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June 18, 2012

**2010 CENSUS PLANNING MEMORANDA SERIES**

**No. 200**

MEMORANDUM FOR      The Distribution List

From:                      Arnold Jackson *[signed]*  
Acting Chief, Decennial Management Division

Subject:                    2010 Census Forms Printing and Distribution Program Assessment  
Report

Attached is the 2010 Census Forms Printing and Distribution Program Assessment Report. The Quality Process for the 2010 Census Test Evaluations, Experiments, and Assessments was applied to the methodology development and review process. The report is sound and appropriate for completeness and accuracy.

If you have any questions about this document, please contact Myron Smith at (301) 763-9378.

Attachment

# 2010 Census Forms Printing and Distribution Program Assessment Report

U.S. Census Bureau standards and quality process procedures were applied throughout the creation of this report. Census Bureau Management has authorized release of all data contained in this report.

Final

Myron Smith

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Decennial Management Division



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## **Executive Summary**

The Forms Printing and Distribution Assessment measure the success of the activities of the 2010 Census Forms Printing and Distribution Program for the 50 United States, D.C., and Puerto Rico. It documents the results of the program for historical and informational purposes, and provides recommendations and best practices for the next planning cycle in support of the 2020 Census.

The 2010 Census Forms Printing and Distribution Integrated Product Team was responsible for developing strategies and identifying risks in planning, awarding, and managing contracts for printing Public Use Forms. These are forms issued by the Census Bureau to obtain and provide information to/from the public for the 2010 Census. The Census Bureau printed nearly 2.1 billion Public Use Forms in support of the 2010 Census.

The Printing Program Office of the Decennial Automation and Contract Management Office was responsible for overseeing the entire printing operation, from gathering print requirements and preparing print contracts, to providing quality assurance during production and coordinating the distribution of the forms. The Decennial Management Division was responsible for the forms design work and for coordinating activities within the Census Bureau's forms design area in the Administrative and Customer Services Division as well as with the other appropriate decennial census subject matter divisions.

The Government Printing Office acted as the Contracting Officer for all printing completed through private sector vendors. Private printing vendors printed the paper materials, assembled the mailing packages, and distributed the Public Use Forms. The print vendor delivered the questionnaire mailing packages for each mailing to the United States Postal Service for first-class delivery on specified dates. The print vendor also shipped pre-assembled Update/Leave questionnaire packages to the Local Census Offices for delivery to housing units by Census Bureau field personnel. Other questionnaire packages and materials were shipped to the National Processing Center for storage and for inclusion in the field prepackaged kits.

This report focuses on printing and distribution aspects of the Printing Program Office's 2010 Census strategies and describes the conclusions that led to the success of the 2010 Census printing program. This assessment provides evidence for the following conclusions:

- The development and use of stringent, yet clear, print requirements allowed for the development of printing contracts that clearly outlined the program expectations and supported the vendors in producing a timely and high quality product.
- The development and use of a "best value" approach to contract solicitation in lieu of the standard lowest bid approach provides greater control over the product quality.
- The Quality Information for Success Printing II system allowed daily monitoring and verification of the quality of the printed material and was critical to the program's success.
- Print quantities of the Public Use Forms were sufficient for the 2010 Census operations based on census design estimations.
- The communication and collaboration efforts between the United States Postal Service, Government Printing Office, print vendors, and Census Bureau subject matter experts were instrumental to the success of the operation.

- The actual printing costs were lower than the estimated printing costs due to program changes and the economic conditions at the time, which contributed to a more competitive bidding environment.
- The estimated postage costs were higher than the actual postage costs due to the lower than anticipated number of addresses for the mail out.
- The security measures employed by the Census Bureau ensured the confidentiality and integrity of the mail pieces throughout the printing and production phases were sufficient.

**Some of the recommendations for 2020 include:**

- The 2010 Census procurement methodology should be repeated for the 2020 Census.
- Research managing Undeliverable As Addressed on the front end (i.e. eliminating them from the address file).
- A team of stakeholders including from the Geography Division, Decennial Systems Processing Office, Printing Program Office and Decennial Management Division need to join together to develop a set of process improvements for the development of the address file that streamline activities and reduce operational risk.

# **1 INTRODUCTION**

## **1.1 Scope**

The scope of this assessment covers printing production activities managed by the Printing Program Office (PPO) of the Decennial Automation and Contracts Management Office (DACMO) in support of the production and distribution of the public use forms (PUFs) used in the 2010 Census for the fifty United States, D.C., and Puerto Rico. This assessment includes key activities starting with the collection of printing requirements through the distribution of the mail pieces.

This assessment evaluates the following areas of the Forms Printing and Distribution (FPD) Program:

- Requirements/Workloads
- Print Contracts
- Printing Production and Schedules
- Quality Assurance
- Distribution of Mail
- Partnership with Key Stakeholders
- Print and Postal Costs
- Security

## **1.2 Intended Audience**

The intended audiences for this assessment are the U.S. Census Bureau, FPD Integrated Product Team (IPT), Content and Forms Design (CFD) IPT, DACMO, U.S. Government Printing Office (GPO), Decennial Response Integration System (DRIS) Paper Channel IPT, Census Integration Group (CIG), Decennial Leadership Group (DLG), the National Processing Center (NPC), and the Decennial Management Division (DMD) staff.

# **2 BACKGROUND**

## **2.1 Mid-Decade Tests**

2003 National Census Test

The 2003 National Census Test (NCT) compared having no questionnaire replacement mailing to the use of a targeted questionnaire replacement mailing. The key printing objective was to test the effects of incorporating a questionnaire replacement mailing into the multi-contact mail strategy as the fourth point of contact. One of the main goals of the multi-contact mailing

strategy was to identify the best strategy to reduce the Nonresponse Followup (NRFU) workload. The multi-contact strategy consisted of (1) an advance letter, (2) initial questionnaire, (3) a reminder postcard or letter or a telephone reminder call in place of a reminder postcard, and (4) a replacement questionnaire sent to those housing units that had not responded by a particular date. The test did not include a NRFU operation.

There were three experimental panels and a control panel used to compare the effects of a replacement questionnaire mailing, a telephone reminder call in place of a reminder postcard, and a due date on the envelope of the mailing package for the initial questionnaire. Each panel included an advance letter and an initial questionnaire. The control panel also included a reminder postcard and a replacement questionnaire to non-respondents so that they might respond.

Panel One included a reminder postcard, but no replacement questionnaire package to non-respondents. Panel Two included a reminder telephone call and a replacement questionnaire to non-respondents. Panel Three included a due date on the mailing package envelope, a reminder postcard, and a replacement questionnaire to non-respondents. The results showed that the use of a replacement mailing increased the response rate by 10.3 percentage points (Bouffard, Brady, and Stapleton, 2004).

#### 2005 National Census Test

Like the 2003 NCT, the 2005 NCT was a national mailout-only test that covered most regions of the U.S., not including Puerto Rico. The universe included all housing units in blocks defined in Census 2000 as mailout/mailback (MO/MB) areas with direct postal mailing addresses (house number and street name) with no Post Office (PO) Box addresses. This test did not include a NRFU component.

The 2005 NCT used multiple mailings to contact sampled housing units. These mailings included an advance letter, an initial questionnaire, a reminder postcard, and a replacement questionnaire sent to those housing units that had not responded as of a particular date. This test also experimented with several different methods for implementing the replacement mailing. The test included six different mailing panels.

One of the goals of the 2005 NCT was to test the operational feasibility of a replacement mailing component by evaluating the effectiveness and speed of the United States Postal Service (USPS) postal tracking technologies. The Print Program Office (PPO) was able to verify that postal tracking technology used on the initial questionnaire enabled the identification of the replacement mail (RM) universe several days earlier than using Census check-in data. Specifically, the USPS Confirm Service provided three to five days advanced notification of receipts.

#### 2006 Census Test

Unlike the 2005 NCT, the 2006 Census Test was limited to two sites, Travis County, Texas, and the Cheyenne River American Indian Reservation and Tribal Trust Lands in South Dakota. The 2005 NCT used a multi-contact mail strategy including a replacement questionnaire. The use of the Hand-Held Computers (HHC) in NRFU allowed the Census Bureau to use check-in data to remove cases from the NRFU workload while the operation was in the field.

During the 2005 NCT, the PPO partnered with the USPS to implement the first functional test of the new USPS Intelligent Mail Barcode (IMB) product. This barcode became the mandated standard necessary for receiving maximum postal discounts starting in May 2011. The barcode requirement was pushed back several times. In 2006, USPS had plans to require IMB for automation discounts by 2009 the USPS made it mandatory for customers to use IMB to qualify for postal discounts making the test of the new symbology critical to all 2010 mailings.

Testing and moving toward this new barcode gave the Census Bureau time to practice with this technology prior to the 2008 Census Dress Rehearsal (DR) and the 2010 Census. The 2006 Census Test confirmed many of the results of the 2005 NCT, validating the stability of the postal infrastructure and the accuracy of the postal tracking results. It also highlighted the potential benefits of these technologies in reducing the Replacement Mailing (RM) workload.

## **2.2 2008 Census Dress Rehearsal**

A key goal of the PPO heading into the 2008 Census DR was to select a print vendor through a “best value” (BV) methodology to use for both the 2008 Census DR and the 2010 Census. The strategy to select a BV print vendor for both operations was based on the need to test postal tracking technologies for the implementation of a RM operation and the security requirements both of which would have been a challenge to repeat in the limited time between the two operations.

The 2008 Census DR was held at two sites -- one urban and one an urban/suburban/rural mix. The urban site was San Joaquin County, California. The urban/suburban/rural site was Fayetteville, North Carolina and the nine surrounding counties (Chatham, Cumberland, Harnett, Hoke, Lee, Montgomery, Moore, Richmond, and Scotland).

The PPO’s main goals for the 2008 Census DR were to operationally utilize the USPS postal tracking data within the DRIS architecture to identify and remove addresses that had returned an initial questionnaire from the RM workload, test methods for removing “undeliverable-as-addressed” (UAA) addresses from the RM workload, and determine the best mix of postal tracking technologies that would support a RM component.

The 2008 Census DR objective was to reduce the RM workload by augmenting the Census Bureau’s check-in data with postal tracking Destination Confirm returns (that is, respondent returns already in the mail stream according to USPS but had not been checked in by DRIS). Specifically, the USPS Confirm Service was used for incoming mail on the English language MO/MB questionnaire package to anticipate when or if respondent data were on its way to a Paper Data Capture Center (PDCC).

Budget constraints caused a reduction in 2008 Census DR operations. However, there were still opportunities to conduct and implement the tracking technologies proof of concept for the DR. The DR was the first opportunity to operationally apply what had been learned from prior census tests throughout the decade. Production rates were subsequently measured during printing operations. The 2008 Census DR used four distinct mailing pieces. These included an advance

letter, an initial questionnaire, a reminder postcard, and a replacement questionnaire to those housing units that had not responded.

The results from the 2008 Census Dress Rehearsal were:

- Postal tracking can provide a reliable early indicator not only of returning mail pieces, but also of UAA mail pieces
- The size of the RM workload can be effectively reduced by removing both UAA addresses and addresses that postal tracking identified as returns in the mail stream
- Postal tracking data were consistent 99.9 percent of the time when compared with data capture check-in data for the same forms (Marsden, 2011b).

### **2.3 2010 Census**

For the 2010 Census, the Census Bureau printed approximately 2.1 billion PUFs, including 675 million questionnaires. This number also included letters, envelopes, and guides used to conduct the 2010 Census. All questionnaires had to meet requirements for data capture, processing, printing, postage, and census milestone schedules.

As in Census 2000, the MO/MB method was the primary means of census taking during the 2010 Census. Areas with city-style addresses (house number and street name) received their questionnaires via the USPS. All mailing pieces in MO/MB areas were delivered via First-Class postage. Overseas mail pieces were delivered via standard bulk. Questionnaires were mailed/distributed to approximately 130 million housing units in the U.S., as well as housing units in Puerto Rico and the U.S. Island Areas (Guam, American Samoa, Commonwealth of the Northern Mariana Islands, and the U.S. Virgin Islands).

In the designated MO/MB and Update/Leave (U/L) areas of the U.S. and Puerto Rico, the 2010 Census focused on a multiple mail strategy consisting of an advance letter, an initial questionnaire, a reminder letter/postcard, and a replacement mail questionnaire. The RM operation increased response rates and reduced the NRFU workload.

The advance letter was the Census Bureau's first contact with U.S. housing units. This letter was designed to alert respondents that the 2010 Census was being conducted and that a questionnaire would be arriving soon. English and bilingual (English/Spanish) letters were mailed First-Class to all housing units with city-style addresses including Update/Leave areas. Advance letters for U/L areas were delivered by the USPS between February 17 and February 19, 2010. Advance letters for MO/MB were mailed between March 8 and March 10, 2010.

The Initial Questionnaire Packages were the second contact received by housing units approximately one week after the mail out of the advance letter. The outgoing questionnaire package contained a cover letter, a postage-paid return envelope, and a 2010 Census questionnaire. This second contact arrived at each MO/MB housing unit by First-Class mail between March 15 and March 17, 2010, or was delivered by a field enumerator in the U/L areas in the U.S. and Puerto Rico beginning March 1, 2010. If the enumerator reached a housing unit

that was not on the MO/MB address list, a U/L ADD package was hand addressed and left at the unit. Under both delivery methodologies, respondents were asked to mail back their questionnaires in the postage-paid envelopes provided.

The print vendor sent all U/L packages to designated LCOs by January 11, 2010. Advance Census Report (ACR) questionnaires for the Island Areas were delivered by the USPS between March 29 and 31, 2010. Respondents were instructed to complete the ACRs and hold them for an enumerator to pick up.

Some housing units also received the initial bilingual questionnaire package approximately one week after the mail out of the advance letter. Bilingual questionnaires were mailed to areas with high concentrations of housing units where Spanish is spoken. In addition to the bilingual MO/MB and the bilingual U/L questionnaire packages, Chinese, Korean, Russian, and Vietnamese questionnaire packages were also available upon request. Respondents were asked to mail back their questionnaires in the postage-paid envelopes provided.

The Reminder Postcard was the third contact to housing units. Approximately, one week after receiving the initial questionnaire packages, an English postcard or bilingual letter arrived at housing units in both the MO/MB and U/L areas. The reminder postcard thanked respondents who already returned their questionnaire and reminded other respondents to fill out and return their questionnaires as soon as possible.

For the first time during 2010 Census, a Replacement Questionnaire package was used to encourage housing units to return their census questionnaire. There were two phases of replacement mailing -- a blanket and a targeted mailing. MO/MB housing units within the blanket areas received a replacement questionnaire regardless of whether or not they sent back their initial questionnaire. Approximately, 25 million blanket replacement mailing questionnaire packages were assembled and delivered between April 1 and 3, 2010, to housing units within census tracts having historically low mail response rate of less than 59 percent (Letourneau, 2012).

Approximately, ten million targeted replacement mailing questionnaire packages were assembled and delivered to the non-responding housing units within five days starting April 6, 2010 and ending April 10, 2010. These housing units were within census tracts having historically moderate mail response rates greater than or equal to 59 percent, but less than 67 percent (Letourneau, 2012).

The 2010 Census Program for Evaluations and Experiments (CPEX) mail packages and language forms were also included among PUFs mailed to housing units during the 2010 Census. Other PUFs were printed and shipped to the NPC at Jeffersonville, Indiana, where they were assembled into kits and forwarded to the LCOs for census field operations. These include the following questionnaires and related materials: Enumerator Questionnaires, Enumerator Continuation Questionnaires, Update/Enumerate (U/E) Questionnaires, U/L Questionnaires, Reinterview Questionnaires, Individual Census Reports (ICRs), Military Census Reports (MCRs), Enumeration at Transitory Locations (ETL) Questionnaires, Group Quarters Validation (GQV) Questionnaires, and Be Counted (BC) Questionnaires. The Shipboard Census Reports (SCRs) were mailed from NPC to military vessels and maritime operators.

## **Acquisition Strategy**

The PPO acquisition strategy was to reduce the number of print contracts awarded in the 2010 Census from those awarded in Census 2000 and procure contracts for Title 13 materials using a BV approach. The PPO implemented both BV and Invitation for Bid (IFB) procurement methodologies for 2010 Census printing services. Questionnaires containing Title 13 data were procured as BV contracts. Other printed materials such as the Advance Letter and Reminder Postcards were procured through an IFB acquisition.

There were 18 print contracts awarded for the 2010 Census. The Census Bureau accomplished this by bundling related questionnaires, such as the ICR, MCR, and SCR, with the same schedule constraints (e.g. forms needed for kit preparation) into one contract.

The GPO served as the Contracting Officer (CO) for all PUF printing completed through private sector vendors. Private print vendors were contracted to cover all the printing of paper materials, addressing, assembly, and distribution of the PUFs to the USPS, NPC, and LCOs. The USPS delivered the MO/MB packages to the American public on specified in-home dates.

Incorporating security early in the contract development cycle was core to the PPO contract planning. This resulted in a smooth implementation of very critical and sometimes complex controls. The IFB contract security requirements leveraged knowledge gained from the collaborative efforts implementing security processes in the BV contract.

While the number of PUFs produced in the 2010 Census increased from the workload in Census 2000, the overhead in managing multiple contracts was streamlined as described earlier, by combining related items under single contracts. This practice saved a tremendous amount of time in acquisition stages and prevented duplication of contract development efforts.

## **Schedule Management**

The PPO program schedule was dependent upon the early identification of the stakeholder's requirements/deliverables. These requirements were needed for the development of the print contracts, however not all areas had their requirements or schedules ready in time. Primavera was the scheduling tool used in the 2010 Census and was more user friendly than in Census 2000. However, there were complicated linkages and incorrect status problems because one print task was linked to more than a dozen forms design tasks. PPO developed an internal print contract schedule to manage the print contracts. This proved to be successful in the production of the 2010 Census materials.

## **Stakeholder Management**

The FPD program was dependent on input from the GPO, USPS, Office of Management and Budget (OMB), Congress, commercial printers, DRIS vendors, and internal Census program areas such as DMD, Administrative Customer Services Division (ACSD), Field Division (FLD), Population Division (POP), DACMO, and NPC.

## **External Government Agency Relationship**

A key factor in the 2010 Census print program was the PPO's relationship with GPO's CO, Contracting Officer's Technical Representative (COTR), and printing compliance support staff. The GPO COTR was a dedicated Census resource and managed all the Census PUF contracts. NPC played an integral role in the quality control (QC) process. The PPO supplied the funding and basic requirements to establish an operation with minimal direction from the PPO. Staffing attrition caused some delays in knowledge transfer, creating backlogs in the workload. Another factor contributing to the 2010 Census printing operation was the close partnership developed between the PPO and the USPS. This was instrumental in using the USPS full service IMB technology that helped identify and reduce the RM workload. The Census Bureau having qualified as a full service customer was entitled to a 3-cent discount per 1000 items for the approximately 400 million mailed items, along with the agreement to allow the USPS to destroy the Advance Letter and Postcard UAAs resulted in major cost savings for the Census Bureau in reduced postage and overall operational efficiency.

## **Quality Assurance**

For the 2010 Census, the PPO along with the GPO, identified critical product characteristics as outlined in the GPO Quality Assurance Through Attributes Program (QATAP) to develop the standards used to measure print quality. Research and collaboration with subject matter experts in the printing industry and data capture specialists were also used.

For process control, printing/finishing/mailing, vendors randomly pulled samples for QC inspection. Depending on the number of presses, binders, imagers, inserters, or other production equipment, the pulls were generally every 30 minutes. Errors were quickly resolved by the vendors and reported to the Census Bureau via the QC management information tool provided by the PPO. Census Bureau and GPO personnel were on site at the various production facilities to do contract surveillance monitoring to ensure that all forms met the Quality Assurance (QA) requirements, usually providing 24-hour coverage depending on the criticality of the product in production.

The Census Bureau also established an independent QA operation at the NPC in Jeffersonville, Indiana. This independent QA operation, employing the same criteria that the onsite GPO/Census Bureau staff and the vendor used, served the Census Bureau in two ways. First, it provided the Census Bureau with the added capability to process additional samples (therefore working toward a more statistically significant sample), and second, it provided the GPO with a legal basis for monetary penalties to be assessed against some vendors for defective quality. As the vendors pulled their own samples, they also pulled and forwarded a second sample to the QA unit at NPC for inspection. Timely feedback and collaborative efforts helped ensure a consistent quality product and eliminated the need for GPO to assess any penalties for substandard products.

The activities performed by the 2010 Census PPO in support of the mailout operations for the 2010 Census pertained to implementing the best practices, lessons learned, and strategies developed over the past decade. The PPO approached the responsibility for achieving the program's goals by implementing a strategy that focused on seven key ideals:

- Procure a BV contract for MO/MB operations based on a vendor's technical capabilities and past performance rather than the standard lowest bid, as under the IFB process.
- Leverage the expertise and resources of the GPO to ensure the quality of the printed materials meet contract specifications.
- Ensure a robust and tested QA Process built on the foundation and refinement of the Quality Information for Successful Printing II (QUISP II) system.
- Implement a Replacement Questionnaire delivery strategy. This first time use of a second mailing (intended to increase mail response rates and reduce NRFU cases) relied on a mix of postal tracking data and check-in data from the data capture centers.
- Leverage USPS technologies, including the identification of new postal service products, and use them to meet the constraints of printing and distributing census materials.
- Implement a security and contingency response plan for the distribution of outgoing mail in the event of a hoax or terrorist plot that includes security measures and precautions undertaken by the Government and Contractors, vendor compliance, and media talking points for senior management.
- Build a collaborative team of internal and external stakeholder representatives.

### **3 METHODOLOGY**

The Forms Printing and Distribution Program Assessment is intended to provide information necessary for the FPD IPT, stakeholders, and decision makers to ascertain what refinements are necessary to achieve a successful printing program operation in future censuses. This assessment focuses on answering the research questions in Section 3.1. It provides both qualitative and quantitative information about what happened during the 2010 Census FPD program.

The FPD assessment makes use of internal planning documents, stakeholder reports, change requests, observations reports, production reports, lessons learned documentation, postal tracking information, QA data, and Memorandum of Agreement (MOA) documentation as sources.

Table 1 below outlines the methodology and source data that are used to answer each research question numbered in Section 5 of this assessment. A “checkmark (✓)” in the columns indicate the data source or methodology used to answer each question.

**Table 1: Data Sources/Methodology for each Research Question**

Report Questions	Data Sources/Methodology Examined						
	Qualitative Analysis of what occurred	PPO Documents	QUISPII System Data	Lessons Learned Documents	Data from the USPS	Cost Reports and MOAs	Change Requests
Q 1	✓	✓		✓			
Q 2	✓	✓					✓
Q 3	✓	✓	✓	✓	✓		
Q 4	✓	✓	✓				
Q 5	✓	✓	✓	✓			✓
Q 6	✓	✓	✓				
Q 7	✓	✓	✓	✓	✓		
Q 8	✓	✓	✓	✓			
Q 9	✓	✓		✓	✓		
Q 10	✓	✓		✓			
Q 11	✓	✓		✓		✓	
Q 12	✓	✓	✓	✓			
Q 13	✓			✓		✓	
Q 14	✓	✓			✓	✓	
Q 15	✓	✓			✓	✓	

### 3.1 Research Questions

Appendix A list the initial questions in the 2010 Census FPD Study Plan and shows how these questions were augmented in the 2010 Census FPD Assessment report. Some questions were deleted and the content addressed in another question within this assessment or in another assessment report. Some questions were revised but the intent remained the same. Some questions were combined so that they could be answered in one question.

This FPD Assessment will address the following questions:

- Question 1:** What was the process used to gather print requirements? Did the process work? What needs improvement?
- Question 2:** Were there impacts of separating the forms design and printing programs into two distinct operations?
- Question 3:** Was the PPO acquisition strategy appropriate for the size and complexity of the 2010 Census Printing Program?
- Question 4:** Did the vendors fulfill all requirements of the contracts? Where there any issues?
- Question 5:** Did the FPD schedule accurately reflect the sequence of activities for the successful management of the program?
- Question 6:** What was the tool used to track the print vendor's progress? What aspects worked? What needs improvement?
- Question 7:** Was the quality control (QC) process for the 2010 print production effective in ensuring the quality of the final products? Was the QC staff adequate? Was training adequate to support the needs of the program?
- Question 8:** Was the printing of the 2010 Census Public Use Forms successful? Were print quantities sufficient for the 2010 operation? What were the distribution paths for the Public Use Forms after they were printed?
- Question 9:** Were there any unanticipated issues during the mailing of the 2010 Census Public Use Forms? Were there any issues with the identification and handling of the Undeliverable-as-Addressed mail pieces?
- Question 10:** Were the address files delivered to the print vendor on time and according to schedule? Was the process used to transfer address files to the vendor effective?
- Question 11:** Describe the communication and integration efforts between the Census Bureau and the USPS. What aspects worked well? What needs improvement?
- Question 12:** Describe the communication and integration efforts between the Census Bureau and the GPO. What aspects worked well? What needs improvement?
- Question 13:** How much did the printing of the 2010 Census materials cost? How did the projected printing cost compare to the actual printing cost?
- Question 14:** How much did postage costs for the 2010 Census mail-out operations? What was the estimated postage costs the actual postage costs?
- Question 15:** Did the security measures employed by the Census Bureau, the vendors, and the

USPS ensure the integrity and confidentiality of the mail pieces throughout the production and distribution phases of the 2010 Census?

## **4 LIMITATIONS**

There are no limitations identified for this assessment.

## **5 RESULTS**

### **5.1 What was the process used to gather print requirements? Did the process work? What needs improvement?**

The PPO developed a Printing Requirements Matrix (PRM) that enabled DMD program managers and other stakeholders to provide requirements for their program's printing needs. See Appendix B for an example of the PRM Template. The PPO initiated the requirements gathering process since they had the responsibility of developing the requirements for the 2010 Census print solicitation. The PPO collected the forms printing requirements from DMD program managers and other stakeholders for inclusion into the 2010 Census print solicitation for all PUFs. The PRM was created to uniformly solicit and document printing needs to the PPO. The PRM is essential in the requirements gathering process, communication, and documentation of print workload requirements. The PRM proved to be a useful tool in the requirements gathering process for communicating print workloads to the PPO and is a tool recommended for future tests and 2020 planning (Marsden, 2011a).

However, during the requirements gathering process, it is also important to identify key stakeholders and a single point of contact within each division with print requirements to ensure print workload requirements and any issues are closely tracked and resolved. The broad membership of the FPD IPT caused some difficulty in compiling requirements and resolving any outstanding issues as quickly and efficiently as possible (Marsden, 2011a). Smaller, face-to-face meetings with a single point of contact from each division would be more effective in the requirements gathering and resolution process (Marsden, 2011a).

Preparing the 2010 Census print solicitation required the knowledge of both technical specifications and the operational requirements. Many subject matter experts/stakeholders representing different divisions were new to their programs and did not have the experience and understanding of their program's requirements to communicate them effectively. Looking forward, the PPO needs to identify stakeholders for interim tests and for the 2020 Census and reach out to those individuals or teams to leverage their experience during the requirements gathering process (Marsden, 2011a).

The PPO staff began collecting printing requirements six months before they started writing the initial draft of a solicitation. The slow responses and late requirements for deliverables,

including delivery schedules, from program managers hindered the PPO's ability to develop solicitation and caused additional program risks (Marsden, 2011a). The PPO's efforts to gather the printing needs from the program areas often required repeated requests. Because print solicitation schedule requirements were dependent on early identification of a program schedule and deliverable reference documentation, an early identification of requirements from the customers needs to occur (Marsden, 2011a).

The PPO identified many requirements based on past experiences and documentation from previous tests and censuses. It is also important to understand that early integration activities between the most affected areas of content, forms design, printing, and data capture are critical and necessary to the development of requirements and specifications regarding paper, color, forms design, and content placement impacts on printing and distribution functions.

## **5.2 Were there impacts of separating the forms design and printing programs into two distinct operations?**

Early in the planning for the 2010 Census, the forms design responsibilities moved from the PPO to the Content and Language Branch (CLB) of DMD. Separating forms design operations from the printing program operations was a deliberate strategy intended to leave the PPO to focus exclusively on solicitation development, print production, print quality, mailing technologies, and integrating the various technical requirements and design specifications into a cohesive 2010 Census print strategy.

Given the limited resources the PPO, undertaking both print responsibilities and forms design would have been a challenging task. There were limited resources in both the PPO and the DMD Content and Language branch, but both operations were critical to the overall success of Census data collection activities, and were closely linked with mutual dependencies. As a result of these limited resources, it was felt by management that the most effective use of the resources was to split the two areas to maximize efficiency.

It was critical that these program offices worked effectively with each other. The splitting of the forms design responsibilities from the printing responsibilities required close coordination, but on the whole, was seen as an effective way to manage limited resources. The PPO could not be successful without the forms design area being successful. Printing and designing over 300 form types totaling 2.1 billion forms without missing a contractual deliverable is evidence of the overall cooperation and teamwork between the two offices.

However, there were challenges. Three areas with challenges included: 1) schedule development, 2) table review, and 3) print file creation process. Linking the program schedule activities of the PPO to the corresponding CLB schedule activities with its many dependencies was difficult at first.

The CLB schedule was developed based on single discrete work package (individual forms). The PPO developed their schedule based on milestone tasks and contract schedules. In lieu of having an individual line in the DMD's Integrated Master Schedule (IMS) for each form, the PPO bundled forms into their respective contracts and had fewer IMS lines to manage. See Appendix C for the 2010 Census Forms Printing and Distribution Schedule Activities. Some sponsors were slow in defining their program requirements, making it more difficult for the PPO to develop their schedules. The difference in the two schedules created a steep learning curve, and the lack of clear roles and responsibilities between the PPO and the CLB created problems of integration during the initial stages of operations.

The timelines for both areas were incorporated into the DMD's IMS. However, the IMS complicated linking of single work packages, and linking to multiple predecessors made the scheduling difficult to follow (Marsden, 2011a). The linking of predecessors and successors to each task was so complicated that updating (or statusing of tasks) resulted in improper reporting (Marsden, 2011a). As a result, change requests were issued to the IMS that unlinked predecessors/successors to individual print tasks. It is recommended that the print schedule process of managing to contracts and not to individual forms continue for 2020 Census print operations (Marsden, 2011a).

The table review process was the responsibility of the CLB during the 2010 Census. The review of the full-size prototypes of the forms was to allow stakeholders to verify that the form met the specifications. The space used for the table review was cramped and did not offer enough room to review the documents and its components without difficulty. In some cases, the components of the questionnaire packages were not actual size. The challenges of the table review process resulted in design errors being overlooked and delays in the print file approval process.

