nathaniel,

We had discussions earlier today re Re-Plan, will review revised slides this afternoon for Sec. briefing tomorrow morning, then several of us will have another meeting. Also want to update you on Friday phone calls

Thx,

Steve

**Steven D. Dillingham, Ph.D.**, Director

U.S. Census Bureau

o: 301-763-2135 | m: (b) (6)

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## Fw: New Website Language

Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>

Mon 2020-07-27 9:47 AM

To: Steven K Smith (CENSUS/DEPDIR FED) <steven.k.smith@census.gov>

I am unclear what this means. Your thoughts?

---

**From:** Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>

**Sent:** Monday, July 27, 2020 8:42 AM

**To:** Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>

**Subject:** Re: New Website Language

That language in previous products has been rejected. Impact I think is stronger and more accurate too. I can talk.

On Jul 27, 2020, at 8:35 AM, Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov> wrote:

Last sentence needs work in my opinion. Perhaps rather than "including the impact of delivering statutorily required data products at the current legislative deadlines" we say something like: "including the ability to meet statutory deadlines for data products".

---

**From:** Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>

**Sent:** Monday, July 27, 2020 6:58 AM

**To:** Steve Dillingham (b) (6) >; Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>

**Subject:** New Website Language

Steve: we need to refresh the language on our 2020 Census operational adjustments page to help respond to an NYT inquiry. This will also help by disclosing something ahead of the hearing. If you have time to talk I can give you a call for full context.

It helps explain what the OMB request does and also explains that we are looking into the impact of turning data in on the current schedule. Importantly it will also clarify a rumor that we are trying to wrap field work up earlier.

Here's the language- the new stuff is which comes from material you previously edited and cleared.

Please call me when you can but let's not bring this up on other calls.

### **NEW LANGUAGE**

In light of the COVID-19 outbreak, the U.S. Census Bureau is continually adjusting 2020 Census operations in order to:

- Protect the health and safety of the American public and Census Bureau employees.
- Implement guidance from Federal, State, and local authorities regarding COVID-19.
- Ensure a complete and accurate count of all communities.

To help the Census Bureau continue to adapt to the COVID-19 pandemic, the White House Office of Management and Budget submitted a supplemental request of additional funding for the 2020 Census. This funding would allow for additional hiring, staffing resources, and replenished contingency funding to provide schedule flexibility as the Census Bureau conducts its largest field operation, Nonresponse Followup. This flexibility is critical to helping the Census Bureau operate in the midst of unprecedented public health crisis, including trying to wrap up field data collection as quickly, and safely as possible, while ensuring a complete and accurate count.

Since the suspension of field operations in mid-March, Census Bureau leadership has continually assessed operational plans, Federal, state and local guidance, and the status of COVID-19 cases to ensure that the 2020 Census can fulfill its mission. This ongoing analysis led to the phased restart that began in May, and the soft launch of the Nonresponse Followup operation beginning in July in a number of area census offices. The supplemental request is an extension of this effort to be ready to adapt to anything.

The Census Bureau is working toward the plan to complete field data collection by October 31, 2020. Expert career staff at the Census Bureau will continue to evaluate and plan for all contingencies, including the impact of delivering statutorily required data products at the current legislative deadlines.

## Re: Replan slides for the Secretary

Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>

Fri 2020-07-31 8:47 PM

**To:** Ron S Jarmin (CENSUS/DEPDIR FED) <Ron.S.Jarmin@census.gov>; Albert E Fontenot (CENSUS/ADDC FED) <Albert.E.Fontenot@census.gov>

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I wish to thank everyone for your tremendous work in pulling together and presenting an outstanding RePlan for the path forward. When it comes to contributing to the nation and "shaping the future," you and your teams are the very best! I look forward to the slides and Monday's meeting. Have a great weekend! Steve

---

**From:** Ron S Jarmin (CENSUS/DEPDIR FED) <Ron.S.Jarmin@census.gov>

**Sent:** Friday, July 31, 2020 5:49 PM

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Albert E. Fontenot Jr.  
Associate Director, Decennial Census Programs  
United States Department of Commerce  
Bureau of the Census

Office (b) (6)  
Offi (b) (6) 68  
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**Deborah Stempowski, PMP**  
Assistant Director for Decennial Programs,  
Operations and Schedule Management  
U.S. Census Bureau  
Office 301.763.1417  
Cell (b) (6)  
deborah.m.stempowski@census.gov  
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**Ron S Jarmin, PhD.**, Deputy Director  
U.S. Census Bureau  
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# Operational and Processing Options to Meet Statutory Date of December 31, 2020 for Apportionment

August 3, 2020

## Bottom Line Up Front

**Objective:** We have developed this plan in response to your request to provide an apportionment count by December 31, 2020.

- **Maximizing** staff and production hours for field data collection operations to conclude field data collection by September 30, 2020.
- **Compress** and streamline backend processing to deliver apportionment counts by December 31, 2020.
- **Achieve** an acceptable level of accuracy, at least 99% of Housing Units in every state must be resolved.

# Nonresponse Followup Operational Options

## Early Start of Nonresponse Followup Operations

6 Cycle 1a Area Census Offices (ACOs) began operations on July 16

6 Cycle 1b ACOs began operations on July 23

35 Cycle 2 ACOs were scheduled to begin operations on July 30; however, we started operations earlier in some ACOs where staff was available:

- 17 ACOs – Started July 26 – 29
- 18 ACOs – Started July 30

39 Cycle 3 ACOs were scheduled to begin operations by August 3:

- 15 ACOs – Started last week, July 31
- 24 ACOs – Started today, August 3

All remaining ACOs, were scheduled to begin August 11, but we will begin operations by August 9:

- 53 ACOs – Will start August 3 – 7
- 109 ACOs (all remaining) – August 9
- These ACOs will have deploy staff regardless of the COVID-19 risk in those areas to open on these dates.

There are currently 50 days in the production schedule for NRFU. Each additional day of production expands the capacity by 2%.

# Increased Replacement Training for Enumerators

Replacement Training Options	Potential Efficiency Gain / Applicable Costs to Implement
Inviting More People to Training	Over selection rates will address higher-than-expected no-show rates of 35%, bringing us closer to our target initial staffing levels.
Continual Replacement Training	Expect to conduct replacement training for at least 135K Enumerators due to attrition. Just over 11,000 training additional sessions: \$90m total training cost

# Bonuses for Increased Work

Pay Bonus Options	Potential Efficiency Gain / Applicable Costs to Implement
Implement Enumerator Pay bonus to boost work hours from 19 to 25 per week: <ul style="list-style-type: none"> <li>Propose \$100 for exceeding 25 hours/week</li> </ul>	Expect 250,000 to qualify: \$25m/week Increases capacity by 1.5 million work hours per week, or 80,000 more “19 hour” enumerators per week
Implement Enumerator Pay bonus for working multiple 25 hour weeks: <ul style="list-style-type: none"> <li>Propose \$500 for completing 3 weeks of production</li> <li>Can be renewed</li> </ul>	Expect 150,000 to qualify: \$75m total cost
Implement CFS Pay bonus for working multiple weeks: <ul style="list-style-type: none"> <li>Propose \$750 for completing 3 weeks of production (from established start date)</li> <li>Would require ‘acceptable’ minimum of 32 hours per week</li> <li>Can be renewed</li> </ul>	Expect 15,000 CFSs to qualify: \$11.5m total cost per week

# Outreach Methods to Expand Reach to Underperforming Areas

Options	Potential Efficiency Gain / Applicable Costs to Implement
<p>Expand the use of NRFU Travel Teams:</p> <ul style="list-style-type: none"><li>• Moving teams that have successfully completed their areas to areas requiring additional attention</li></ul>	<p>Using experienced staff minimizes the need to train new staff – particularly in areas where new staff are not available.</p>
<p>Implement outbound phone calling to conduct interviews:</p> <ul style="list-style-type: none"><li>• Use telephone numbers from ERD Contact Frame</li><li>• Used by enumerators in ACOs that are finishing up to help out in other ACOs</li></ul>	<p>Facilitates outreach into high COVID-19 risk areas and provides additional enumeration capability.</p>

# Adjustments to NRFU Contact Strategy

NRFU Adjustment Options	Potential Efficiency Gain / Applicable Costs to Implement
Close out self-reported vacants that are also Administrative Record (AdRec) vacant	Reduce workload by 140k cases
Reduce contact attempts for self-reported vacants from 6 to 1	Increase enumerator productivity
Reduce contact attempts for Re-Interview (RI) and Self-Response Quality Assurance (SRQA) cases from 6 to 3	Reduce attempts from 6 to 3 for 1.9 million cases, increase enumerator productivity
Eliminate Random RI, and depend only on analytic sampling	Reduce NRFU workload by 800k cases – potential reduction in quality of enumerator work
Make “pop count only” sufficient earlier in the operation	Still being researched, TBD

# Implement Additional Administrative Record Options

Administrative Records Options	Potential Efficiency Gain / Applicable Costs to Implement
We are in consultation to revise our AdRec strategy to use IRS-only (no corroborating sources) for “pop count only” cases	Reduce attempts from 6 to 1 for estimated 3.8 million cases, contingent on IRS approval, increasing enumerator productivity
Close out cases with conflicting AdRec showing both vacant and delete	Reduce attempts from 6 to 1 for 1.9 million cases, increasing enumerator productivity

# Overview of Backend Processing

## Assumptions:

1. Highly compressed schedule for 2020 Census data processing.
2. Post-processing must start by October 1, 2020.
3. Post-processing work activities are limited to those required to produce apportionment counts. Delivery of redistricting data products will be negatively impacted under this revised plan and we are determining full impacts.
4. All of these activities represent abbreviated processes or eliminated activities that will reduce the accuracy of the 2020 Census.

