
NOMINATION OF JOHN H. THOMPSON

HEARING

BEFORE THE

COMMITTEE ON
HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS
UNITED STATES SENATE
ONE HUNDRED THIRTEENTH CONGRESS

FIRST SESSION

—
NOMINATION OF JOHN H. THOMPSON TO BE DIRECTOR OF THE
CENSUS, U.S. DEPARTMENT OF COMMERCE
—

JULY 9, 2013

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NOMINATION OF JOHN H. THOMPSON

TUESDAY, JULY 9, 2013

U.S. SENATE,
COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS,
Washington, DC.

The Committee met, pursuant to notice, at 10:35 a.m., in room SD-342, Dirksen Senate Office Building, Hon. Thomas R. Carper, Chairman of the Committee, presiding.

Present: Senators Carper, Coburn, Johnson, and Ayotte.

OPENING STATEMENT OF CHAIRMAN CARPER

Chairman CARPER. The Committee will come to order. Welcome, Mr. Thompson, and to the handsome young men that are with you, and everybody else, all of our guests, we welcome you this morning.

I ran into Dick Durbin. I was with him briefly at a meeting earlier today, and I think he has been detained. He was going to come to introduce you, and as soon as he joins us. I will yield to him and ask him to do just that.

Today Dr. Coburn, Senator Johnson, and I—and we will probably be joined by others on our Committee—we are pleased to consider the nomination, the President's nomination of John H. Thompson to be Director of the U.S. Census Bureau. I think we all realize that the role of the Census is to serve as the leading source of quality data about the Nation's people and our economy. The Bureau does this by conducting, as we know, numerous surveys. Sometimes we think it is just every 10 years, but it is actually every year, and those surveys in turn provide lawmakers like us, citizens, and businesses with a view of our Nation's social and demographic makeup.

The most important and visible survey conducted by the Census is, of course, the one we do every 10 years. This once-a-decade undertaking is really one of the few functions for the Federal Government that is actually explicitly spelled out under our Constitution. Its execution is often described as the largest peacetime mobilization in American history.

However, the Census Bureau also conducts other important surveys such as the American Community Survey (ACS) which provides Federal, State, and local governments as well as the private sector with up-to-date information about the population within a certain geographic area. The collection of these data is important so that decisions such as how to distribute grant funding and where to build schools, where to build hospitals, and retail stores are not made with data that is nearly a decade old.

Additionally, the Census Bureau collects the data that provides us with our monthly unemployment numbers. The Census Bureau's role in this area and in the Federal Government's efforts to effectively target initiatives aimed at growing our economy should not be overlooked.

The Census Bureau has now been without a Senate-confirmed Director for nearly a year when then-Director Bob Groves departed last August to become the Provost of Georgetown University. A real loss to our Nation, a real gain for Georgetown University. I am, therefore, pleased, though, that the President has nominated what I believe to be a qualified candidate to lead the Census Bureau at least for the next several years and maybe even beyond that. I intend to work with Dr. Coburn and with my colleagues on this Committee to complete our review and to hopefully report this nomination for action by the full Senate as quickly as we can.

The nomination of John Thompson comes at a unique time during the decennial cycle. While most people only pay attention to the Census Bureau in the year or two leading up to the decennial census, it is these interim years in the middle of the decade when some of the critical research, some of the critical testing, and planning phases are completed and the groundwork is laid for the actual count.

Last decade, there were many problems, as we will recall, leading up to the 2010 decennial census. The roots of these problems were multifold, but they included poor planning and cost estimation. And I would add to that the inability to use technology in ways that were cost-effective. Most notably, the Census Bureau awarded a \$595 million contract for the development of half a million handheld computers. These devices promised to reduce the time and cost of large operations such as address canvassing and non-response followup.

However, the project experienced constant setbacks, including technical problems, escalating costs, and missed deadlines. Eventually, the decision was made in April 2008 to abandon the use of the handheld computers for much of the 2010 decennial census and revert back largely to pencil and paper for the costly non-response followup operation. This decision ended up adding some \$2 billion to the cost of the 2010 census, which in total cost taxpayers nearly \$13 billion, the costliest counting or enumeration in our Nation's history and twice the cost of the 2000 decennial census.

I do not want to rehash the details of the handheld contract or other problems in the years and months prior to the 2010 decennial census, but I do want to call on the lessons learned during that experience as this Committee conducts oversight of the Census Bureau as we head into the 2020 decennial census.

As I will mention in greater detail during the question-and-answer session, for each decennial census the Census Bureau has invested exponentially more resources to ensure quality results. The cost of conducting the census has, on average, doubled decennially since 1970. If that growth continues, the estimate for the 2020 census will not be \$13 billion. It will be closer to \$25 billion. Money we do not have. At a time when agencies across the Federal Government have been asked to do more with less, a \$25 billion decennial census is just not acceptable. If you are confirmed, Mr. Thomp-

son, this Committee will look to you to develop and implement initiatives to control costs while maintaining the quality and accuracy of the count.