At the end of the table review period, the discrepancies from the specifications were noted and corrections were made and verified by the CLB. The CLB made a request to ACSD to create the file that the print vendor would use to produce the printed form. While this review process was an issue between DMD and ACSD, it did not have an impact on the PPO schedule. The PPO conducted file preflight review to identify design issues and managed problems accordingly. If a file could be fixed by the print vendor, it was corrected. Both ACSD and DMD worked closely with PPO to make files available.

### **5.3 Was the PPO acquisition strategy appropriate for the size and complexity of the 2010 Census Printing Program?**

For the 2010 Census, the PPO developed several acquisition strategies to ensure the successful selection of vendors and to provide more flexibility and opportunity to mitigate risk than in Census 2000. A BV methodology was used for the MO/MB questionnaires and components. An IFB methodology was used for all other printed materials such as the Advance Letter and Reminder Postcard. The printing of nearly 2.1 billion 2010 Census PUFs required the award of multiple contracts starting as early as 2007 and continuing through late 2009. This huge endeavor for the 2010 Census resulted in awarding 18 print contracts among 11 different print

companies. Census 2000 awarded 65 print contracts among 40 different printing companies to print 475 million PUF questionnaires (Longini, 2001).

The BV contract method was used for the critical “cannot fail” MO/MB materials needed to conduct the self-response portion of the 2010 Census. This decision was based on the criticality of the print vendor meeting the replacement mail objectives in addition to Title 13 and physical security requirements. Based on experience from Census 2000, these critical requirements could not be left to the lowest bidder. The BV methodology identified vendors with both the technical capability and operational capacity to meet the unique requirements of the most critical decennial printing operations. The risk of printing the MO/MB questionnaires was reduced significantly by following this approach to awarding contracts. In addition, partnering early with a print vendor enabled testing of the system, processes, equipment, and aided in mitigating program risk.

The IFB contract was based on the lowest bid not the past performance or technical capabilities of the vendor. It was this type of contract that was used for 17 of the 18 2010 Census print contracts. There were immediate concerns raised to investigate the vendor disparity in bids. The IFB vendor for the Advance Letter and Reminder Postcards experienced difficulties in fulfilling its contractual obligations. The Census Bureau and GPO needed to intervene to ensure contract compliance. The Advance Letter and Reminder Postcard contract was at risk of not meeting their strict deliverable requirement. The vendor would not have met the deliverable requirements without intense oversight provided by the PPO and GPO.

The PPO instituted other changes to its acquisition strategy based on the lessons learned in Census 2000. A decision was made to bundle related questionnaires of like format and schedule constraints into single contracts. In Census 2000, each questionnaire was procured through separate contracts. Reducing the number of contracts allowed for better management of the contract process and more clearly structured contracts. This practice saved a tremendous amount of time and prevented the duplication and repetition of contract development efforts. This practice is recommended for future efforts (Marsden, 2011a).

In the future, combining like items into one contract provides a more efficient use of resources and eliminates duplication of effort in contract writing, management, and quality control. Either all Title 13 information should be under one contract to reduce duplicating security verification efforts or the PPO should employ additional staff to procure two BV contracts (Marsden, 2011a). The Advance Letter and Reminder Postcard contract needs to be included as part of an overall BV procurement of all forms containing Title 13 data. The BV contract methodology ensured security requirements and replacement mailing objectives were met. This recommendation would also reduce the resources needed to manage the contracts.

#### **5.4 Did the print vendors fulfill all requirements of the contracts? Were there any issues?**

Yes, the print vendors fulfilled contract requirements by meeting their intended objectives with oversight provided by the PPO and GPO. The 2010 Census print contracts were critical, time sensitive, and were identified as a potential single point of failure for the 2010 Census. Any contract requirement that the vendors failed to deliver would have a huge impact to downstream

operations including mail out operations, data capture, and field operations. There were no late deliverables. Products were produced according to production and quality plans and met or exceeded the GPO Quality Assurance through Attributes Program (QATAP) levels. This applied to all 2010 Census PUF printing contracts.

The 2010 Census print contracts included requirements for print vendors to submit production plans (including schedules) and quality assurance plans to GPO and the Census Bureau for approval shortly after contract award. The print vendor's production plans aided in monitoring contract compliance, analyzing workflow, tracking production progress, scheduling on-site QC personnel, and monitoring distribution. It was through these benchmarks that the Census Bureau was able to gauge the vendor's performance and ability to meet important quality standards and delivery dates.

A Title 13 confidentiality requirement was also included in each of the 2010 Census printing contracts. Print vendors were very closely monitored by GPO and the Census Bureau PPO to ensure full compliance with contract terms and Title 13 confidentiality requirements. Other requirements included in the PUF print contracts that were met included:

- Postal Bar Code Requirements
- Variable Image Type Quality
- Variable Computer Image Resistance to Rub Off
- Address Placement for Alignment with Envelope Window
- Address Match Tolerance
- Package Tolerance

There were some concerns, however, within the PPO regarding the BV contract. Developing a BV contract was new to the PPO. Information was located in different sections than it had been when the IFB contract methodology was used. Due to the unique differences of contract structures between the BV and IFB formats, more time was needed by the PPO staff to familiarize themselves with the new layouts (Marsden, 2011a). Also, issues arose regarding accessibility to the document, version control, and ownership during the solicitation development phase. It is recommended that one person have responsibility for the solicitation document so that ownership of the correct version is not complicated or confusing to implement.

The Advance Letter and Reminder Postcards contract was procured using an IFB methodology that resulted in this contract being awarded to the lowest bidder. There were immediate concerns regarding the low bid price provided by the eventual awardee. The program office was very specific in identifying requirements in this critical contract including the Title 13 security requirements. There was concern that the low bidder did not understand the requirements because the bid was twice as low as the next lowest bidder. GPO investigated the vendor disparity in bids. A pre-award survey was conducted in order to verify the vendor's ability and it determined the vendor's ability at that time to be sufficient. Subsequent to award, the vendor changed their production location to a smaller facility to save money. The government had to accept this change due to the lateness in the 2010 Census operational lifecycle. This created a major risk to the successful completion of the contract and required additional government

resources to mitigate risk to the printing program. The vendor would not have met the deliverable requirements without the oversight provided by the PPO and GPO.

The contract workload was managed and monitored by the existing PPO staff. Although there were no major issues with the print contracts or operations, there were some areas affected due to lack of available staff. The PPO felt that extra staff would have helped mitigate the risk of missing requirements and assist in monitoring contract performance and deliverables. Sometimes there were only one proof reviewer available and therefore missed design development and printer errors in the proofing stage. In some cases, this required extra work by the Forms Design Area to correct and re-deliver files. Because of this, the PPO risked schedule delays; however they were able to negotiate or manage the issue so that no deliverables were missed.

There was not enough QC and/or contract surveillance staff to represent Census Bureau interests at the Press Sheet Inspections (PSI) and other start-up operations (Marsden, 2011a). Because a majority of products were produced with the same schedule delivery requirements, there were large number of PSIs that occurred at the same time in different parts of the country. One or two Census Bureau stakeholders were responsible for assisting in the approval of these start-up operations and the already busy PPO staff had to carefully coordinate workload schedules across different sites to accommodate availability of limited staff when these PSIs occurred in the same week, in different locations, week after week.

The length of time to acquire additional staff took too long due to time required to obtain security clearances, specialized knowledge and training. Nine months to hire one temporary employee hampered the PPO's ability to distribute tasks within the office. The office had to rely on support contractors to perform many of the tasks that traditionally would be done by government staff. There was not enough staff to adequately monitor quality metrics and performance due to other tasks such as schedule tracking, LCO delivery management, budget and financial obligations, and contract modifications.

The Census Bureau needs to reassess staffing needs based on the realities of the workload associated with printing all of the PUFs. Staff is needed with more printing experience perhaps from ACSD or NPC. The PPO staff collectively had 120 years of contract management knowledge and experience during the 2010 Census. Current roles and responsibilities need to be identified to determine what skills will remain and which ones will disappear by the 2020 Census.

The criticality of the work and security environment around the printing program dictates the need for high quality vendors that can deliver timely products. The vendors for the 2010 Census delivered on time with quality products. The vendors with oversight by the PPO met their requirements and deadlines considering the magnitude, complexity, and critical nature of the 2010 Census print program.

## **5.5 Did the FPD schedule accurately reflect the sequence of activities for the successful management of the program?**

The FPD print schedule was an accurate reflection of the sequencing and timing of activities required to plan, print and deliver the millions of PUFs required for the 2010 Census. The print program schedule activities were based on the 1990 Census and Census 2000 experiences.

The PPO developed the schedule by working backwards from the milestone questionnaire delivery dates taking into account the time required for forms development, system testing, contract preparation, and requirements gathering. The PPO organized the FPD print schedule after taking into account the lessons learned in Census 2000 which led to the consolidation of like form types into a series of bundled contracts. This allowed the schedule to be structured by bundled contract and schedule delivery dates. For example, the operations that used the Form D-1 (E) were placed under a single contract and the schedule was developed around the earliest delivery time. This approach allowed for the efficient management of the numerous PUFs (Marsden, 2011a).

The sequence of activities and schedule dates proved to be very reliable over the course of the program. The FPD print schedule did not warrant any changes in its structure (See Appendix C for the 2010 Census Forms Printing and Distribution Schedule). There was a single PPO staff member designated to monitor and provide status updates to the print schedule. With the support of DMD staff, weekly updates were provided to DMD's IMS. The PPO produced change requests in accordance to the quality standards process with assistance provided by DMD staff.

The PPO developed the first iteration of the 2010 FPD schedule in 2007. This early draft of the schedule outlined the sequence of activities that the PPO would follow to produce and distribute PUFs for the 2008 Census DR. The PPO found that having had prior experience, it was very easy to develop a schedule of activities that proved to be reliable. Activities and dates were based on historical scheduling data.

Once the 2008 Census DR schedule was baselined, the PPO used the 2008 Census DR baselined schedule as a template by advancing the dates two years ahead. Using key dates, the PPO worked backwards to create the initial 2010 Census print schedule. One PPO staff member was responsible for creating, monitoring, and updating the FPD activities in DMD's IMS. A comparison of the original schedule baseline dates and durations against the actual schedule dates showed no discrepancies between the original plan and the actual time required to accomplish each task. This schedule helped PPO meet baselined due dates and should be used as a baseline for 2020 Census print operations (Marsden, 2011a).

An analysis of the Change Request (CR) Log for the FPD print schedule reveals that of the 28 CRs produced over the course of the program only two were to change a date on an activity. It also reinforces that the planned schedule differed little from the actual schedule. The CR descriptions range from correcting logic problems (e.g., start/finish relationships between activities), to impacts from other operations, and other common schedule adjustments (i.e., deleting or adding activities). See Appendix D for the 2010 Census Schedule Change Requests for a list of the CRs for the printing operation.

In summary, all milestone schedule dates were met. Shown in Table 2 are the major printing schedule milestones.

Table 2: Major Printing Schedule Milestones

<b>Milestones</b>	<b>Due Date</b>
GPO Awards 2010 PWS (Task Order 0005 and 0006)	May 9, 2007
GPO Awards Contract for Advance Letters and Reminder Postcards	October 7, 2008
GPO Awards Contract for Be Counted Containers	July 22, 2009
Vendor Delivers U/L Questionnaire Packages to LCOs (includes PR)	January 11, 2010
USPS Delivers Advance Letters to U/L Housing Units	February 19, 2010
USPS Delivers Advance Letters to Mailout/Mailback Housing Units	March 10, 2010
USPS Delivers Initial Questionnaire Packages (Mailout and Bilingual)	March 17, 2010
USPS Delivers Reminder Postcards (Mailout and U/L)	March 24, 2010
USPS Delivers Advance Letters Packages – Island Areas	March 24, 2010
USPS Delivers Blanketed Replacement Questionnaires	April 3, 2010
Targeted Replacement Mail Addressing Begins/ Targeted Replacement Mail Turnover to USPS	April 6, 2010

Source: Forms Printing Distribution Integrated Product Team Management Plan

**5.6 What was the tool used to track the print vendor’s progress? What aspects worked? What needs improvement?**

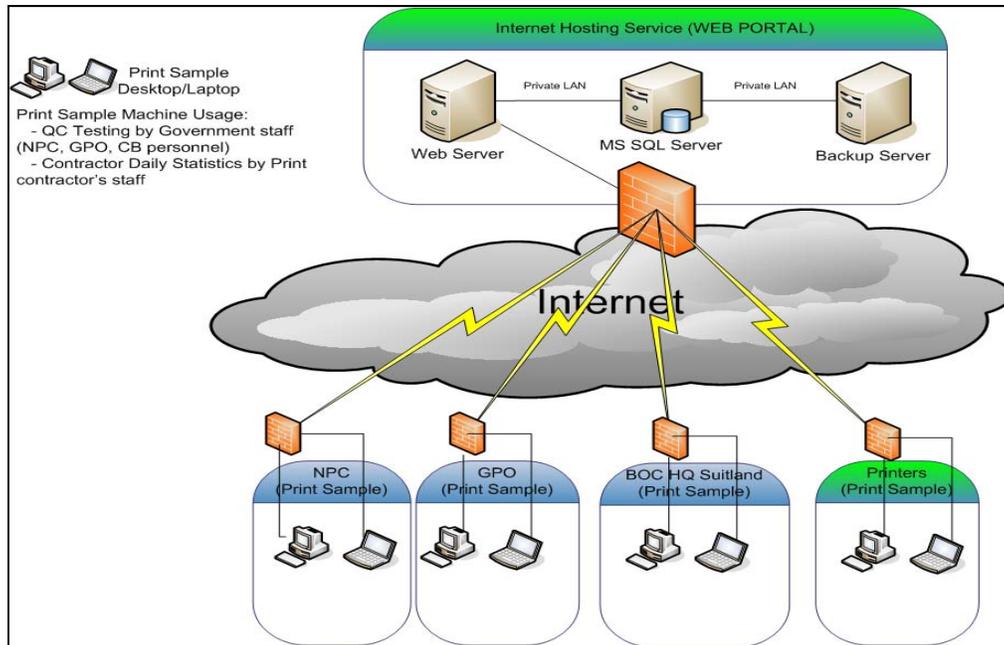
The PPO first developed and used an automated reporting system for the capture of QC inspection results in Census 2000. The system, then called Quality Information for Successful Printing (QUISP) successfully kept Census Bureau and GPO management informed of printing production and quality issues during the production process. The automated reporting system was recreated for the 2010 Census and was called QUISP II.

The QUISP II system was the tool used to support the Census Bureau’s management and quality control efforts. There was a need for a tool that would assist validating print attributes, while providing the opportunity for timely QC data and corrections when requirements were not met. The QUISP II system satisfied these two core needs. The QUISP II system provided real time production and quality metrics.

The QUISP II system consisted of a Print Web Portal and a local inspection application called Print Sample. The Print Web Portal provided web-based management of QC data, contract administration information, and production information. It also allowed analysis and review of QC results. The Print Sample tool was a local software-based tool, used to measure, collect, and disseminate QC data to the Web Portal from NPC and vendor production sites. Print Sample allowed the Census Bureau to monitor and quantify the quality of the 2008 DR and the 2010 Census questionnaires, envelopes, letters, and other printed materials.

For the 2010 Census, the QUSIP II and Cost and Progress (C&P) systems were integrated allowing production data to be provided directly to the C&P staff. The measurements obtained from Print Sample were received by Census Bureau management daily. Web Services linked to the Web Portal allowed us to transfer data between the two modules (MIS, 2008). Figure 1 below represents the system configuration for the QUSIP II system including the Print Web Portal and the local inspection Print Sample application.

**Figure 1: QUSIP II System Configuration Diagram**



Data were transferred between QUSIP II and the C&P system as a one-way transfer each day. Gunnison Consulting produced the data and made it available each morning to the Census Bureau's C&P staff. This daily file was provided via email and listed all the package and item names. Appendix E shows the report template used for the aggregated data requested from QUSIP II for the Package Assembly Report (MIS, 2008). Appendix F shows the report template used for the aggregated data requested from QUSIP II for the Printing Production Report (MIS, 2008).

The contractually required print vendor production plans served as the basis for the QUSIP II system production data standards. These were used to evaluate the progress of print production and quality. The QUSIP II system was an essential component of the success of the forms printing program. It provided reliable production and quality data daily to Census management and stakeholders. The QUSIP II and C&P interface provided the capability to track the quality and production of the printing and packaging of forms. The initial data transfer format was .xml files covering the print program operation for the 2008 DR and the 2010 Census.

The QUISP II system, however, would be improved by adding functionality that allows the users to create custom reports. The data generated by the QUISP II system had to be prepared outside the system to produce the reports required by Census managers. The system produced updates on the progress of production by package that was understood by the PPO and vendors, but the system was not designed to produce reports for a wider audience.

**5.7 Was the quality control (QC) process for the 2010 print production effective in ensuring the quality of the final products? Was the QC staff adequate? Was training adequate to support the needs of the program?**

The QC process for the 2010 print production was effective because it was part of a larger Quality Assurance (QA) strategy. The PPO developed an extensive QA strategy employing process controls to ensure quality compliance by the vendors. This strategy was first used in Census 2000 and later expanded for use during the 2008 Dress Rehearsal and the 2010 Census. The QA plan was adequate and essential to the overall success of the printing program. One hundred percent of mailing materials met contract tolerances (printed within tolerance and the correct pieces assembled into packages). All materials were printed in compliance with the GPO QATAP Product Quality Level (PQL) and Acceptable Quality Level (AQL) specifications (Marsden/Smith, 2009).

See Appendix G for the QATAP Definition from Advance Letter Contract. The PPO recommends the use of GPO PQL at level II<sup>1</sup>, because its more stringent tolerances than level III, for all future printing (Marsden, 2011a).

In compliance with GPO standards, the vendor's QC plans contained details on the process, procedures, tools, and reporting structure deployed in support of the project. They had an integrated approach detailing the Contract Compliance component as well as defining the process controls that were put into effect during all stages of the operations. The Census Bureau-supplied QUISP II database was the primary reporting tool used to support the collection of critical quality metrics.

The goal for the PPO's QC program was to ensure all printing products met quality standards. The QUISP II system was used in the front-end, print production and finishing phases for the collection of QC data. The QA strategy implemented for the 2010 Census by the PPO included:

- Change in procurement strategy for MO/MB contract to BV.
- Fewer contracts in the 2010 Census than in Census 2000 (18 as compared with 65).
- Successful use of replacement mail operation to target traditionally low-response areas.
- A higher GPO QATAP PQL for print contracts at Level II rather than Level III used in Census 2000.

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<sup>1</sup> The Government Printing Office establishes quality levels for print vendors. Level III print vendors are used for most print procurements, but Level II print vendors offer better quality and can meet closer print tolerances, which proved essential given the tight data capture tolerances needed to meet data capture accuracy requirements.

- Technical advance in equipment to read density and color such as the new spectrodensitometers that took the place of two pieces of equipment (densitometer and the spectrophotometer).
- A more robust QUISP II web portal system allowed more QC samples to be taken in a shorter time and allowed more real-time reporting of production and quality data.
- Use of the IMB allowing verification of mail delivery.

The PPO designed and implemented an integrated QC plan that included data supplied by the print vendors, Census Bureau representatives assigned to print production facilities, and NPC staff that provided close to real time reporting on adherence to GPO quality levels. The factors that contributed to the success of the 2010 Census QC operations were:

- Ensuring all critical attributes affecting scanning/processing were identified.
- Procuring the proper measuring equipment.
- Determining print tolerances and writing them into the print contracts.
- The critical importance of managing color on printed forms necessitated we obtain this information on a daily basis that proved essential to ensuring the success of printing.
- The effective cross training of staff was instrumental in ensuring a robust QC process maintained at each step of the production process. Highly skilled GPO QC staff with vast printing experience was a huge benefit to the program (Marsden, 2011a).

The on-site QC staff, whose responsibility was to inspect and ensure the printing conformed to Census/GPO specifications, was not adequate and at times staff was stretched to cover the printing operations. Both staffing and training of QC personnel, (Census/GPO staff whose responsibility was to monitor the on-site QC operations) could have been improved to gain better coverage during peak production windows and by using staff who had experience in evaluating print quality (Marsden, 2011a). The on-site QC staff included GPO staff, Census employees, and the print vendor's employees. The Census Bureau also established an independent QC operation at NPC (offsite) where print production samples were sent for QC evaluation using the same criteria as used by QC staff at the print vendor.

The PPO QC approach was to use process measurements and inspections throughout the production cycle to ensure that the quality of the printing was achieved. Vendors were obligated by contract to provide the required proofs for operational tests prior to production samples as well as for production samples (GPO Program 910, 2009).

The PPO had planned for 20 on-site QC staff that included five PPO team members and 15 GPO employees to support the print program's quality efforts (Marsden/Smith, 2009). However, when the GPO employees were reassigned from the census program for other GPO projects, the PPO had to implement a contingency plan to provide the needed on-site staff coverage. This contingency plan involved hiring contract workers to perform QC in lieu of GPO. The PPO staff and new hires comprised the on-site (Census/GPO) QC team. The QC team members were deployed in the field for the duration of print production and worked closely with print vendors to ensure the quality of printed products met contract standards. The on-site QC staff provided around the clock coverage and was responsible for the following activities:

- Auditing the vendor's quality assurance activities and inspecting live samples for quality conformance.
- Monitoring and validating production progress and material availability.
- Monitoring and following up on purge activities for the segregation and disposal of defective products.
- Reporting quality and production metrics to Census and GPO stakeholders.

The PPO planned for 25 QC staff at NPC (Marsden/Smith, 2009). The number of QC staff at NPC was sufficient to fulfill their mission as an independent verifier, ensuring the print quality standards were achieved. This independent inspection used the same criteria and equipment that the on-site GPO/Census staff and the print vendors were using.

The PPO led a three day course for the QC team to train them on the procedures and tools they would use to ensure the print QC standards were met. The bulk of the training focused on the QUISP II reporting system. The staff was introduced to the hardware and software they would use to collect and validate the quality of the print materials. The training provided step-by-step instructions for all the necessary components and hardware for the print sample tool along with connecting and configuring the automated QC devices (X-Rite 528S Spectrodensitometer, Honeywell 890 Barcode Verifier, Honeywell 4600g Barcode Imager/Reader).

The training covered in detail how to operate each of the QC data collection instruments and how to maintain and calibrate each device for optimal and accurate data collection. Finally, the manual described in detail the QC procedures and evaluation criteria for each of the attribute inspections that needed to be performed on every census mail piece item (questionnaires, letters, envelopes, and packages) in order to ensure all quality requirements were within acceptable tolerances (Gunnison, 2009). In addition to the in-class training and practice session, the QC team members were also required to complete the Title 13 and IT Security Awareness training in accordance to Federal Information Processing Standard (FIPS) 199 Low Impact Baseline. (Marsden/Smith, 2009)

For process control, printing/finishing/mailing vendors were required to randomly select QC samples for inspection. Depending on the number of presses, binders, imagers, or inserters in operation, the QC samples that were selected were generally made every 15 to 30 minutes. Errors were identified and resolved by the vendors. To make sure that the forms met all QC requirements, on-site monitors from the Census Bureau and GPO were stationed at the production facilities in addition to the vendor's QC staff.

### **5.8 Was the printing of the 2010 Census Public Use Forms successful? Were the print quantities sufficient for the 2010 operation? What were the distribution paths for the PUFs after they were printed?**

The printing of 2.1 billion 2010 Census PUFs was very successful due in part to the detailed requirements in each print contract and the ability to track daily QC and production results. The finishing phases of printing production included placing residential addresses onto mail pieces

and placing those mail pieces (i.e. return envelopes, letters of instruction, etc.) into outgoing envelopes. The finished mail packages were transferred to the USPS, NPC, or LCOs depending on the form.

The PPO’s strategy to detail the printing, addressing, and assembling requirements in the print contracts was instrumental in ensuring that all phases of the printing production were a success. The PPO separated contract acquisitions into two categories: BV and the standard lowest bid. By using these two approaches in the selection of potential vendors, the PPO gained the flexibility of using the BV approach for census forms requiring vendor technical knowledge and experience. This new approach to soliciting census print contracts allowed the PPO to mitigate the risk of the critical “no room for error” MO/MB and replacement mail operation contracts. The BV approach to the MO/MB operation increased the probability of its success due to the selection weight given to the vendor’s demonstrated ability to fulfill the print program requirements.

**Advance Letter/Reminder Postcard**

The vendor, Tabs Direct of Dallas, Texas, was awarded the Advance Letter, Reminder Letter and Postcard contract. This contract was separate from the MO/MB questionnaire contract and was different in that the standard GPO IFB approach was used. The challenge was ensure the vendor performed at the contracted production and quality levels. The PPO had to address this challenge directly when Tabs Direct let the production quantity slip behind schedule on more than one occasion. This issue was recognized via QUISP II by Census Program Managers and GPO, and was addressed by Census/GPO managers and independent QC personnel on a daily basis. There were over 145 million advance letters and reminder letters printed with in-home delivery dates of February 17-19, 2010 and March 22-24, 2010 respectively (GPO Advance Letter Contract, 2008). Tabs Direct worked directly with the regional and local postal managers to develop the logistical plans to meet all distribution requirements. The arrive-in-home dates for the Advance Letter Packages and Reminder Cards were all met. Table 3 below shows the form type, form quantities, and in-home delivery dates.

**Table 3: Forms under the Tabs Direct Contract**

<b>Product Description</b>	<b>Quantity Printed</b>	<b>In-home Delivery Window</b>
Advance Letter (English)	110,000,250	February 17, 2010 to February 19, 2010
Bilingual Advance Letter	12,000,250	
Advance Letter U/L	10,000,250	
Bilingual Reminder Letter	12,000,250	March 22, 2010 to March 24, 2010
Reminder Card	110,000,250	

Source: 2010 Census: Advance Letters, Reminder Postcards, Reminder Letters Contract (Jacket 350-353)

The addressing and assembly for both the advance and reminder letter and postcards followed established mail production standards and was successful. The requirements were delineated in the contract in great detail and were the responsibility of the vendor to fulfill, which they did (GPO Advance Letter Contract, 2008). Tabs Direct worked closely with the local USPS office

to coordinate the secure transfer of the advance and reminder letters and postcards to the custody of the postal service.

One significant innovation implemented during the 2010 Census allowed USPS to destroy the advance letters and reminder cards identified as UAAs. The USPS entered an agreement with Census Bureau (Jackson, 2009) allowing the postal service to destroy advance letters and reminder cards returned as UAAs. This approach produced significant cost savings for both agencies. Having the USPS dispose of the Census advance letter and reminder postcard UAAs resulted in a cost reduction of approximately \$12 to \$15 million for the USPS (Jackson, 2009). Census also saved money in not having to receive, sort, store, and destroy advance letter and reminder postcard UAAs (Smith, 2011).

### **Initial, Bilingual, Replacement, Update/Leave, and Census Program for Evaluations and Experiments Questionnaires**

The vendor, R.R. Donnelley (RRD) was awarded the 2010 Census initial MO/MB questionnaire package contract. The experience gained during DR allowed RRD to fix issues and improve their systems to support the 2010 Census operations. Superior Mailing Services (SMS) was chosen as a subcontractor for addressing and assembling the printed mail packages. SMS whose core business was mailing services was awarded the role as subcontractor for the addressing and assembly work.

The main 2010 Census print contract required the printing and assembly of more than 138 million MO/MB questionnaire packages, 24.7 million blanketed RM questionnaire packages, 10 million targeted replacement mail questionnaire packages, and 16.4 million U/L questionnaire packages (GPO Program 910, 2009). In addition, 12 million MO/MB Bilingual and 5.4 million Fulfillment Questionnaire Packages were also produced under this contract (GPO Program 910, 2009). Table 4 provides the quantities and final delivery dates of these questionnaire packages.

**Table 4: Forms under the R.R. Donnelley Contract**

<b>Product Description</b>	<b>Quantity Assembled</b>	<b>In-home Delivery Window</b>
U/L Questionnaire Packages - English	16,450,000	October 26, 2009 to January 11, 2010
Fulfillment Packages (all languages)	2,818,000	December 15, 2009
Initial Questionnaire Packages	110,000,000	March 15, 2010 to March 17, 2010
Bilingual Questionnaire Packages	25,450,000	March 15, 2010 to March 17, 2010
Blanketed Replacement Questionnaire	24,764,056*	April 1, 2010 to April 3, 2010
Targeted Replacement Questionnaire	10,000,000*	April 6, 2010 to April 10, 2010
Source: Program 910 Task Performance Work Statement (PWS) Option Year 3 v1.8		

\* Figure based on number of addresses before receiving RM responses.

The 2010 Census RM questionnaire package was included under the initial MO/MB questionnaire contract awarded to RRD. The objective of the replacement mail operation was to successfully send a second mailing to housing units that had not returned their initial questionnaire. Using the postal tracking information on the MO/MB questionnaire, the PPO was able to use the IMB service to identify undelivered mail pieces and identify housing units whose returned questionnaire were in the mail stream but not recorded as checked in at a Census Data Capture Center. This created a reliable replacement mail universe that did not include mail packages that were identified as on their way back to Paper Data Capture Centers or undeliverable as addressed. The operation required addressing 35 million pre-assembled blanketed and targeted questionnaire packages and mailing them in a very short (10-day) window.

R.R. Donnelley (RRD), with Superior Mailing Services (SMS) as the subcontractor, were responsible for addressing the MO/MB packages, including the RM, meeting all addressing and assembling standards outlined in Section C of their contract (GPO Program 910, 2009). This included the random review of 50 sample pairs for both the addressing and assembly phases each day and for each production run. If any questionnaire contained one or more critical and/or major defects, the contractor was required to inspect 20 items before and 20 items after the defective item for critical defects and 40 before and after for major defects. This stringent approach to QC led to the successful execution of the MO/MB finishing operations.

RRD also printed the experimental CPEX mail materials and assembled, addressed, and mailed questionnaire packages. For risk mitigation and logistical reasons the production of the CPEX materials were separated from the 2010 Census production work and 748,408 questionnaire packages were produced and shipped from RRD's production facility in Green Bay, Wisconsin.

### **Group Quarters Validation, Group Quarters Enumeration, and the Enumerator Forms**

The 2010 Census GQV, Group Quarters Enumeration (GQE), and enumerator questionnaires were each awarded as separate "lowest bid" contracts. The GQV and the GQE contracts were awarded to RRD for 2.7 million dollars and 2.0 million dollars respectively (See Appendix H). The enumerator questionnaire contract was awarded to Freedom Graphics for 6.5 million dollars (See Appendix H). These contracts were viewed as low risk print jobs by the PPO because they were not mail out operations, thus no address information was required and the forms were single sheets printed on both sides. The exception was the GQV questionnaire that was a multiple page booklet, but was still considered a low risk print job. Table 5 provides the quantities and final delivery dates for these forms.