# Compressing Backend Processing

Adjusted Activity	Impact and Risks
<p>Finalize Master Address File (MAF) updates from remaining field operations by 9/4/20</p> <p>Address updates from continued field work will not be applied to the MAF</p>	<p>We do not anticipate that the resulting number of updates not included will be highly significant. However, increases risk of inaccuracy.</p>
<p>Eliminate the step that includes Decennial Statistical Studies Division (DSSD) review of the MAF extract</p>	<p>Risk of missing and therefore propagating errors, however the MAF is the most accurate ever.</p>
<p>Lock Geographic processing on 9/25/20 and deliver the final 2020 Census address universe by 10/14/20</p>	<p>Reduces a 35 day processing duration to 19 days.</p>
<p>Cancel Count Review Event 2, eliminating the need for late Group Quarters Enumeration (GQE) operations</p>	<p>State demographer review of GQ data will be cancelled. The Demographic and Decennial staffs will work together to develop the message and communicate it to the Federal State Cooperative for Population Estimates (FSCPE)/states. The risk is virtually certain vocal objections from the FSCPE State Demographers and the State Governors they serve.</p>

# Compressing Backend Processing - Continued

Adjusted Activity	Impact and Risks
<p>Create a separate processing stream for the Enumeration of Transitory Locations (ETL) and Service Based Enumeration (SBE) operations that follows the Federally Affiliated Count Overseas (FACO) processing approach. This will enable adding ETL and SBE population counts state-by-state significantly later in the Census Unedited File (CUF) production process.</p>	<p>This file needs to be delivered to POP by the time the CUF – the basis for the apportionment delivery – review is scheduled to be complete, by December 18. Additionally, ETL permits the reporting of a Usual Home Elsewhere (UHE), which will not be able to be processed with this new approach.</p> <p>The CUF will have to be re-run prior to the processing of the Census Edited File (CEF) in order to add in the SBE/ETL population for the Public Law 94-171/Redistricting file. The Apportionment Team will need to change its processing plans and conduct testing to ensure the proper integration of ETL/SBE state counts.</p>
<p>Compress POP division and DSSD review and processing times</p>	<p>A compressed review period creates risk for serious errors not being discovered in the data – thereby significantly decreasing data quality. Additionally, serious errors discovered in the data may not be fixed – due to lack of time to research and understand the root cause or to re-run and re-review one or multiple state files.</p>
<p>Compress time for creating/verifying apportionment data and preparation of transmittal package for DOC</p>	<p>A compressed review period creates risk for errors being present in the data.</p>

# Questions?

**To:** Cannon, Michael (Federal)[MCannon@doc.gov]; Heller, Megan (Federal)[mheller@doc.gov]  
**Cc:** Ron S Jarmin (CENSUS/DEPDIR FED)[Ron.S.Jarmin@census.gov]; Ali Mohammad Ahmad (CENSUS/ADCOM FED)[ali.m.ahmad@census.gov]  
**Bcc:** Steven K Smith (CENSUS/DEPDIR FED)[steven.k.smith@census.gov]; Michael John Sprung (CENSUS/DEPDIR FED)[michael.j.sprung@census.gov]  
**From:** Steven Dillingham (CENSUS/DEPDIR FED)[/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=09DC165EB6DD488E9F3A9A0CE6B45130-DILLINGHAM,]  
**Sent:** Fri 9/11/2020 7:52:10 PM (UTC)  
**Subject:** (b) (5)

(b) (5)

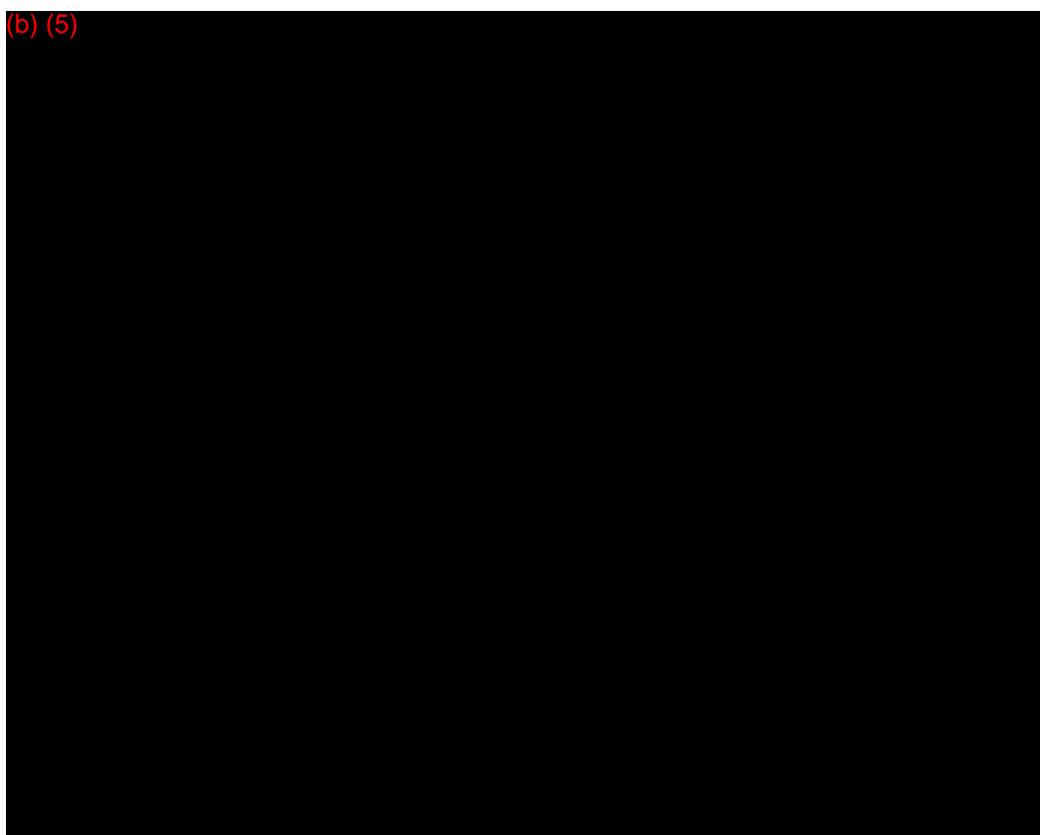
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(b) (5)