Another issue leading to the 2010 decennial census that I want to address is the 7-month leadership vacuum the Bureau struggled with in 2009. Less than 1 year before Census Day and facing a number of challenges, the Census Bureau was without a Senate-confirmed Director. While the nomination and confirmation process was part of the reason for this lengthy vacancy, the main issue was the 2008 election and the transition from the Bush Administration to the Obama Administration, which created the vacancy at the beginning of 2009. An election in a year ending in the number 8 can lead to a months-long vacancy at a critical time for the Census Bureau.

To address that problem, a number of us introduced legislation to create 5-year terms for the Census Director. The first term started January 2012, and future terms would begin in January of years ending in the number 7 and the number 2 so that a Director would be in place for the beginning of either the planning phase of a decennial census or the operating phase. This provision was adopted in legislation moving through Congress in 2012 and was signed into law that year.

Mr. Thompson, if you are confirmed, you will be the first person to be confirmed who was nominated under this new law, and you would fill out the term that ends not in 5 years from the date of your swearing-in but ending December 31, 2016. You would be eligible, if confirmed, to be nominated for an additional two full terms. We will cross that bridge when we come to it.

Additionally, the provision that was signed into law also sets forth several qualifications for future Census Director nominees. The law now requires that nominees to be Census Director have a demonstrated ability in managing large organizations and experience in the collection, analysis, and the use of statistical data. I am pleased that the President has nominated someone who I believe meets these requirements.

If confirmed, Mr. Thompson returns to the Census Bureau where he spent some 27 years holding various positions, including Associate Director for the decennial census and Chief of the Decennial Management Division. In the year 2000, he was the senior career employee responsible for all aspects of that year's decennial census. In 2002, he left the Census Bureau and moved to Chicago to become the executive vice president of the National Opinion Research Center (NORC) at the University of Chicago. He performed the duties of that job so well that, in 2008, he was elevated to become president of that organization.

I am pleased that he has agreed to leave Chicago and return to Washington, DC, to lead the Census Bureau into the next decennial census, if he is confirmed. We look forward to your testimony today, Mr. Thompson, and we also look forward to an introduction of you by our friend and colleague Senator Durbin. Senator Durbin, welcome.

**TESTIMONY OF HON. RICHARD J. DURBIN,¹ A UNITED STATES
SENATOR FROM THE STATE OF ILLINOIS**

Senator DURBIN. Thanks, Senator Carper, Senator Coburn, and Mr. Thompson. I was downstairs in the Senate Judiciary Committee meeting, and coming back and forth. I apologize for coming a few minutes late, but I wanted to be here today to introduce John Thompson formally as the senior Senator from the State he calls home. He has for nearly four decades had experience in research and statistics, and he is a strong candidate for the position of Director of the Census Bureau.

He serves as president of the National Opinion Research Center, headquartered in Chicago, which conducts social science research in the public interest. In addition to ensuring the quality of the research, Mr. Thompson also oversees a nationwide staff and has helped make NORC's activities more productive and cost-effective, Senator Coburn. While at NORC, he directed the National Immunization Survey from 2004 to 2006. It was the largest telephone survey of its kind in our Nation.

Before starting at NORC 11 years ago, Mr. Thompson worked at the Census Bureau for 27 years, starting as a mathematical statistician in 1975 and going on to become the senior officer responsible for conducting and producing the 2000 census.

Aside from his posts at NORC and the Census Bureau, he is also a leader in the social science research community, an elected Fellow of the American Statistical Association (ASA), an elected member of the Committee on National Statistics, and serves on the National Academy of Sciences panel addressing census concerns.

Mr. Thompson's decades of research and statistical experience will serve him well if he is chosen to lead this new agency whose primary mission is to produce reliable data about our Americans and our economy.

I cannot imagine a more qualified nominee. He has shown he can be an effective person when it comes to producing quality data and managing a large organization. He will be able to use his experience to move the census more fully into the digital world and make it even more reliable, accurate, and accessible.

I would also like to note on a personal basis that, while living and working in Chicago, Mr. Thompson had the chance to cheer on his favorite national hockey team—the Chicago Blackhawks. And now that the team has secured the Stanley Cup, he is willing to leave Chicago and consider moving to Washington. But we hope that the Cup will follow him here, which it has in the past, and I had it in my office 4 years ago when the Blackhawks were last Stanley Cup champs. He is certainly welcome, as you all are, to come visit and see this beautiful trophy.

On a more serious note, in talking with Mr. Thompson, I am impressed with his enthusiasm for taking on the responsibilities of Director. His warm personality will make him a great addition to this agency. He has some ideas about evaluating research methods, which I am sure you will get into during the course of this hearing. It is my pleasure to formally introduce him and to say that I fully support this nomination. And I hope I can be excused to go back

¹The prepared statement of Mr. Durbin appears in the Appendix on page 26.

to the Senate Judiciary Committee downstairs and do a little work there as well.

Chairman CARPER. All right. We are going to vote on whether or not we should excuse him. [Laughter.]

Thanks so much for coming, for introducing your constituent, and for offering a little bit of humor. And when Senator Durbin leaves, we will talk about those Chicago Cubs and figure out why he did not do a better job getting them to the World Series. [Laughter.]