**Table 5: GQV, GQE, and Enumerator Forms under the R.R. Donnelley Contract**

<b>Product Description</b>	<b>Quantity Produced</b>	<b>Final Delivery Date</b>
Group Quarters Validation Questionnaire	2,868,000	May 18, 2009
Group Quarters Enumeration Questionnaires (ICR, MCR, SCR and ETL)	147,261,000	September 16, 2009
Enumeration Questionnaires	210,662,000	August 18, 2009
Source: 2010 Census GQV Contact (Jacket 350-351); Enumerator, Continuation, and Reinterview Questionnaires Contract (Jacket: 350-684); Group Quarter Enumeration contact (Jacket 351-104)		

### **Print Quantities**

Print quantities were sufficient for the 2010 Census operations. They were based on an oversupply rate of 30 percent<sup>2</sup> as part of the 2010 Census system design. Any forms that were part of a field kit package had an oversupply of 30 percent. Questionnaires also had a 30 percent oversupply rate that included 20 percent recovery and 10 percent for late adds and the Telephone Questionnaire Assistance (TQA) operation. See Appendices I1-I11 for the titles and quantities of all the 2010 Census PUFs.

As a standard practice, factoring in an oversupply rate is more efficient and cost effective than having to request reprints after a print run has been completed. For example, if the response rate had not met the 2010 Census expectations, then we would have needed more enumerator forms and been unable to reprint them in time. A deliberate risk mitigation strategy was to overprint and have an ample supply on hand as a best practice carried forward from Census 2000 and other tests. The print quantity workload estimates for forms proved to be reliable, providing the quantity of materials needed for the 2010 Census operations. One notable exception to this was the over estimation for the Forms D-1E, Enumerator Questionnaire (EQ). The 210 million EQ print quantity request was developed based on discussions between DMD, FLD, DACMO and DSPO but resulted in an estimation that was twice the number of forms that were actually used. The additional cost to NPC was in the purchase of additional storage space to house the excess quantity. Appendix J shows the email on the Leftover Quantities of the Enumerator Forms. The over supply of questionnaires left 107 million more forms to store and then recycle at the end of the operation (Pottinger, 2011).

Due to the GQE workload being higher than the original projection, 25,503,300 additional GQE forms were reprinted that included: 20,001,100 Forms D-20 A - ICRs, 4,001,100 Forms D-21A - MCRs, 1,501,100 Forms D-23A – SCRs, and 25,503,300 D-40 – Outgoing/Return Envelope for

<sup>2</sup> Based on experience from Census 2000, and in keeping with past practices a thirty percent oversupply rate was used. This allows for kit preparation, where extra forms are needed because each kit must contain a specified number of forms. The oversupply also allows for spoilage of print materials or a higher than anticipated need for materials.

the ICR, MCR, and SCR workloads. There were no added costs associated with this change in additional printing. Appendix K shows the change request for the additional printing of GQ Forms. The “A” suffix was added at the request of the DRIS Data Capture vendor, Lockheed Martin, so that data capture software could distinguish between the two print runs (Coon, 2011). This second print run added 85,871 dollars to the data capture contract (Coon, 2011). A modification to the contract was issued to accommodate this second print run. The cost to the reprints was determined by an “additional” rate formula GPO uses when quantities are changed.

Also, due to the higher than expected number of multi-units based on feedback from the Master Address File/Topologically Integrated Geographic Encoding and Referencing Database (MAF/TIGER) with Address Canvassing and Spatial Updates, a change request was submitted for the additional printing of 600,000 Non-Survivor Label Pages, Form D-351 NSL-A, for the GQV operation. Appendix L shows the change request for the printing of additional NSL-A Forms. This additional reprint cost was \$200,000 and there was little to no impact on the schedule. This change added 18,915 dollars to the DRIS contract, because the data capture software had to be able to recognize the forms with the “A” suffix, which was added to enable the data capture software to differentiate forms from the different print runs (Lockheed, 2011). The value of developing reliable printing workloads reduces the chance for additional costs to be added to a contract in the future.

## **Distribution**

There were four main distribution paths for the printed PUFs. They were distributed from the print vendors to the:

- USPS
- LCOs
- NPC
- Fulfillment vendor

The print vendors distributed the vast majority of forms including the advance letters, reminder post cards, and the mailout/mailback and replacement questionnaire mailings. Specific mailings have been discussed in other questions in this assessment as well as the 2010 Census Decennial Response Integration System Paper Questionnaire Data Capture Assessment Report.

The U/L forms with printed addresses were distributed to the LCOs directly from the print vendors. Blank U/L forms were sent to NPC for distribution to the LCOs per FLD’s direction. The NPC received forms directly from the print vendors for kit preparation for processing centers and their headquarters received limited quantities of forms to test systems and quality control. The print vendors sent forms to the Fulfillment Operation of the Telephone Questionnaire Assistance (TQA) Operation to fulfill questionnaire and language guide requests from individuals through their automated forms request system. Headquarters received samples of each form for future needs and reference.

Throughout the many mail out operations of the 2010 Census from the advance letters, questionnaires, postcard reminders, and replacement questionnaires, all required security and other mandated and contractual obligations were met without major incident. All foreseen risks

were mitigated and the overall plans and the operations were completed on time and within budget and scope constraints.

### **5.9 Were there any unanticipated issues during the mailing of the 2010 Census Public Use Forms? Were there any issues with the identification and handling of the Undeliverable-as-Addressed mail pieces?**

The 2010 Census mailings to respondents achieved all stated goals for in-home deliveries and can be described as extremely successful. During the execution of the multi-part mail out strategy, more than 430 million mail pieces were delivered to housing units between February 17, 2010 and April 15, 2010. The mail out operation was a tremendous success but there were a few issues that are important to note.

- **The Census Bureau mailed out some questionnaires with a secondary city name in lieu of the primary city name.** The address files supplied by Decennial Systems Processing Office (DSPO) contained secondary city names in lieu of the more conventional primary city names. As part of an Inter-Agency Agreement, the USPS provides the Delivery Sequence File (DSF) to the Census Bureau. The DSF, which is the most accurate address information used to develop the Master Address File (MAF), originally contained primary city names. As part of the geo-coding process, Geography Division (GEO) removes city and state since they are not needed for Census geocoding. Then GEO delivers the files to DSPO for assignment of the Census Processing Identification (ID) numbers and then repopulates city, state and zip codes.

DSPO then used the Coding Accuracy Support System (CASS) software to add back the city, state and updated zip codes. As part of this process in some cases, the secondary city for the ZIP Code was selected. This occurred whenever a choice of primary and secondary city was available in the CASS update process. Some respondents received a questionnaire with the correct ZIP Code but wrong city name. These questionnaires were mailable and did not impact mail delivery or cost. However, it did create negative publicity for the Census Bureau and gave respondents the perception that they were being counted in the wrong city or jurisdiction.

The Census Bureau immediately put a message on the Director's Blog ensuring respondents that if they got a form, they would be counted in the right location (Groves, 2010). The message explained that to streamline delivery in a mailing this large, addresses in a particular ZIP code sometimes were all labeled using a single city name that is valid for the ZIP code, even though some people in that area usually receive mail addressed to a different city name. The USPS did not have a problem with this because for many addresses there are multiple city names that are perfectly acceptable for accurate delivery (Groves, 2010).

- **Approximately 1,200 questionnaires were forwarded by the USPS under their Premium Forwarding Services (PFS) that allowed residents to pay to have their mail forwarded to another address.** DMD was unaware of this product which is contrary to Census Bureau's decennial census policy that the questionnaires not be forwarded. The mail out methodology of the Census Bureau assumes that a mailing address is tied to a physical

location. If subscribers to PFS followed the instructions on the questionnaire to count all the people “at this address”, it is possible that those respondents may have been counted at the wrong address.

There is no way to stop the USPS from forwarding mail if customers pay for this service. In the future, Census Bureau should review USPS products for their compliance with Decennial policy and operational assumptions. Also, research is needed on what data the USPS has on P.O. Boxes to see if they can be linked to a geography or physical location.

- **PDCCs received UAAs after the official cutoff date.** The majority of questionnaires UAA were returned to the PDCCs before the official cutoff date of September 7, 2010. The PDCCs received 117,864 UAAs through November 2010, which represented .06 percent of all UAAs received through November (Coon, 2011). The USPS researched the lag in the return of UAAs and concluded that the process of identifying UAAs was a time consuming multi-step process and the lag is not abnormal. Small numbers of UAAs continued to flow in months after the closing of the Phoenix and Baltimore PDCCs and were redirected to the NPC in Jeffersonville.

#### **5.10 Were the address files delivered to the print vendor on time and according to schedule? Was the process used to transfer address files to the print vendor effective?**

The address files were delivered on November 1, 2009, which was six weeks later than the established baseline date of September 19, used for Census 2000. This critical baseline delivery date of September 19, 2009 was changed without the proper vetting of the established change control process. The change created critical path risk and was mitigated by the extensive coordination efforts between the PPO, GPO, and the contract vendor. This is an example of how the collaborative approach enabled by the BV acquisition was able to meet challenges.

The PPO took contractual steps to significantly increase print capacity. The impact resulted in an additional cost to use a second printing press for the critical Form D-1 (Initial Questionnaire) and the lack of time necessary to conduct any QC to ensure the address file was correct resulted in identifying 1.8 million addresses without a city name. The PPO was not allowed to change or add any additional address information to an address field other than changing ZIP Codes. Tabs Direct was able to augment 1.6 million of the addresses in order to gain the postal discount and make those mail pieces mailable.

Receipt of the address file needs to be early enough to conduct a thorough QC. The PPO should also be able to update missing information for city and state, not just ZIP Codes. A greater benefit would be to ensure the consistency and integrity of the USPS-recommended and delivered addresses by maintaining the preferred city and state names. GEO receives the address file from the USPS for geocoding and removes the city and state names. DSPO is then responsible for adding city and state names to the address file after receipt from GEO. Both of these incidents have major impacts on mail processing and postal discounts.

The file transfer process was detailed in the print contract. The print vendor was responsible for verifying the completeness of all addresses with the USPS standards to achieve the best possible postal rates available as explicitly detailed within Section 3.8.5 of the contract (GPO Program

910, 2009). See Appendix M for the details of the completeness of the address files contractual agreement (Section 3.8.5). The transfer of the 2010 Census address files from the Census Bureau to the print vendors was successful and effective.

The Census Bureau coordinated the secure transfer of files between the print vendor and the DRIS vendor and DSPO. The initial mailing and blanket replacement (including experimental forms) address files were delivered on digital video disk (DVD) by PPO staff to the vendor. For the targeted replacement mailing, the address files were transferred via a secure dedicated data transmission line provided by the DRIS program.

The addresses were delivered to the print vendor in a timely and secure manner to protect their Title 13 status, and to not pose a risk to print production. Though data transfer is much faster in an electronic environment, this method was more expensive for a one-time delivery. Instead, the address files were copied onto DVDs. These DVDs were hand-delivered to the print vendor by Census Bureau security representatives.

#### **5.11 Describe the communication and integration efforts between the Census Bureau and the USPS. What aspects worked well? What needs improvement?**

The Census PPO worked for several years leading up to the 2010 Census to build a collaborative relationship with the USPS. Initially, through attendance at the National Postal Forum, PPO staff was introduced to new postal products and personal contacts were made and nurtured with USPS functional area experts. Small operational meetings with USPS personnel evolved into a more formal meeting of the USPS/Census Joint Committee Meeting (JCM). The JCM were held biannually and were open to stakeholders from both organizations in order to discuss the interdependencies with the decennial census operations. Beginning in early 2009, the JCM meetings were held quarterly as efforts moved closer to the 2010 Census. The productive meetings proved effective as a means of sharing information and building a collaborative relationship between functional areas in both agencies (Smith, 2011).

The JCM was the venue to discuss pertinent issues that needed to be discussed, researched, and resolved. Stakeholders from both agencies communicated as needed through email, phone calls, and sub-team meetings. The USPS liaison participated in the planning efforts of the Census FPD IPT. A DMD staff member was selected to act as the DMD postal liaison between the USPS and the 2010 Census. This DMD postal liaison also facilitated the JCMs. Other aspects that worked well include:

- Early engagement with the USPS.
- Communication between USPS local facilities and the PDCC Operations.
- Reduction in the Targeted Replacement Mailing by 11 million addresses using the USPS IMB service and resulting in postage and resource savings.
- Agreement between the USPS and Census to destroy the advance letters and reminder postcards UAAs that saved time and resources for both agencies.
- Agreement between the USPS and Census Bureau to develop the 2010 Census Envelope Mailpiece Matrix and implement the zip+4 Code Scheme for 2010 Census mail. The

agreement allowed for the organized separation of Questionnaire Mailpiece UAAs and completed return questionnaires prior to the Mail Receipt/Preparation and Check-in operations at each of the data capture centers.

- USPS worked closely with the Census Bureau and print vendors to identify potential postage discounts available to Census and to assist in identifying vacant housing units.

The USPS's IMB service was extremely beneficial to the Census Bureau. It enabled the Census Bureau to track the progress of their mail through the mail stream. The barcode enabled the Census Bureau to track which census forms were in the mail stream on their way back to the Census PDCCs sooner than if the Census Bureau had not used this service. As a result of this technology, the Census Bureau was able to remove 11 million addresses from the replacement mailing. Given the success with the IMB, the Census Bureau is considering using the IMB service for other surveys at the Census Bureau.

One area of concern regarding communication efforts between the Census Bureau and USPS was over the number of UAAs for the 2010 Census. The projected number of UAAs needs to be clearly communicated and defined for the USPS. The projected number of UAAs and the actual number of UAAs that the USPS had to handle and process were different. The projected number of UAAs was 12 million. This number was based on the estimate provided in the DRIS contract (Coon, 2009). This number represented 12 million unique addresses.

The actual number of unique UAAs received was 12.4 million; an underestimation of 400,000 unique UAAs (Printing Program Update to USPS/Census Joint Committee, April 20, 2011). However, the number of UAAs that the USPS handled and processed was 19 million (GAO, 2011). The 19 million UAAs represented duplicate addresses. The initial estimate of 12 million UAAs was never clearly communicated to the USPS as 12 million unique addresses and that it would be higher due to subsequent mailings resulting in duplicate addresses (GAO, 2011).

Opportunity for FPD program and operation improvement includes:

- Put FLD agreements for the delivery of materials to the LCOs and data sharing arrangements in place earlier.
- Understanding more about USPS's products as they apply to decennial census mailout operations and policy.
- Researching other ways to use USPS postal technologies such as the IMB service.
- Continuing the USPS/Census Joint Committee Meetings early in the 2020 Census planning.
- Clearer understanding and definition of the UAA estimates as they apply to USPS.

The challenge of delivering hundreds of millions of mail pieces within a 90-day window without a major incident is a testament to the level of planning and integration achieved between the USPS and the Census Bureau. The collaboration and early integration between the Census Bureau and the USPS will be extremely important in the success of the 2020 Census.

### **5.12 Describe the communication and integration efforts between the Census Bureau and the GPO. What aspects worked well? What needs improvement?**

The long standing relationship between the PPO and the GPO COTR allowed the PPO to implement an innovative approach to the awarding of the MO/MB contract that better served the unique needs of the Census Bureau. Implementing new print contracting methods such as adding a “best value” methodology to the 2010 Census acquisition strategy was a result of the close collaborative relationship between the agencies that yielded positive results (Marsden, 2011a).

This close working relationship with GPO ensured higher printing quality standards as part of the contract. In Census 2000, the print vendor for the MO/MB was asked to achieve GPO’s PQL at Level III, while in the 2010 Census, the print vendor was asked to comply at Level II, a more stringent quality standard. The GPO PQL Level II had tighter tolerances and the vendor was held to these more stringent print quality standards. The close relationship with the GPO assured that the quality standards of Census materials were met as outlined in Section C.4.2 of the print contract (GPO Program 910, 2009).

The GPO and the Census Bureau conducted two vendor conferences prior to the release of the print contracts. The main focus of the conference was to educate the vendor community on upcoming decennial census print jobs and develop awareness of the new procurement methodology. Since this was the first time a print contract was going to be procured using the BV methodology, it was critical to educate the vendor community of the process. Draft versions of the RFP were made available to the vendor community on the GPO web site and comments were welcomed. This exchange of information proved to be beneficial to both the vendor community and the government. The GPO provided qualified administrative and technical personnel with previous census printing experience. Relying on GPO’s expertise in administering print contracts and providing technical support and guidance was critical to the Census Bureau’s print and distribution processes. Partnering early with GPO in the printing procurement lifecycle allowed GPO to meet all of the Census Bureau’s objectives for the 2020 Census.

### **5.13 How much did the printing of the 2010 Census materials cost? How did the projected printing cost compare to the actual printing cost?**

The printing budget estimates were higher than the actual printing cost for the 2010 Census PUFs. The actual cost of print contracts totaled 75.9 million dollars. See Appendix H for the Census Print Contracts Cost. The printing budget estimate for 2010 Census totaled 164.2 million dollars, specifically 136.7 million dollars for the printing of PUFs, along with 27.5 million dollars for field workload changes and 9.6 million dollars for GPO administrative costs (Brinson, 2008). This estimate reflects an adjustment to the initial budgeted estimates for printing developed earlier for planning purposes. In 2008, the printing cost estimates were adjusted based on a change in projected funding needs. See Appendix N for an email of the Printing Budget Projected Surplus.

The initial printing cost estimates developed by DMD in 2008 totaled 215.4 million dollars. See Appendix O for the 2010 Census Printing Estimate Spreadsheet for Fiscal Year 2009. This estimate was calculated by taking into account the historical cost data from Census 2000, workload quantities provided by the program managers, a growth rate percentage for population of 5 per cent, an oversupply rate of 30 percent for forms that would be mailed and oversupply rate of 200 percent for forms going into kits, along with the cost associated with GPO administration which was an additional 7 percent. The printing cost of an individual form varied based on its format (size and number of pages).

The reason for the lower actual printing cost was the result of the economic recession at the time which left many print vendors with unused capacity. Competitive pricing among printers resulted in potential vendors submitting bids slightly above their cost and less than what the Census Bureau had estimated (Brinson, 2008). Table 6 below indicates the largest contracts managed by the PPO and their costs. A more comprehensive list of the print costs is in Appendix H: 2010 Census Print Contract Costs.

**Table 6: 2010 Census Print Contract Costs**

<b>Contract</b>	<b>Vendor</b>	<b>Funds Budgeted</b>	<b>Bid Price</b>
Program 910	RR Donnelley	\$75,755,594	\$52,630,552
Group Quarters Validation	RR Donnelley	\$3,500,000	\$2,750,833
Advance Letter/Reminder Postcards	Tabs Direct	\$15,000,000	\$5,683,666
Enumerator	Freedom Graphics	\$25,000,000	\$6,490,779
ICR, MCR, SCR & ETL	RR Donnelley	\$10,000,000	\$1,944,575
Be Counted	Freedom Graphics	\$2,000,000	\$1,345,179
Others		\$7,088,935	\$5,127,429
<b>Total</b>		<b>\$138,344,529</b>	<b>\$75,973,013</b>
Source: Decennial Automation Contracts Management Office's Printing Program Office			

**5.14 How much did postage costs for the 2010 Census mail-out operations? What was the estimated postage costs and the actual postage costs?**

The total estimated postage costs for all of the 2010 Census MO/MB operations was 230,000,000 dollars compared with the actual cost of 191,993,720 dollars (See Appendix P for the Fiscal Year 2010 Decennial Postage Estimates and Actual Spreadsheet). This spreadsheet, except for the actual workload and postage costs columns labeled UCM/DRIS Actual Workloads, was included in the Interagency Agreement between the USPS and the Census Bureau. See Appendix Q for a description of the Interagency Agreement between the USPS and the Census Bureau.

The estimated postage costs in the USPS/Census Bureau Interagency Agreement were higher than the actual cost of the 2010 Census postage. The estimated postage costs were based on postage rates provided by the USPS and the anticipated MO/MB workloads provided by the

Census Bureau. The mailout workload estimates were based on the total number of addresses in each of the mailout address files from the Universe Control and Management (UC&M) database. The mailback workload estimates were based on the projected check-in workload estimates provided in Section J.27 of the DRIS contract dated May 11, 2009 (Coon, 2009).

### **Mailed Out Materials**

The estimated postage cost to mail out the 2010 Census materials was 167,675,880 dollars (See Appendix P). The 2010 Census materials mailed out are listed below. The workload estimates were derived from the UC&M address files provided to the print vendor for preparation of the mailout materials. The actual cost to mail the materials listed below was 147,008,850 dollars (See Appendix P).

- Advance Letters (English, Bilingual, and U/L)
- Initial Questionnaires (English and Bilingual)
- Direct Mail Postcards
- Reminder Cards and Letters (English, Bilingual, and U/L)
- Replacement Questionnaires (Blanket and Targeted)
- Questionnaires for Telephone Fulfillment
- Language Assistance Guides
- Supplemental Advance Letters (English and Bilingual)
- Supplemental Questionnaires (English and Bilingual)
- Supplemental Reminder Cards (English and Bilingual)
- CPEX Advance Letters (English)
- CPEX Questionnaires (English)
- CPEX Replacement Questionnaires (English)
- Ad Hoc Mailing (LUCA appeals and un-geocoded addresses)

The cost difference of the mailed out materials was due to the lower than anticipated workload of addresses for the mail out of the Initial English questionnaires, the targeted replacement questionnaires, the fulfillment questionnaires, and the Language Assistance Guides. The lower than anticipated workloads for the initial English questionnaire mailout included workloads for the advance letter and reminder postcard. See Table 7 for the mailed out materials with cost differences in the estimated workloads and postage costs compared with the actual workloads and postage costs.

**Table 7: Mailed Out Materials with Workload and Postage Costs Differences**

	<b>Planned Workload</b>	<b>Actual Workload</b>	<b>Planned Postage Costs</b>	<b>Actual Postage Costs</b>
English Advance Letter	120,755,244	107,232,701	\$40,453,007	\$35,922,955
English Questionnaire	120,755,244	107,232,701	\$55,547,412	\$49,327,043
English Reminder Card	120,755,244	107,232,701	\$24,754,825	\$21,982,704
Replacement Mail (Targeted)	15,000,000	9,978,422	\$6,900,000	\$4,590,074
Replacement Mail (Blanket)	24,764,056	24,764,056	\$11,391,466	\$11,391,466
Fulfillment Questionnaires	1,700,000	378,754	\$1,037,000	\$231,040
Language Assistance Guides	1,500,000	24,145	\$660,000	\$0*
Source: FY 2010 Decennial Postage Estimates and Actual Spreadsheet (Appendix P)				

\* The Fulfillment Questionnaires and Language Assistance Guides were mailed out using postage stamps paid out of the DRIS contract funds.

In addition, the mail-out operations included two special mailings. These two special mailings were the Direct Mail Postcards and the Ad Hoc Mailing for the LUCA appeals. These two special mail-out operations were listed as part of the postal cost agreement between the USPS and the Census Bureau. However, these two mail-out operations were processed at the NPC and the postage funds were funded separately by the DMD and were not part of the USPS postage funds.

The estimated USPS postage costs for the Direct Mail Postcards were 2,224,601 million dollars (See Appendix P). The estimated USPS postage costs for the Ad Hoc Mailing were 2,044,451 million dollars (See Appendix P). Since these mail-out operations were processed and funded separately at the NPC, there was no actual postage costs incurred by the USPS since they did not mail the materials.

### **Mailed Back or Returned Questionnaires**

The estimated postage costs for the 2010 Census mailback and return materials were 61,567,824 million dollars (See Appendix P). The return mail included the 2010 Census questionnaires listed below. The workload estimates were derived from the check-in estimates in Section J.27 of the DRIS contract. The actual mailback workloads were derived from the DRIS check-in reports. The actual cost for return postage for the materials listed below was 44,984,870 million dollars (See Appendix P).

- Questionnaires (English, Bilingual, Be Counted, and U/L)
- Questionnaires (Puerto Rico)
- Replacement Questionnaires (Targeted and Blanket)
- Fulfillment Questionnaires (Language Forms)
- CPEX Questionnaires

The mailed back and return postage cost difference was due to the lower than anticipated number of returned questionnaires. All of the returned questionnaire workloads were lower than expected with the exception of the CPEX questionnaires. The estimated mail-back workload for the CPEX forms (both letter size and booklets) was 463,008 compared with the actual workload of 508,474. See Table 8 for the planned workload and postage cost as opposed to the actual workloads and postage cost for the mailed back or returned questionnaires.

**Table 8: Mailed Back Materials - Planned and Actual Workload and Postage Costs**

	<b>Planned Workload</b>	<b>Planned Postal Costs</b>	<b>Actual Workload</b>	<b>Actual Postal Costs</b>
Questionnaires (U/L)	7,702,895	\$3,266,027	82,933,623*	\$35,163,856
Questionnaires (Initial)	92,000,000	\$39,008,000		
Questionnaires (Replacement)	6,014,186	\$720,800		
Questionnaires Bilingual (U/L)	670,000	\$759,100	7,274,110*	\$8,241,567
Questionnaires Bilingual	10,000,000	\$11,330,000		
Questionnaires (PR U/L)	985,644	\$1,116,735	929,952	\$427,778
Questionnaires Fulfillment	1,700,000	\$720,800	76,274	\$32,340
Questionnaires (Be Counted)	2,300,000	\$2,605,900	784,103	\$888,389
Questionnaires (CPEX – letter and booklets)	463,008	\$211,237	508,474	\$230,941
Source: FY 2010 Decennial Postage Estimates and Actual Spreadsheet (Appendix P)				

\* The DRIS check-in did not check-in U/L, Initial, and Replacement questionnaires separately. They were checked in together as Forms D-1E. The same method was used for the Bilingual questionnaires Forms D-1E(S).

The Interagency Agreement (Appendix Q) provided 230,000,000 dollars to the USPS for mailing and receipt of the 2010 Census materials. The actual cost of the mailout and mailback/return postage costs for all the 2010 Census materials was 191,993,280 dollars (See Appendix P). The USPS also applied surcharges and fees of 3,174,307 dollars that were not included in the original MOU (See Appendix P). The result of this agreement was a refund due to the Census Bureau for 34,831,973 dollars (See Appendix P).

After providing the actual postal workloads and costs to the ACSD for review and ultimately a refund to the DMD, the ACSD was not able to accurately track the Decennial postage charges. Based on the current practices of tracking postage, the ACSD puts all Census postage funds into one account for the entire Census Bureau. It ended up being very difficult to track and monitor decennial census postage costs (Smith, 2011).

Accountability by project number and object class codes (for postage) was difficult in deciphering the postal charges for the 2010 Census. Even though separate and unique project numbers were

used to fund decennial census postage costs, these separate project numbers were not used to track funds within ACS D reports, making it difficult to accurately identify the decennial census's outgoing and incoming mail usage and cost (Smith, 2011 ). The resulting reconciliation process took approximately 9 months for ACS D to research and resolve the discrepancies associated with the 2010 Census postal expenses.

Better recordkeeping and accountability of the decennial census postage funds and costs is needed for the 2020 Census. Decennial census postage costs and funds control needs to be maintained separately from all the other Census Bureau's postage funds and costs. Accountability by project number and appropriate object class codes (for postage) is critical in maintaining accurate postal charges for future censuses.

**5.15 Did the security measures employed by the Census Bureau, the vendors, and the USPS ensure the integrity and confidentiality of the mail pieces throughout the production and distribution phases of the 2010 Census?**

Security measures employed during the 2010 Census ensured the integrity and confidentiality of all outgoing mail. In order to prevent breaches of sensitive data, or contamination of mail packages, increased security requirements were applied to the 2010 Census printing operation. In addition to ensuring that all systems handling decennial census data have satisfied the requirements of certification and accreditation, it was important that the processes of each program operation also conform to applicable Federal Information Security Management Act (FISMA) (Public Law 107-347, Title III), and OMB requirements. The specific requirements of the decennial census security program are described in the *2010 Census Security and Data Management Plan*.

The PPO, the print vendors (R.R. Donnelley and TABs Direct) along with the data capture vendor, Lockheed Martin, implemented a level of security that met and addressed the security concerns in accordance with the Federal Information Processing Standard (FIPS) 199 Low-Impact Baseline as described in the National Institute of Standards and Technology (NIST) Special Publication 800-53 revision 2. This covers 17 areas of controls, listed in Table 9 below, that deal with the integrity, confidentiality, and availability of the system and the data it contains. The Census Bureau's plan for compliance met each of the NIST security guidelines as detailed in the 2010 Census print contract (GPO Program 910, 2009).

**Table 9: Special Publication 800-53 Revision 2 Seventeen Security Areas**

1. Access Control	10. Media Protection
2. Audit and Accountability	11. Personnel Security
3. Awareness and Training	12. Physical and Environmental Protection
4. C&A and Security Assessments	13. Planning
5. Configuration Management	14. Risk Assessment
6. Contingency Planning	15. System and Communications Protection
7. Identification and Authentication	16. System and Information Integrity
8. Incident Response	17. System and Services Acquisition
9. Maintenance	
Source: National Institute of Standards and Technology (NIST) Special Publication 800-53 revision 2	

The PPO’s key security concern was the physical security of forms during all phases of the production process for the 2010 Census. Assuring that the printed products were not contaminated – or did not appear contaminated- with any chemical, biological, or other foreign material was the goal. Strategies were also undertaken to ensure all digitally transmitted data were protected at all times and were subject to the provisions of Title 13, United States Code (13 U.S.C.) that these data shall be protected at all times from breaches of confidentiality specifically from access by anyone not in “Special Sworn Status” (13 U.S.C., Section 9).

The DACMO had authorized and directed the development of a contingency management and incident response plan, involving key stakeholders from other agencies in the effort. In accordance with Homeland Security Presidential Directive (HSPD) -5, *Management of Domestic Incidents*, the National Incident Management System (NIMS) is the framework designated for use by Federal Agencies and organizations nationwide to prevent, protect against, respond to, recover from and mitigate the effects of incidents. The Joint Information System (JIS) is a key component of the NIMS framework and was used by the Census Bureau in our incident response planning and execution (Andino, 2010).