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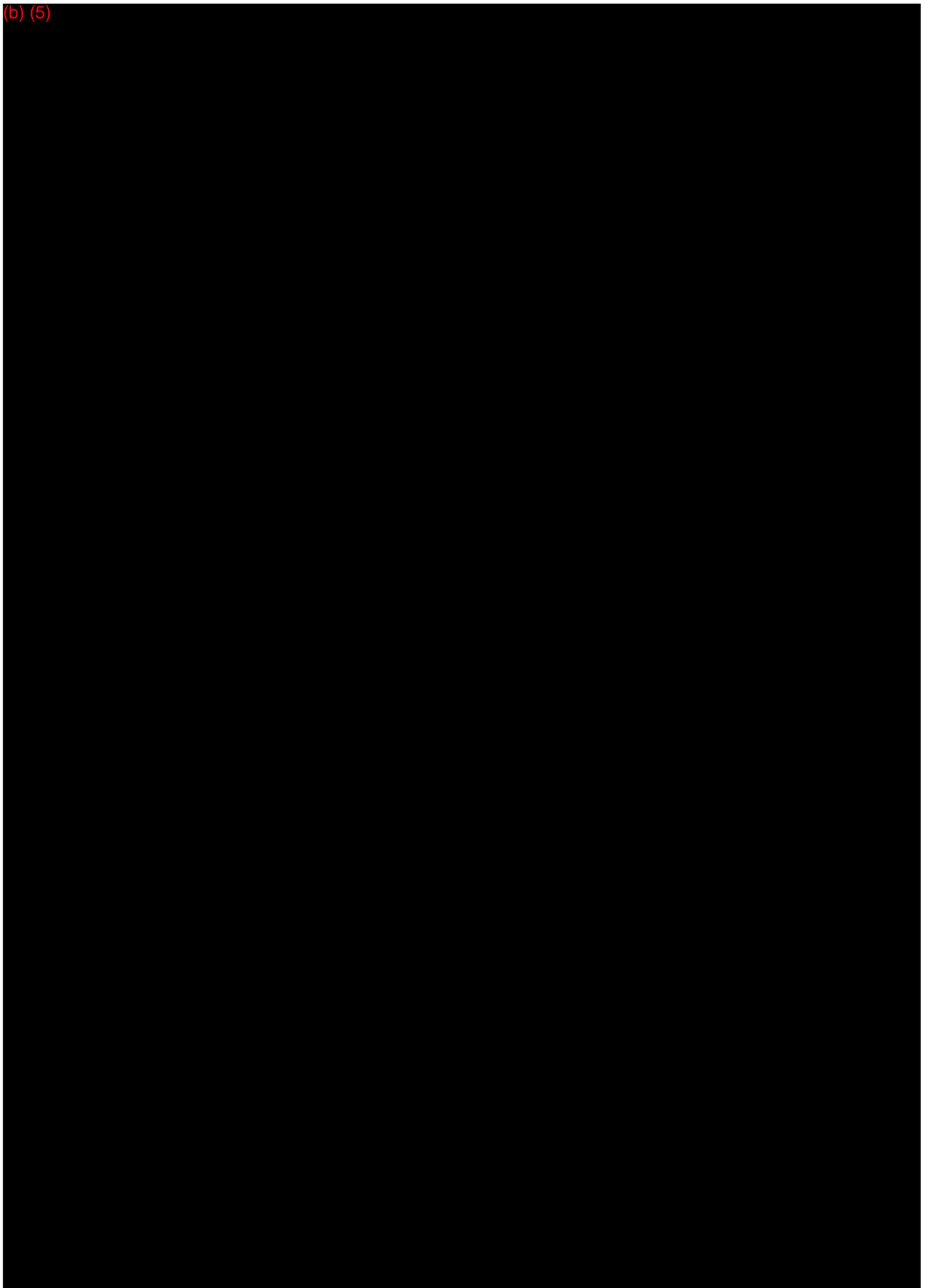
**From:** Steven Dillingham (CENSUS/DEPDIR FED)  
**Sent:** Thursday, September 10, 2020 5:16 PM  
**To:** Cannon, Michael (Federal) <MCannon@doc.gov>; Heller, Megan (Federal) <mheller@doc.gov>  
**Cc:** Ron S Jarmin (CENSUS/DEPDIR FED) <Ron.S.Jarmin@census.gov>; Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>  
**Subject:** (b) (5)

(b) (5)



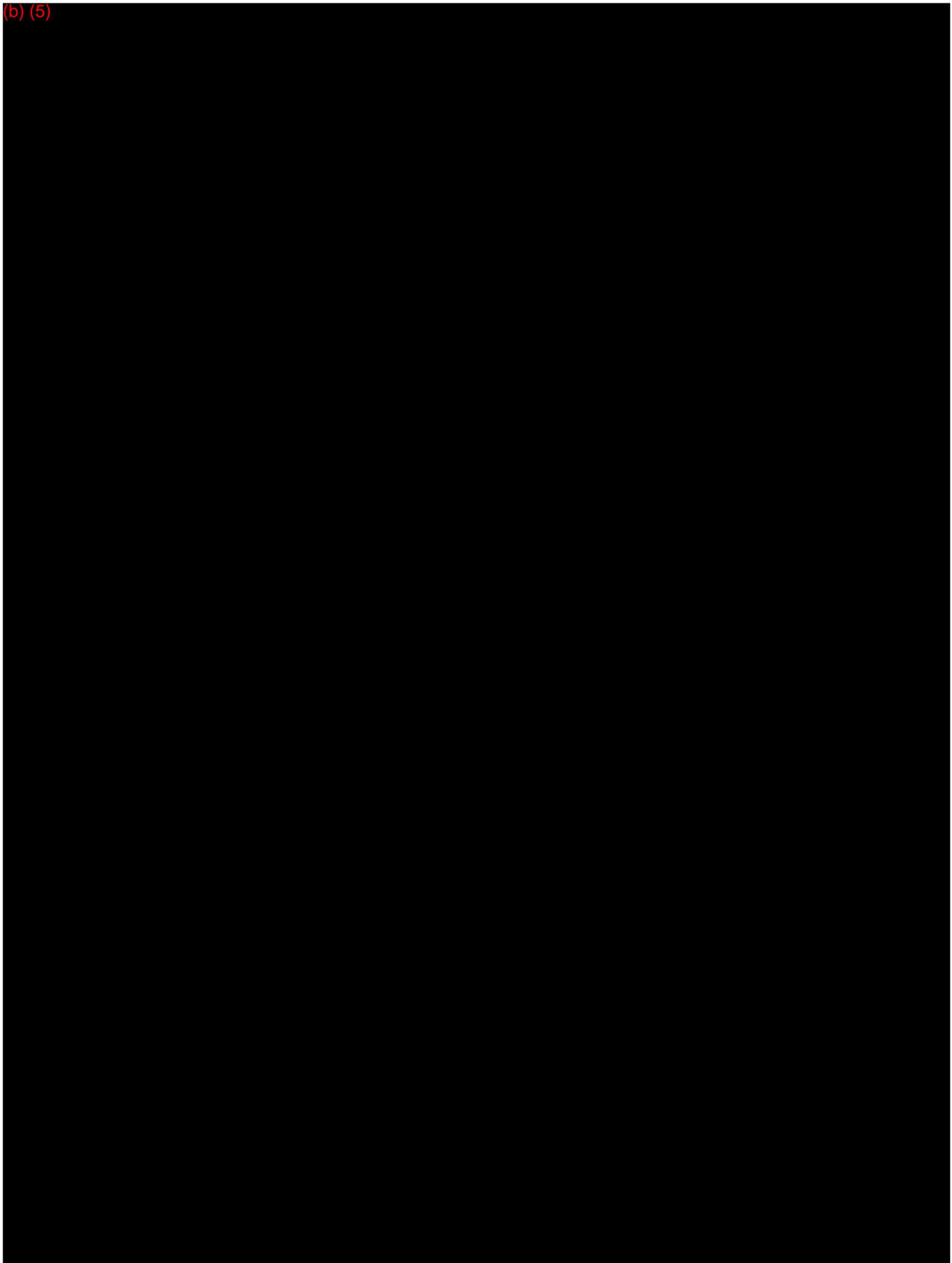
**Steven D. Dillingham, Ph.D.**, Director  
U.S. Census Bureau  
o: 301-763-2135 | m: (b) (6)  
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(b) (5)



(b) (5)

(b) (5)



**To:** Timothy P Olson (CENSUS/ADFO FED)[Timothy.P.Olson@census.gov]; James T Christy (CENSUS/LA FED)[James.T.Christy@census.gov]  
**From:** Steven Dillingham (CENSUS/DEPDIR FED)[/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=09DC165EB6DD488E9F3A9A0CE6B45130-DILLINGHAM,]  
**Sent:** Tue 9/15/2020 6:58:29 PM (UTC)  
**Subject:** Fw: FYI - new letter from Senator Reed (RI)  
[Letter to Director Dillingham 9.14.20.pdf](#)

fyi

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**From:** Christopher J Stanley (CENSUS/OCIA FED) <christopher.j.stanley@census.gov>  
**Sent:** Monday, September 14, 2020 10:45 AM  
**To:** Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>; Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>; Nathaniel Cogley (CENSUS/DEPDIR FED) <nathaniel.cogley@census.gov>; Steven K Smith (CENSUS/DEPDIR FED) <steven.k.smith@census.gov>; Benjamin A Overholt (CENSUS/DEPDIR FED) <benjamin.a.overholt@census.gov>; Michael John Sprung (CENSUS/DEPDIR FED) <michael.j.sprung@census.gov>; Kevin Quinley (CENSUS/ADCOM FED) <kevin.quinley@census.gov>; Adam Michael Korzeniewski (CENSUS/DEPDIR FED) <adam.m.korzeniewski@census.gov>  
**Subject:** FYI - new letter from Senator Reed (RI)