All right. Dr. Coburn.

OPENING STATEMENT OF SENATOR COBURN

Senator COBURN. Well, thank you, Senator Durbin, for that endorsement. And, John, welcome. I enjoyed our visits in my office, and as you know, this is an area that I have taken a keen interest in over the last 9 years.

The last census cost almost \$50 per person to count. It is ridiculous. And I think Senator Carper raised the issues that the census has to be accurate, but it also has to be affordable, given the financial place that we are in.

We visited a large number of things, and Senator Carper mentioned the contracting for the handheld device, and you and I had discussions on that in my office. I think Dr. Groves has done a good job in redirecting the organization, and I have every confidence that you will continue to improve on that.

I look forward to asking you some specific questions this morning, but I am supportive of your nomination, and I have expressed to you personally my desires and goals to see your organization be very successful and very efficient.

So, with that, I will yield back.

Chairman CARPER. Thanks, Dr. Coburn.

John Thompson, nominated to be Director of the Census Bureau, has filed responses to a biographical and a financial questionnaire. He has answered pre-hearing questions submitted by our Committee, had his financial statements reviewed by the Office of Government Ethics. Without objection, this information will be made part of the hearing record with the exception of the financial data, which are on file and available for public inspection at our Committee's offices.

Our Committee rules require, Mr. Thompson, as you may know, that all witnesses at nomination hearings give their testimony under oath, and I am going to ask you, if you will, stand and raise your right hand. Do you swear that the testimony you are about to give to this Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. THOMPSON. I do, Senator.

Chairman CARPER. All right. Please be seated.

We are going to go ahead and ask you to share with us your statement, and then I have a couple of traditional questions that we always ask that are required by law, and then we will ask more general questions. All right. Thanks. Welcome. We are glad you are here, and feel free to introduce those two guys that are sitting over your left shoulder and anybody else in the audience, any family or friends that you feel moved to introduce.

Mr. THOMPSON. Well, thank you, Senator. Let me start by introducing my son Lowell.

Chairman CARPER. How old is Lowell?

Mr. THOMPSON. Lowell was born in 1980.

Chairman CARPER. 1980. That is good.

Mr. THOMPSON. John Thompson, my other son, who is 25 years old. Missy Koppelman, who works with me at the NORC, and I do not know how old she is. [Laughter.]

Chairman CARPER. She is young.

Mr. THOMPSON. And Dan Gaylin, who also works with me at NORC.

Chairman CARPER. When people ask me the age of my two sons, I say, "I do not remember their ages, but I know their names." [Laughter.]

I do actually know their ages, too. They are 23 and 24. All right. Welcome, and we are glad that your two boys could be with you. They are proud of you. Please proceed.

**TESTIMONY OF JOHN H. THOMPSON,¹ NOMINEE TO BE
DIRECTOR OF THE CENSUS, U.S. DEPARTMENT OF COMMERCE**

Mr. THOMPSON. Thank you, Senator. Chairman Carper, Ranking Member Coburn, and Members of the Committee, I am pleased that you have convened this hearing to consider my nomination to the position of Director of the U.S. Census Bureau. I would like to begin by thanking President Obama for nominating me to one of the most important positions in the Federal statistical system. It is both an honor and a privilege to be given the opportunity to return to public service. I would also like to thank my wife, Bonnie, my family, and my colleagues at the National Opinion Research Center for their support and encouragement.

Let me start by saying that I agree with the views of a number of previous Census Bureau Directors that a democracy needs credible, objective, and timely information on the growth of its population, the changing characteristics of its communities, and the health of its businesses to form the basis for solid policy decisions and other critical functions of governance. The statistical agencies produce such information in the United States. They are guided by principles of nonpartisanship, protection of individual privacy, and provision of high-quality information to inform decisionmakers and the public on the important issues facing our society and Nation.

The Census Bureau is an important component of this information infrastructure. The statistics it collects are used to produce economic indicators, to determine the needs of local communities, and to inform policies to make American businesses more competitive.

We are seeing a growing need for such data to support our economic growth and create jobs, and it is playing an increasingly significant role in all aspects of our daily lives. Going forward, our country will rely more heavily on institutions like the Census Bureau to deliver this vital resource. The next leader of the Census Bureau, therefore, must be committed to maintaining the Bureau's

¹The prepared statement of Mr. Thompson appears in the Appendix on page 28.

stature as the exemplary collector and disseminator of the highest quality information to help America forge its data-driven future.

However, there are a number of rapidly emerging challenges and opportunities that have the potential to dramatically change the way in which information is collected, analyzed, and disseminated. Organizations that will be successful in the future must seize on these opportunities to produce quality information on a more timely and efficient basis. I am seeking your support for my nomination because I believe that I can provide the leadership and guidance that the Census Bureau needs at this critical time. If confirmed, I can assure you that I will use all of my skills and intellect to take the Bureau into the future, building on the exceptional groundwork that Dr. Robert Groves has already put in place.