## **6 RELATED EVALUATIONS, EXPERIMENTS, AND/OR ASSESSMENTS**

The 2010 Census Postal Tracking Assessment

The 2010 Content and Forms Design Assessment

The Final Report of the Mail Response/Return Rates Assessment for the 2010 Census

## **7 KEY LESSONS LEARNED, CONCLUSIONS, AND RECOMMENDATIONS**

### **7.1 Lessons Learned**

There were numerous lessons learned collected from print vendors, PPO, USPS, PDCC staff, FLD, DMD, and other stakeholders following the 2010 Census to capture feedback for future planning purposes. Below are some of the key lessons learned in the 2010 Printing Program:

- Early integration and coordination of requirements is necessary and critical for the Content, Forms Design, Printing and Data Capture operations and for the development of comprehensive operational plans.
- Combining like items with the same schedule constraints (i.e. forms needed for kit preparation) into a single contract reduced the number and resources devoted to preparing and managing contracts and should be continued in 2020.
- Bundling smaller Title 13 jobs under a single contract, and keeping the workflow segregated from the main print job, allowed the PPO to take advantage of the physical and IT security controls already in place with the vendor. Segregating work in dispersed facilities helped keep the risk of impact to the main print operation low. The segregated facilities must be able to produce at the same quality levels.
- Raising the GPO QC tolerance level to Level II allowed for higher print standards and tighter tolerances benefiting down stream activities like data capture. A dedicated Census Bureau resource at GPO was a valuable asset during the 2010 Census, and without a census experienced GPO COTR the success of future tests and censuses could be at risk.
- More staff is needed to fully monitor all production and quality data being delivered from the field QC. The PPO needs a way to identify, monitor and verify quantities through the contract lifecycle; the production process is dynamic and can be confusing as the contract progresses through its lifecycle. The PPO feels that additional staff will help mitigate the risk of missing key requirements and provide adequate monitoring of contract performance and deliverables.
- The Decennial IMS caused complicated linking problems where one print task had more than a dozen predecessors or successors when it was actually one work package. In addition, incorrect schedule alerts (Red Alerts) for printing contracts were due to the predecessor's status and not those of the print contracts themselves. The print schedule used internally by the PPO for contracts management was excellent and should be baselined for future tests and the 2020 Census.
- The Best Value methodology used for the procurement of questionnaires requiring mailing files was fundamental to the success of the print program. This approach evaluated print vendors on technical capabilities, past experience, and their ability to meet the security needs of the program.
- Utilizing the USPS' IMB and properly overseeing interfaces between the USPS, print vendors, and data processing vendors enabled an efficient and expedited replacement mailing by reducing the workload by 11 million addresses after identifying initial questionnaires already mailed by respondents.
- The roles and responsibilities need to be documented for the various components and steps required for each of the table reviews. A dedicated room is needed for proofing functions. Participation from stakeholders during review is critical for the development of error-free printing files.
- The transfer of the address file from the Census Bureau to the Vendor was via a DVD and was hand delivered to the vendor. This approach, though slower than an electronic transfer, proved less costly in terms of human capital and resources for the one time transfer of data.

The physical transfer of the address file offers a lower operational risk and greater data security.

- The Census Bureau must manage the risk of late receipt of the Address File and set requirements for receipt of the files. The later than originally baselined delivery date of the address files created operational and schedule risk. The receipt date was six weeks later than in Census 2000. A formal change request was never submitted when the Address File delivery date was changed to November 12, 2009 from a September 30 baseline. This change and lack of proper vetting of a major change to the baseline created serious risk to the 2010 Census mailout operations.
- Splitting the forms design responsibilities from printing responsibilities allowed for limited resources in both areas to better manage the work, although this did present additional challenges of coordination between the two areas.

## **7.2 Conclusions**

- The PPO identified many requirements internally based on past experiences and documentation from previous tests and decennial censuses. The PPO took responsibility for gathering requirements by identifying stakeholders, preparing a print requirements matrix, and requesting stakeholders from decennial census operational areas to complete the matrix.
- Developing a BV contract was new to the printing program office. Issues arose regarding accessibility to the document, version control, and ownership during the contract development phase.
- Using USPS' IMB information reduced the RM universe by 11 million addresses and resulted in a postal savings of approximately \$4.8 million to the Census Bureau.
- The day-to-day printing operations could not be easily managed using the Decennial IMS. For every print contract task, there were dozens of predecessors and successors that resulted in misdirected "red alert" status for the print contracts when the alert was due to the predecessors tasks.
- GEO needs to come up with a process that does not remove city and state from Delivery Sequence File (DSF) provided by the USPS.

## **7.3 Recommendations**

- Identify stakeholders early for interim tests and the 2020 Census processing and reach out to those areas or teams.
- Research what data the USPS has on P.O. Boxes to see if the P.O. Boxes can be linked to a geography or housing unit. There were 15 million P.O. Boxes in the United States. Mailing to these P.O. Boxes can save taxpayers millions of dollars in enumeration costs.

- Research managing UAAs on the front end (i.e. eliminating them from the address file).
- Baseline the print schedule used internally for contracts management for future censuses.
- Designate one person from the government to be the official point of contact for the print contracts.
- Research how best to handle a bilingual mailing and how to effectively incorporate postal tracking for flat mailings.
- Research soft (electronic) and remote proofing methods which allow the viewing of forms on a computer monitor.
- A team of stakeholders including from GEO, DSPO, PPO and DMD need to join together to develop a set of process improvements that streamline activities and reduce operational risk.
- Continue early integration with physical and IT security offices to ensure requirements are included in contract preparation.
- Continue using collaborative efforts between government and contracting stakeholders.
- Printing contracts must be determined by 2018.
- The 2010 Census procurement methodology should be repeated for the 2020 Census. The PPO should continue to advocate the Best Value approach and will continue to ask GPO to become more engaged in our security requirements.
- The PPO must manage the risk of a late delivery of the address file and set requirements for receipt of the file, including the latest date for receipt of the address file.
- Conduct a through QC of the address file prior to release. Advertise the deficiencies found so that they can be addressed prior to the start of critical path operations. In addition, the policy not allowing any changes to the address file needs to be reexamined as part of a process improvement audit.
- Postal tracking data from census tests should be saved and used for future delivery requirements in USPS tracking reports. Define prior to production what reports will be needed and that they are adequate before the start of the operation.
- Further evaluation should be done to determine if the Advance Letter and Reminder Postcard should be a Best Value contract.
- If forms design and printing responsibilities continue to be managed by separate areas, then greater resources are needed in both areas, and greater coordination will be needed between the two areas.

## **8 ACKNOWLEDGEMENTS**

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## Appendix A: Original Study Plan and Revised Assessment Report Questions

Original Study Plan Question Number	Original Study Plan Question	Revised Assessment Question Number	Revised Assessment Question
1	Were the form specifications/requirements accurate and communicated in a timely fashion?	<b>1</b>	What was the process used to gather print requirements? Did the process work? What needs improvement?
2	Print Program Office's integration with the Content and Forms Design Branch: Was the process for communicating printing requirements adequate? Was the print review and print approval process reliable? Were file transfers subject to version control and traceable?	<b>2</b>	Were there impacts of separating the forms design and printing programs into two distinct operations?  The question about file transfers is addressed in Assessment Question 10.
3	Quality assurance (QA) staffing and training of field support: Was the number of staff and training adequate to support the needs of the program?		<b>Combined into one QC question. See Assessment Question 7.</b>
4	Was the GPO contract writing structure and format appropriate for the size and complexity of the 2010 Census printing program?	<b>3</b>	Was the PPO acquisition strategy appropriate for the size and complexity of the 2010 Census Printing Program?
5			<b>Deleted</b>  <b>This information is addressed in Assessment Question 3.</b>
6	Did the vendors fulfill all requirements of the contracts including maintaining quality standards?	<b>4</b>	Did the print vendors fulfill all requirements of the contracts? Were there any issues?

<b>Original Study Plan Question Number</b>	<b>Original Study Plan Question</b>	<b>Revised Assessment Question Number</b>	<b>Revised Assessment Question</b>
7	Did the FPD schedule accurately reflect the sequence of activities in support of the management of the program? How did the actual start and finish dates compare to the planned start and finish dates?	5	Did the FPD schedule accurately reflect the sequence of activities for the successful management of the program?
8	Were the tools used to track the print vendors' progress helpful to the management of the operations?	6	What was the tool used to track the print vendor's progress? What aspects worked? What needs improvement?
9	Was the QC process adequate for each step of the production process (i.e., printing, addressing and assembly)?	7	Was the Quality Control (QC) process for the 2010 print production effective in ensuring the quality of the final products? Was the QC staff adequate? Was training adequate to support the needs of the program?

Original Study Plan Question Number	Original Study Plan Question	Revised Assessment Question Number	Revised Assessment Question
10		8	<p>Was the printing of the 2010 Census Public Use Forms successful? Were print quantities sufficient for the 2010 operation? What were the distribution paths for the Public Use Forms after they were printed?</p> <p>(These three revised assessment questions were created to capture the printing, addressing, assembly, and distribution process for all questionnaires and materials; instead of addressing these processes for each one.</p> <p>The answer to this question will include the process for the Advance Letter, Reminder Postcard, questionnaires (including initial, bilingual, U/L, replacement, and CPEX), and language forms, thus deleting questions 10-17. The intent of the question is still the same.)</p>
11			<p><b>Deleted</b></p> <p><b>Addressed in revised assessment Question 8.</b></p>
12			<p><b>Deleted</b></p> <p><b>Addressed in revised Assessment Question 8.</b></p>
13			<p><b>Deleted</b></p> <p><b>Addressed in revised Assessment Question 8.</b></p>
14			<p><b>Deleted</b></p> <p><b>Addressed in revised Assessment Question 8.</b></p>

Original Study Plan Question Number	Original Study Plan Question	Revised Assessment Question Number	Revised Assessment Question
15	Were the printing, assembly, and mail out of the Language Forms successful? Were there any printing, assembly, and/or mail out issues with the operation?		<b>Deleted</b> <b>Addressed in revised Assessment Question 9.</b>
16	Were the printing, assembly, and mail out of the Update/Leave forms successful? Were there any printing, assembly, and/or mail out issues?		<b>Deleted</b> <b>Addressed in revised Assessment Question 8.</b>
17	Was the handoff of addressed Census forms to the USPS successful? What procedures were implemented for the secure transfer of Title 13 materials?		<b>Deleted</b> <b>Addressed in revised Assessment Question 8.</b>
18	Were the mailings to respondents successful? Were there any mailing issues? Were there any issues with the identification and handling of UAAs?	<b>9</b>	<p>Were there any unanticipated issues during the mailing of the 2010 Census Public Use Forms? Were there any issues with the identification and handling of the Undeliverable-As-Addressed mail pieces?</p> <p>(This one question was created to capture the mail out issues of the questionnaires and materials; instead of addressing the mail out issues for each one.</p> <p>The answer to this question will include any mail out issues regarding the Advance Letter, Reminder Postcard, questionnaires (including initial, bilingual, U/L, replacement, and CPEX), and language forms; thus deleting questions 10-17. The intent of the question is still the same.)</p>

Original Study Plan Question Number	Original Study Plan Question	Revised Assessment Question Number	Revised Assessment Question
19	Communication and integration between the Printing Program Office and the Decennial System Program Office (DSPO): Was the process for securing the address information and file transfers to the vendor effective?	<b>10</b>	Were the address files delivered to the print vendor on time and according to schedule? Was the transfer process to deliver the address files to the print vendor effective?
20	Communication and integration between the Census Bureau and the USPS: What aspects worked well? What aspects need improvement?	<b>11</b>	Describe the communication and integration efforts between the Census Bureau and the USPS. What aspects worked well? What needs improvement?
21	Communication and integration between the Census Bureau and the GPO: Was the standard contract protocol appropriate for the scale of decennial printing needs? Were the QA procedures effective? What aspects need improvement in future operations?	<b>12</b>	Describe the communication and integration efforts between the Census Bureau and the GPO. What aspects worked well? What needs improvement?  (The question is addressed in Assessment Question 7.)
22	How were the USPS technologies helpful to the management of the mail-out operations?		<b>Deleted</b>  <b>The answer to this question is covered in the 2010 Census Postal Tracking Assessment.</b>
23	Was the use of the USPS full service and the Intelligent Mail Barcode effective?		<b>Deleted</b>  <b>This answer to this question is covered in the 2010 Census Postal Tracking Assessment.</b>
24	Did the printing budget estimates accurately reflect the cost of the program? What was the planned cost versus actual cost for printing?	<b>13</b>	How much did the printing of the 2010 Census materials cost? How did the projected printing costs compare to the actual printing costs?

<b>Original Study Plan Question Number</b>	<b>Original Study Plan Question</b>	<b>Revised Assessment Question Number</b>	<b>Revised Assessment Question</b>
25	Did the postage estimates accurately reflect the cost of the program? What were the planned costs versus the actual costs for postage?	<b>14</b>	How much did postage cost for the 2010 Census mail-out operations? What was the estimated postal costs and the actual postage costs?
26			<b>Deleted</b> <b>This information is addressed in revised Assessment Question 10.</b>
27	Security measures employed by the Census Bureau, the vendors, and the USPS: Did security measures ensure the integrity of the mail being sent to the public?	<b>15</b>	Did the security measures employed by the Census Bureau, the vendors, and the USPS ensure the integrity and confidentiality of the mail pieces throughout the production and distribution phases of the 2010 Census?
28			<b>Deleted</b> <b>This information is addressed in revised Assessment Question 15.</b>

## Appendix B: 2010 Census Printing Requirements Matrix (Example)

*(The purpose of this matrix is to gather requirements needed to ensure the accuracy of the printed product. Information gathered here will go into the final print contracts.)*

<b>Group Quarters Validation (GQV)</b>						
(1) <b>Form Number</b>	(2) <b>Form Name</b>		(4) <b>Need for Kit Prep</b> (Y/N)	(5) <b>Delivery Date</b>	(6) <b>Destination</b> (HQ, NPC, LC)	(7) <b>Booklet or Single Sheet</b>
D-351(GQV)	Group Quarters Validation (GQV) Questionnaire					
D-351CF(GQV)	Group Quarters Validation—Correctional Facility Continuation					
D-351HU(GQV)	Group Quarters Validation—Housing Unit Continuation					
D-351(GQV)RI	Group Quarters Validation (GQV) Reinterview					
D-351(GQV)PR	Group Quarters Validation (GQV) Questionnaire—Puerto Rico (Spanish)					

### Explanation of Requirement Matrix Columns

1. **Form Number:** The forms numbering system and procedures are used to uniquely identify each form that is being developed for the Decennial Census Program. These individual numbers are assigned by DMD, Content and Language Branch and are cleared through ACSD, Forms and Mail Management Branch (FMMB).
2. **Form Name:** This column describes the type of form (e.g. questionnaire, letter, envelope, and so on). It further indicates the type of operation that the form is used for (e.g. Fulfillment, Remote Alaska, Be Counted, Enumeration of Transitory Location, and so on).
3. **Quantity:** Provide quantities for the total workload needed to successfully carry out the operation for the 2010 Decennial Census. In addition to operational quantities, please indicate any needs for additional forms—these additional forms will be made available

through NPC. Please use the “Notes” area at the bottom of the matrix to explain break down of quantities.

4. Need for Kit Prep: The gathering or assembling of materials together for enumerators and other field staff to use to accomplish a particular field operation. Mark “Y” (yes) or “N” (no) to indicate whether or not the form will be needed for “Kit Prep”.
5. Delivery Date: In this column, please indicate the earliest date that this item is needed for your operation. Conflicting delivery dates with other operations will need to be resolved.
6. Destination: After the form is printed and finished, it must be sent to the location where the next phase of operation will take place (e.g. USPS for mailing, NPC for kit prep, LCOs for enumerators, and so on). Please write delivery location in this column.
7. Booklet or Single Sheet: Please indicate if this form is a booklet or single sheet. This information is not needed for envelopes and letters.

**Appendix C: 2010 Census Forms Printing and Distribution Schedule Activities**

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
PRINTING AND DISTRIBUTION					
Project Management					
10PRT.01.01 Cost & Progress					
10PRT-26100	Prepare/Deliver Forms Printing and Distribution Requirements for the DMD C&P System	12/14/07	03/31/08	12/14/07A	12/05/08A
10PRT-26101	Enter Printing Requirements into C&P Decomposer	12/14/07	02/15/08	10/07/08A	11/10/08A
10PRT-26113	Forms Printing and Distribution DMD C&P System Available	06/08/09	02/16/10	03/31/09A	02/16/10A
10PRT.01.02 QA Software					
10PRT-26120	Prepare/Baseline Printing Quality Control System (QUISP) Requirements	01/02/08	11/13/08	01/02/08A	06/13/08A
10PRT-26130	Develop/Test Printing Quality Control System Software	08/29/08	02/25/09	01/03/08A	02/24/09A
10PRT-26140	Deploy and Maintain Printing Quality Control System Software	02/26/09	04/16/10	02/26/09A	04/16/10A
10PRT.02 Print Contracts					

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
Short Form Questionnaire (MO, U/L—including Puerto Rico, Bilingual, Fulfillment, Replacement Mailing, Advance Census Report (ACR-IA) and Informational Copies)					
10PRT-10010	Gather and Baseline Print Contract Requirements/ Specifications: MO/MB, UL, Bilingual, Fulfillment, Replacement, ACR, Informationals	08/15/07	06/27/08	08/15/07A	06/27/08A
10PRT-10015	Prepare Print PWS	09/05/07	07/01/08	09/05/07A	07/01/08A
10PRT-10020	Provide Final Requirements/Specifications to ACSD/GPO	07/02/08	07/02/08	07/02/08A	07/02/08A
10PRT-10025	GPO Review Final Requirements & Specs	07/03/08	08/04/08	07/03/08A	08/21/08A
10PRT-10030	Award Print Contract for the D-1 MOMB Questionnaire (Task Order 0005 and 0006)	09/12/08	10/01/08	09/12/08A	10/14/08A
10PRT-10035	DACMO Reviews and Provides Approval to ACSD of the D-1, D-1(ES) MOMB Questionnaires Print File	01/12/09	01/13/09	01/12/09A	01/13/09A
10PRT-10040	Provide Print Files (Stateside-PR Questionnaires) Test (Priors) to Vendor	01/14/09	01/14/09	01/14/09A	01/14/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT-10050	Print/Address/Assemble (Priors) D-1 MOMB, D-1(ES) Bilingual Materials	01/15/09	04/02/09	01/15/09A	03/17/09A
10PRT-10060	Deliver (Priors) D-1 MOMB and D-1(ES) Bilingual Materials to Destinations	04/03/09	04/03/09	03/18/09A	03/18/09A
10PRT-10070	Census Reviews and Approves (Priors) D-1 MOMB and D-1(ES) Bilingual Materials	04/06/09	05/19/09	03/19/09A	04/02/09A
10PRT-10072	DACMO Reviews and Provides Approval to ACSO of the D-1 MOMB Questionnaires and Components Print Files	06/01/09	06/08/09	06/01/09A	06/09/09A
10PRT-10080	Provide Production Print Files for Questionnaires & Components (US and PR) to Vendor	06/09/09	06/09/09	06/09/09A	06/09/09A
10PRT-10090	Provide All Production Address Files & Standard A Zip Codes (Stateside, PR and IA) to Vendor	10/23/09	10/23/09	10/15/09A	10/15/09A
10PRT-10100	Print/Address/Assemble/Deliver to USPS Initial Mail Package Materials (US and PR)	06/10/09	02/16/10	06/10/09A	02/16/10A
10PRT-10101	Print/Address/Assemble Update/Leave Package Materials (US and PR)	06/10/09	01/04/10	06/10/09A	12/22/09A
10PRT-10110	Print/Assemble Fulfillment Packages (English, Spanish, Chinese, Korean, Russian, Vietnamese)	06/09/09	12/14/09	06/10/09A	11/05/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT-10130	Provide Supplemental Address File MO/MB to Vendor	01/20/10	01/20/10	01/20/10A	01/20/10A
10PRT-10120	Deliver U/L Questionnaire Packages to LCOs (includes PR)	10/26/09	01/11/10	10/19/09A	12/28/09A
10PRT-10125	Deliver Blank U/L Questionnaire Packages (for U/L Supplemental Addressing) to NPC	01/08/10	01/08/10	01/08/10A	01/08/10A
10PRT-10106	Deliver Fulfillment Packages (English, Spanish, Chinese, Korean, Russian, Vietnamese) to LCO	12/15/09	12/15/09	11/06/09A	11/06/09A
10PRT-10140	USPS Delivers Initial Questionnaire Packages (M/O & Bilingual) (Includes CPEX Questionnaire Packages on Normal Schedule)	03/15/10	03/17/10	03/15/10A	03/17/10A
10PRT-10150	USPS Delivers UAAs (Initial & Replacement Questionnaire) to NPC	03/16/10	09/22/10	03/16/10A	07/26/10A
10PRT-21105	DACMO Reviews and Provides Approval to ACSD of the D-13 ACR-IA Questionnaires Print Files	09/07/09	09/07/09	09/07/09A	09/07/09A
10PRT-21110	Provide Production Print Files (ACR-IA) and Components to Vendor	09/08/09	09/08/09	09/08/09A	09/08/09A
10PRT-21120	Print/Address/Assemble/Deliver Advance Census Report for Island Areas Package	09/09/09	03/26/10	09/09/09A	03/26/10A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
Materials (ACR-IA) to USPS					
10PRT-21130	USPS Delivers Advance Census Report (ACR)-IA	03/29/10	03/31/10	03/29/10A	03/31/10A
10PRT-10142	USPS Delivers Blanketed Replacement Questionnaires	04/01/10	04/03/10	04/01/10A	04/03/10A
10PRT-10160	Receive Replacement Mailing Address File	04/05/10	04/09/10	04/05/10A	04/09/10A
10PRT-10165	Received Targeted Replacement Mail Universe from DRIS	04/06/10	04/10/10	04/05/10A	04/09/10A
10PRT-10170	Address Targeted Replacement Mail Packages	04/06/10	04/10/10	04/06/10	04/09/10
10PRT-10180	USPS Delivers Targeted Replacement Questionnaire Packages (Includes all CPEX Questionnaire Packages)	04/06/10	04/10/10	04/06/10	04/09/10
10PRT-10084	DACMO Reviews and Provides Approval to ACSD of the D-61 (Stateside, PR and IA) Informational Copy Print File	06/11/09	06/16/09	06/12/09A	06/16/09A
10PRT-10085	Provide Print Files for Informational Copy (Stateside, PR and IA) to Vendor	06/17/09	06/17/09	06/17/09A	06/17/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT-10115	Print/Assemble Mailback Informational Copy D-61 (Stateside, PR and IA)	06/18/09	11/05/09	06/18/09A	10/19/09A
10PRT-10104	Deliver D-61 (ACR-IA) Informational Copy to NPC	11/06/09	11/06/09	10/20/09A	10/20/09A
10PRT-10105	Deliver D-61 (US and PR) Informational Copy to NPC	09/11/09	09/11/09	09/10/09A	09/10/09A
10PRT-10200	DACMO Reviews and Provides Approval to ACSD of the CPEX Questionnaires, Cover Letters and Envelopes Print Files	07/17/09	08/03/09	07/17/09A	07/31/09A
10PRT-10210	Provide Production Print Files for CPEX Questionnaires, Cover Letters and Envelopes to Vendor	08/04/09	08/04/09	08/03/09A	08/03/09A
10PRT-10220	Print/Assemble CPEX Questionnaires, Cover Letters and Envelopes	08/05/09	03/19/10	08/04/09A	03/19/10A
10PRT-10225	USPS Delivers CPEX (Compressed Schedule Panels) Questionnaire Packages	03/22/10	03/24/10	03/22/10A	03/24/10A
10PRT.02.03	Advance Letter, Reminder Postcard (Stateside, PR and IA)				
10PRT-11010	Gather and Baseline Print Contract Requirements/Specifications—Advance	11/15/07	04/22/08	11/15/07A	04/22/08A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
	Letter & Reminder Postcard (includes PR and IA)				
10PRT-11020	Prepare Print Contract	04/23/08	07/07/08	04/23/08A	08/04/08A
10PRT-11030	Send Final Print Contract to GPO	07/08/08	07/08/08	08/04/08A	08/05/08A
10PRT-11035	GPO Review Final Requirements & Specs	07/09/08	08/15/08	08/06/08A	09/30/08A
10PRT-11040	GPO Issues Print Contract for Bids	08/18/08	10/03/08	10/01/08A	10/22/08A
10PRT-11050	Review Bids and Award Print Contract	10/06/08	10/30/08	10/23/08A	11/20/08A
10PRT-11055	DACMO Reviews and Provides Approval to ACSD of the Advance Letters, Reminder Postcards and Envelopes (including CPEX) Print File	09/18/09	09/21/09	09/14/09A	09/14/09A
10PRT-11060	Provide Print Files for Advance Letter & Reminder Card (Stateside, PR and IA) to Vendor	09/22/09	09/22/09	09/15/09A	09/15/09A
10PRT-11070	Provide Address Files & Standard A Zip Codes for AL/RC (Stateside, PR and IA) to Vendor	10/23/09	10/23/09	10/19/09A	10/19/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT-11080	Print/Address/Assemble/Deliver Advance Letter (MO & Bilingual (Includes CPEX NSP)) Package Materials (US and PR) to USPS	10/24/09	03/07/10	10/24/09A	03/07/10A
10PRT-11082	Print/Address/Assemble/Deliver Advance Letter (U/L), Package Materials (US and PR) to USPS	10/24/09	02/16/10	10/24/09A	02/16/10A
10PRT-11084	Print/Address/Assemble/Deliver Reminder Postcard (MO & UL) (Includes CPEX NSP) Materials (US and PR) to USPS	10/24/09	03/21/10	10/24/09A	03/12/10A
10PRT-11090	Provide Supplemental Advance Letter/Reminder Postcard Label File to Vendor (MO & U/L)	01/20/10	01/20/10	01/20/10A	01/20/10A
10PRT-11100	USPS Delivers Advance Letter Packages (U/L)	02/17/10	02/19/10	02/17/10A	02/19/10A
10PRT-11110	USPS Delivers Advance Letter Packages (M/O & Bilingual) (Includes CPEX Normal Schedule Panels)	03/08/10	03/10/10	03/08/10A	03/10/10A
10PRT-11115	USPS Delivers Advance Letter Packages (CPEX Compressed Schedule Panels)	03/15/10	03/17/10	03/15/10A	03/17/10A
10PRT-11120	USPS Delivers Reminder Postcards (MO & U/L) (Includes CPEX Normal Schedule Panels)	03/22/10	03/24/10	03/22/10A	03/24/10A
10PRT-11125	USPS Delivers Reminder Postcards (CPEX Compressed Schedule Panels)	03/29/10	03/31/10	03/29/10A	03/31/10A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT-22080	Print/Address/Assemble/Deliver Advance Letter Package Materials for Island Areas (IA) to USPS	09/23/09	03/19/10	09/16/09A	03/10/10A
10PRT-22090	USPS Delivers Advance Letter Packages (IA)	03/22/10	03/24/10	03/22/10A	03/24/10A
10PRT.02.04 Enumerator, Continuation, and Reinterview (RI) Questionnaires					
10PRT-18010	Gather and Baseline Print Contract Requirements/Specifications— Enumerator, Continuation, Reinterview (includes PR)	12/03/07	08/04/08	12/03/07A	08/08/08A
10PRT-18020	Prepare Print Contract	08/05/08	10/14/08	08/12/08A	10/30/08A
10PRT-18030	Send Final Print Contract to GPO	10/15/08	10/15/08	10/30/08A	10/30/08A
10PRT-18040	GPO Review Final Requirements & Specs	10/16/08	11/13/08	10/31/08A	11/17/08A
10PRT-18050	GPO Issues Print Contract for Bids	11/14/08	11/28/08	11/18/08A	11/28/08A
10PRT-18060	Review Bids and Award Print Contract	12/01/08	12/05/08	12/01/08A	12/08/08A
10PRT-18061	DACMO Reviews and Provides Approval to ACS D of the Enumerator Print Files	12/08/08	12/08/08	12/09/08A	12/09/08A
10PRT-18070	Provide Print Files for Enumerator Forms	12/09/08	12/09/08	12/09/08A	12/09/08A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
	to Vendor				
10PRT-18080	Print Enumerator Forms Test (Priors) Materials	12/10/08	01/15/09	12/10/08A	01/15/09A
10PRT-18090	Deliver Enumerator Forms Test (Priors) Materials to Destinations	01/16/09	01/16/09	01/16/09A	01/16/09A
10PRT-18100	Census Reviews and Approves Enumerator Forms Test (Priors) Materials	01/20/09	02/17/09	01/21/09A	02/03/09
10PRT-18101	DACMO Reviews and Provides Approval to ACSD of the Enumerator, Continuation, Reinterview Print Files	02/23/09	02/25/09	02/23/09	02/23/09
10PRT-18110	Provide Production Files for Enumerator, Continuation and RI Forms to Vendor	02/26/09	02/26/09	02/24/09	02/24/09
10PRT-18120	Print/Assemble Enumerator, Continuation and Reinterview Forms	02/27/09	07/30/09	03/03/09A	07/30/09A
10PRT-18130	Deliver Enumerator, Continuation and RI Forms to NPC	06/01/09	07/31/09	05/01/09A	07/31/09A
10PRT-18200	DACMO Reviews and Provides Approval to ACSD of the CPEX Enumerator Questionnaires Print Files	06/02/09	06/03/09	06/02/09A	06/03/09A
10PRT-18210	Provide Production Print Files for CPEX Enumerator Questionnaires to Vendor	06/04/09	06/04/09	06/04/09A	06/04/09A
10PRT-18220	Print/Assemble CPEX Enumerator Questionnaire Materials	06/05/09	08/17/09	06/05/09A	08/12/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT-18230	Deliver CPEX Enumerator Questionnaires to NPC	08/18/09	08/18/09	08/13/09A	08/13/09A
10PRT.02.05 ICR, MCR, SCR, ETL and Informational Copies					
10PRT-12010	Gather and Baseline Print Contract Requirements/Specifications—ICR, MCR, SCR, ETL, Informationals (includes PR)	01/11/08	08/04/08	01/11/08A	08/11/08A
10PRT-12020	Prepare Print Contract	08/05/08	11/18/08	08/05/08A	10/31/08A
10PRT-12030	Send Final Print Contract to GPO	11/19/08	11/19/08	11/24/08A	11/24/08A
10PRT-12035	GPO Review Final Requirements & Specs	11/20/08	12/22/08	11/25/08A	12/22/08A
10PRT-12040	GPO Issues Print Contract for Bids	12/23/08	01/09/09	12/23/08A	01/09/09A
10PRT-12050	Review Bids and Award Print Contract	01/12/09	01/20/09	01/12/09A	01/21/09A
10PRT-12051	DACMO Reviews and Provides Approval to ACSD of the ICR, ETL, Print Files	01/20/09	01/20/09	01/22/09A	01/22/09A
10PRT-12060	Provide Print Files for ICR and ETL Forms to Vendor	01/21/09	01/21/09	01/23/09A	01/23/09A
10PRT-12070	Print ICR, and ETL Test (Priors) Materials	01/22/09	03/10/09	01/26/09A	03/06/09A
10PRT-12080	Deliver ICR, and ETL Test (Priors) Materials to Destinations	03/11/09	03/11/09	03/09/09A	03/09/09A
10PRT-12090	Census Reviews and Approves ICR, and ETL Test (Priors) Materials	03/12/09	04/10/09	03/10/09A	03/25/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT-12091	DACMO Reviews and Provides Approval to ACSD of the ICR, MCR, SCR, ETL, Envelopes and Informational Print Files	04/13/09	04/16/09	04/10/09A	04/15/09A
10PRT-12100	Provide Production Files (ICR, MCR, SCR, ETL, Envelopes and Informationals) to Vendor	04/17/09	04/17/09	04/16/09A	04/16/09A
10PRT-12110	Print/Assemble ICR, MCR, SCR and ETL Forms and Envelopes	04/20/09	08/10/09	04/17/09A	08/10/09A
10PRT-12115	Print/Assemble (Informational Copies for ICR, MCR, SCR)	06/18/09	09/10/09	06/18/09A	08/10/09A
10PRT-12120	Deliver (ICR, MCR, SCR and ETL) Forms and Envelopes to NPC	08/11/09	08/11/09	08/11/09A	08/11/09A
10PRT-12125	Deliver (Informational Copies for ICR, MCR, SCR) Forms to NPC	09/11/09	09/11/09	08/11/09A	08/11/09A
10PRT-12200	DACMO Reviews and Provides Approval to ACSD of the CPEX-ICR, D-20(X1) Print Files	06/09/09	06/10/09	06/09/09A	06/10/09A
10PRT-12210	Provide Production Print Files for CPEX-ICR, D-20(X1) to Vendor	06/11/09	06/11/09	06/11/09A	06/11/09A
10PRT-12220	Print/Assemble CPEX-ICR, D-20(X1) Materials	06/12/09	08/10/09	06/12/09A	08/10/09A
10PRT-12230	Deliver CPEX-ICR, D-20(X1) to NPC	08/11/09	08/11/09	08/11/09A	08/11/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT.02.06 Be Counted					
10PRT-13010	Gather and Baseline Print Contract Requirements/Specifications—Be Counted (includes PR)	08/27/08	11/28/08	08/27/08A	11/14/08A
10PRT-13020	Prepare Print Contract	12/01/08	03/03/09	11/17/08A	03/06/09A
10PRT-13030	Send Final Print Contract to GPO	03/04/09	03/04/09	03/09/09A	03/09/09A
10PRT-13035	GPO Review Final Requirements & Specs	03/05/09	04/02/09	03/10/09A	04/03/09A
10PRT-13040	GPO Issues Print Contract for Bids	04/03/09	04/17/09	04/06/09A	04/16/09A
10PRT-13050	Review Bids and Award Print Contract	04/20/09	04/24/09	04/17/09A	04/24/09A
10PRT-13051	DACMO Reviews and Provides Approval to ACSD of the Be Counted (English) Print Files	04/24/09	04/24/09	04/24/09A	04/24/09A
10PRT-13060	Provide Print Files for Be Counted (English) Test (Priors) to Vendor	04/27/09	04/27/09	04/27/09A	04/27/09A
10PRT-13070	Print Be Counted (English) Test (Priors) Materials	04/28/09	06/10/09	04/28/09A	06/10/09A
10PRT-13080	Deliver Be Counted (English) Test (Priors) Materials	06/11/09	06/11/09	06/15/09A	06/15/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT-13090	Census Reviews and Approves Be Counted (English) Test (Priors) Materials	06/12/09	07/15/09	06/16/09A	07/17/09A
10PRT-13091	DACMO Reviews and Provides Approval to ACSD of the Be Counted (English, Spanish, Chinese, Korean, Russian and Vietnamese) and Components Print Files	07/20/09	07/23/09	07/20/09A	07/22/09A
10PRT-13100	Provide Production Files Be Counted (English, Spanish, Chinese, Korean, Russian and Vietnamese) and Components to Vendor	07/23/09	07/23/09	07/23/09A	07/23/09A
10PRT-13110	Print/Assemble Be Counted (English, Spanish, Chinese, Korean, Russian and Vietnamese) Questionnaire Packages	07/24/09	11/20/09	07/24/09A	11/13/09A
10PRT-13120	Deliver (Be Counted) Packages to NPC	11/23/09	11/23/09	11/16/09A	11/16/09A
10PRT.02.07	Information Sheets, Job Aid and Language Assistance Guide (LAG)				
10PRT-31010	Gather and Baseline Print Contract Requirements/Specifications—Information Sheets, Job Aid and LAGs (includes PR)	01/13/09	04/08/09	01/13/09A	04/07/09A
10PRT-31020	Prepare Print Contract	04/09/09	05/20/09	04/08/09A	05/20/09A
10PRT-31030	Send Final Print Contract (Information Sheets and Job Aid) to GPO	05/21/09	05/21/09	05/21/09A	05/21/09A
10PRT-31035	GPO Review Final Requirements & Specs	05/21/09	06/01/09	05/22/09A	05/28/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
	(Information Sheets and Job Aid)				
10PRT-31040	GPO Issues Print Contract for Bids (Information Sheets and Job Aid)	06/02/09	06/09/09	05/29/09	06/08/09A
10PRT-31050	Review Bids and Award Print Contract (Information Sheets and Job Aid)	06/10/09	06/16/09	06/09/09A	06/16/09A
10PRT-31051	DACMO Reviews and Provides Approval to ACSD of the Information Sheets and Job Aid Print Files	06/12/09	06/16/09	06/12/09A	06/16/09A
10PRT-31060	Provide Print Files (Information Sheets and Job Aid) to Vendor	06/17/09	06/17/09	06/17/09A	06/17/09A
10PRT-31090	Print/Assemble Information Sheets and Job Aid Materials	06/18/09	09/10/09	06/18/09A	08/03/09A
10PRT-31130	Deliver Information Sheets and Job to NPC	09/11/09	09/11/09	08/04/09A	08/04/09A
10PRT-31140	Send Final Print Contract (Language Assistance Guides including Large Print and Envelopes) to GPO	06/19/09	06/19/09	06/19/09A	06/19/09A
10PRT-31150	GPO Review Final Requirements & Specs (Language Assistance Guides including Large Print and Envelopes)	06/22/09	06/29/09	06/22/09A	06/30/09A
10PRT-31160	GPO Issues Print Contract for Bids (Language Assistance Guides including	07/02/09	07/09/09	07/02/09A	07/09/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
	Large Print and Envelopes)				
10PRT-31170	Review Bids and Award Print Contract (Language Assistance Guides including Large Print and Envelopes)	07/10/09	07/14/09	07/13/09A	07/16/09A
10PRT-31180	DACMO Reviews and Provides Approval to ACSD Language Assistance Guides including Large Print and Envelopes Print Files	07/13/09	08/03/09	07/17/09A	08/10/09A
10PRT-31190	Provide Print Files (Language Assistance Guides including Large Print and Envelopes) to Vendor	07/15/09	08/03/09	07/20/09A	08/11/09A
10PRT-31200	Print/Assemble (Information Sheets, (Language Assistance Guides including Large Print and Envelopes) Materials	07/16/09	11/05/09	07/21/09A	11/03/09A
10PRT-31210	Deliver Language Assistance Guides including Large Print and Envelopes to NPC	11/06/09	11/06/09	11/04/09A	11/04/09A
10PRT.02.08	Group Quarters Validation (GQV) Questionnaire				
10PRT-15010	Gather and Baseline Print Contract Requirement/Specifications—GQV (includes PR)	01/16/08	07/21/08	01/16/08A	07/21/08A
10PRT-15020	Prepare Print Contract	07/22/08	09/15/08	07/22/08A	09/15/08A
10PRT-15030	Send Final Print Contract to GPO	09/16/08	09/16/08	09/16/08A	09/16/08A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT-15035	GPO Review Final Requirements & Specs	09/17/08	10/15/08	09/17/08A	09/24/08A
10PRT-15040	GPO Issues Print Contract for Bids	10/16/08	10/30/08	09/25/08A	10/07/08A
10PRT-15050	Review Bids and Award Print Contract	10/31/08	11/05/08	10/08/08A	10/21/08A
10PRT-15055	DACMO Reviews and Provides Approval to ACSD of the D-351 GQV Questionnaires Print File	11/06/08	11/06/08	11/04/08A	11/04/08A
10PRT-15060	Provide GQV Print Files to Vendor (Priors)	11/07/08	11/07/08	11/05/08A	11/05/08A
10PRT-15070	Print/Assemble GQV (Priors) Materials	11/08/08	01/05/09	11/06/08A	12/31/08A
10PRT-15080	Deliver GQV TEST (Priors) Materials to Destination	01/06/09	01/06/09	01/02/09A	01/02/09A
10PRT-15090	Census Reviews and Approves GQV TEST (Priors) Materials	01/07/09	01/30/09	01/05/09A	01/30/09A
10PRT-15095	DACMO Reviews and Provides Approval to ACSD of the D-351 GQV Questionnaires and Labels Print File	02/03/09	02/03/09	02/03/09A	02/03/09A
10PRT-15100	Provide Production Files (GQV) to Vendor	02/04/09	02/04/09	02/04/09A	02/04/09A
10PRT-15110	Print/Assemble (GQV) Production Questionnaire Materials (Includes GQV Continuation Forms)	02/04/09	05/15/09	02/05/09A	04/28/09A
10PRT-15120	Deliver GQV Questionnaires to NPC and HQ	05/18/09	05/18/09	04/29/09A	04/29/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT.02.09 Language ID Flashcard					
10PRT-32010	Gather and Baseline Print Contract Requirement/Specifications—Language ID Flashcard (includes PR)	01/22/09	04/16/09	01/14/09A	04/20/09A
10PRT-32020	Prepare Print Contract	04/17/09	05/29/09	04/21/09A	05/28/09A
10PRT-32030	Send Final Print Contract to GPO	06/01/09	06/01/09	05/29/09A	05/29/09A
10PRT-32035	GPO Review Final Requirements & Specs	06/01/09	06/09/09	06/01/09A	06/05/09A
10PRT-32040	GPO Issues Print Contract for Bids	06/10/09	06/17/09	06/08/09A	06/09/09A
10PRT-32050	Review Bids and Award Print Contract	06/18/09	06/24/09	06/09/09A	06/09/09A
10PRT-32051	DACMO Reviews and Provides Approval to ACSD of the Language ID Flashcard Print File	06/24/09	06/24/09	06/10/09A	06/10/09A
10PRT-32060	Provide Print Files (Language ID Flashcard) to Vendor	06/25/09	06/25/09	06/12/09A	06/12/09A
10PRT-32070	Print/Assemble (Language ID Flashcard) Materials	06/26/09	08/30/09	06/15/09A	07/14/09A
10PRT-32080	Deliver Language ID Flashcard to NPC	08/31/09	08/31/09	07/15/09A	07/15/09A
10PRT.02.10 Containers (Be Counted)					
10PRT-14010	Gather and Baseline Print Contract Requirements/Specifications—BC Containers (includes PR)	11/20/08	03/17/09	11/21/08A	03/18/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
10PRT-14020	Prepare Print Contract	03/18/09	06/11/09	03/19/09A	06/12/09A
10PRT-14030	Send Final Print Contract to GPO	06/12/09	06/12/09	06/15/09A	06/15/09A
10PRT-14035	GPO Review Final Requirements & Specs	06/15/09	06/29/09	06/16/09A	06/29/09A
10PRT-14040	GPO Issues Print Contract for Bids	06/30/09	07/14/09	06/30/09A	07/31/09A
10PRT-14050	Review Bids and Award Print Contract	07/15/09	07/22/09	08/03/09A	08/10/09A
10PRT-14051	DACMO Reviews and Provides Approval to ACSD of the Be Counted Containers Print File	07/22/09	07/22/09	08/03/09A	08/03/09A
10PRT-14060	Provide Print Files for Be Counted Containers (US-PR) to Vendor	07/23/09	07/23/09	08/11/09A	08/11/09A
10PRT-14070	Print/Assemble Be Counted Containers Materials	07/24/09	11/16/09	08/12/09A	11/02/09A
10PRT-14080	Deliver Be Counted Containers to NPC	11/17/09	11/17/09	11/03/09A	11/03/09A
10PRT.03 Print Contracts (ISLAND AREAS) - IA					
10PRT.03.01 Enumerator Questionnaires, Supplementals, ICR, MCR, SCR and Reinterview and Reconciliation Questionnaire (RRQ) –					