---

**From:** Nobrega, John (Reed) <John\_Nobrega@reed.senate.gov>  
**Sent:** Monday, September 14, 2020 10:41 AM  
**To:** Christopher J Stanley (CENSUS/OCIA FED) <christopher.j.stanley@census.gov>  
**Subject:** Letter

Hi Christopher,

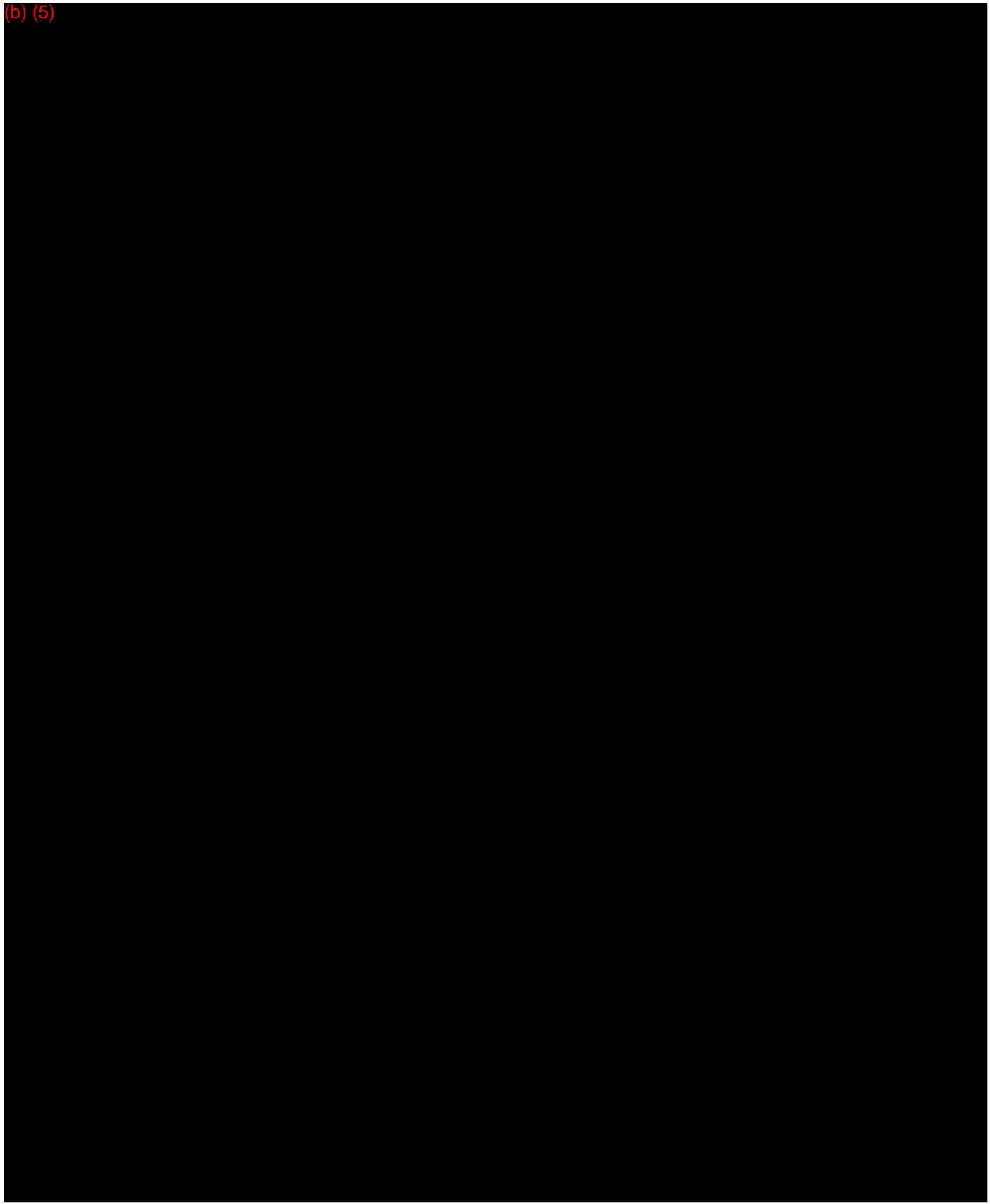
Attached is a letter from Sen. Reed. Thanks.

John

(b) (5)



(b) (5)



JACK REED  
RHODE ISLAND

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United States Senate

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TDD Relay Rhode Island  
1 (800) 745-5555

<http://reed.senate.gov>

September 14, 2020

The Honorable Steven Dillingham  
Director  
U.S. Census Bureau  
U.S. Department of Commerce  
Washington, DC 20233

Dear Dr. Dillingham:

I write to express my deep concern with reports of staffing issues in Rhode Island that may reduce the accuracy and effectiveness of collection activities during Nonresponse Follow Up (NRFU). These concerns are heightened as a result of the Administration's decision to end data collection activities on September 30

In particular, I have heard reports of frequent turnover of staff and shortages of enumerators. It has also come to my attention that enumerators in Rhode Island may have been moved to work in other states and those who are unable to work more than 20 hours per week may have been told that they are no longer needed. Similarly, concerns have been raised related to the adequacy of training for enumerators and the efficacy of the technology provided for use by enumerators.

I have written previously in opposition to several of the Administration's actions with regard to the Decennial Census, including the ill-advised decision to end data collection activities one month earlier than previously planned. These efforts could have a disastrous impact on the accuracy of data collected as well as confidence in the results. Reducing or removing enumerators from Rhode Island will only exacerbate these issues and disproportionately disadvantage hard-to-count communities.

A full accounting of everyone present in the United States is required by the Constitution, critical to the proper allocation of federal funding, and necessary for accurate Congressional apportionment. Data derived from the Decennial Census is also utilized by businesses of all sizes to make decisions that impact services and investment. Anything that may skew the accuracy or completeness of data collected is unacceptable.

As such, I request a response to the following questions no later than September 28

1. How has the shortened timeframe for data collection impacted NRFU activities in Rhode Island as of September 14?
2. With data collection activities shortened by one month, does the Census Bureau now plan to enumerate less households and rely more heavily on administrative records?

- a. If so, please provide the following information
  - i. How may this impact the accuracy of the Decennial Census?
  - ii. Will increased reliance on administrative records disproportionately impact hard-to-count communities?
  - iii. How will the Census Bureau ensure that this process is conducted fairly and uniformly across the nation?
3. How many total temporary Census employees are employed by the Census Bureau in Rhode Island as of September 14?
  - a. Please also provide the specific number of enumerators employed by the Census in Rhode Island as of September 14.
4. Is the number of enumerators and other temporary Census staff in Rhode Island sufficient to enumerate every household in the same manner as Census intended given the shortened timeframe for data collection activities?
  - a. If not, please specify how the shortened timeframe has impacted in person enumeration efforts
5. Has training been impacted for enumerators or other Census staff in Rhode Island due to the shortened timeframe for data collection activities?
  - a. If so, in what way?
  - b. Have enumerators or other temporary staff had difficulty using the Census Bureau's technology as a result?
6. Has the Census Bureau reassigned enumerators or other temporary Census employees from Rhode Island to work in other states?
  - a. If so, please provide the following information:
    - i. How many enumerators were moved and to what locations?
    - ii. How many other staff were moved and to what locations?
    - iii. What is the rationale for moving enumerators and other staff to other states instead of hard to count tracts in Rhode Island?
7. Has the Census Bureau requested that those who cannot work 20 hours or more stop serving as enumerators in Rhode Island?

- a. If so, please provide the following information
  - i. How many enumerators did the Census Bureau release from employment for this reason?
  - ii. What is the rationale for not permitting enumerators to work less than 20 hours?

Thank you for your prompt attention to this important matter and I look forward to your response.