A little bit about me: I spent 27 years at the Census Bureau, followed by over 10 years at the National Opinion Research Center. At the Census Bureau, I held a number of management positions with increasing responsibility for the 1980, 1990, and 2000 censuses, the most significant being from 1997 through June 2001 when I served as the Associate Director for Decennial Censuses—the career executive with responsibility for all aspects of census 2000. I am proud to note that census 2000 was the first to employ state-of-the-art technology in optical scanning and intelligent character recognition to capture all of the information from the questionnaires, and all major operations were completed on schedule and within budget.

I joined National Opinion Research Center in 2002 as executive vice president and became its president in 2008. NORC is a not-for-profit, independent organization affiliated with the University of Chicago that has been conducting important research in the public interest for over 70 years. NORC uses rigorous and innovative methods to conduct large surveys as well as to analyze and disseminate objective information. It informs decisionmakers and the public on important social, economic, and behavioral issues facing the Nation and the international community.

During my tenure, I have seen and dealt with the dramatic changes that emerging technology can have on survey processes. Importantly, I have dealt with the growing demands to produce more information faster and less expensively through adoption of new technology and data sources. These are challenges that leaders of both private and Federal statistical organizations, including the Census Bureau, must be prepared to successfully confront.

The Census Bureau, however, has a unique challenge and—at the same time—opportunity with respect to planning the 2020 census. I believe that the resources now available will support a new census design that will fundamentally change the way in which censuses are taken in the United States—a design that has the potential to produce significantly less costly and faster results that are of similar or better quality than in previous censuses. Among the most promising options to accomplish this are:

First, using the Internet as the primary self-response option;

Second, taking advantage of technology and operations research methods to re-engineer the field data collection operations—reducing both the infrastructure required to support these operations and the actual hours that enumerators spend collecting the data;

Third, making better use of Federal records to further reduce the dependence on in-person visits for data collection;

And, fourth, drawing on the extensive array of emerging geographic tools and data sets to eliminate the need to physically canvass large portions of the United States to prepare the address list to support the 2020 census.

In summary, the environment in which statistical agencies conduct their business is in a period of dynamic change with both risks and opportunities. I know what it means to manage in such an environment. Organizations that will be successful must constantly track emerging trends and advances and determine how they can be used to generate new and more effective processes. Most importantly, organizations must create and foster a culture of adaptability and creativity.

I want to bring the skills I have developed both inside and outside of government to lead the Census Bureau. If I am confirmed, my goal will be to leave a legacy of innovation in all areas and at all levels of the Census Bureau and to design a 2020 census that represents a fundamental change for the future. I am committed to accomplishing this in an environment that is open and transparent to all stakeholders.

Thank you and I am looking forward to working with this Committee.

Chairman CARPER. Thanks very much for that testimony. Let me just start off with a couple of simple, straightforward questions. One, why do we need a census? The Constitution says we must have a census every 10 years. Why do we need it? Why do we need to do interim censuses and gather information in the meantime? Why is it important?

Mr. THOMPSON. The census is important for a number of reasons—

Chairman CARPER. Before you do that, let me ask these perfunctory questions. All right? The three that I mentioned.

No. 1, is there anything you are aware of in your background that might present a conflict of interest with the duties of the office to which you have been nominated?

Mr. THOMPSON. No.

Chairman CARPER. No. 2, do you know of anything, personal or otherwise, that would in any way prevent you from fully and honorably discharging the responsibilities of the office to which you have been nominated?

Mr. THOMPSON. No.

Chairman CARPER. And, No. 3, do you agree without reservation to respond to any reasonable summons to appear and testify before any duly constituted Committee of Congress if you are confirmed?

Mr. THOMPSON. I certainly do.

Chairman CARPER. OK. Good. Thank you. All right. Back to my question. Why do we need a census? Why do we need a good one? Why do we need one that is cost-effective? Why is it important for our country?

Mr. THOMPSON. Well, the census has a number of important purposes, the first being the reapportionment of the House of Representatives every 10 years.

Chairman CARPER. That is not so important to us in Delaware. [Laughter.]

Maybe someday.

Mr. THOMPSON. Second, it provides data that is used to redraw the congressional boundaries every 10 years. And, third, it provides a variety of data that are used to administer important Federal programs and are used by businesses, city planners, academics, people interested in the status of our country.

Chairman CARPER. How do businesses use this information? Why is it important?

Mr. THOMPSON. It is important because they use it to make decisions that will help them grow, help them make right decisions, like where to put a new franchise, where certain individuals are that will buy their products based on ages, demographics, and income.

Chairman CARPER. All right. Well, I think a lot in terms of roles of government; I think we all do. One of the roles of government is to provide a nurturing environment for job creation and job preservation, and I explain that part of what the census does is it provides information to businesses so they can make smart business decisions in terms of location of the kinds of businesses and their future plan, their future strategy, and implement the strategies for those businesses.

Bob Groves, I think generally very much admired for the work that he did, I think he came in at a tough time and provided good leadership for the Census Bureau, and he has gone on to Georgetown to be their provost, and they are lucky to have him. Why was he effective? Why do you think he was an effective leader? What were the qualities that made him an effective leader?

Mr. THOMPSON. Well, I think there are a number of qualities.

Chairman CARPER. I think you know him.