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
Long Form--IA					
10PRT-20010	Gather and Baseline Print Contract Requirement/Specifications—Enumerator, Supp, ICR, MCR, SCR, RR-IA	07/23/08	02/11/09	07/23/08A	09/24/08A
10PRT-20020	Prepare Print Contract-IA	02/12/09	04/27/09	01/12/09A	04/27/09A
10PRT-20030	Send Final Print Contract to GPO-IA	04/28/09	04/28/09	05/01/09A	05/01/09A
10PRT-20040	GPO Review Final Requirements & Specs-IA	04/29/09	05/27/09	05/04/09A	05/26/09A
10PRT-20050	GPO Issues Print Contract for Bids-IA	05/28/09	06/11/09	05/27/09A	06/08/09A
10PRT-20060	Review Bids and Award Print Contract-IA	06/12/09	06/18/09	06/09/09A	06/15/09A
10PRT-20101	DACMO Reviews and Provides Approval to ACSD of the Enumerator, Supp, ICR, MCR, SCR, RR Forms and Envelopes-IA Print File	06/19/09	06/24/09	06/16/09A	06/24/09A
10PRT-20110	Provide Production Files (Enumerator, ICR, MCR, SCR, RRQ Forms and Envelopes) to Vendor-IA	06/25/09	06/25/09	06/25/09A	06/25/09A
10PRT-20120	Print/Assemble Enumerator, ICR, MCR, SCR, RRQ Forms and Envelopes	06/26/09	10/28/09	06/26/09A	10/19/09A
10PRT-20130	Deliver (Enumerator, ICR, MCR, SCR, RRQ) Forms and Envelopes to NPC for Kit Assembly-IA	10/29/09	10/29/09	10/20/09A	10/20/09A
10PRT.03.04 Flashcards, Job Aid, Notice of Visit,					

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
Privacy Act Notice, PUFs—IA					
10PRT-23010	Gather and Baseline Print Contract Requirements/Specifications—Other PUFs -IA	09/04/08	12/16/08	09/08/08A	09/25/09A
10PRT-23020	Prepare Print Contracts for Privacy Act Notice, Notice of Visit, Enumerator Job Aid -IA	12/17/08	04/06/09	01/23/09A	04/03/09A
10PRT-23030	Send Final Print Contracts (Privacy Act Notice, Notice of Visit, Enumerator Job Aid) to GPO -IA	04/07/09	04/07/09	04/17/09A	04/17/09A
10PRT-23040	GPO Review Final Requirements & Specs for Privacy Act Notice, Notice of Visit, Enumerator Job Aid-IA	04/08/09	05/06/09	04/20/09A	05/13/09A
10PRT-23050	GPO Issues Print Contracts (Privacy Act Notice, Notice of Visit, Enumerator Job Aid) for Bids-IA	05/07/09	05/21/09	05/14/09A	05/20/09A
10PRT-23060	Review Bids and Award Print Contracts (Privacy Act Notice, Notice of Visit, Enumerator Job Aid-IA	05/22/09	06/08/09	05/21/09A	06/03/09A
10PRT-23061	DACMO Reviews and Provides Approval to ACSO of the Privacy Act Notice, Notice of Visit, Enumerator Job Aid-IA Print File	06/03/09	06/08/09	06/04/09A	06/08/09A
10PRT-23070	Provide Print Files (Privacy Act Notice, Notice of Visit, Enumerator Job Aid) to	06/09/09	06/16/09	06/09/09A	06/16/09A

Activity ID	Activity Name	Baseline Start	Baseline Finish	Actual Start	Actual Finish
Vendor-IA					
10PRT-23080	Print/Assemble Materials (Privacy Act Notice, Notice of Visit, Enumerator Job Aid)-IA	06/17/09	11/05/09	06/17/09A	11/05/09A
10PRT-23090	Deliver (Privacy Act Notice, Notice of Visit, Enumerator Job Aid) to NPC-IA	11/06/09	11/06/09	11/06/09A	11/06/09A

**Appendix D: 2010 Census Schedule Change Requests**

<b>Change Request Number</b>	<b>Requestor's Name</b>	<b>Requestor's Phone Number</b>	<b>Requestor's Div/Org</b>	<b>Date Submitted (weekly#)</b>	<b>CR Description</b>	<b>Date sent to MIS Staff</b>	<b>Date Implemented</b>
CCB-SCH-FPD-00059	Gladys Davis	38858	FPD	02/04/09	(10PRT-26130)/ (10PRT-26140) The quality control system will be ready to deploy earlier on 2/25/09 and not 11/17/09 as initially planned. Hence, the request for a correction to the date of testing and deployment (10PRT-10100) The relationship with its predecessor is illogical and needs to be changed from FF to SS.	2/5/09	2/5/09
CCB-SCH-FPD-00076	Gladys Davis		DACMO	02/19/09	The current relationship between activities (10PRT-15120) and its successor (10FIF-90224) is causing the downstream activities to schedule late. The relationship needs to be changed from FS to FF.	2/19/09	3/6/09
CCB-SCH-FPD-00083	Gladys Davis		DMD	02/24/09	(10PRT-10095) Provide Supplemental Address File U/L to Vendor and its UCM predecessor (10UCM-10010) dates are currently not in sync; by changing the schedule delivery date for (10PRT-10095) it would bring these activities into alignment.	2/24/09	3/6/09

<b>Change Request Number</b>	<b>Requestor's Name</b>	<b>Requestor's Phone Number</b>	<b>Requestor's Div/Org</b>	<b>Date Submitted (weekly#)</b>	<b>CR Description</b>	<b>Date sent to MIS Staff</b>	<b>Date Implemented</b>
CCB-SCH-FPD IPT-00093	Gladys Davis		DMD	02/26/09	The current relationship between activities (10PRT-11080) and its successor (10PRT-11110) needs to be changed from SS to FS. · The finish date for (10PRT-11080) needs to be changed from 03/10/10 to 03/08/10.· The original duration for (10PRT-11080) needs to be reduced by 2days to 136.	2/27/09	2/27/09
CCB-SCH-FPD-00097	Gladys Davis	79	DMD	03/06/09	The earlier request to change the logic relationship should not have been implemented per the owner of the FIF activity. The relationship between (10PRT-15120) and its successor (10FIF-90224) need to be restored to FS to reflect its actual dependency.	03/06/09	3/9/09
CCB-SCH-FPD IPT-00122	Gladys Davis		DMD	4/7/2009	· This request to delete 10PRT-10095 is based on an operational change, which has moved the addressing of the U/L supplement questionnaires from the print vendor and assigned it to NPC. · This request is also asking for the creation of a new activity line 10PRT-10125; Deliver Blank U/L Questionnaire Packages (for U/L Supplemental Addressing) to NPC be added. This new activity line would connect to a yet to be created FIF activity, with a FS relationship, that would receive the blank U/L questionnaire mail packages from DACMO.	4/8/09	4/22/09

<b>Change Request Number</b>	<b>Requestor's Name</b>	<b>Requestor's Phone Number</b>	<b>Requestor's Div/Org</b>	<b>Date Submitted (weekly#)</b>	<b>CR Description</b>	<b>Date sent to MIS Staff</b>	<b>Date Implemented</b>
CCB-SCH-FPD IPT-00123	Gladys Davis		DMD	4/7/2009	· This request is being made in order to update the CPEX descriptions and dates to accommodate an operational change. The plan to print the CPEX forms at NPC has changed to having the CPEX printing to be completed by the print vendor RRDannelley.· This request also asks that the baseline start date for 10PRT-10200 be changed to align with its predecessors in the CFD schedule.	4/22/09	4/22/09
CCB-SCH-FPD IPT-00128	Gladys Davis		DMD	4/14/2009	· This request is being made in order to remove the current link to the ISA schedule line (10ISA-10595). The island area schedule is still in development and (10ISA-10595) is a successor to two PRT delivery activities. As a result the PRT activities for island area materials to NPC are scheduling late.· In lieu of removing (10ISA-10595) as a successor, the ISA schedule will need to add receiving activity lines to which the PRT schedule activities can link to as successors.	4/14/09	6/9/09

<b>Change Request Number</b>	<b>Requestor's Name</b>	<b>Requestor's Phone Number</b>	<b>Requestor's Div/Org</b>	<b>Date Submitted (weekly#)</b>	<b>CR Description</b>	<b>Date sent to MIS Staff</b>	<b>Date Implemented</b>
CCB-SCH-FPD IPT-00153	Gladys Davis		DMD	5/7/2009	The current relationship between activities (10PRT-20120) and its successor (10DRIS-6510) is causing the downstream activities to schedule late. The current relationship needs to be removed. DRIS is no longer responsible for the Island Area forms and the responsibility has been assigned to NPC.	5/8/09	N/A
CCB-SCH-FPD IPT-00162	Gladys Davis				This is a request to correct the PRT schedule activity lines in response to changes received from the CPEX operation.	5/13/09	5/15/09
CCB-SCH-FPD IPT-00233	Gladys Davis				This request is being made to create separate activity lines for the Language Assistance Guides (LAG). Currently the LAG forms require a later delivery date. These changes would allow the schedule to reflect the actual print dates and activities for the LAG.		
CCB-SCH-FPD IPT-00234	Gladys Davis		DMD	6/30/2009 (14)	This change would clarify the LAG activities printing production dates. In addition, it would allow the PRT schedule to correctly reflect the relationship between 10PRT and 10CFD.		

<b>Change Request Number</b>	<b>Requestor's Name</b>	<b>Requestor's Phone Number</b>	<b>Requestor's Div/Org</b>	<b>Date Submitted (weekly#)</b>	<b>CR Description</b>	<b>Date sent to MIS Staff</b>	<b>Date Implemented</b>
CCB-SCH-FPD IPT-00235	Gladys Davis		DMD	7/2/2009 (1)	This request is being made to create separate activity lines for the Language Assistance Guides (LAG). Currently the LAG activity lines are grouped with other PUFs that are needed for early kit prep. The LAG forms require a later delivery date. These changes would allow the schedule to reflect the actual print dates and activities for the LAG.		
CCB-SCH-FPD IPT-00272	Myron Smith	39378	DMD	8/6/2009 (4)	This request is being made to correct the original duration on print activities: 1-PRT-32120 and 10PRT-31200 to reflect the actual range of days between their baseline start and finish dates.		
CCB-SCH-FPD IPT-00281	Myron Smith	39378	DMD	8/13/2009 (2)	This request is being made to correct the original duration on print activity: 10PRT-11080 to reflect the actual range of days between their baseline start and finish dates.		8/13/2009

Change Request Number	Requestor's Name	Requestor's Phone Number	Requestor's Div/Org	Date Submitted (weekly#)	CR Description	Date sent to MIS Staff	Date Implemented
CCB-SCH-FPD IPT-00286	Maria Birnkammer	35618		8/18/2009 (6)	<p>GAO has identified some problems with the 2010 Schedule having to do with open ended or started tasks. We are calling these issues bounding issues. These bounding issues occur when an activity has successors with only SS relationships or predecessors with only FF relationships. CIG agreed that the Schedule staff could start analyzing these problem activities and recommending predecessors and/or successors to fix the bounding errors. We are making these changes in the live schedule and classifying them as "Pending" changes with a well-documented justification. These changes then go to the team leaders affected for their review and approval or disapproval with a different recommendation. The DMD 2010 Planning and Coordination staff would then put in global CRs to officially implement the pending changes in the schedule on a flow basis. Here is the set of these activities for the Mailout/Mailback project. I am including the C &amp; P and Printing team leads since some of the predecessors and successors added are in their projects.</p>	8/18/09	8/25/09

<b>Change Request Number</b>	<b>Requestor's Name</b>	<b>Requestor's Phone Number</b>	<b>Requestor's Div/Org</b>	<b>Date Submitted (weekly#)</b>	<b>CR Description</b>	<b>Date sent to MIS Staff</b>	<b>Date Implemented</b>
CCB-SCH-FPD IPT-00339	Myron Smith	39378	DACMO	10/9/2009 (6)	This request is being made to remove activity lines: 10PRT-26112 and 10PRT-26114 from the PRT schedule. These two postal tracking related activity lines are not activities that are part of the 2010 Census Operation.	10/13/09	10/14/09
CCB-SCH-FPD IPT-00361	Myron Smith		DACMO	10/23/09 (11)	This request is being made to split activity 10PRT-11080 into three distinct activity lines. This change would allow the impacted activities to schedule inline with their immediate successor/predecessor.	10/23/2009	
CCB-SCH-FPD IPT-00388	Myron Smith	39378	DACMO	11/04/09 (4)	This request is being made to split activity 10PRT-11080 into three distinct activity lines. This change would allow the impacted activities to schedule in line with their immediate successor/predecessor.	11/9/2009	11/12/09
CCB-SCH-FPD IPT-00477	Myron Smith	39378	DACMO	1/8/2010 (14)	This request is to delete activity 10PRT-10160 which is a duplicate of a DRIS activity (10DRIS-4260) line. This change would have no adverse impacts on the PRT nor DRIS schedules beyond allowing the schedule to reflect correctly the source of the replacement mail address file.	1/11/10	1/12/10

<b>Change Request Number</b>	<b>Requestor's Name</b>	<b>Requestor's Phone Number</b>	<b>Requestor's Div/Org</b>	<b>Date Submitted (weekly#)</b>	<b>CR Description</b>	<b>Date sent to MIS Staff</b>	<b>Date Implemented</b>
CCB-SCH-FPD IPT-00517	Myron Smith	39378	DMD	2/17/2010 (3)	This request is to change the schedule end date for 10PRT-26113 to March 21, 2010. The current schedule date of February 16, 2010 when selected did not take into account print materials that are covered by the cost and progress system. This change would have no adverse impacts on the PRT or other schedules, but would allow the schedule to correctly reflect the availability of form printing C&P system.	2/18/10	
CCB-SCH-FPD IPT-00532	Myron Smith		DACMO	3/4/2010 (3)	This request is being made in order to add a receive line into the PRT schedule for the Targeted RM Universe from DRIS. The activity should be labeled 10PRT-10165.	3/4/10	3/8/10
CCB-SCH-FPD IPT-00777	Myron Smith	33978	DMD	3/8/2011 (6)	Removing UAAs from Mail Workload Assessment. Due to the departure of two essential Printing Program Office staff, the request to change activity dates by six months (to hire and train new staff) is being requested.	3/9/11	3/9/11

<b>Change Request Number</b>	<b>Requestor's Name</b>	<b>Requestor's Phone Number</b>	<b>Requestor's Div/Org</b>	<b>Date Submitted (weekly#)</b>	<b>CR Description</b>	<b>Date sent to MIS Staff</b>	<b>Date Implemented</b>
CCB-SCH-FPD IPT-00797	Myron Smith	39378	DMD	4/18/2011 (7)	Due to the unavailability of data: 1) from NPC to evaluate the accuracy of the number of forms used in the 2010 Census and, 2) from ACSD to verify the amount of the refund due to DMD has delayed the completion of the Forms Printing and Distribution (FPD) Report. This request is to extend the FPD completion date by one month.	4/18/11	4/20/11

## Appendix E: Aggregated Data Requested from QUISP II for Assembly Production Report

The following table lists the aggregated data requested from QUISP II for the Package Assembly Report Data.

File name: PackageAssemblyMMddy_hhmmss.xml					
Description: Contains the data for the Package Assembly Report Data.					
Report Column Name	XML Tag Name (QUISP)	Data Type	Length	Default	Notes
Package Name	PackageName	Varchar	50	NULL	Package Name
	PackageId	Number	12	NULL	Package ID
	ProductionPhase Name	Varchar	100	NULL	Production Phase Name
	ProductionPhase ID	Number	12	NULL	Production phase ID
Package Progress As Of	AsofDate	DateTime	10	NULL	Last date production numbers were reported.  Format output as MM/DD/YYYY
	ScheduledStart Date	DateTime	10	NULL	Indicates the production phase scheduled start date.  Format output as MM/DD/YYYY
Start Date	ActualStartDate	DateTime	10	NULL	Indicates the production phase actual start date. Format output as MM/DD/YYYY
Amount Ordered (Package)	Quantity	Number	12	NULL	Indicates the production phase total amount to be produced.
Number Assembled	NumberComplete ToDate	Number	12	NULL	Sum of the Number produced to the most recent reporting date.

File name: PackageAssemblyMMddy\_hhmmss.xml

Description: Contains the data for the Package Assembly Report Data.

Report Column Name	XML Tag Name (QUISP)	Data Type	Length	Default	Notes
Percent Assembled					
Schedule Date Assembly Complete	ScheduledEnd Date	DateTime	10	NULL	Indicates the production phase scheduled end date.  Format output as MM/DD/YYYY
Date Assembly Complete	ActualEndDate	DateTime	10	NUL	Indicates the date when the production reached the total quantity for the produced production phase.  Format output as MM/DD/YYYY

## Appendix F: Aggregated Data Requested from QUISP II for Printing Production Report

The following table lists the aggregated data requested from QUISP II for the Printing Production Report Data.

File name: ProductionPrintingMMddy_hhmmss.xml					
Description: Contains the data for the Printing Production Report Data.					
Field Name (C&P)	XML Tag Name (QUISP)	Data Type	Length	Default	Notes
Package Item	Item Type	Varchar	50	NULL	Item type name
Form Type	ItemName	Varchar	50	NULL	Item name
	ItemId	Number	12	NULL	Item ID
	PackageName	Varchar	50	NULL	Package name
	PackageId	Number	12	NULL	Package ID
	ProductionPhase Name	Varchar	100	NULL	Production phase name
	ProductionPhase Id	Varchar	50	NULL	Production phase ID
Printing Progress As Of	AsofDate	DateTime	10	NULL	Last date production numbers were reported. Format output as MM/DD/YYYY
Amount Ordered (Print)	Quantity	Number	12	NULL	Indicates the production phase total amount to be produced.
Scheduled Start	ScheduledStart Date	DateTime	10	NULL	Indicates the production phase actual start date. Format output as MM/DD/YYYY
Actual Start	ActualStartDate	DateTime	10	NULL	Indicates the production phase actual start date. Format output as MM/DD/YYYY

File name: ProductionPrintingMMddy_hhmmss.xml					
Description: Contains the data for the Printing Production Report Data.					
Field Name (C&P)	XML Tag Name (QUISP)	Data Type	Length	Default	Notes
Number Printed	NumberCompleteToDate	Number	12	NULL	Sum of the Number produced to the most recent reporting date.
Percent Printed					
Schedule Complete	ScheduledEndDate	DateTime	10	NULL	Indicates the production phase scheduled end date.  Format output as MM/DD/YYYY
Actual Complete	ActualEndDate	DateTime	10	NULL	Indicates the date when the production reached the total quantity for the produced production phase.  Format output as MM/DD/YYYY

## Appendix G: QATAP Definition from Advance Letter Contract

**Quality Levels/GPO QATAP:** The quality of items produced shall conform to, and when necessary will be evaluated against, GPO Contract Terms and the Quality Assurance Through Attributes Program (QATAP) for Printing and Binding as detailed in GPO Pub.310.1, effective May 1979 (revised August 2002). This document can be found at the following web link:  
<http://www.gpo.gov/printforms/pdf/qatap.pdf>.