Sincerely,



Jack Reed  
United States Senator

JACK REED  
RHODE ISLAND

COMMITTEES

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Sincerely,



Jack Reed  
United States Senator

**To:** Nathaniel Cogley (CENSUS/DEPDIR FED)[nathaniel.cogley@census.gov]; Benjamin A Overholt (CENSUS/DEPDIR FED)[benjamin.a.overholt@census.gov]  
**From:** Steven Dillingham (CENSUS/DEPDIR FED)/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=09DC165EB6DD488E9F3A9A0CE6B45130-DILLINGHAM,]  
**Sent:** Mon 8/24/2020 2:35:40 PM (UTC)  
**Subject:** Fw: Final Slide Decks for Census Processing and Presidential Memo Meeting  
[Census 2020 Backend Processing FINAL.pptx](#)

**Steven D. Dillingham, Ph.D.**, Director  
U.S. Census Bureau  
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---

**From:** Michael T Thieme (CENSUS/ADDC FED) <Michael.T.Thieme@census.gov>  
**Sent:** Monday, August 24, 2020 10:33 AM  
**To:** Risko, Daniel (Federal) <DRisko@doc.gov>  
**Cc:** Deirdre Bishop (CENSUS/GEO FED) <Deirdre.Dalpiaz.Bishop@census.gov>; John Maron Abowd (CENSUS/ADRM FED) <john.maron.abowd@census.gov>; Ron S Jarmin (CENSUS/DEPDIR FED) <Ron.S.Jarmin@census.gov>; Paranzino, Anthony (Federal) <AParanzino@doc.gov>; Albert E Fontenot (CENSUS/ADDC FED) <Albert.E.Fontenot@census.gov>; Kelley, Karen (Federal) <KKelley@doc.gov>; Enrique Lamas (CENSUS/DEPDIR FED) <Enrique.Lamas@census.gov>; Victoria Velkoff (CENSUS/ADDP FED) <Victoria.A.Velkoff@census.gov>; Karen Battle (CENSUS/POP FED) <karen.battle@census.gov>; Barbara M LoPresti (CENSUS/DITD FED) <Barbara.M.LoPresti@census.gov>; Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>  
**Subject:** Re: Final Slide Decks for Census Processing and Presidential Memo Meeting

Dan -  
Apologies. We found a typo on slide 5 of the Processing Deck - fixed in this version. (hopefully you can still get this one to the Secretary). Thanks,

-Michael

### Michael T. Thieme

Assistant Director for Decennial Census Programs, Systems and Contracts  
U.S. Census Bureau  
(301) 763-9062 (Office)  
(b) (6) (Mobile)  
[Michael.t.thieme@census.gov](mailto:Michael.t.thieme@census.gov)

---

**From:** Michael T Thieme (CENSUS/ADDC FED) <Michael.T.Thieme@census.gov>  
**Sent:** Monday, August 24, 2020 10:16 AM  
**To:** Risko, Daniel (Federal) <DRisko@doc.gov>  
**Cc:** Deirdre Bishop (CENSUS/GEO FED) <Deirdre.Dalpiaz.Bishop@census.gov>; John Maron Abowd (CENSUS/ADRM FED) <john.maron.abowd@census.gov>; Ron S Jarmin (CENSUS/DEPDIR FED) <Ron.S.Jarmin@census.gov>; Paranzino, Anthony (Federal) <AParanzino@doc.gov>; Albert E Fontenot (CENSUS/ADDC FED) <Albert.E.Fontenot@census.gov>; Kelley, Karen (Federal) <KKelley@doc.gov>; Enrique Lamas (CENSUS/DEPDIR FED) <Enrique.Lamas@census.gov>; Victoria Velkoff (CENSUS/ADDP FED) <Victoria.A.Velkoff@census.gov>; Karen Battle (CENSUS/POP FED) <karen.battle@census.gov>; Barbara M LoPresti (CENSUS/DITD FED) <Barbara.M.LoPresti@census.gov>; Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>  
**Subject:** Final Slide Decks for Census Processing and Presidential Memo Meeting

Dan -  
Here are the final decks reviewed by both the Deputy Secretary and the Director. Thanks,

-Michael

**Michael T. Thieme**

Assistant Director for Decennial Census Programs, Systems and Contracts

U.S. Census Bureau

(301) 763-9062 (Office)

(b) (6) (Mobile)

[Michael.t.thieme@census.gov](mailto:Michael.t.thieme@census.gov)

---

**From:** Kelley, Karen (Federal)

**Sent:** Friday, August 21, 2020 1:24 PM

**To:** Kelley, Karen (Federal) <KKelley@doc.gov>; Paranzino, Anthony (Federal) <AParanzino@doc.gov>; Risko, Daniel (Federal) <DRisko@doc.gov>; Ron S Jarmin (CENSUS/DEPDIR FED) <Ron.S.Jarmin@census.gov>; Enrique Lamas (CENSUS/DEPDIR FED) <Enrique.Lamas@census.gov>; Victoria Velkoff (CENSUS/ADDP FED) <Victoria.A.Velkoff@census.gov>; Albert E Fontenot (CENSUS/ADDC FED) <Albert.E.Fontenot@census.gov>; Michael T Thieme (CENSUS/ADDC FED) <Michael.T.Thieme@census.gov>; Deirdre Bishop (CENSUS/GEO FED) <Deirdre.Dalpiaz.Bishop@census.gov>; Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>

**Subject:** Check In

**When:** Sunday, August 23, 2020 5:00 PM-5:30 PM.

**Where:** (b) (6)

**To:** Nathaniel Cogley (CENSUS/DEPDIR FED)[nathaniel.cogley@census.gov]; Benjamin A Overholt (CENSUS/DEPDIR FED)[benjamin.a.overholt@census.gov]; Kourkoumelis, Aristidis (Federal)[AKourkoumelis@doc.gov]; Risko, Daniel (Federal)[DRisko@doc.gov]  
**From:** Steven Dillingham (CENSUS/DEPDIR FED)[/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=09DC165EB6DD488E9F3A9A0CE6B45130-DILLINGHAM,]  
**Sent:** Tue 9/15/2020 7:01:42 PM (UTC)  
**Subject:** Fw: FYI - new letter from Senator Reed (RI)  
[Letter to Director Dillingham 9.14.20.pdf](#)

---

**From:** Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>  
**Sent:** Tuesday, September 15, 2020 2:58 PM  
**To:** Timothy P Olson (CENSUS/ADFO FED) <Timothy.P.Olson@census.gov>; James T Christy (CENSUS/LA FED) <James.T.Christy@census.gov>  
**Subject:** Fw: FYI - new letter from Senator Reed (RI)

fyi

---

**From:** Christopher J Stanley (CENSUS/OCIA FED) <christopher.j.stanley@census.gov>  
**Sent:** Monday, September 14, 2020 10:45 AM  
**To:** Steven Dillingham (CENSUS/DEPDIR FED) <steven.dillingham@census.gov>; Ali Mohammad Ahmad (CENSUS/ADCOM FED) <ali.m.ahmad@census.gov>; Nathaniel Cogley (CENSUS/DEPDIR FED) <nathaniel.cogley@census.gov>; Steven K Smith (CENSUS/DEPDIR FED) <steven.k.smith@census.gov>; Benjamin A Overholt (CENSUS/DEPDIR FED) <benjamin.a.overholt@census.gov>; Michael John Sprung (CENSUS/DEPDIR FED) <michael.j.sprung@census.gov>; Kevin Quinley (CENSUS/ADCOM FED) <kevin.quinley@census.gov>; Adam Michael Korzeniewski (CENSUS/DEPDIR FED) <adam.m.korzeniewski@census.gov>  
**Subject:** FYI - new letter from Senator Reed (RI)