Mr. THOMPSON. I know Bob Groves.

Chairman CARPER. Pretty well.

Mr. THOMPSON. I believe I recommended to this Committee that he be considered to be the Director of the Census Bureau. He is a long-time colleague. He is one of the best survey methodologists in the world, so he brought that knowledge to the Census Bureau. He brought some management skills to the census. I know that the 2010 census needed a lot of leadership, and under his leadership they ended up with ultimately a census that produced what appeared to be very accurate counts. But he also started at the Census Bureau to foster a culture of innovation and drawing creativity from all areas of the Bureau, and I think those are the three fundamental things that he brought.

Chairman CARPER. What do you bring? Do not be immodest. Frankly, I appreciate humility, I admire humility, I admire modesty, but this is not the time. What do you bring? What did the President see in you?

Mr. THOMPSON. Well, Senator, I understand a lot about statistical methodologies, not at the level of Robert Groves, but I do not think there is anybody else in the world that probably does. I have experience in managing large operations. I have experience in motivating people to do very good work. And I believe I have the kind of experience that will allow me to form relationships with the

many stakeholders of the Census Bureau and to put in place the groundwork for a new census process.

Chairman CARPER. I think I mentioned to you I was out in Silicon Valley about 2 years ago at a technology summit, a summit on innovation and technology, and I think it might have actually been hosted on the campus of Google, as I recall. And during one of the panel presentations, there were four or five of these companies, very successful technology companies, that talked about how they use social media to solve any wide range of challenges and gave just very interesting presentations on how they were able to solve problems and address issues in ways that a couple years ago we never would have imagined that could be done.

How do we capture that kind of innovation and that understanding of how to use the technical skills that we have, many of them just on our handheld devices today? How do we within the Census Bureau capture that input from the private sector and use their ideas, harness their ideas to be able to drive us to a better count, a more accurate count, and in a more effective way? How do we actually do that? Because I think there are folks out there that would like to be part of this process, and maybe not even with a profit motive in mind, just because it would be interesting, challenging, and important.

Mr. THOMPSON. Yes. Well, Senator, I feel very strongly that the Census Bureau needs to form partnerships with the private sector to bring in new skills and new ideas, and if I am confirmed, I will certainly work toward setting up the appropriate vehicles, avenues for that to take place.

Chairman CARPER. Talk to us about the survey that we do, I guess every year, the American Community Survey. I think when folks were critical of the Census Bureau, including some Members of Congress, they talked about the American Community Survey and they indicated among other things some of the questions are inappropriate, they are deemed to be invasive of people's privacy. Why does the census need to know some of the answers to some of these questions? And Dr. Coburn, Senator Johnson, and I over here, we are big on common sense, and we learned that from our parents, and you probably did, too.

I think you make a good case and others make a good case for the value of the survey—not just the decennial census—to, among others, our business community and State and local governments, but there is also great value in this American Community Survey. But I am not so sure that some of the questions are entirely appropriate or are needed. And I just want you to think out loud about that for us here today and what changes, if any, might be appropriate as we try to address the criticisms of this particular survey. Some would say let us just get rid of it. I do not know that this is a smart thing to do. But if it is not perfect, make it better. How do we make it better?

Mr. THOMPSON. Well, Senator, let me start by saying that I think the American Community Survey is very important. It replaced the decennial long form, so it provides the information that used to come from the decennial long form every 10 years now on an annual basis and now in small areas just like the decennial long form.

I am also aware at a very high level of a number of issues associated with the American Community Survey. If confirmed, I am looking forward to digging into those issues with the many stakeholders of the American Community Survey. I would not want to design a new survey without getting the right kind of input in place.

Chairman CARPER. OK. Well, we will probably have a chance to talk about this some more.

Mr. THOMPSON. I look forward to it.

Chairman CARPER. Dr. Coburn, please.

Senator COBURN. Well, thanks again for your statement. The American Community Survey is kind of tied up in this lack of confidence in government today, which is difficult for you because it makes your job more difficult.

What in your mind is in the American Community Survey that is also captured by private and other organizations out there in a sampling method?

Mr. THOMPSON. Senator, I am not aware of any private organization that provides the level of detail comprehensively for the country that the American Community Survey does. But I understand also that there are undoubtedly opportunities to draw on resources to make the American Community Survey more effective. And, again, if I am confirmed, I would really look to finding ways to make it more efficient, make it less burdensome on the American public while still providing the same level of information.

Senator COBURN. You talked in your opening statement about being able to provide a census more efficiently, more effectively, same quality of data or better, and do it for a better price, and most of that is going to be technology related.

Does the Committee have your commitment that this is one of the things that you will strive for every day as you lead this organization?

Mr. THOMPSON. Senator, that is one of the primary reasons that I am excited about going back to the Census Bureau, is to lead the effort to design a fundamentally new way to take the 2020 census. So you have my commitment on that.

Senator COBURN. You and I in private conversations talked about getting the census online as a part of that and incenting people to comply. Have you given any thought on your future plans for the 2020 census and how we will try to move toward using this new technology to where, in fact, we can do it more effectively, more efficiently, and incentivize people to comply so that we do not have the after-census review costs that are so expensive and oftentimes so difficult to ascertain?