**Product Quality Levels (PQL):** For each attribute, QATAP indicates either a specified standard or a nominal value along with tolerances that specify the range of acceptability. The following PQL was chosen based on the reliability of reproduction required, the desired aesthetic appearance, and the intended durability of the final usage of the product:

Product Quality Levels for all items, including envelopes:

- (a) Printing Attributes -- Level II.
- (b) Finishing Attributes -- Level II.
- (c) Exceptions are listed within.

Specified Standards: The specified standards for the attributes requiring them shall be:

<u>Attribute</u>	<u>Specified Standard</u>
P-7 Type Quality and Uniformity	O.K. Press Sheets*

\* Note: There will only be one approved press sheet for each item.

Special Instructions: In the event that inspection of press sheets is waived by the Government, the following listed alternate standards (in order of precedence) shall become the Specified Standards:

P-7 Furnished electronic media/OK'd proofs.

In addition to the stated GPO quality levels and other quality requirements in this contract, the Contractor shall follow current industry practices for process control and quality control techniques of press and finishing lines, including all process steps. These best practices shall be included in the Quality Plan. The most restrictive attribute or tolerance shall govern in all cases.

**Appendix H: 2010 Census Print Contract Costs**

<b>Jacket No.</b>	<b>Contract</b>	<b>Vendor</b>	<b>Funds Budgeted</b>	<b>Bid Price w/GPO 7%</b>	<b>Invoiced</b>
350-031 (FY 09); 357-015 (FY 10)	<b>Program 910 - Questionnaires, Letters, Outgoing &amp; Return Envelopes:</b> <b>MO/MB--</b> Stateside English & Bilingual Initial and Replacement; <b>U/L--</b> Stateside, including ADD form, PR English & Spanish; <b>Fulfillment--</b> Spanish, Chinese, Korean, Russian, Vietnamese; <b>Island Areas ACRs--</b> AS, CNMI, G, VI; <b>Experimentals--</b> Initial and RM; <b>Informationals and First-Offs</b>	<b>R.R. Donnelley -</b> Seymour, IN; Ashwaubenon, WI; Florence, KY	\$75,755,594		\$52,630,5

<b>Jacket No.</b>	<b>Contract</b>	<b>Vendor</b>	<b>Funds Budgeted</b>	<b>Bid Price w/GPO 7%</b>	<b>Invoiced</b>	<b>Package Type or Description</b>
350-351	<b>Group Quarters Validation (GQV) Questionnaires, Continuation Forms, &amp; Label Pages:</b> Stateside & PR	<b>R.R. Donnelley</b> - Seymour, IN	\$3,500,000	\$2,750,833	\$2,918,700	Booklet: GQV and GQV (Spanish) PR Single Sheet: Continuation Forms and Label Pages
350-353*	<b>Advance Letter &amp; Reminder Postcards:</b> Stateside English, Bilingual, & Experimental MO/MB and U/L; PR; IA	<b>Tabs Direct</b> - Irving, TX; Stafford, TX	\$15,000,000	\$5,683,666	\$5,875,454	Letter Postcard
350-684	<b>Enumerator, Continuation &amp; Re-interview Questionnaires:</b> Stateside & PR	<b>Freedom Graphics</b> - Milton, WI	\$25,000,000	\$6,490,779	\$6,513,142	Single Sheet
351-104	<b>ICR, MCR, SCR, &amp; ETL Questionnaires and Envelopes:</b> Stateside & PR;	<b>R.R. Donnelley</b> - Seymour, IN	\$10,000,000	\$1,936,684	\$1,944,575	Single Sheet

<b>Jacket No.</b>	<b>Contract</b>	<b>Vendor</b>	<b>Funds Budgeted</b>	<b>Bid Price w/GPO 7%</b>	<b>Invoiced</b>	<b>Package Type or Description</b>
	English & Spanish					
352-397	<b>Be Counted Questionnaires and Envelopes:</b> Stateside English, Spanish, Chinese, Korean, Russian, Vietnamese; PR English & Spanish	<b>Freedom Graphics Systems, Inc -</b> Milton, WI	\$2,000,000	\$1,345,179	\$1,377,299	Flat
353-022	<b>Enumerator Job Aid - Spanish</b>	<b>NPC, Inc. -</b> Claysburg, PA	\$23,500	\$23,482	\$21,939	Flat
353-023	<b>Information Sheet - Spanish</b>	<b>Gateway Press -</b> Louisville, KY	\$1,102,500	\$1,053,729	\$1,058,859	Sheet
353-021	<b>Enumerator and Group Quarters Questionnaires and Envelopes:</b> Island Areas	<b>Cenveo -</b> Los Angeles, CA	\$1,075,000	\$268,544	\$283,740	

<b>Jacket No.</b>	<b>Contract</b>	<b>Vendor</b>	<b>Funds Budgeted</b>	<b>Bid Price w/GPO 7%</b>	<b>Invoiced</b>	<b>Package Type or Description</b>
353-026 **	<b>Information Sheet:</b> Stateside English	<b>Gateway Press -</b> Louisville, KY	\$2,400,000	\$1,727,079	\$1,729,586	Single Sheet
353-521	<b>Confidentiality Notice:</b> Island Areas	<b>Moore North America -</b> Solon, OH	\$15,000	\$8,129	\$8,129	Single Sheet
353-520	<b>Notice of Visit:</b> Island Areas	<b>Moore North America -</b> Solon, OH	\$15,000	\$13,161	\$13,160	Single Sheet
353-522	<b>Enumerator Job Aid:</b> Island Areas	<b>Rapid Graphix, Inc. -</b> Orlando, FL	\$10,000	\$5,810	\$5,809	Single Sheet
353-414	<b>Language Identification Flashcard</b>	<b>AMIDON Graphics -</b> Saint Paul, MN	\$200,000	\$81,100	\$75,787	Single Sheet
353-027	<b>Information Sheet - Puerto Rico:</b> English & Spanish	<b>NPC, Inc. -</b> Claysburg, PA	\$67,000	\$66,268	\$66,267	Single Sheet
353-767	<b>Language Assistance</b>	<b>NPC, Inc. -</b>	\$602,935	\$90,602	\$109,631	Single Sheet and

<b>Jacket No.</b>	<b>Contract</b>	<b>Vendor</b>	<b>Funds Budgeted</b>	<b>Bid Price w/GPO 7%</b>	<b>Invoiced</b>	<b>Package Type or Description</b>
	<b>Guides and Envelopes: 59</b> Languages; Large Print Booklet	Claysburg, PA				Booklet
354-105	<b>Be Counted Containers:</b> Stateside & Puerto Rico	<b>Albuquerque Printing Co. -</b> Albuquerque, NM	\$378,000	\$318,924	\$319,715	Containers, Inserts and Assembly Instructions
354-757	<b>Reprint - Group Quarters Validation (GQV) - Non Survivor Label Page</b>	<b>Cenveo -</b> Los Angeles, CA	\$100,000	\$20,532	\$21,531	Single Sheet
358-852	<b>Reprint - ICR, MCR, &amp; SCR Questionnaire</b>	<b>Freedom Graphics -</b> Milton, WI	\$350,000	\$320,079	\$325,317	Single Sheet
359-020	<b>Reprint - ICR, MCR, SCR Outgoing/Return Envelope</b>	<b>National Envelope -</b> Dallas, TX	\$750,000	\$718,625	\$673,821	Envelope

<b>Jacket No.</b>	<b>Contract</b>	<b>Vendor</b>	<b>Funds Budgeted</b>	<b>Bid Price w/GPO 7%</b>	<b>Invoiced</b>	<b>Package Type or Description</b>
<b>TOTALS</b>			\$138,344,529		\$75,973,013	
<b>NOTES</b>	*Bid for Jacket 350-353 could go up to \$626,371 or more					
	**Additional billing to come from Jacket 353-026 Mod #1 in amount of \$5,339.25					

## Appendix I: Public Use Forms and Print Quantities Organized by Contract

The print contract for Advance Letters and Reminder Postcards included variations of the Advance Letter and Reminder Postcard, as well as a bilingual Reminder Letter, for stateside, Puerto Rico, and the Island Areas. The table below lists the items and print quantities included in this contract.

### Appendix II: Advance Letter and Reminder Postcard Print Quantities

<b>ADVANCE LETTER PACKAGES/REMINDER CARDS</b>		
Stateside, Puerto Rico and Island Areas		
[Technically Acceptable—Lowest Cost—[Invitation for Bid (IFB) Contract]		
[Awarded Print Contract-11/20/08] [Vendor- <b>Tabs Direct</b> , Irving, TX] [Jacket 350-353; Req. 8-28415]		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-5(L)	Advance Letter (English) (Includes Experimental Panels 1-15 & 23-28)	110,000
D-5(L)(E/S)	Advance Letter—Bilingual (English/Spanish)	12,000
D-5(L)(E/S)(UL)	Advance Letter – Bilingual – Update Leave (U/L) Areas – Eng/Spanish	60,000
D-5(L)(UL)	Advance Letter—Update/Leave (U/L)	10,000
D-5(L)(X1)	Advance Letter – Experimental (Panels 16-18 & 29)	2,000
D-5(L)(X4)	Advance Letter – Experimental (Panel 19)	2,000
D-5(L)(X5)	Advance Letter – Experimental (Panels 20-22 & 30)	8,000
D-5(L)(UL)PR	Advance Letter—PR – English/Spanish	2,000
D-5(L)AS	Advance Letter—American Samoa (AS) (English)	1,000
D-5(L)CNMI	Advance Letter—Northern Marianas (CNMI) (English)	3,000
D-5(L)G	Advance Letter—Guam (G) (English)	8,000
D-5(L)VI	Advance Letter—Virgin Islands (VI) (English/Spanish)	9,000
D-9(L)(E/S)	Reminder Letter—Bilingual (English/Spanish)	12,000
D-9	Reminder Postcard (English)(Experimental Panels 1-15 & 23-28)	110,000
D-9(UL)	Reminder Postcard—Update/Leave (U/L)	10,000
D-9(X1)	Reminder Postcard – Experimental (Panel 16)	2,000
D-9(X2)	Reminder Postcard – Experimental (Panel 17)	2,000
D-9(X3)	Reminder Postcard – Experimental (Panel 18)	2,000
D-9(X4)	Reminder Postcard – Experimental (Panel 19)	2,000
D-9(X5)	Reminder Postcard – Experimental (Panel 20)	2,000
D-9(X6)	Reminder Postcard – Experimental (Panel 21)	2,000
D-9(X7)	Reminder Postcard – Experimental (Panel 22)	2,000
D-9(X8)	Reminder Postcard – Experimental (Panel 29)	2,000

**ADVANCE LETTER PACKAGES/REMINDER CARDS**

Stateside, Puerto Rico and Island Areas

[Technically Acceptable—Lowest Cost—[Invitation for Bid (IFB) Contract]

[Awarded Print Contract-11/20/08] [Vendor-**Tabs Direct**, Irving, TX] [Jacket 350-353; Req. 8-28415]

<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-9(X9)	Reminder Postcard – Experimental (Panel 30)	22,000
D-9(UL)PR	Reminder Postcard—Puerto Rico, Update/Leave English/Spanish	2,000,000
D-9(L)(E/S)(UL)	Reminder Letter – Bilingual – Update/Leave – English/Spanish	605,000
D-5	Outgoing Envelope for English, Bilingual, Exp. And Reminder Letter	145,500,000
D-5(UL)PR	Outgoing Envelope for Advance Letter—Puerto Rico Update/Leave	2,000,000
D-5 AS	Outgoing for Advance Letter—AS	18,700
D-5 CNMI	Outgoing for Advance Letter—CNMI	32,250
D-5 G	Outgoing for Advance Letter—G	87,000
D-5 VI	Outgoing for Advance Letter—VI	91,600

**Appendix I2: Mailout/Mailback and Update/Leave Questionnaire Package Print Quantities**

The mailout/mailback print contract included informational, experimental, Update /Leave and initial and reminder questionnaire packages. A questionnaire package consists of a questionnaire, cover letter and outgoing and Business Reply envelopes. Following is a list of the components that were included for stateside, Puerto Rico, and Island Area questionnaire packages.

<b>QUESTIONNAIRES</b>		
(Mailout/Mailback & Update/Leave) – Stateside, Puerto Rico & Island Areas		
[RRD – Task Performance Work Statement (PWS)] Best Value Contract		
[Awarded Print Contract-10/14/08] [Vendor-RR Donnelley, Seymour, IN] [Jacket 350-031; Req. 9-00017]		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-1	Mailback—English (Initial, U/L, Replacement and Fulfillment)— Indiana, Arizona, Maryland	183,926,300
D-1(UL)	Update Leave (ADD) English	3,307,600
D-1(E/S)	Bilingual—English/Spanish (Bilingual Initial Mailing & U/L)	15,175,200
D-1 PR(S)	Update/Leave—Puerto Rico (Spanish) Addressed & Fulfillment	3,321,000
D-1(UL)PR(S)	Update/Leave ADD—Puerto Rico (Spanish)	405,600
D-1 PR	Update/Leave Fulfillment—Puerto Rico (English)	12,600
D-1(S)	Spanish (Fulfillment)	1,093,400
D-1(C)	Chinese Simplified (Fulfillment)	220,000
D-1(K)	Korean (Fulfillment)	118,400
D-1(R)	Russian (Fulfillment)	118,400
D-1(V)	Vietnamese (Fulfillment)	118,400
D-13 AS	Advance Census Report (ACR)—American Samoa (AS) (English)	19,000
D-13 CNMI	Advance Census Report (ACR)—Northern Marianas (CNMI) (Eng)	32,600
D-13 G	Advance Census Report (ACR)—Guam (G) (English)	87,300
D-13 VI	Advance Census Report (ACR)—Virgin Islands (VI) (English)	92,000
D-61	Informational Copy of Mailback Questionnaire	2,500,000
D-61(E/S)	Informational Copy of Bilingual Questionnaire	500,000
D-61 PR(S)	Informational Questionnaire—Puerto Rico (Spanish)	50,000
D-61 AS	Informational Questionnaire—AS (English)	4,000

<b>QUESTIONNAIRES</b>		
(Mailout/Mailback & Update/Leave) – Stateside, Puerto Rico & Island Areas		
[RRD – Task Performance Work Statement (PWS)] Best Value Contract		
[Awarded Print Contract-10/14/08] [Vendor- <b>RR Donnelley</b> , Seymour, IN] [Jacket 350-031; Req. 9-00017]		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-61 CNMI	Informational Questionnaire—CNMI (English)	4,000
D-61 G	Informational Questionnaire—G (English)	6,000
D-61 VI	Informational Questionnaire—VI (English)	6,000
D-61 VI(S)	Informational Questionnaire—VI (Spanish)	4,000
D-13(L)AS	Cover Letter—Advance Census Report—AS (English)	19,000
D-13(L)CNMI	Cover Letter—Advance Census Report —CNMI (English)	32,600
D-13(L)G	Cover Letter—Advance Census Report —G (English)	87,300
D-13(L)VI	Cover Letter—Advance Census Report —VI (English)	92,000
D-16(L)	Cover Letter—Initial Mailing and English Fulfillment (Includes Experimental Panels 1-14 & 25-28)	122,000,000
D-16(L)(UL)	Cover Letter—Update Leave and U/L ADDs	16,760,000
D-16(L)(E/S)	Cover Letter—Bilingual Mailing	14,400,000
D-16(L)(ES)(UL)	Cover Letter—Bilingual Update/Leave	606,000
D-16(L)(S)	Cover Letter—Spanish Fulfillment	1,093,400
D-16(L)(C)	Cover Letter—Chinese	220,000
D-16(L)(K)	Cover Letter—Korean	115,000
D-16(L)(R)	Cover Letter—Russian	115,000
D-16(L)(V)	Cover Letter—Vietnamese	115,000
D-16(L)PR	Cover Letter—PR English Fulfillment	12,100
D-16(L)(UL) PR(S)	Cover Letter—UL and UL ADD – PR (Spanish) and English and Spanish Fulfillment	3,645,500
D-17(L)	Cover Letter—Replacement Mailing (Includes Experimental Panels 1-14, 16-22 & 25-30)	52,700,000
D-6A(IN)	Outgoing for Initial Mailing (Indiana) (Includes Experimental Panels 1-14, 19 & 23-28; Experimental RM Panels 1-30)	26,600,000
D-6A(AZ)	Outgoing for Initial Mailing (Arizona)	48,400,000
D-6A(MD)	Outgoing for Initial Mailing (Maryland)	48,900,000
D-6(UL)	Outgoing for Update Leave (U/L) and U/L ADDs (no postal marking)	16,760,000

**QUESTIONNAIRES**

(Mailout/Mailback &amp; Update/Leave) – Stateside, Puerto Rico &amp; Island Areas

[RRD – Task Performance Work Statement (PWS)] Best Value Contract

[Awarded Print Contract-10/14/08] [Vendor-**RR Donnelley**, Seymour, IN] [Jacket 350-031; Req. 9-00017]

<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-6 PR	Outgoing Fulfillment—Puerto Rico (English) (with postal marking)	12,100
D-6 PR(S)	Outgoing for Fulfillment –Puerto Rico (Spanish) (with postal marking)	12,100
D-6(UL)PR(S)	Outgoing for Update/Leave (UL), U/L ADDs —Puerto Rico (Spanish) (no postal marking)	3,635,000
D-6B(IN)	Outgoing for Bilingual Initial Mailing (Indiana) (English/Spanish)	2,860,000
D-6B(AZ)	Outgoing for Bilingual Initial Mailing (Arizona) (English/Spanish)	7,250,000
D-6B(MD)	Outgoing for Bilingual Initial Mailing (Maryland) (English/Spanish)	5,820,000
D-6B(UL)	Outgoing for Bilingual Update/Leave	606,100
D-6C(IN)	Outgoing for Replacement Mailing (Indiana)	10,341,100
D-6C(AZ)	Outgoing for Replacement Mailing (Arizona)	20,681,100
D-6C(MD)	Outgoing for Replacement Mailing (Maryland)	21,680,100
D-6D	Outgoing for English Fulfillment	1,101,100
D-6(Spanish)	Outgoing for Spanish Fulfillment	1,093,000
D-6(Chinese)	Outgoing for Chinese Fulfillment	220,000
D-6(Korean)	Outgoing for Korean Fulfillment	114,400
D-6(Russian)	Outgoing for Russian Fulfillment	114,400
D-6(Vietnamese)	Outgoing for Vietnamese Fulfillment	114,400
D-7 AS	Outgoing for Advance Census Report--AS	19,500
D-7CNMI	Outgoing for Advance Census Report--CNMI	33,100
D-7 G	Outgoing for Advance Census Report--G	87,800
D-7 VI	Outgoing for Advance Census Report—VI (English)	92,500
D-8A(IN)	Return BRE for Initial Mailing (Indiana)	26,605,000
D-8A(AZ)	Return BRE for Initial Mailing (Arizona)	48,405,000
D-8A(MD)	Return BRE for Initial Mailing (Maryland)	48,405,000
D-8B(IN)	Return for BRE Initial Mailing--Bilingual (Indiana) (2 <sup>nd</sup> window for postal tracking barcode)	2,861,000
D-8B(AZ)	Return for BRE Initial Mailing--Bilingual (Arizona) (2 <sup>nd</sup> window for postal tracking barcode)	7,700,000

**QUESTIONNAIRES**

(Mailout/Mailback & Update/Leave) – Stateside, Puerto Rico & Island Areas

[RRD – Task Performance Work Statement (PWS)] Best Value Contract

[Awarded Print Contract-10/14/08] [Vendor-**RR Donnelley**, Seymour, IN] [Jacket 350-031; Req. 9-00017]

<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-8B(MD)	Return for BRE Initial Mailing--Bilingual (Maryland) (2 <sup>nd</sup> window for postal tracking barcode)	5,990,200
D-8(UL)PR	Return for BRE – PR Update/Leave, U/L ADDs (Spanish) and Fulfillment – (Spanish and English)	3,919,700
D-8C(IN)	Return BRE for Update/Leave & Replacement (Indiana)	13,036,200
D-8C(AZ)	Return BRE for U/L, U/L ADDs, Replacement and Foreign Language Fulfillment (Arizona)	30,418,800
D-8C(MD)	Return BRE for U/L, Replacement and English Fulfillment (Maryland)	28,686,800

### Appendix I3: Experimental Questionnaire Packages

The CPEX components that were included for stateside questionnaire packages are listed in the table below.

<b>CPEX QUESTIONNAIRES</b>		
(Experimental) – Stateside		
<b>[Awarded Print Contract-10/14/08; Vendor-RR Donnelley, Seymour, IN; Jacket 350-031; Req. 9-00017]</b>		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-1(XA)	Experimental IQ (Panel 1)	530,000
D-1(XB)	Experimental IQ and RM (Panel 2)	66,000
D-1(X1)	Experimental IQ and RM (Panel 3)	45,000
D-1(X2)	Experimental IQ and RM (Panel 4)	66,000
D-1(X3)	Experimental RM (Panel 5)	66,000
D-1(X4)	Experimental IQ and RM (Panel 6)	66,000
D-1(X5)	Experimental IQ and RM (Panel 7)	66,000
D-1(X6)	Experimental IQ and RM (Panel 8)	66,000
D-1(X7)	Experimental IQ and RM (Panel 9)	66,000
D-1(X8)	Experimental IQ and RM (Panel 10)	66,000
D-1(X9)	Experimental IQ and RM (Panel 11)	66,000
D-1(X10)	Experimental RM (Panel 12)	66,000
D-1(X11)	Experimental IQ and RM (Panel 13)	66,000
D-1(X12)	Experimental RM (Panel 14)	66,000
D-1(X13)	Experimental IQ and RM (Panel 15)	66,000
D-1(X14)	Experimental RM (Panel 25)	66,000
D-1(X15)	Experimental IQ and RM (Panel 26)	66,000
D-1(X16)	Experimental RM (Panel 27)	66,000
D-1(X17)	Experimental IQ and RM (Panel 28)	66,000
<b>LETTERS</b>		
D-16(L)(X1)	Experimental Cover Letter IQ (Panel 15)	33,500
D-16(L)	Experimental Cover Letter IQ	585,500
D-16(L)(X2)	Experimental Cover Letter IQ	22,500
D-16(L)(X3)	Experimental Cover Letter IQ	22,500
D-16(L)(X4)	Experimental Cover Letter IQ	22,500
D-16(L)(X5)	Experimental Cover Letter IQ	22,500

**CPEX QUESTIONNAIRES**

(Experimental) – Stateside

**[Awarded Print Contract-10/14/08; Vendor-RR Donnelley, Seymour, IN; Jacket 350-031; Req. 9-00017]**

<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-16(L)(X6)	Experimental Cover Letter IQ	22,500
D-16(L)(X7)	Experimental Cover Letter IQ	22,500
D-16(L)(X8)	Experimental Cover Letter IQ	22,500
D-16(L)(X9)	Experimental Cover Letter IQ	22,500
D-16(L)(X10)	Experimental Cover Letter IQ	22,500
D-16(L)(X11)	Experimental Cover Letter IQ	22,500
D-16(L)(X12)	Experimental Cover Letter IQ	22,500
D-17(L)	Cover Letter RM	809,000
D-17(L)(X1)	Experimental Cover Letter RM (Panel 15)	33,500
D-17(L)(X2)	Experimental Cover Letter RM (Panel 23)	22,500
D-17(L)(X3)	Experimental Cover Letter RM (Panel 24)	22,500
<b>ENVELOPES</b>		
D-6A(IN)	Initial Mailing and RM (Indiana)	1,404,200
D-6A(X14)	Experimental IQ Outgoing Envelope (Panels 16, 18, 20, 22, 29 & 30)	133,000
D-6A(X15)	Experimental IQ Outgoing Envelope (Panels 17 & 21)	45,000
D-6B(AZ)	Initial Mailing (Arizona)	63,500
D-6B(X13)	Experimental IQ and RM Outgoing Envelope (Panel 15)	63,500
D-6C(IN)	Replacement Mailing (Outgoing)	828,500
D-8A(X1)	Experimental IQ Return Envelope BRE Initial Mailing (Panels 1-14 & 16-30)	833,000
D-8B	Experimental IQ and RM Return Envelope BRE Initial Mailing and RM (Panel 15)	64,000
D-8C(IN)	Replacement Mailing (Return)	828,500

## Appendix I4: Be Counted Questionnaires

The print contract for Be Counted (BC) questionnaires were produced in six (6) languages: English, Spanish, Chinese, Korean, Russian and Vietnamese. The table below lists the items and quantities included in this contract.

<b>BE COUNTED – Stateside and Puerto Rico</b>		
[Invitation for Bid (IFB) Contract]		
[Awarded Print Contract-04/24/09] [Vendor-Freedom Graphic Systems, Inc., Milton WI] [Jacket 352-397; Req. 9-00013]		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-10	Be Counted—English	5,813,000
D-10(S)	Be Counted—Spanish	4,507,000
D-10(C)	Be Counted—Chinese	820,000
D-10(K)	Be Counted—Korean	820,000
D-10(R)	Be Counted—Russian	820,000
D-10(V)	Be Counted—Vietnamese	820,000
D-10 PR	Be Counted—Puerto Rico (English)	239,000
D-10 PR(S)	Be Counted—Puerto Rico (Spanish)	62,000
D-10(L)	Cover Letter—Be Counted—English	5,780,890
D-10(L)(S)	Cover Letter—Be Counted—Spanish	4,496,200
D-10(L)(C)	Cover Letter—Be Counted—Chinese	813,200
D-10(L)(K)	Cover Letter—Be Counted—Korean	813,200
D-10(L)(R)	Cover Letter—Be Counted—Russian	813,200
D-10(L)(V)	Cover Letter—Be Counted—Vietnamese	813,200
D-10(L)PR	Cover Letter—Be Counted—PR (English)	235,000
D-10(L)PR(S)	Cover Letter—Be Counted—PR (Spanish)	59,600
D-12	Outgoing for Be Counted--English	5,780,790
D-12(S)	Outgoing for Be Counted--Spanish	4,496,100
D-12(C)	Outgoing for Be Counted--Chinese	813,100
D-12(K)	Outgoing for Be Counted--Korean	813,100
D-12(R)	Outgoing for Be Counted--Russian	813,100
D-12(V)	Outgoing for Be Counted--Vietnamese	813,100
D-12 PR	Outgoing for Be Counted—PR (English)	235,100
D-12 PR(S)	Outgoing for Be Counted—PR (Spanish)	59,700

**BE COUNTED – Stateside and Puerto Rico**

[Invitation for Bid (IFB) Contract]

[Awarded Print Contract-04/24/09] [Vendor-Freedom Graphic Systems, Inc., Milton WI] [Jacket 352-397; Req. 9-00013]

FORM NO.	DESCRIPTION	PRINT QUANTITY
D-14	Return for Be Counted--English	5,785,690
D-14(S)	Return for Be Counted--Spanish	4,496,500
D-14(C)	Return for Be Counted--Chinese	813,500
D-14(K)	Return for Be Counted--Korean	813,500
D-14(R)	Return for Be Counted--Russian	813,500
D-14(V)	Return for Be Counted--Vietnamese	813,500
D-14 PR	Return for Be Counted—PR (English)	235,900
D-14 PR(S)	Return for Be Counted—PR (Spanish)	60,000

**Appendix I5: Be Counted Containers**

The print contract for Be Counted containers was produced separately from the questionnaire. The table below lists the items and quantities included in this contract.

**BE COUNTED CONTAINERS – Stateside & Puerto Rico**

[Invitation for Bid (IFB) Contract]

[Awarded Print Contract-08/10/09] [Vendor-Albuquerque Printing Co., Albuquerque, NM] [ Jacket354-105; Req. 9-00112]

FORM NO.	DESCRIPTION	PRINT QUANTITY
D-10A	Be Counted Container (English)	60,000
D-10A PR(S),	Be Counted Container (Spanish) Puerto Rico	1,000
Set of 6 Inserts	(English, Spanish, Chinese, Korean, Russian, Vietnamese) for D-10A	60,000
Set of 2 Inserts	(English and Spanish) for D-10A PR(S)	1,000

**Appendix I6: Individual Census Report (ICR), Military Census Report (MCR), Shipboard Census Report (SCR) and Enumeration at Transitory Locations (ETL)**

The print contract for the ICR, MCR, SCR, ETL questionnaires and components included: questionnaires and envelopes for stateside and Puerto Rico group quarters operation. The table below lists the items and quantities included in this contract. Modifications to the quantities of the original contract are enclosed within parentheses ( ).

<b>ICR, MCR, SCR &amp; ETL &amp; Informational Copies – Stateside and Puerto Rico</b>		
[Invitation for Bid (IFB) Contract]		
[Awarded Print Contract-01/21/09] [Vendor-RR Donnelley, Seymour, IN] [Jacket 351-104; Req. 9-00093]		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-15	Enumeration at Transitory Locations (ETL)	3,618,000
D-15 PR(S)	Enumeration at Transitory Locations—PR (Spanish)	57,000
D-20	Individual Census Report (ICR)—English (Modification: 5)	26,100,000 (84,100)
D-20A	Individual Census Report (ICR)—English [REPRINTS]	20,001,100
D-20(X1)	Experimental Individual Census Report (ICR) English (Modification: 2 & 5)	63,000 (90,000) (5,800)
D-20(S)	Individual Census Report (ICR)—Spanish (Modification: 5)	15,000,000 (37,700)
D-20 PR	Individual Census Report (ICR)—PR (English) (Modification: 5)	20,000 (14,500)
D-20 PR(S)	Individual Census Report (ICR)—PR (Spanish) (Modification: 5)	100,000 (26,100)
D-21	Military Census Report (MCR)—English (Modification: 5)	883,000 (14,500)
D-21A	Military Census Report (MCR)—English [REPRINTS]	4,001,100
D-23	Shipboard Census Report (SCR)—English	269,000
D-23A	Shipboard Census Report (SCR)—English [REPRINTS]	1,501,100
D-40	Outgoing/Return for Individual Census Report--English	30,000,000
D-40	Outgoing/Return for Individual Census Report—English [REPRINTS]	25,500,000
D-40(S)	Outgoing/Return for Individual Census Report--Spanish	19,000,000

<b>ICR, MCR, SCR &amp; ETL &amp; Informational Copies – Stateside and Puerto Rico</b>		
[Invitation for Bid (IFB) Contract]		
[Awarded Print Contract-01/21/09] [Vendor-RR Donnelley, Seymour, IN] [Jacket 351-104; Req. 9-00093]		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-40 PR	Outgoing/Return for ICR & MCR—PR (English)	16,000
D-40PR(S)	Outgoing/Return for ICR—PR (Spanish)	64,000
D-61(ICR)	Informational Copy of Individual Census Report (English)	648,000
D-61(ICR)(S)	Informational Copy of Individual Census Report Spanish)	134,000
D-61(MCR)	Informational Copy of Military Census Report	13,000

**Appendix I7: Enumerator, Continuation, and Reinterview (R/I)**

The items under the print contract for the Enumerator, Continuation, and Reinterview questionnaires are included in the table below.