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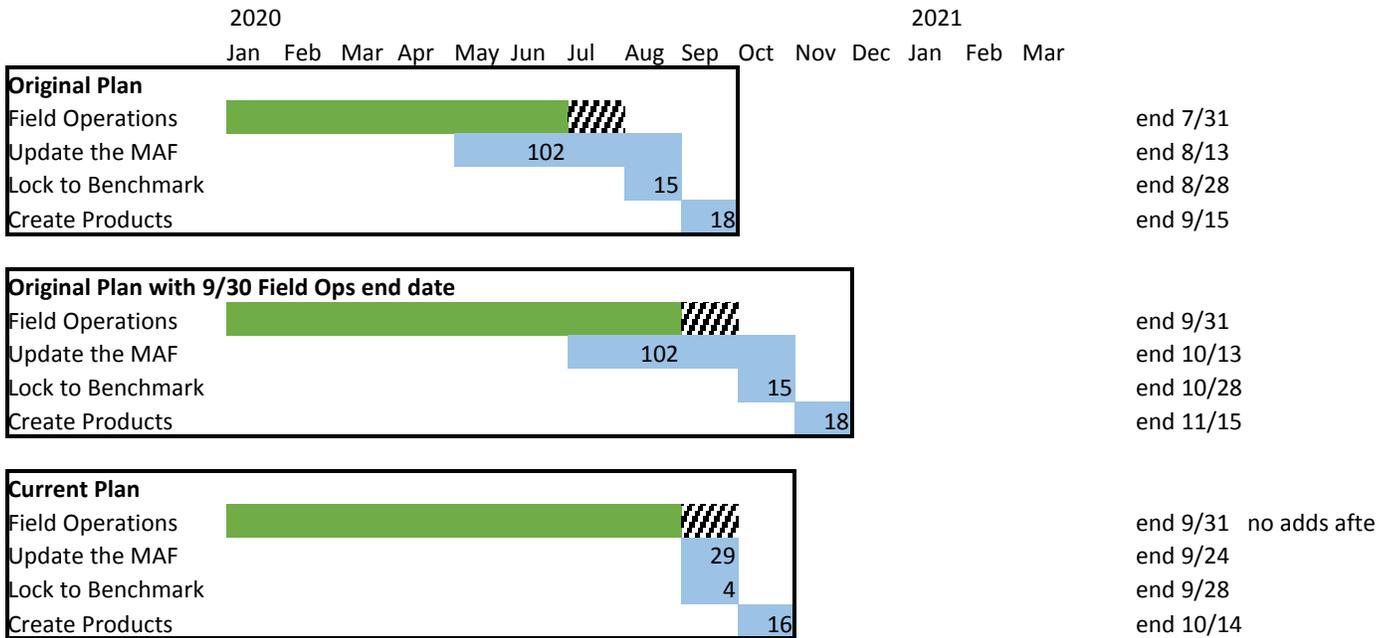
**From:** Nobrega, John (Reed) <John\_Nobrega@reed.senate.gov>  
**Sent:** Monday, September 14, 2020 10:41 AM  
**To:** Christopher J Stanley (CENSUS/OCIA FED) <christopher.j.stanley@census.gov>  
**Subject:** Letter

Hi Christopher,

Attached is a letter from Sen. Reed. Thanks.

John

**GEO Processing to meet 12/14/2020 CUF Delivery**



////// Shading represents end of field operations

r 9/4

# 2020 Census Data Processing Planning For the Census Unedited File (CUF)

8/24/2020

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Census  
2020

BC-DOC-CEN-2020-001602-004968

## Overview

- This is a viable plan to deliver the final Census Unedited File (CUF) by 12/14/2020
- It cuts a four-month process down to two and a half months
- It optimizes staff and computing resources to be in operation 24/7, weekends and holidays
- It streamlines and limits processes to focus only on Apportionment, separating and deferring redistricting processing
- We have identified any process that could start earlier, run in parallel, or be eliminated

## Risks

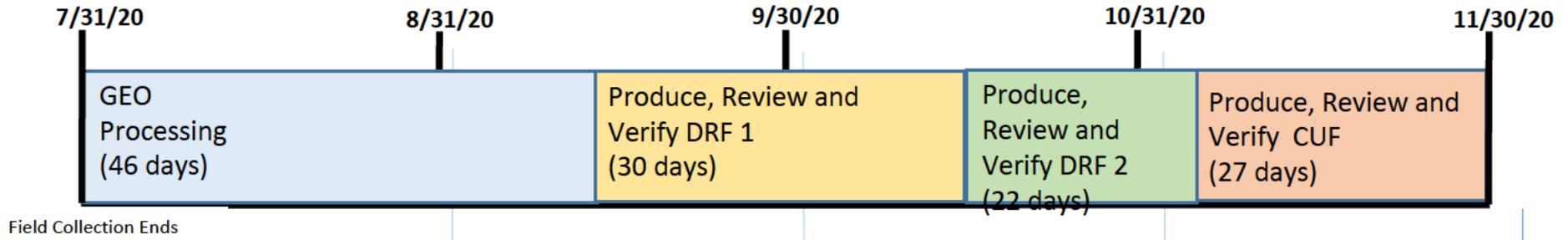
- This plan is contingent on field operations ending 9/30/2020, and depends on a reasonably smooth sequence of processing events
- The increased speed and reduced review time required in this plan and potential errors present risk to data accuracy
- If processing risks are realized, they will require decisions that weigh data accuracy and U.S. Census Bureau reputation against schedule delays

## Bottom Line

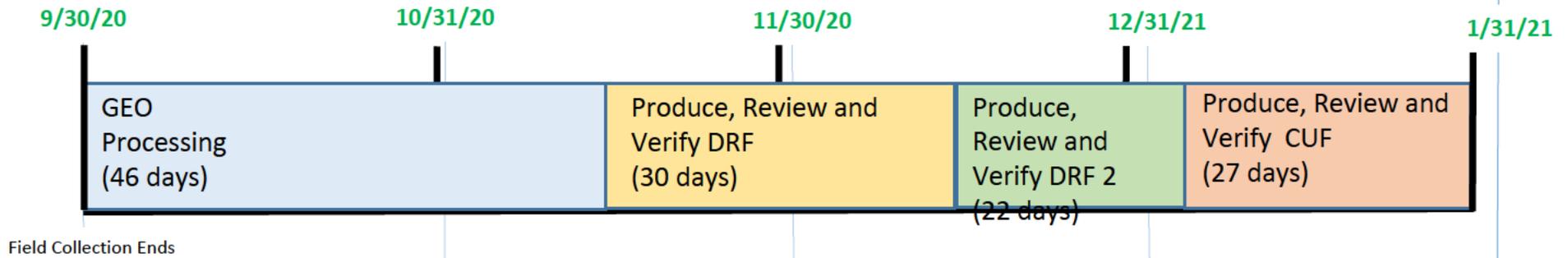
- By closely managing both the process and the risks, our intention continues to be to deliver an accurate, defensible 2020 Census count in compliance with statutory deadlines and the Presidential Memorandum

# Re-Planning for 2020 Census Post Processing

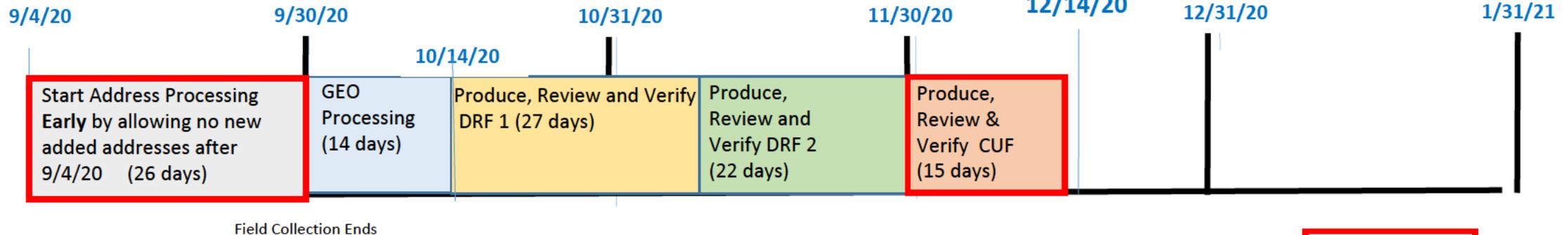
## Original Plan (Before COVID 19)



## Original Schedule with 9/30 as the end of Field Data Collection (notional)



## Current Plan



Unclassified/ For Official Use Only

Most significant Plan changes

# Geographic Processing Plan

Confidence that decades of work by the Census Bureau and our Partners have produced the most accurate and complete geographic foundation underpins this plan. Nearly 152 million addresses were included in the 2020 Census enumeration universe. Building the foundation requires human capital, computing power, and adequate time.

**We have streamlined, rescheduled, and eliminated processing activities to meet the 12/14/2020 CUF delivery deadline**

- No new addresses accepted from data collection operations after 9/4/2020
  - Any new addresses identified between then and 9/30/2020, the last day of data collection operations, and the population associated with those addresses **will not be included in the 2020 Census**
- We have significantly reduced the period of time to update the MAF with new addresses (102 to 29 days)
  - Due to the operational schedule changes, MAF updating for the majority of operations has converged in September (e.g., Remote Alaska, Update Enumerate, NRFU, Non-ID)
- The benchmarking process is shortened from 33 to 20 days, eliminating 13 days worth of processing activities that will be cut now and deferred until the creation of the redistricting data products
- We have cancelled the internal independent review of the final list of addresses that will be used to tabulate 2020 Census data (MAF Extract)
- We are eliminating quality control steps that traditionally resulted in a nationwide delivery of all files at once. Instead states will now be delivered on a flow basis.