Mr. THOMPSON. Senator, I really think that motivating self-response by the Internet is an incredibly important goal for the 2020 census. It will reduce the need to print hundreds of millions of questionnaires, to process those questionnaires, to have the storage space for them, to mail them, so that is very important.

But I also want to note that I also understand that there are parts of the American population that will not have access to the Internet, even by 2020, and will need to have some other way that they can respond.

Senator COBURN. Sure, but that is part of your comprehensive plan. But the fact is that will not lessen your desire or intensity to utilize that technology.

Mr. THOMPSON. No.

Senator COBURN. Just being aware that there are areas where we are not going to get feedback utilizing that.

Senator Carper and I held a lot of hearings on the 2010 census before it came about, and one of the problems was contracting at the Census Bureau, and what I am looking for is a commitment on cost-plus contracts, that, first of all, we are not going to utilize them unless they are an absolute necessity, and then we are going to make sure we get value out of cost-plus contracts.

What are your thoughts on that? And what will be your policies that you set up to guide those thoughts?

Mr. THOMPSON. Well, Senator, I agree with you that fixed-price contracts, if you can provide the level of specification, are the best value for the government. But even if you do cost-plus contracts, the real key is you have to have in place some detailed specifications; you have to have in place performance metrics, a delivery schedule for getting the results; and you have to have in place good management procedures that include formal change control processes. And if I am confirmed, I really want to work toward defining the level of specifications that will maximize the use of fixed-price contracts.

Senator COBURN. One of my biggest frustrations here is when we have contracts and they do not perform, the Justice Department does not seek out or redress for the Federal Government based on lack of performance. Would you commit that if you have contractors that are contracting for you either under fixed-price or otherwise, you will give a referral to the Justice Department to make the Federal Government whole and the money that it spent in that regard?

Mr. THOMPSON. Senator, you have my commitment that I will use every legal option at my disposal to direct toward contractors that do not perform.

Senator COBURN. All right. Thank you.

My office has heard from a lot of private entities, as have other Members of this Committee, that they can perform some of the mapping work that the census currently undertakes on its own for a tiny fraction of the price that the census spends. Are you committed to making sure that the census takes advantage of this new private industry rather than tasking the government to re-create the wheel when it is already available out there commercially?

Mr. THOMPSON. Senator, you have my commitment to that as well. I think that there are a number of sources of emerging geographic information that can improve the processes that the census have in place in that area.

Senator COBURN. One of the other concerns I have with the census, but really it applies to the whole government, we spend, outside of intelligence, \$85 billion a year on information technology (IT) contracts, of which about half are failures. I think it is really important that you are on top of any area where we have an IT—and I think you have already referenced the weakness and the problem, because setting performance standards and holding compliance to those performance standards before you ever purchase

something is the key to that. That is where we fail across the Federal Government. I mean, we are throwing \$40 billion a year away in this government on IT contracts. And my hope is that you will foster a culture of adapting the agency to products that have been tested and work rather than take products off the shelf and try to change them because the census does not want to meet the IT program.

The problem is we have great IT programs out there. The government takes them in and then tries to change the program to fit the government rather than the government try to fit the program. My hope would be that your leadership would be exerted, that if we are going to buy something off the shelf, we actually take advantage of the technology from that proven off-the-shelf product rather than try to change it to meet—because it is easier than changing some programs or parameters within the census.

The other area is I would like to discuss your thoughts on counting prisoners and military personnel in terms of the census.

Mr. THOMPSON. So that is a very good question, Senator. My thoughts on that are that before each census, the Census Bureau works with stakeholders to define the rules they use, to determine where to count people where they usually live as of the census day, and then after each census, because our population and society is so dynamic, they review those rules for the next census. And my thoughts really on that are that I am going to—if I am confirmed, I am looking forward to reviewing those rules with the stakeholders in planning for the 2020 census so that there is agreement that we have the right rules in place.

Senator COBURN. All right. Thank you very much.

Chairman CARPER. Thank you, Dr. Coburn. Senator Johnson.

OPENING STATEMENT OF SENATOR JOHNSON

Senator JOHNSON. Thank you, Mr. Chairman. Mr. Thompson, welcome. Thank you for your testimony.

Let us go back to that American Community Survey. It is my understanding the fines, if you do not respond to that, range somewhere between \$100,000 and \$500,000. Is that your understanding as well?

Mr. THOMPSON. I understand there are fines, Senator. I am not aware of the specific level of the fines right now. But let me just say that I do not think fining people is the way to encourage response. The Census Bureau is a data collection agency, not an enforcement agency. And I really think that explaining to people why it is important, why their data is important, what it will be used for, is the best way to encourage response.

Senator JOHNSON. Do you have any idea how often those fines are assessed? Really is it the Census Bureau that has the discretion in terms of how big that fine would be?

Mr. THOMPSON. Senator, I do not have any current understanding on how the fines are assessed. I know that the Census Bureau does not determine those fines. They are determined by statute, and they are administered by the Justice Department.