<b>ENUMERATOR, CONTINUATION, UPDATE/ENUMERATE (U/E)</b>		
Stateside & Puerto Rico		
[Invitation for Bid (IFB) Contract]		
[Awarded Print Contract-12/08/08] [Vendor-Freedom Graphic Systems, Inc., Milton, WI] [Jacket 350-684; Req. 9-00075]		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-1(E)	Update Enumerate, Remote Alaska, NRFU (English)	210,662,000
D-1(E)SUPP	Update Enumerate, Remote Alaska, NRFU Continuation (English)	15,535,000
D-1(E)(RI)	Update Enumerate, Remote Alaska, NRFU Reinterview (English)	9,057,000
D-1(E)(X1)	Experimental Enumerator Form Version 1 - English	47,000
D-1(E)(X2)	Experimental Enumerator Form Version 2 - English	47,000
D-1(E)PR(S)	Non-Response Follow Up – PR (Spanish)	2,119,000
D-1(E)(RI)PR(S)	Non-Response Follow Up Reinterview – PR (Spanish)	54,000
D-1(E)(SUPP)PR(S)	Non-Response Follow Up Continuation– PR (Spanish)	175,000

## Appendix I8: Group Quarters Validation (GQV)

The items under the print contract for the GQV questionnaires are listed in the table below.

<b>GROUP QUARTERS VALIDATION (GQV) – Stateside &amp; Puerto Rico</b>		
[Invitation for Bid (IFB) Contract]		
[Awarded Print Contract-10/21/08] [Vendor-RR Donnelley, Seymour, IN] [Jacket 350-351; Req. 8-28414]		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-351(GQV)	Group Quarters Validation (GQV) Questionnaire	2,868,200
D-351(GQV)PR(S)	Group Quarters Validation (GQV) Questionnaire—Puerto Rico (Spanish)	30,000
D-351CF(GQV)	Group Quarters Validation (GQV)—Correctional Facility Continuation (English)	237,100
D-351CF(GQV)PR(S)	Group Quarters Validation (GQV)—Correctional Facility Continuation—PR (Spanish)	2,200
D-351HU(GQV)	Group Quarters Validation (GQV)—Housing Unit Continuation	930,100
D-351HU(GQV)PR(S)	Group Quarters Validation (GQV)—Housing Unit Continuation—PR (Spanish)	8,300
D-351NSL(GQV)	Group Quarters Validation (GQV) Non-Survivor Label Page – English	930,100
D-351NSL-A(GQV)	Group Quarters Validation (GQV) Non-Survivor Label Page – English [REPRINTS]	550,600
D-351NSL(GQV)PR(S)	Group Quarters Validation (GQV) Non-Survivor Label Page —PR (Spanish)	8,300

## Appendix I9: Other PUF Contracts

The smaller PUF print contracts are listed in the table below. Modifications to the quantities of the original contract are enclosed within parentheses ( ).

<b>OTHER PUBLIC USE FORMS (PUFs) – Stateside &amp; Puerto Rico</b>		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
[Awarded Print Contract-06/16/09; Vendor-News Printing Corp (NPC), Claysburg, PA; Jacket 353-022; Req. 9-00177]		
D-1(E-JobAid)(S)	Enumerator Job Aid - Spanish	1,083,000
[Awarded Print Contract-06/16/09] [Vendor-Gateway Press, Louisville, KY] [Jacket 353-026; Req. 9-00179]		
D-1(F)	Information Sheet – <b>(Blue)</b> English ( <i>formerly Flashcard Booklet</i> )	240,000,000 4,800,000 pads
[Awarded Print Contract-06/16/09] [Vendor-Gateway Press, Louisville, KY] [Jacket 353-023; Req. 9-00178]		
D-1(F)(S)	Information Sheet – <b>(Green)</b> Spanish ( <i>formerly Flashcard Booklet</i> )	144,000,000 2,880,000 pads
[Awarded Print Contract-06/02/09] [Vendor- News Printing Corp (NPC), Claysburg, PA] [Jacket 353-027; Req. 9-00181]		
D-1(F)PR	Information Sheet— <b>(Teal)</b> Puerto Rico (English)	157,000 3,140 pads
D-1(F)PR(S)	Information Sheet— <b>(Yellow)</b> Puerto Rico (Spanish)	8,300,000 166,000 pads
[Awarded Print Contract-07/16/09] [Vendor- News Printing Corp (NPC), Claysburg, PA] [Jacket 353-767; Req. 9-00254]		
D-60(language)	Language Assistance Guides – 59 Languages Modification 1 (Jacket 353-767)	4,701,125 (1,097,400)
D-60(LP)	Language Assistance Guide – Large Print Modification 1 (Jacket 353-767)	165,000 (18,600)
D-60A	Outgoing Envelope for Language Assistance Guide (LAG)	62,000
D-60B	Outgoing Envelope for LAG—Large Print & Braille	216,000
[Awarded Print Contract-06/09/09] [Vendor- Amidon Graphics, Saint Paul, MN] [Jacket 353-414; Req. 9-00226]		
D-3309	Language ID Flashcard	1,400,000

**Appendix I10: Island Areas – Enumerator, ICR, MCR, SCR and Reinterview  
Questionnaire**

The Island Areas operations were conducted using long form questionnaires. The print contract included the following booklet questionnaire forms.

<b>ENUMERATOR, ICR, MCR, SCR and REINTERVIEW QUESTIONNAIRES – Island Areas</b>		
[Invitation for Bids (IFB) Contract]		
[Awarded Print Contract-06/15/09] [Vendor- Colorgraphics Cenveo, CA] [Jacket 353-021; Req. 9-00176]		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-2(E)AS	Enumerator, long form—American Samoa (English)	27,000
D-2(E)CNMI	Enumerator, long form—Northern Marianas (English)	45,000
D-2(E)G	Enumerator, long form—Guam (English)	119,600
D-2(E)VI	Enumerator, long form—Virgin Islands (English)	125,000
D-2(E)VI(S)	Enumerator, long form—Virgin Islands (Spanish)	64,000
D-2(E)SUPP AS	Enumerator Supplement, long form—AS (English)	27,000
D-2(E)SUPP CNMI	Enumerator Supplement, long form—CNMI (English)	45,000
D-2(E)SUPP G	Enumerator Supplement, long form—G (English)	118,000
D-2(E)SUPP VI	Enumerator Supplement, long form—VI (English)	124,000
D-2(E)SUPP VI(S)	Enumerator Supplement, long form—VI (Spanish)	64,000
D-20 PI	Individual Census Report, long form (ICR)—(English) Pacific Islands (PI)	36,000
D-20 VI	Individual Census Report, long form (ICR)—(English) Virgin Islands (VI)	8,000
D-20 VI(S)	Individual Census Report, long form (ICR)—(Spanish) Virgin Islands (VI)	4,000
D-21 PI	Military Census Report, long form (ICR)—(English) Pacific Islands (PI)	19,000
D-23(SCR)PI	Shipboard Census Report—Pacific Islands	9,000
D-806 IA	Reinterview and Reconciliation Questionnaire	7,000
D-40 PI	Outgoing for ICR (Pacific Islands)	34,000
D-40 VI	Outgoing for ICR (Virgin Islands) -- English	7,000
D-40 VI(S)	Outgoing for ICR (Virgin Islands) -- Spanish	3,000

## Appendix I11: Other Island Areas Forms

The print contracts for other island areas forms are listed in the table below.

<b>OTHER PUBLIC USE MATERIALS—Island Areas</b>		
[Awarded Print Contract-06/03/09] [Vendor- <b>Rapid Graphix, Inc.</b> , Orlando FL] [Jacket 353-522; Req. 9-00236]		
<b>FORM NO.</b>	<b>DESCRIPTION</b>	<b>PRINT QUANTITY</b>
D-1(F)PI	Enumerator Job Aid for the Pacific Islands (English)	3,000
D-1(F)VI	Enumerator Job Aid for Virgin Islands (English/Spanish)	2,000
[Awarded Print Contract-06/03/09] [Vendor- Moore North America] [Jacket 353-520; Req. 9-00234]		
D-26 PI	Notice of Visit—Pacific Islands (English)	495,000 4,950 pads
D-26 VI	Notice of Visit—Virgin Islands (English/Spanish)	330,000 3,300 pads
[Awarded Print Contract-06/03/09] [Vendor- Moore North America] [Jacket 353-521; Req. 9-00235]		
D-31 PI	Confidentiality Notice—Pacific Islands (English)	715,000 7,150 pads
D-31 VI	Confidentiality Notice—Virgin Islands (English/Spanish)	385,000 3,850 pads

## Appendix J: Left-Over Quantities of the Enumerator Form (Email)

Karen,

Here is our estimate for the number of D1Es and D1Fs that were unused:

Unused D1Es	107M
Unused D1Fs	79M

Please let me know if you have any questions.

Scott M. Pottinger  
Decennial Logistics Branch Chief  
Office: (812) 218-2800  
Fax: (812) 218-2810

From: Karen S Seebold/DMD/HQ/BOC  
To: Edmond R Jarrell/NPC/JV/BOC@BOC, Scott M Pottinger/NPC/JV/BOC@BOC  
Cc: William H Johnson Jr/FLD/HQ/BOC@BOC, J Michael Stump/FLD/HQ/BOC@BOC,  
Myron C Smith/DMD/HQ/BOC@BOC, Valerie A London/DMD/HQ/BOC@BOC  
Date: 04/18/2011 07:53 AM  
Subject: Fw: Request for Information on Left Over Quantities of the Enumerator Form (D-1E)

The assessment team is asking when you will be able to provide this information? Thanks. Karen

Karen S. Seebold  
Rm. 3H085  
Chief, Field Infrastructure Branch  
Decennial Management Division  
(301)763-9340

----- Forwarded  
by Karen S  
Seebold/DMD/H  
Q/BOC on  
04/18/2011  
07:50 AM -----

Please provide an estimate on the number of D-1E forms at NPC that were not distributed in kits for the printing program assessment. Thanks. Karen

----- Forwarded by Karen S Seebold/DMD/HQ/BOC on 04/08/2011 12:06 PM -----

From: Myron C Smith/DMD/HQ/BOC  
To: Karen S Seebold/DMD/HQ/BOC@BOC  
Cc: Valerie A London/DMD/HQ/BOC@BOC  
Date: 04/08/2011 12:04 PM  
Subject: Request for Information on Left Over Quantities of the Enumerator Form (D-1E)

Hello Karen,

I am looking to identify the quantity of extra D-1E forms for printed for the 2010 Census. This would be the quantity of forms that never made it into kits. This information is important so that future estimations will not include the quantity of forms never used.

I am only aware of this being a concern with the D1-E, but if any other Public Use Forms quantities where over estimated please feel free to note those as well.

---

Myron C. Smith  
U.S. Census Bureau  
Decennial Management Division  
301-763-9378

## Appendix K: Request for the Printing of Additional GQE Forms

### CIG Change Request Form

Section 1 Proposed Change			
<u>Requestor's Name &amp; Tel #:</u> Deborah Russell, x39383 Brian De Vos, x33422	<u>Req. Div/Org:</u> DMD	<u>Date Submitted:</u> 12/22/09	CIG CR #:
<u>Responsible Team, Team Lead, Tel #:</u> GQE OIT: Dora Durante, x39371 Lou Avenilla, x32046	<u>Required CR Approval Date:</u>	<u>Required Implementation Dt:</u>	Team CR # Cross Reference :
Mandatory Change and Explanation: <input type="checkbox"/>			
Change Handling Priority and Emergency Justification: <input type="checkbox"/> Normal <input checked="" type="checkbox"/> Emergency  Due to the Group Quarters Enumeration (GQE) workload being higher than the original projection, 25,503,300 additional GQE forms need to be printed that include the Individual Census Reports, Military Census Reports, and Shipboard Census Reports (breakdown is detailed below). Outgoing envelopes are also needed for these forms. LM requires 500 forms for form definition, testing and tuning. To minimize risk to other printing activities and due to the small window of opportunity to fulfill this request DSCMO/DACMO is moving forward. Given this short window of time to develop, award a contract, resource needs, and testing, this request is submitted as a priority. There is no cost associated with this change because funding is allocated from DSCMO/DACMO.			
<u>Change Request Title:</u> 2010 GQE Additional Forms (ICRs, MCRs and SCRs) and Outgoing Envelopes.			
<u>Change Request Description (includes related issue or risk):</u> The following Group Quarters Enumeration (GQE) additional forms are needed: <ul style="list-style-type: none"> <li><input type="checkbox"/> D-20A, Individual Census Reports (ICRs) Quantity: 20,001,100,</li> <li><input type="checkbox"/> D-21A, Military Census Reports (MCRs) Quantity: 4,001,100,</li> <li><input type="checkbox"/> D-23A, Shipboard Census Reports (SCRs) Quantity: 1,501,100, and</li> <li><input type="checkbox"/> D-40, Outgoing /Return for ICR, MCR, and SCR (English) - Quantity: 25,500,000</li> </ul> New files for each of these forms may be required by data capture. Only the form identifier needs to change. Due to the timing of this request and resource needs dedicated to the mail contracts there will be limited or possibly no on-site QC activities. NPC QC activities will take place. No new files are needed for envelopes. There will be no prior to production. First offs can be sent to Lockheed Martin.			
Impact Analysis Summary:			

New Operational/Functional/Product Requirement

Revision to Operational/Functional/Product Requirement

Deletion of Operational/Functional/Product Requirement

Operation and Systems Plan BL chg     Business/Logical Arch BL chg     Physical Arch BL chg

Schedule chg that meets escalation threshold     IT Related

Summary of cost, schedule, and other impacts

No impact, changes to reflect actual plan

Benefits Expected (quantify whenever possible): Ensure sufficient quantities available to effectively conduct the enumeration

Assumptions and Risks: N/A

Impact if change not implemented: Insufficient amount of forms would impact coverage.

## **Section 2      Impact Analysis**

Supporting Documents Included with CR submission: The Form Type Encoding Worksheet was not provided with this CR submission. DSPO considers the worksheet to be "supporting documentation" as it is the formal list of form types for which DSPO can and will receive response data from DRIS via the URdbS.

Organizations and Teams Affected: GQE OIT CFD IPT; FPD IPT; DRIS IPT, Paper Channel; HQP and the RPS IST are affected by virtue of receipt of Form Type as part of the URdbS.

Interfaces Affected: N/A The DRIS - HQP interface is affected. The new form types, designated by the "A" suffix, are new to the Form Type Encoding Worksheet, and thus new to the URdbS. Though instructions may be provided to DRIS to output the new "A" suffixed forms as if they were the unsuffixed versions (i.e., D-20, D-21, and D-23), the documentation for both the Form Type Encoding Worksheet and the URdbS, both referenced by the DRIS-HQP ICD, but be updated to reflect the accommodation.

Documentation Affected: N/A  
Form Type Encoding Worksheet  
Universal Response database Schema (URdbS)  
  
Potentially: Decennial Response File documentation and Census Unedited File documentation.  
  
If the documentation is not updated, the documentation will not match the forms used and processed during the course of the decennial census, leading to inconsistent and erroneous interpretations of data collection, capture, and tabulation.

Training Affected: N/A

Facilities Affected: N/A

Cost Impact: None

Schedule Impact: None

Other Impacts: N/A

<u>Developers of impact analysis (list name and organization):</u> N/A	
<b>Section 3      <u>DSAT Decision</u></b>	
Date Decided:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input checked="" type="checkbox"/> Not Required
Comments: Decision not required per CR process	
<b>Section 4      <u>Team Decision</u></b>	
Date Decided: 12/02/09	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Escalated to CIG
Comments:	
<b>Section 5      <u>MITRE Independent Technical Review</u></b>	
Date Reviewed:	<input type="checkbox"/> Concurred <input type="checkbox"/> Alternative Recommended <input checked="" type="checkbox"/> Not Required
Comments: Decision not required per CR process	
<b>Section 6      <u>DMD Management Integration Review</u></b>	
Date Reviewed:	<input type="checkbox"/> Assessment Validated <input type="checkbox"/> Returned <input checked="" type="checkbox"/> Not Required
Comments: Decision not required per CR process	
<b>Section 7      <u>CIG Decision</u></b>	
Date Decided:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Escalated to DLG
Comments:	

<b>Section 8      <u>DLG Decision</u></b>	
Date Decided:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Not Required
Comments:	
<b>Section 9      <u>Change Request Implementation</u></b>	
Date Reviewed by DMD MIS:	Date Baselined by DMD MIS:
Comments:	

**Impact Review Signoff Sheet**

**for CR titled** Space Acquisition schedule change

**The undersigned have reviewed and agree to the impact assessment done on the CR.**

Date Reviewed & Accepted :	Division/Team Lead: DMD/Dora Durante	Name:	Signature:
Date Reviewed & Accepted :	Division/Team Lead: FLD/Lou Avenilla	Name:	Signature:
Date Reviewed & Accepted :	Division/Team Lead: DMD/Sharon Boyer	Name:	Signature:
Date Reviewed & Accepted :	Division/Team Lead: DSCMO/ James Marsden	Name:	Signature:
Date Reviewed & Accepted:	Division/Team Lead: DSCMO/ Suzanne Fratino	Name:	Signature:
Date Reviewed & Accepted :	Division/Team Lead: DMD/ Myron Smith	Name:	Signature:

## Appendix L: Change Request for the Printing of Additional NSL-A Forms

### CIG Change Request Form

Section 1 Proposed Change			
<u>Requestor's Name &amp; Tel #:</u> Dora B. Durante, x 3-9371	<u>Req. Div/Org:</u> DMD/SPP B	<u>Date Submitted:</u> 08/20/09	CIG CR #:
<u>Responsible Team, Team Lead, Tel #:</u> Dora Durante x 3-9371 Louis Avenilla x 3-2046	<u>Required CR Approval Date:</u>	<u>Required Implementation Dt:</u> 08/21/09	Team CR # Cross Reference:
Mandatory Change and Explanation:			
Change Handling Priority and Emergency Justification: <input type="checkbox"/> Normal <input checked="" type="checkbox"/> Emergency			
<u>Change Request Title:</u> Print additional Non-Survivor Label Pages for Group Quarters Validation, Form D-351 NSL-A (GQV)			
<u>Change Request Description (includes related issue or risk)</u>  An additional quantity of 600,000 Non Survivor Label Pages, Form D-351 NSL-A (GQV) need to be printed for the 2010 Census GQV operation by 09/21/09 to supplement a deficit. The deficit is a result of a higher than expected number of map spots with multi – units based on feedback from GEO of MAF/TIGER updates with Address Canvassing Addresses and Spatial updates. This additional quantity includes 500 forms to be used for testing at Lockheed Martin of the differences in the final product. These differences are subtle changes to the form when produced under different printing conditions.  Risk: Via the GPO process may delay the printing beyond the start date of the 2010 Census GQV operation. Mitigation: FLD will request the redistribution of the ELCO supplies based on feedback from GEO on tallies of map spots with multi-units by ELCOs.			
<u>Impact Analysis Summary:</u> <input type="checkbox"/> <u>New Operational/Functional/Product Requirement</u> <input type="checkbox"/> <u>Revision to Operational/Functional/Product Requirement</u> <input type="checkbox"/> <u>Deletion of Operational/Functional/Product Requirement</u> <input type="checkbox"/> <u>Operation and Systems Plan BL chg</u> <input type="checkbox"/> <u>Business/Logical Arch BL chg</u> <input type="checkbox"/> <u>Physical Arch BL chg</u> <input type="checkbox"/> <u>Schedule chg that meets escalation threshold</u> <input type="checkbox"/> <u>IT Related</u>			
<u>Summary of cost, schedule, and other impacts</u>  There is an anticipated printing cost of \$200,000 or \$0.25 per form. The potential schedule impacts are: 1) none, if the 9/21/2009 deliver date is achieved; 2) if a later delivery is required, the impact to the schedule should still be minimal due to the number of GQ NSL forms that have already been printed and delivered. There may be additional coordination required to make sure sufficient quantities of the form are on hand prior to the delivery of the current request.			

<u>Benefits Expected (quantify whenever possible):</u>	
<u>Assumptions and Risks:</u>	
<u>Impact if change not implemented:</u> If the CR is not implemented, then field staff would not have a required number of non-survivor label pages to capture multi-units in the field.	
<b>Section 2      Impact Analysis</b>	
<u>Supporting Documents Included with CR submission:</u>	<u>Organizations and Teams Affected:</u> GQV Team/ALDOIT
<u>Interfaces Affected:</u>	<u>Documentation Affected:</u>
<u>Training Affected:</u>	<u>Facilities Affected:</u>
<u>Cost Impact:</u> None	<u>Schedule Impact:</u>
<u>Other Impacts:</u>	
<u>Developers of impact analysis (list name and organization):</u>	
<b>Section 3      <u>DSAT Decision</u></b>	
Date Decided:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Not Required
Comments:	
<b>Section 4      Team Decision</b>	
Date Decided	<input checked="" type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Escalated to CIG
Comments: Lou Avenilla FLD (Product Owner) and Dora Durante DMD (Product Owner).	
<b>Section 5      Independent Technical Review</b>	
Date Reviewed:	<input type="checkbox"/> Concurred <input type="checkbox"/> Alternative Recommended <input type="checkbox"/> Not Required
Comments:	
<b>Section 6      DMD Management Integration Review</b>	
Date Reviewed:	<input type="checkbox"/> Assessment Validated <input type="checkbox"/> Returned <input type="checkbox"/> Not Required
Comments:	
<b>Section 7      CIG Decision</b>	
Date Decided:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Escalated to DLG
Comments:	
<b>Section 8      DLG Decision</b>	
Date Decided:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> Not Required

Comments:

**Section 9 Change Request Implementation**

Date Reviewed by DMD MIS:

Date Baselined by DMD MIS:

Comments:

**Impact Review Signoff Sheet**  
**for CR titled**

**The undersigned have reviewed and agree to the impact assessment done on the CR.**

Date Reviewed & Accepted : 7/16/09	Division/Team Lead: DMD	Name: Dora Durante	Signature:
Date Reviewed & Accepted : 7/16/09	Division/Team Lead: FLD	Name: Lou Avenilla	Signature:
Date Reviewed & Accepted :	Division/Team Lead:	Name: K Evan Moffett	Signature:
Date Reviewed & Accepted :	Division/Team Lead:	Name:	Signature:
			Signature:
			Signature:

## Appendix M: Address File Contractual Agreement (Section 3.8.5)

The Vendor shall process the appropriate address files to qualify for the best first-class mail discounts. Each address file shall be matched against the appropriate postal database using CASS certified address matching software to update and correct ZIP codes, provide ZIP codes, and provide the data required to print the ZIP+4 or delivery point bar code, where possible, for each address. **Note: The ZIP+4 codes shall be corrected, but the Vendor must not make corrections in any other address fields.** Addresses for which a ZIP+4 code and ZIP+4 bar code or delivery point bar code information cannot be assigned shall, where possible, be assigned a 5-digit ZIP Code. Each file shall be sorted separately using PAVE certified software to qualify ZIP+4 or delivery point bar code address files for the First-Class letter-size automation rates. Address files for which only a 5-digit ZIP Code was obtained during the address matching process shall be prepared to qualify for the Presort First-Class rates, provided there are at least 500 such pieces per mailing. If fewer than 500 pieces per mailing, the addresses shall be mailed at single-piece First-Class rates. Address files for which no ZIP Code match was made shall be mailed at single-piece First-Class rates. Pieces mailed at single-piece rates must be prepared with appropriate "Single-Piece" rate marking in the optional endorsement line according to Domestic Mail Manual (DMM) 708 Technical Specifications (ref.: Sections 7.0-8.2.5). Automation and Presort Rate First-Class pieces shall bear the appropriate package label information in the optional endorsement line explained in DMM 708.

The Vendor shall mail all addressed mailpieces, with the exception of simplified mailings for islands area Census forms, via the First-Class Mail "Postage and Fees Paid" indicia. The "Postage and Fees Paid" indicia shall be used only for the purpose of mailing material produced under this contract. All copies mailed shall conform to the appropriate regulations in the USPS manual for DMM.

BRM consists of letter-size and flat mailing packages. All letter-size reply mailpieces shall meet the USPS High Volume Qualified BRM (QBRM) requirements unless specific exceptions are directed by the Government. All flat mailing packages shall meet BRM requirements. Refer to the latest version of the USPS DMM (available through Postal Explorer on line at [pe.usps.com](http://pe.usps.com)) (Program 910, 2009).

## Appendix N: Email - Printing Budget Projected Surplus

**Recommendation to remove \$11.8M in surplus funds from Printing Project 5212914 - Div 79**

Andrea  
F  
Brinson

Friday, December 19, 2008 03:16PM

To: Frank A Vitrano, Miguel B Perez, a.edward.pike.iii@census.gov  
Cc: James J Marsden, Myron C Smith, Valerie A Lond

Attached is a table which identifies a projected surplus in the FY09 Printing budget of \$21M in part based on actuals. I recommend that we remove \$11.8 from the printing project number 5212914 - Div 79. . Jim Marsden has asked that we not remove any more funds now because he has heard that there will be an increase in experimental questionnaires and other forms. Once all contracts have been awarded, I can review the project to determine what the actual total surplus is. I have attached a table to explain the real/expected costs against budget for the FY09 printing contracts.

*(See attached file: 2010 Printing Budget Update Surplus 121808.doc)*  
2010 Printing Budget Update – Surplus Funds

The table attached was constructed from notes taken December 2, 2008 at a 2010 Printing budget discussion between DMD and DACMO. It identifies the contract bid amounts, and it estimates the projected budget surplus for the decennial print contracts.

The current economic situation has led to increased competition among print vendors for less work and the result has been that contract bids are significantly less than the original program estimates which were based on the 2000 Census costs adjusted for inflation. The GPO is investigating each contract bid before award to make sure that the low bids will not adversely impact the completion of the contract and that the vendor will be able to meet all obligations and requirements.

In addition, we are carrying a program level risk that the address label file for the mailout of the Census questionnaires may be received late by the Print Vendor and the Census Bureau is mitigating the risk by oversizing the printing facility and the addressing, insertion, staging facility for the mailout questionnaires in the R.R. Donnelly contract. We believe that we need to maintain a \$20M contingency in case the address file is received later than the October 24, 2009 planned date.

We will identify the current expected surplus in the table below for those contracts that have already been obligated and we expect that if the current trend continues as we obligate other contracts throughout FY09 we will be able to identify additional surplus funds.

If you have any questions regarding this information please contact Andrea Brinson – 301-763-4050, Myron Smith X3 – 9378 or Valerie London X3-3893

Printing Budget Projected Surplus

<b>Contract Title</b>	<b>Budget Estimate</b>	<b>Bid Amount plus est.</b>	<b>GPO Costs at 10% of contract total including travel to contract sites and contract administration</b>	<b>Total Cost</b>	<b>Notes</b>
Mail Out/Mail Back D-1	\$75M	\$75M + \$10M expected for additional task orders in FY09	\$7.5M	\$92.5M	GPO is reviewing the latest contract bid with R.R. Donnelly. GPO believes that the cost in the last task order cost submission from R.R. Donnelly was due to their subcontractor, Pitney Bowes, added a substantial increase in equipment and space that drove the cost of the contract higher than anticipated. In addition The Census Bureau had reduced the printing time by 6 weeks. However, in this initial estimate of surplus we will take the cost as provided.

<b>Contract Title</b>	<b>Budget Estimate</b>	<b>Bid Amount plus est.</b>	<b>GPO Costs at 10% of contract total including travel to contract sites and contract administration</b>	<b>Total Cost</b>	<b>Notes</b>
Enumerator	\$25 million	\$8 million + \$540K	\$800K	\$9.34	We expect to add additional kits for Vacant Delete Check will have a workload increase of 5M which will require additional printing of 20M questionnaires for enumerator kits at \$540,000
Advance Letter/ Reminder Card	\$15 million	\$7 million	\$700K	\$7.7M	
GQV	3.5 million	\$3.5 million	\$350K	\$3.9M	
GQE	10 million	TBD (\$10M assumed)	\$1.0M (assumed)	\$11M	For this exercise we will assume the contract will come in as estimated until the contract has been awarded
Be Counted	5 million	TBD (\$5M assumed)	\$500K (assumed)	TBD \$5.5M	For this exercise we will assume the contract will come in as estimated until the contract has been awarded

<b>Contract Title</b>	<b>Budget Estimate</b>	<b>Bid Amount plus est.</b>	<b>GPO Costs at 10% of contract total including travel to contract sites and contract administration</b>	<b>Total Cost</b>	<b>Notes</b>
Other	20 million	TBD (\$20M assumed)	\$2.0M (assumed)	TBD \$22.M	We will assume that contract will come in as estimated until the contract has been awarded. These contracts will include Privacy Notice Cards, Language Guides, Notice of Visit, and other Public Use Forms
Totals	\$153.5 estimated	\$138.5M	\$13.5	\$152.M	Current funding is \$173,757,559 less current estimate of \$152,000,000 = \$21,757,559 surplus

Contract Title	Budget Estimate	Bid Amount plus est.	GPO Costs at 10% of contract total including travel to contract sites and contract administration	Total Cost	Notes
<b>Total Surplus to date</b>				<b>\$21.7M surplus to date</b>	The total budget for FY09 for project 5212914 is \$173,757,559. This project includes the printing costs of \$136.7M for questionnaires; \$27.5M for oversupply/contingency for additional funding for forms and questionnaires due to field workload changes and oversupply; and \$9.6M for GPO costs.