# Optimized Systems and Staff Resources

- **Improved Decennial Response Processing System (DRPS) Performance in Preparation for 2020 Census Processing**

Upgraded Oracle Real Application Clusters (RAC) to Oracle Exadata environment. Exadata is a high-performing pre-configured combination of hardware and software that provides infrastructure for Oracle databases.

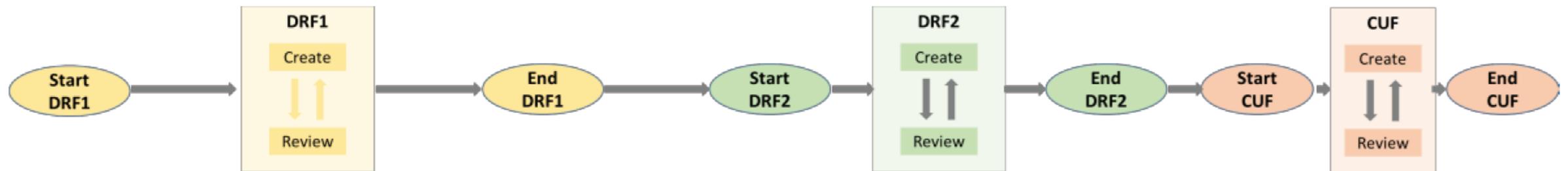
- Infrastructure Platform Optimized for Oracle Databases
- Actively optimizing DRPS processing through monitoring large test executions and consultation with Oracle
- Adjusted code base to address bottlenecks

- **Optimized role assignments to ensure maximum staff resource usage during this shortened production period**

	DRF1 (Decennial Response File 1)	DRF2 (Decennial Response File 2)	CUF (Census Unedited File)
Pre-Covid	Sept 15 – Oct 14, 2020	Oct 14 – Nov 4, 2020	Nov 4 – 30, 2020
Original Schedule with 9/30 as the end of Field Data Collection (notional)	Nov 15 – Dec 14, 2020	Dec 14, 2020 – Jan 4, 2021	Jan 4 - Jan 31, 2021
Current Plan	Oct 14 – Nov 9, 2020	Nov 9 – Nov 30, 2020	Nov 30 – Dec 14, 2020
Schedule Savings from Pre-Covid	3 Days	0 Days	12 Days

# Decennial Response Processing and Review

Once geographic processing is complete, we have the frame that will serve as the collection geography for 2020 Census response processing. The process to deliver the Census Unedited File is heavily interactive with multiple concurrent cycles of data creation and review.



# Decennial Response File 1 (DRF1) Plan

## Produce the Decennial Response File 1 (DRF1) – 27 days

- Integrate final collection geography data with the response data for state-based processing
- Standardize data collection modes data (phone, internet, paper and Non Response Follow Up), incorporating high-quality administrative records data as the response data for housing units that do not have an enumeration.
- Classify living quarters as Housing Units or Group Quarters
- Identify unique persons within an individual response
- Incorporate results from NRFU re-interview and electronic records from group quarters
- Standardize demographic data for person matching
- Remove responses from collection universe depending on residence criteria
- Perform baby delete criteria – flags person records for deletion for babies confirmed to be born after 4/1
- Assign IDs to non-ID cases
- Collate multiple sheet large HU paper responses

# Decennial Response File 2 (DRF2) and Census Unedited File (CUF) Plan

## Produce Decennial Response File 2 (DRF2) – 22 days

- Remove responses that meet criteria for being born after Census Day
- Execute Primary Selection Algorithm (PSA) - This resolves situations where we have more than one response for a single address and two or more responses (possibly in different states) for the same household
- Review and verify PSA results
- Process DRF2 at the national level

## Produce the Census Unedited File (CUF) – 15 days

- Determine the status for every housing unit as occupied, vacant or non-existent
- Identify the universe of data to include in the Census from the Sample Delivery File (SDF) and DRF2 and apply the Count Imputation (CI) operation to fill in the missing housing unit status and the missing household size
- Determine final population count for each address
- Review the population totals and their reasonableness
- Review and verify the data processing steps and products

# Early and Ongoing Review to Enhance and Accelerate Final Data Review

## **New Subject Matter Expert (SME) Review Improvements**

- Implemented increased analysis of real time response data to look for trends in data collection and shifting demographics. This helps to offset downstream review and processing risks
- Review of the DRF1 will occur to identify potential issues earlier; in 2010, SME review started with the DRF2
- The focus of the DRF1-CUF review will be on total population counts for apportionment; a separate team of analysts will be compiled to support the additional review of population totals
- An automated issue tracking system and a streamlined communication plan will allow for quicker decision making about identified issues and provide additional information to senior leadership

## **Other SME Review Methods to Accelerate Data Review**

- Use of SME-developed and tested SAS review programs to automate data collection and data processing review
- The most in-depth demographic reasonableness review will be conducted on the first five to ten states produced by DRPS, with later states undergoing more cursory review checks
- Creation of the DRF1 and CUF will operate concurrently with SME Reviews

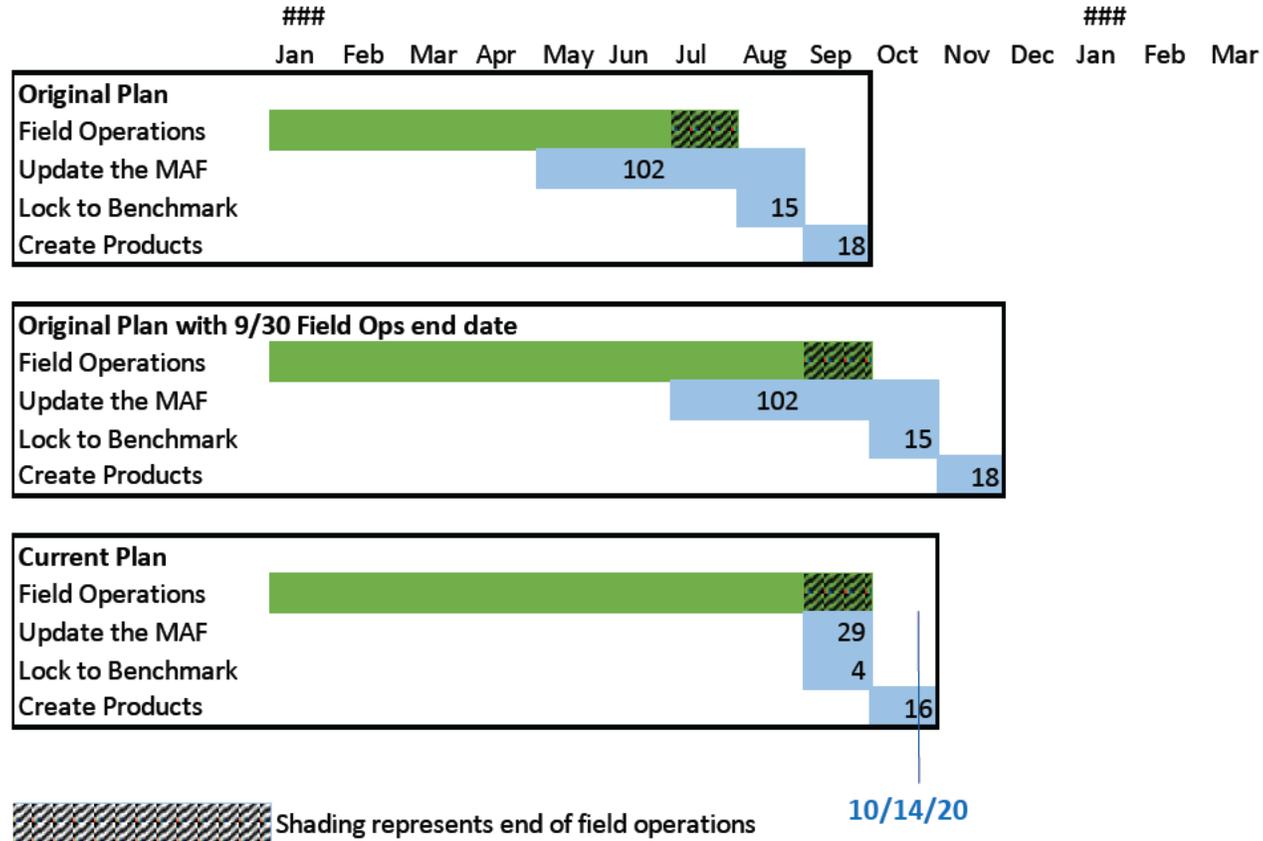
# Appendix

# Background on Risks

- If we do not complete all field data collection by 9/30/2020, this schedule may not be viable
- The schedule modifications in this plan have limited the ability to recover from a late start, processing delays, or other critical issues
- The risk of delays in processing is real, based on previous Census experience
  - As with every past Census, data anomalies will be detected during processing or review
  - Fixes may require individual states or all states to be re-processed.
  - State, multi-state, and national re-processing has been required in all recent censuses
  - We will not know the full extent of anomalies until we process the entire universe.
- Again, by closely managing both the process and the risks, our intention continues to be to produce an accurate, defensible 2020 Census count in compliance with statutory deadlines and the Presidential Memorandum