Senator JOHNSON. OK. Do you think that is appropriate? I mean, as head of the agency, would you try and minimize those fines?

Mr. THOMPSON. Senator, that is a very complicated issue, and I really do not have the insight or understanding to really make an effective decision there.

Senator JOHNSON. OK.

Mr. THOMPSON. But if I am confirmed, I can assure you that—

Senator JOHNSON. We should talk.

Mr. THOMPSON. We will talk.

Senator JOHNSON. The information I have in terms of the cost per household is \$39 in 1990, \$70 per household in 2000, and \$96 per household in 2010. There is obviously some inflationary gains or cost increases. Do you know the reason for the cost increases outside of inflation?

Mr. THOMPSON. I do know something about the cost increases from the 1900 to the 2000 census, and in 2000, there was a situation where the census had been planning to use sampling to make the counts less expensive and use statistical adjustment to make the counts more accurate. That was a fairly controversial position. And late in the game, there was a decision by the Supreme Court that sampling would not be used for the purposes of apportionment, which then meant that the census in 2000 had to be redesigned starting in January 1999, which added considerably to the cost.

Senator JOHNSON. Moving forward, have you established some kind of goal, I mean with the advances in information technology, do you have a goal in terms of productivity gains, actually reducing the cost per household?

Mr. THOMPSON. Senator, I believe that if we can get the right level of resources and justify the need for those resources, of course, to do the research necessary, that we can put in place a census that should be no more expensive, adjusted for inflation, than the 2010 census.

Senator JOHNSON. OK. Well, hopefully we can actually reduce that cost.

You mentioned sampling. Statistics was not exactly my best course in college. What percentage of the population is actually canvassed, I mean physically accounted for?

Mr. THOMPSON. With the decennial census?

Senator JOHNSON. Right.

Mr. THOMPSON. The goal is to count 100 percent. There are some processes in place where some statistical imputation is used for households where they just cannot get, in spite of all their efforts, a response from an individual. But the goal is to count everyone.

Senator JOHNSON. So you said there is quite a bit of controversy in terms of a plan for sampling using statistics. So we do not do that in any way, shape, or form now? We do not augment the canvassing with any kind of sampling or statistics?

Mr. THOMPSON. Let me just draw a little line here. There are a lot of uses for sampling to do quality control, things like that that make it more effective.

Senator JOHNSON. OK.

Mr. THOMPSON. But there is not a use of sampling to produce the counts for apportionment, and I believe that there are far better ways than using statistical adjustment to improve the other counts that—

Senator JOHNSON. So how do we fill in the counts then? I mean, is there no adjustment to the actual canvassing? In other words, the people we count, that is the number? Or do we augment that going, well, we really think we only got about 95 percent so we are going to bump it up by 5 percent?

Mr. THOMPSON. No. That would be a statistical adjustment. They do not do that. There is a process for a small number of households—at least this was the case in the 2000 census—where despite the best efforts to knock on a door, you could not get a response, and for a very small percentage of cases, a determination had to be made regarding was the household occupied or not, and if it was occupied, how many people would have been there. If you just said no, you would be assuming that it was all zero, and that was not right either. But this was a very small portion of the count that was—

Senator JOHNSON. OK. But it is specific to households, it is a very detailed augmentation.

Mr. THOMPSON. Right.

Senator JOHNSON. OK. Now that I am a Senator, I actually use the Census Web site more than I did as a private citizen. I just want to get your evaluation and opinion of the current Census Bureau Web site, and its ease of use.

Mr. THOMPSON. I actually do not have that much trouble using it, but I am sort of like an insider. The Web site is much better than the Web site when I was there, so I find it easy to use. But I think the real determination of a Web site effectiveness is to work with the various outside users and get their opinion on how easy it is to use and then build in improvements.

Senator JOHNSON. Picking up a little bit on Senator Coburn's questions, you are coming from the private sector now. Are there other private sector models that you will bring, and experience, to the Census Bureau to improve it, whether it is the Web site or just your whole data collection, and your productivity?

Mr. THOMPSON. Well, the experiences I have had at NORC have dealt with using systems to automate telephony, to use the Internet as a response option, to use mobile computing, to use social media. I intend to bring those findings into the Census Bureau.

Senator JOHNSON. OK. Well, again, thank you for your responses. Thank you, Mr. Chairman.

Chairman CARPER. Thank you, Senator Johnson.

Senator Ayotte, welcome. Good morning.

OPENING STATEMENT OF SENATOR AYOTTE

Senator AYOTTE. Good morning. Thank you, Mr. Chairman.

I want to thank you, Dr. Thompson, and let me just say your qualifications are impeccable, and I am very pleased that you want to take on this important position, and we look forward—I look forward to working with you.

I just wanted to start with whether you had another particular to review the 2012 U.S. Government Accountability Office (GAO) report, which really focused on concerns about the cost of the census. Have you had a chance to review that report?

Mr. THOMPSON. I have reviewed the report, but at a very high level.