- GPO cost will need to be account for at 10%. GPO travel account for '09' is anticipated to be \$500,000 and will be charged to the contract jacket.
- The ability to create the address file is a big concern, which could cause major schedule delays in printing and subsequently the 2010 Census operation. The delivery date for the file is October 24, 2009
- DAMCO is working to secure an agreement to ensure that bad addresses are pulled from the print address file, the goal is electronically transfer these address to DRIS and not to print nor mail product that is undeliverable.
- GPO QC cost is estimated to be at 2.7 million dollars. Due to the increase in the number of forms requiring capture DACMO is requesting an increase from 20 FTE to 25 FTE's for QC Operations in FY09

Appendix O: 2010 Census Printing Estimate Spreadsheet FY 09

Form	Form #	Language	Printing Universe	Oversupply Rate	Printing Universe w/ Oversupply	Printing Cost per Form	Printing Cost	GPO Rate	Printing Cost w/ GPO Rate and Kits Oversupply rate	Comments
			Revised by PM							
Mailout/Mailback Initial (English)	D-1 for MO areas	E	110,000,000	30%	143,000,000	\$ 0.24	34,320,000	7%	36,722,400	Workload provided by Content and Language Branch
Mailout/Mailback Replacement (English)	D-1	E	45,639,227	30%	59,330,995	\$ 0.38	22,545,778	7%	24,123,983	Workload provided by Content and Language Branch
Mailout/Mailback Initial (Bilingual)	D-1(E/S)	E/S	13,000,000	30%	16,900,000	\$ 0.35	5,915,000	7%	6,329,050	Workload provided by Content and Language Branch
Enumerator	D-1(E)	E	60,000,000	250%	210,000,000	\$ 0.23	48,300,000	7%	51,681,000	Estimated workload include:30,000 Remote Alaska 1,629,834 Update/Enumerate 32,410 Update/Enumerate QC 47M for NRFU Production 7.8M NRFU Vacant Delete Check
Enumerator Reinterview	D-1(E) RI	E	3,000,000	200%	9,000,000	\$ 0.23	2,070,000	7%	2,214,900	Oversupply from Field Data Collection Branch
Enumerator Supplemental (English)	D-1(E) SUPP	E	3,100,000	400%	15,500,000	\$ 0.29	4,495,000	7%	4,809,650	Oversupply from Field Data Collection Branch
Update/Leave Adds	D-1(UL)	E	581,040	200%	1,743,120	\$ 0.25	435,780	7%	466,285	Workload number includes UL stateside plus Katrina areas and urban UL oversupply from Geographic Programs Branch
Be Counted	D-10	E	4,446,000	30%	5,779,800	\$ 0.29	1,676,142	7%	1,793,472	Oversupply from Geographic Programs Branch
Be Counted (Spanish)	D-10(S)	S	3,458,000	30%	4,495,400	\$ 0.29	1,303,666	7%	1,394,923	Oversupply from Field Data Collection Branch
Be Counted Container	D-10A	L	49,400	20%	59,280	\$ 4.57	270,910	7%	289,873	Workload/oversupply provided by Content and Language Branch
Be Counted (Languages)	D-10 (C,K,R,V)	L	1,976,000	30%	2,568,800	\$ 0.62	1,592,656	7%	1,704,142	Wokload/oversupply by CPEX
CCM Person Followup	D-1301	E	1,957,660	0%	1,957,660	\$ 0.28	548,145	7%	586,515	CCM separate Print budget
CCM Person Followup (Spanish)	D-1301PR	S	14,648	0%	14,648	\$ 0.28	4,101	7%	4,389	CCM separate Print budget
CCM Independent Listing Books	D-1302	E	31,250	10%	34,375	\$ 35.00	1,203,125	7%	1,287,344	not produced through DACMO 100 pages per book
CCM Independent Listing Books (PR)	D-1302PR	S	1,438	10%	1,582	\$ 0.14	221	7%	237	100 pages per book
CCM Initial Housing Unit Followup	D-1303	E	402,993	0%	402,993	\$ 0.28	112,838	7%	120,737	
CCM Initial Housing	D-1303PR	S	21,057	0%	21,057	\$ 0.28	5,896	7%	6,309	CCM has its own budget

Form	Form #	Language	Printing Universe	Oversupply Rate	Printing Universe w/ Oversupply	Printing Cost per Form	Printing Cost	GPO Rate	Printing Cost w/ GPO Rate and Kits Oversupply rate	Comments
Unit Followup (PR)										
CCM Person Interviewing Letter	D-1309(L)	E	474,375	10%	521,813	\$ 0.14	73,054	7%	78,168	CCM separate Print budget
CCM Person Interviewing (Spanish)	D-1309(L)(PR)	S	23,719	10%	26,091	\$ 0.14	3,653	7%	3,908	CCM separate Print budget
CCM Final Housing Unit Followup	D-1340	E	99,695	0%	99,695	\$ 0.28	27,915	7%	29,869	CCM separate Print budget
CCM Final Housing Unit Followup (PR)	D-1340PR	S	2,570	0%	2,570	\$ 0.28	720		720	
CCM Miscellaneous			173,642	10%	191,006	\$ 0.14	26,741	7%	28,613	
Enumeration at Transitory Locations	D-15	E	1,200,000	200%	3,600,000	\$0.49	1,764,000	7%	1,887,480	Workload provided by Field Data Collection Branch
Individual Census Report (English)	D-20	E	9,375,000	75%	16,406,250	\$ 0.29	4,757,813	7%	5,090,859	OversupplyPer Special Populations Program Branch
Individual Census Report (Spanish) State	D-20 (S)	S	892,500	75%	1,561,875	\$ 0.29	452,944	7%	484,650	Oversupply from Special Populations Program Branch
Military Census Report	D-21	E	500,000	75%	875,000	\$ 0.29	253,750	7%	271,513	Oversupply from Special Populations Program Branch
Shipboard Census Report	D-23	E	150,000	75%	262,500	\$ 0.29	76,125	7%	81,454	Oversupply from Special Populations Program Branch
Notice of Visit	D-26	E	31,078,278	155%	79,249,609	\$ 0.01	792,496	7%	847,971	
Privacy Act Notice	D-31	E	41,437,704	100%	82,875,408	\$ 0.01	828,754	7%	886,767	Oversupply rate based on 2000 print contract
Group Quarters Validation	D-351	E	2,000,000	100%	4,000,000	\$ 3.70	14,800,000	7%	15,836,000	Oversupply from Special Populations Program Branch
GQV Correctional Facility Continuation	D-351 CF	E	210,000	30%	273,000	\$ 0.09	24,570	7%	26,290	
GQV Housing Unit Continuation	D-351 HU	E	840,000	30%	1,092,000	\$ 0.14	152,880	7%	163,582	
GQV Non-Survivor Label Page	D-351 NSL	E	990,000	30%	1,287,000	\$ 0.09	115,830	7%	123,938	Workload provided from Special Populations Program Branch
Advance Letter (Bilingual)	D-5(E/S)	E/S	13,000,000	10%	14,300,000	\$ 0.14	2,002,000	7%	2,142,140	Workload provided by Content and Language Branch
Advance Letter	D-5(L)	E	110,000,000	10%	121,000,000	\$ 0.09	10,890,000	7%	11,652,300	Workload provided by Content and Language Branch CLB
Advance Letter (Update Leave)	D-5(UL)	E	12,000,000	10%	13,200,000	\$ 0.09	1,188,000	7%	1,271,160	Oversupply DACMO
Foreign Language Guides	D-60	X	3,500,000	30%	4,550,000	\$ 0.09	409,500	7%	438,165	Workload/oversupply by Content and Language Branch
Informational ICR English	D-61 (ICR)	E	418,000	55%	647,900	\$ 0.29	187,891	7%	201,043	Oversupply from Special Populations Program Branch
Informational ICR Spanish	D-61 (ICR) S	S	3,775	55%	5,851	\$ 0.29	1,697	7%	1,816	Oversupply from Special Populations Program Branch
Informational MCR	D-61 (MCR)	E	8,000	55%	12,400	\$ 0.29	3,596	7%	3,848	Oversupply from Special

Form	Form #	Language	Printing Universe	Oversupply Rate	Printing Universe w/ Oversupply	Printing Cost per Form	Printing Cost	GPO Rate	Printing Cost w/ GPO Rate and Kits Oversupply rate	Comments
										Populations Program Branch
Informational SCR	D-61 (SCR)	E	15,000	55%	23,250	\$ 0.29	6,743	7%	7,214	Oversupply from Special Populations Program Branch
Reminder Postcard (English)	D-9	E/S	108,255,353	30%	140,731,959	\$ 0.03	4,221,959	7%	4,517,496	Oversupply from DACMO
Reminder Postcard (Update Leave)	D-9 (UL)	E/S	12,000,000	30%	15,600,000	\$ 0.03	468,000	7%	500,760	Oversupply from DACMO
Reminder Letter (Bilingual)	D-9(L)(E/S)	E/S	13,000,000	30%	16,900,000	\$ 0.09	1,521,000	7%	1,627,470	Oversupply from DACMO
Enumerator Job Aid (Flashcard Booklet)	D-1 (job aide)	E	2,071,885	55%	3,211,422	\$ 0.94	3,018,736	0.07	3,230,048	Oversupply based on 2000 print contract amount
English Large Print Asst. Guides	D-60 (LP)	E	150,000	30%	195,000	\$ 0.09	17,550	7%	18,779	Workload/oversupply by Content and Language Branch
English Braille Guides	D-60 (BR)	E	100,000	30%	130,000	\$ 3.70	481,000	7%	514,670	Workload/oversupply by CLB
Miscellaneous FY 2009 Forms		E	13,371,112	155%	34,096,336	\$ 0.29	9,887,937	7%	10,580,093	used enumerator forms oversupply
Questionnaire - (Languages)		L	13,371,112	155%	34,096,336	\$ 0.30	10,228,901	7%	10,944,924	Oversupply rate based on 2000 print contract
Update/Leave Initial (English)	D-1 for U/L areas	E	11,765,345	200%	35,296,035	\$ 0.25	8,824,009	7%	9,441,689	Oversupply from Special Populations Program Branch
Advance Letter		L	3,000,000	10%	3,300,000	\$ 0.09	297,000	7%	317,790	Oversupply from DACMO
Misc FY 2010 Forms (IA)		E	13,371,112	155%	34,096,336	\$ 0.29	9,887,937	7%	10,580,093	
Remote Alaska		E	30,000	155%	76,500	\$ 0.25	19,125	7%	20,464	
<b>Puerto Rico</b>										
Enumerator PR (Spanish)	D-1(E) PR(S)	S	700,000	200%	2,100,000	\$ 0.23	483,000	7%	516,810	Oversupply from Field Data Collection Branch
Enumerator PR (English)	D-1 (E) PR	E	33,500	200%	100,500	\$ 0.23	23,115	7%	24,733	Oversupply from Field Data Collection Branch
Reinterview PR (English)	D-1 (E) RI PR (S)	S	15,000	200%	45,000	\$ 0.23	10,350	7%	11,075	Oversupply from Field Data Collection Branch
Reinterview PR (Spanish)	D-1 (E) RI PR (S)	E	1,500	200%	4,500	\$ 0.23	1,035	7%	1,107	Oversupply from Field Data Collection Branch
Supplemental Continuation PR (English)	D-1 (E) Supp PR	S	700,000	400%	3,500,000	\$ 0.23	805,000	7%	861,350	Oversupply from Field Data Collection Branch
Supplemental Continuation PR (Spanish)	D-1 (E) Supp PR (S)	E	34,000	400%	170,000	\$ 0.23	39,100	7%	41,837	Oversupply from Field Data Collection Branch
Enumeration at Transitory Locations PR	D-15 PR	S	18,000	200%	54,000	\$ 0.49	26,460	7%	28,312	Oversupply from Field Data Collection Branch

Form	Form #	Language	Printing Universe	Oversupply Rate	Printing Universe w/ Oversupply	Printing Cost per Form	Printing Cost	GPO Rate	Printing Cost w/ GPO Rate and Kits Oversupply rate	Comments
Enumeration at Transitory Locations PR	D-15 PR (S)	E	1,000	200%	3,000	\$ 0.49	1,470	7%	1,573	Oversupply from Field Data Collection Branch
Group Quarters Validation PR	D-351 PR	S	18,000	55%	27,900	\$ 3.70	103,230	7%	110,456	Oversupply from Field Data Collection Branch
Individual Census Report (Spanish) PR	D-20 PR	S	62,500	55%	96,875	\$ 0.29	28,094	7%	30,060	Oversupply from Special Populations Program Branch
Individual Census Report (English) PR	D-20 PR	E			-		0	7%	-	embedded in the ICR english number
Military Census Report PR	D-21 PR	E	775	55%	1,201	\$ 0.29	348	7%	373	Still designing program per Special Populations Program Branch
Shipboard Census Report PR	D-23PR	E	340	55%	527	\$ 1.00	527	7%	564	Oversupply from Special Populations Program Branch
Update/Leave PR (short form)	D-1PR(S)	S	1,600,000	155%	4,080,000	\$ 0.25	1,020,000	7%	1,091,400	Oversupply from Geographic Programs Branch
Update/Leave PR (English)	D-1(UL) PR	E	300,000	155%	765,000	\$ 0.25	191,250	7%	204,638	oversupply from Geographic Programs Branch
Update/Leave PR Adds	D-1(UL) PR ADD	S	300,000	155%	765,000	\$ 0.25	191,250	7%	204,638	Oversupply from Geographic Programs Branch
Be Counted PR - English	D-10(PR) (E)	E	180,000	30%	234,000	\$ 0.29	67,860	7%	72,610	Oversupply from Field Data Collection Branch
Be Counted PR - Spanish	D-10(PR) (S)	S	45,000	30%	58,500	\$ 0.29	16,965	7%	18,153	Oversupply from Field Data Collection Branch
Be Counted Box PR	D-10A (PR)		700	30%	910					Oversupply from Field Data Collection Branch
<b>Total for FY09 - 2010 Census printing</b>			670,341,505		1,146,316,353		<b>215,437,311</b>		<b>230,517,873</b>	
							FY09 Budget		115,899,397	
							Shortfall		114,618,476	
Anything part of a kit should have an oversupply rate of 30%										
Blue - Forms not on original list										
Estimate needs verification										

Appendix P: Decennial Postage Estimates and Actual Spreadsheet

FY 2010 Decennial Postage Estimates \_ Actuals

Activity	ACSD Estimates		Key Activity Estimates			UCM/DRIS Workload Estimates			UCM/DRIS Actual Workloads			Notes	
	Pieces*	Rate (per piece)	Total	Pieces*	Rate (per pc)	Total	Pieces	Rate (per pc)	Total	Pieces	Rate (per pc)		Total
<b>Mail Out</b>													
Advance Letter U/L	9.5	0.335	3.1825				9,503,023	0.335	3,183,513	9,503,023	0.335	3,183,513	
Advance Letter Eng	107.8	0.335	36.113	90	0.356	32.04	120,755,244	0.335	40,453,007	107,232,701	0.335	35,922,955	
Advance Letter Bil	11.7	0.335	3.9195	43.7	0.356	15.5572	11,667,232	0.335	3,908,523	11,667,232	0.335	3,908,523	
2010 Quest Eng	107.2	0.46	49.312	108.3	0.6452	69.87516	120,755,244	0.46	55,547,412	107,232,701	0.46	49,327,042	
2010 Quest Bilingual (Flat)	11.7	0.72	8.424	12	0.8066	9.6792	11,667,232	0.72	8,400,407	11,667,232	0.72	8,400,407	
Direct Mail Post Cards	9.5	0.205	1.9475	0	0	0	10,851,713	0.205	2,224,601	10,851,713	0.205	0	\$1,175,030 was reprogrammed to project 5210006 via the DMD unfunded report and paid separately by the NPC to the USPS.
Reminder Cards U/L	9.5	0.205	1.9475	0	0	0	9,503,023	0.205	1,948,120	9,503,023	0.205	1,948,120	
Reminder Card Eng	107.8	0.205	22.099	108.2	0.356	38.5192	120,755,244	0.205	24,754,825	107,232,701	0.205	21,982,704	
Reminder Bilingual (Ltr)	11.7	0.335	3.9195	12	0.356	4.272	11,667,232	0.335	3,908,523	11,667,232	0.335	3,908,523	
2010 Quest Replacement (Blanket)	39.8	0.46	18.308	46.6	0.6452	30.06632	24,764,056	0.46	11,391,466	24,764,056	0.46	11,391,466	
2010 Quest Replacement (Target)							15,000,000	0.46	6,900,000	9,978,422	0.46	4,590,074	
2010 Quest Fulfillment (D-1)	1.7	0.61	1.037	13.4	0.6452	8.64568	1,700,000	0.61	1,037,000	378,754	0.61	231,040	
Foreign Lang Guides (D-60)	1.5	0.44	0.66	13.4	1.0611	14.21874	1,500,000	0.44	660,000	24,145		0	Postage stamps were used and paid for out of DRIS contract funds.
Supp MO Quest Eng							1,495,414	0.46	687,890	1,495,414	0.46	687,890	
Supp MO Adv Ltr Eng							1,495,414	0.335	500,964	1,495,414	0.335	500,964	
Supp MO RC Eng							1,495,414	0.205	306,560	1,495,414	0.205	306,560	
Supp Quest Biling							141,786	0.72	102,086	141,786	0.72	102,086	
Supp Adv Ltr Biling							141,786	0.335	47,498	141,786	0.335	47,498	
Supp RC Biling							141,786	0.335	47,498	141,786	0.335	47,498	
CPEX MO Quest (Ltr size)							718,408	0.46	330,468	718,408	0.46	330,468	
CPEX Replacement Quest (Ltr size)							198,000	0.46	91,080	198,000	0.46	91,080	
CPEX MO Quest (Booklet)							30,000	1.133	33,990	30,000	1.133	33,990	
CPEX Replacement Quest (Booklet)							11,000	1.133	12,463	11,000	1.133	12,463	
CPEX Adv Ltr							161,154	0.335	53,987	161,154	0.335	53,987	
Ad Hoc Mailing (LUCA appeals & ungeocoded)							2,600,000	0.44	1,144,000	2,044,451	0.46	0	\$998,052 was reprogrammed to project 5512035 via the DMD unfunded report and paid separately by the NPC to the USPS.
<b>Total</b>	<b>429.4</b>		<b>\$ 150.87</b>	<b>447.6</b>		<b>\$ 222.87</b>	<b>478,719,405</b>		<b>\$167,675,880</b>	<b>429,777,548</b>		<b>\$147,008,850</b>	

Activity	ACSD Estimates			Key Activity Estimates			UCM/DRIS Workload Estimates			UCM/DRIS Actual Workloads			Notes
	Pieces*	Rate (per piece)	Total	Pieces*	Rate (per pc)	Total	Pieces	Rate (per pc)	Total	Pieces	Rate (per pc)	Total	
<b>Mail Back</b>													
U/L	7.5	0.424	3.18	7.5	0.356	2.67	7,702,895	0.424	3,266,027			0	Total included in Initial Form Count of 82,933,623
U/L Bilingual (Flat) [D-1(ES)]	1.3	1.133	1.4729	0	0	0	670,000	1.133	759,110	7,274,110	1.133	8,241,567	
U/L PR Quest plus ADDS [D-1PR(S) and D-1(UL)PR(S)]							985,644	1.133	1,116,735	929,952	0.46	427,778	
Initial	71.8	0.424	30.4432	67.2	0.356	23.9232	92,000,000	0.424	39,008,000	82,933,623	0.424	35,163,856	
Bilingual (Flat) [D-1E(S)]	7.8	1.133	8.8374	7.5	0.5983	4.48725	10,000,000	1.133	11,330,000			0	Total included in Bilingual form Count of 7,274,110.
Replacement (Target & Blanket)	23.9	0.424	10.1336	8.4	0.356	2.9904	6,014,186	0.424	2,550,015			0	Total included in Initial Form Count of 82,933,623
Fulfillment (Language forms)	1.7	0.424	0.7208	1.3	0.356	0.4628	1,700,000	0.424	720,800	76,274	0.424	32,340	
Be counted (Flat)	1.6	1.133	1.8128	1.3	0.356	0.4628	2,300,000	1.133	2,605,900	784,103	1.133	888,389	
CPEX Forms (Ltr size)							441,962	0.424	187,392	486,827	0.424	206,415	
CPEX Forms (Booklets)							21,046	1.133	23,845	21,647	1.133	24,526	
<b>Total</b>	<b>115.6</b>		<b>\$ 56.60</b>	<b>93.2</b>		<b>\$ 35.00</b>	<b>121,835,733</b>		<b>\$61,567,824</b>	<b>92,506,536</b>		<b>\$44,984,870</b>	
<b>Grand Total</b>	<b>545.0</b>		<b>\$ 207.47</b>	<b>540.8</b>		<b>\$ 257.87</b>	<b>600,555,138</b>		<b>\$229,243,704</b>	<b>522,284,084</b>		<b>\$191,993,720</b>	
								USPS MOU =	\$230,000,000		Census Refund	\$38,006,280	
* Amounts are rounded											Census Surcharges/Fees	(\$3,174,307)	
\$ & Piece Amounts in 000,000's								Pcs difference	91,191,363				
Lines 4-28 represent UCM address file record counts and Lines 33-42 represent workload estimates from DRIS contract.												\$34,831,973	Total amount refunded to Census - DMD
The total number of mailed out pieces by the USPS was actually 416,857,239 which does not include the Direct Mail Postcards, Foreign Language Guides, and the Ad Hoc Mailing (LUCA Appeals & ungeocoded) mailings that were completed at the NPC.													
The projected total number of mail pieces was 600,555,138 minus the actual total number of mail pieces of 509,363,775													
resulted in a difference of 91,191,363 pieces of mail that did not get mailed out by the USPS.													

## Appendix Q: USPS/Census Interagency Agreement

INTERAGENCY AGREEMENT  
THROUGH WHICH THE U.S. CENSUS BUREAU  
IS PURCHASING MAIL SERVICES  
FROM THE UNITED STATES POSTAL SERVICE  
Census Agreement # 19-10-MOU-05

### 1. PARTIES AND PURPOSE

This Interagency Agreement (IA) establishes an agreement between the U.S. Census Bureau, U.S. Department of Commerce (Census), and the United States Postal Service (USPS) through which Census will pay USPS for postage incurred for all Census 2010 mail-outs and for all Business Reply Mail (BRM) mail pieces used for the mail-back of Census 2010 questionnaires.

### 2. BACKGROUND

The United States Census is mandated by the U.S. Constitution to achieve an accurate assessment of the number and location of the people living within the nation's borders every 10 years. Participation is required by Federal law, which also protects personal information obtained during the census. Census data are used in the apportionment of Congressional seats to states, to make decisions about what community services to provide, and to distribute hundreds of billions of dollars in federal funds to local, state and tribal governments each year. Census 2010 will generate an estimated 600 million mail pieces for USPS to perform the vital role processing and delivering census forms and other mail pieces to every household in the nation and to return completed forms to Census' Data Capture Centers. This year, Census mail piece addresses will include for the first time an Intelligent Mail barcode (IMB), which will generate origin, destination and address data. To prepare for this event, Census and USPS conducted test mailings to approximately 500,000 households in North Carolina and California in April of 2008.

### 3. AUTHORITY

Services to be provided by USPS are authorized by 39 U.S.C. § 411 and 39 C.F.R. § 259.1. The authority for Census to enter into this agreement is 13 U.S.C. § 141, which requires the Secretary of Commerce to conduct a decennial census.

### 4. SCOPE, TERMS AND CONDITIONS

From February through May 2010, Census will send an estimated total of 479 million mail pieces to U.S. residential addresses. These mailings are expected to generate approximately 121 million BRM mail pieces in the form of questionnaires returned to Census. Postage costs are currently estimated at \$230 million. The vast majority of Census mailings will use USPS' Full Service Intelligent Mail service, which provides start-the-clock data, address correction and tracking through the use of IMB scans.

#### **CENSUS RESPONSIBILITIES**

1. Census will provide USPS with a daily count of BRM mail pieces received at Census' three data collection centers (DCCs) located in Jeffersonville, Indiana; Phoenix, Arizona; and Essex, Maryland.
2. Census will return all misdelivered mail received at Census DCC locations to USPS as expeditiously as possible.
3. Census will provide access to all Census DCCs to USPS representatives for monitoring, auditing or security purposes.
4. In accordance with the Financial Reimbursement provisions contained in this Section, Census will reimburse USPS for all postage costs incurred in providing mail services to Census for processing and mailing of all Census 2010 mailings, including without limitation all BRM mail pieces used for return of Census 2010 questionnaires.

#### **USPS RESPONSIBILITIES**

1. USPS will provide Census with a daily count of IMB scans of BRM mail pieces consolidated by origin (Origin Scans).
2. USPS will provide Census with a daily count of IMB scans of BRM mail pieces consolidated by destination (Destination Scans).
3. In the event that USPS is in receipt of any BRM mail pieces not included in either the Origin or Destination Scans, USPS will provide Census with a count of all BRM mail pieces consolidated by destination.

#### **5. FINANCIAL PROVISIONS**

##### **FINANCIAL REIMBURSEMENT**

1. Billing and reimbursement will be handled through the Intra-governmental Payment and Collection (IPAC) system and the Official Mail Accounting System (OMAS).
2. Using IPAC, Census will reference the applicable USPS Agency Location Code: 18000002.
3. Based on projected mail volume, Census will transfer funds to USPS as set forth below:
  - a. \$3 Million to be transferred February 1, 2010.
  - b. \$175 Million to be transferred March 1, 2010.
  - c. \$48 Million to be transferred April 1, 2010.

- d. \$2 Million to be transferred May 1, 2010.
  - e. \$1 Million to be transferred June 1, 2010.
  - f. \$1 Million to be transferred July 1, 2010.
  - g. Remainder or Refund (as determined in accordance with the Financial Reconciliation provisions) to be transferred on or before August 31, 2010.
- 4. Census warrants that it has sufficient funds for the purpose of this agreement.
  - 5. Census and USPS agree to promptly discuss and resolve in good faith any issues and questions regarding reimbursement.
  - 6. If the Census Bureau cancels the order, the USPS is authorized to collect costs incurred prior to cancellation of the order plus any termination costs, up to the total payment amount provided for under this agreement. This agreement is subject to the availability of funds.

#### **FINANCIAL RECONCILIATION**

- 1. After Census has completed the July 1, 2010 transfer of funds to USPS in accordance with the Financial Reimbursement provisions, Census and USPS will meet to perform a final reconciliation to determine the remaining funds to be transferred to USPS ("Remainder") or returned to Census ("Refund").
- 2. Census and USPS agree to use good faith efforts to determine the Remainder due to USPS or Refund due to Census and to promptly discuss and resolve issues and questions regarding reconciliation.
- 3. On or before August 31, 2010, Census will transfer the Remainder to USPS or USPS will transfer the Refund to Census in accordance with the Financial Reimbursement provisions contained in this agreement.

#### **6. DURATION OF AGREEMENT, AMENDMENTS AND MODIFICATIONS**

This agreement will become effective when signed by all parties. The agreement will terminate on September 30, 2010, but may be amended at any time by mutual consent of the parties. Either party may terminate this agreement upon thirty (30) days written notice.

## 7. POINTS OF CONTACT

The contacts of each part to this agreement are:

### CENSUS

Daneeta C. Swinton (or successor)  
Administrative & Customer Services Division  
U.S. Census Bureau  
4600 Silver Hill Road (3K-418F)  
Washington, DC 20233  
Phone: 301-763-7622  
Email: [Daneeta.c.swinton@census.gov](mailto:Daneeta.c.swinton@census.gov)

Robin Sommerville (or successor)  
Finance Division, 2K415  
US Census Bureau  
Washington, DC 20233-4400  
Ph: (301) 763-9543  
Email: [Robin.a.sommerville@census.gov](mailto:Robin.a.sommerville@census.gov)

Census DUNS Number: 929955383  
Agency Locator Code: 13040001  
Agency Location Code: 13-04-0001  
Treasury Account Symbol/Appropriation Code: 13X4512  
Business Partner Network number/DUNS number: 92-9955383  
Business Event Type Code: DISB  
Accounting Data: 5212015-000 / 11 11 0019-00-00-00-00 25-30-07-00  
Estimated Annual Cost for FY 2010: \$230,000,000.00  
Expiration Date: September 30, 2010

### USPS

Carole A. Kohr (or successor)  
Field and International Accounting  
United States Postal Service  
475 L'Enfant Plaza SW, Room 8831  
Washington, DC 20260-9513  
Phone: 202-268-8832  
Email: [carole.a.kohr@usps.gov](mailto:carole.a.kohr@usps.gov)

Agency Location Code: 18-000002  
Treasury Account Symbol/Appropriation Code: (22) 18x4020.2  
Business Partner Network number/DUNS number: USPS does not use  
Business Event Type Code: COLL

The parties agree that if there is a change regarding the information in this section, the party making the change will notify the other party in writing of such change.

## Appendix R: Acronym List

ACR	Advance Census Report
ACSD	Administration and Customer Service Division
BC	Be Counted
BV	Best Value
C&P	Cost and Progress
CFD	Content and Forms Design
CIG	Census Integration Group
CO	Contracting Officer
COTR	Contracting Officer's Technical Representative
CPEX	Census Program for Evaluations and Experiments
DACMO	Decennial Administration Contract Management Office
DLG	Decennial Leadership Group
DMD	Decennial Management Division
DR	Dress Rehearsal
DRIS	Decennial Response Integration System
ETL	Enumeration of Transitory Locations
FIPS	Federal Information Processing Standard
FLD	Field Division
GPO	Government Printing Office
GQV	Group Quarters Validation
HHC	Hand Held Computer
ICR	Individual Census Report
IFB	Invitation For Bid
IMB	Intelligent Mail Barcode
IMS	Integrated Master Schedule
IPT	Integrated Product Team
MCR	Military Census Report
MO/MB	Mailout/Mailback
MOA	Memorandum of Agreement
NCT	National Census Test
NPC	National Processing Center
NRFU	Nonresponse Followup
OMB	Office of Management and Budget
PDCC	Production Data Capture Centers
PO	Post Office
POP	Population Division
PPO	Printing Program Office
PQL	Product Quality Level
PRM	Printing Requirements Matrix
PSI	Press Sheet Inspection

QA	Quality Assurance
QATAP	Quality Assurance Through Attributes Program
QC	Quality Control
QUISP II	Quality Information for Successful Printing
R/I	Reinterview
RM	Replacement Mail
RRD	RR Donnelley
SCR	Shipboard Census Report
SMS	Superior Mailing Services
U/E	Update Enumerate
U/L	Update Leave
UAA	Undeliverable As Addressed
USPS	United States Postal Service