# Additional Detail on GEO Processing

## GEO Processing to meet 12/14/2020 CUF Delivery



# Detailed Processing Steps

Activity ID	Activity Name	Calendar	OD	Start	Finish	Var-Start	Var-Finish
Z0ISR-12170	Conduct Internet Self-Response (ISR) Data Collection	3. 7 Day Federal Holiday thru 2023	230d	12-Mar-20	31-Oct-20	0d	0d
Z0NID-11020	Conduct Non-ID Clerical Process Operation	3. 7 Day Federal Holiday thru 2023	230d	12-Mar-20	31-Oct-20	0d	0d
Z0SQU-10500	Conduct Self-Response Quality Assurance	7 Day Federal Holiday thru 202	2 0d	12-Mar-20	1-Oct-20	0d	0d
Z0CQA-10830	Conduct Census Questionnaire Assistance (CQA) Inbound Operation	4. 7 Day No Holidays thru 2023	234d	12-Mar-20	31-Oct-20	0d	0d
Z0CQA-10840	Conduct Census Questionnaire Assistance (CQA) Outbound Operation	4. 7 Day No Holidays thru 2023	193d	22-Apr-20	31-Oct-20	0d	0d
Z0CIC-12520	Monitor CQA Outbound Call Telephone Operation	3. 7 Day Federal Holiday thru 2023	187d	24-Apr-20	31-Oct-20	0d	0d
Z0NRD-31520	Conduct NRFU Reinterview Field Data Collection	3. 7 Day Federal Holiday thru 2023	79d	12-Aug-20	31-Oct-20	0d	0d
Z0IPC-11080	Conduct 2020 Reminder Phase	4. 7 Day No Holidays thru 2023	79d	14-Aug-20	31-Oct-20	0d	0d
Z0MIS-22260	Create MAF/TIGER Benchmark for Final Collection Products and Services	3. 7 Day Federal Holiday thru 2023	22d	13-Nov-20	5-Dec-20	0d	1d
Z0MIS-20400	Create MAF Extract for Final Collection - MAF/TIGER	3. 7 Day Federal Holiday thru 2023	9d	6-Dec-20	14-Dec-20	1d	1d
Z0MIS-20410	QC MAF Extract for Final Collection - MAF/TIGER	3. 7 Day Federal Holiday thru 2023	9d	7-Dec-20	15-Dec-20	1d	1d
Z0MIS-20390	Deliver MAF Extract & Header File to DITD/CarDS for Final Collection - MAF/TIGER	3. 7 Day Federal Holiday thru 2023	2d	16-Dec-20	17-Dec-20	1d	3d
Z0CAR-50950	DITD/CarDS Receive MAF Extract from MAF/TIGER for Final SDF (Coil)	1. 5 Day Federal Holiday thru 202	0d	18-Dec-20		1d	1d
Z0CAR-50980	CarDS Ingests MAF Extract from MAF/TIGER for Final SDF (Coil)	4. 7 Day No Holidays thru 2023	2d	18-Dec-20	19-Dec-20	3d	3d
Z0CAR-51060	CarDS Creates and Review Final SDF (Coil)	4. 7 Day No Holidays thru 2023	4d	20-Dec-20	23-Dec-20	3d	6d
Z0CAR-51100	CarDS Delivers Final SDF (Coil) to DRPS	4. 7 Day No Holidays thru 2023	0d		23-Dec-20	6d	6d
Z0DRP-90590	DRPS Receives and Ingests Final Collection SDF from CarDS	4. 7 Day No Holidays thru 2023	3d	24-Dec-20	26-Dec-20	6d	9d
Z0DRP-90580	Create Initial Decennial Response File (PCDI/DRF1) - DRPS	1. 5 Day Federal Holiday thru 2023	12d	28-Dec-20	13-Jan-21	5d	5d
Z0DRP-11590	Deliver Initial Decennial Response File (PCDI/DRF1) to RPO/DSSD - DRPS	1. 5 Day Federal Holiday thru 2023	13d	30-Dec-20	19-Jan-21	5d	5d
Z0DRP-11600	Receive Approval of Decennial Response File (PCDI/DRF1) from RPO/DSSD - DRPS	1. 5 Day Federal Holiday thru 2023	1d	19-Jan-21	19-Jan-21	5d	5d
Z0DRP-90750	Create Initial Decennial Response File (PSA/DRF2) - DRPS	1. 5 Day Federal Holiday thru 2023	6d	19-Jan-21	26-Jan-21	5d	5d
Z0DRP-18430	Deliver Initial Decennial Response File (PSA/DRF2) to RPO/DSSD - DRPS	1. 5 Day Federal Holiday thru 2023	1d	26-Jan-21	26-Jan-21	5d	5d
Z0RPO-11250	Receive Primary Selection Algorithm File (PSA) (Final PSA/DRF2) from DRPS	1. 5 Day Federal Holiday thru 202	1d	26-Jan-21	26-Jan-21	5d	5d
Z0RPO-11260	Perform SME Review of Primary Selection Algorithm File (Final PSA/DRF2)	1. 5 Day Federal Holiday thru 2023	11d	26-Jan-21	9-Feb-21	5d	5d
Z0DRP-18440	Receive Approval of Decennial Response File (PSA/DRF2) from RPO/DSSD - DRPS	1. 5 Day Federal Holiday thru 2023	1d	9-Feb-21	9-Feb-21	5d	5d
Z0DRP-90610	Create Initial Census Unedited File (CUF) - DRPS	1. 5 Day Federal Holiday thru 2023	17d	9-Feb-21	4-Mar-21	5d	5d
Z0RPO-11270	Provide Results and Approval of Primary Selection Algorithm File (Final PSA/DRF2) to DRPS	1. 5 Day Federal Holiday thru 2023	0d		9-Feb-21	5d	5d
Z0DRP-18460	Deliver Initial Census Unedited File (CUF) to RPO/POP - DRPS	1. 5 Day Federal Holiday thru 2023	15d	11-Feb-21	4-Mar-21	5d	5d
Z0DRP-18470	Receive Approval of Census Unedited File (CUF) from RPO/POP - DRPS	1. 5 Day Federal Holiday thru 2023	1d	4-Mar-21	4-Mar-21	5d	5d
Z0DRP-18480	Deliver Final Census Unedited File (CUF) to POP / CDL - DRPS	1. 5 Day Federal Holiday thru 2023	0d		4-Mar-21	5d	5d
Z0DPD-10730	POP Receives Final CUF from CDL/DRPS	1. 5 Day Federal Holiday thru 2023	0d	5-Mar-21		5d	5d
Z0PMD-16890	-----Executive Review and Approve CUF-----	4. 7 Day No Holidays thru 2023	30d	5-Mar-21	3-Apr-21	7d	-2d
Z0DPD-10740	POP Creates/Verifies Apportionment Tables	1. 5 Day Federal Holiday thru 202	16d	5-Apr-21	26-Apr-21	1d	0d
Z0DPD-10750	POP Delivers Final Apportionment Tables to BOC DIR and CQAS	1. 5 Day Federal Holiday thru 2023	0d		26-Apr-21	0d	0d
Z0DPD-10760	BOC DIR/CQAS Assembles Final Apportionment Transmittal Package	1. 5 Day Federal Holiday thru 2023	4d	27-Apr-21	30-Apr-21	0d	0d
Z0DPD-10770	BOC DIR Delivers Final Apportionment Transmittal Package to DOC	1. 5 Day Federal Holiday thru 2023	0d		30-Apr-21	0d	0d
Z0DPD-10850	DOC Delivers Apportionment Counts to President (U.S.C. Article 1, Section 2)	1. 5 Day Federal Holiday thru 2023	0d		30-Apr-21	0d	0d