Senator AYOTTE. OK, because I think one of the things the report identified in it was that the costs of the decennial census rose from \$8 billion in 2000 to \$13 billion in 2010, which would be a 56-percent increase. And I know that you talked about a Supreme Court case that would have changed sampling methodology. But according to the GAO, one of the concerns they raised in that report was that the Census Bureau could not identify specific sources of cost growth from 2000 to 2010. And so within the report, the GAO found that the Bureau had not developed mitigation or contingency plans for looking forward to 2020, which I know Dr. Coburn already asked you about. So I think that is one of the key issues for you, thinking about the prior cost growth, thinking about obviously the fiscal challenges facing the Nation, of not doubling the cost growth looking forward to the 2020 census and having a strong plan.

What initial thoughts do you have on that for us here today to make sure that we are responsibly using taxpayer dollars?

Mr. THOMPSON. Well, let me first say that I do have the greatest respect for the GAO and for the inspector general (IG). They actually helped me a lot when I was there in 2000. And if I am confirmed, I do want to sit down with them, really understand their concerns in detail, and work for them.

Senator AYOTTE. Good.

Mr. THOMPSON. But I think it is important that you have a well-laid-out planning process with metrics, with milestones, and you have a good cost model so you can control costs, track costs, understand where you are. I think that is very important, and that is one of the things that I would plan to have in place.

Senator AYOTTE. And, Dr. Thompson, to the extent you can, would you be coming back to the Committee also to share some thoughts on as you came up with the metrics and modeling looking forward to 2020?

Mr. THOMPSON. Oh, I would welcome any opportunity to come work with the Committee.

Senator AYOTTE. Terrific.

Mr. THOMPSON. I would value the input.

Senator AYOTTE. Great. And I know that you have already been asked questions about the American Community Survey, but this issue really—certainly as Dr. Coburn identified, this is an issue of trust with the government and also my constituents—I mean, I hear some deep concerns about some of the questions and the depth of this survey. And it cannot be underestimated. The stories that we hear, of course, are that my constituents are contacted, they are visited, they are visited, they are visited, and then they find out really the extent of the questions that they are asked.

So what I did today was just looked at the current survey just to kind of get a sense of what it looks like, and it is about 48 questions, but that does not include subparts. And I think if I went through the subparts, it probably gets close to 100 questions that they are asked. And some of them are quite intrusive. I mean, I look at things like, “Because of a physical, mental, or emotional condition, does this person have serious difficulty concentrating, remembering, or making decisions?” That is a very personal question.

Or, "Does this person have difficulty dressing or bathing?" Obviously about someone with a disability.

There is a whole length of other questions, I mean, very detailed questions, that this is an issue that I would hope that in your new position we would not be asking questions of individuals that are not fully justified or necessary, because these are very intrusive questions to ask individuals about, and obviously these questions go from the background of your heritage all the way to your income to where you live.

I mean, I love this one: "Does this house, apartment, or mobile home have a sink with a faucet?"

These are very detailed questions, so you can understand, with your average person where they are subject to fines being asked detailed questions by the government that are very personal, why that would raise very deep privacy concerns with many individuals.

So that is what you are hearing from the public, and I would think that our responsibility, both as Members of Congress and your responsibility in your new position, would be to be as least intrusive as possible in terms of respecting the privacy of the American people. That is the commitment I am asking for from you today, because I can understand if I were asked some of these questions why I would get my dander up.

Mr. THOMPSON. Senator, well, let me say that I would not want to unduly burden the American public, and I would be committed to ensuring that the questions that are asked have to be asked and there is a right purpose to them and a documented purpose.

I also want to assure you that my whole career has been devoted to protecting the privacy of the responses, both at the Census Bureau and at NORC, the company I am at now. It is just critical to be in a position to continue to earn their trust so that you can collect vitally important information.

Senator AYOTTE. Well, what I would hope is for obviously every single question on this survey, that it be scrutinized very carefully to really ask put yourself in the shoes of the people being asked, the American people, and then also why is this necessary for government to have this information. And I think there has to be a fairly high justification, particularly with some of the very personal questions that I raised. So I would hope that you would bring that kind of standard into reviewing this process.

Mr. THOMPSON. Senator, if I am confirmed, I would love to explore these with you in more detail. Again, I do not want to unduly burden the American public, but at the same time, I want to collect the information that is necessary to administer the important programs that the American Community Survey is designed to support.

Senator AYOTTE. Now, I appreciate that, and I think it is the issue of, people understanding, us making sure that we are really scrutinizing this so that information that does not need to be collected is not collected. So I appreciate very much your willingness to take this on and your prior experience in this area, and I look forward to working with you.

Mr. THOMPSON. Thank you, Senator.

Senator AYOTTE. Thank you.

Chairman CARPER. Senator Ayotte, thank you. Thanks for coming. Thanks very much for those questions.

Senator AYOTTE. Thank you.

Chairman CARPER. Sometimes people say to me, "Well, what have you done before you were a Senator that actually prepared you for what you are responsible for doing now?" And there are a number of things that I have done. And we all came here on different paths. Dr. Coburn had an incredible life and career that enabled him to lead businesses, big businesses, become a doctor, and serve in the Congress. We all come from different paths, but we pick up training, experiences from those different paths, core values. My core values, as I talk about from time to time, include figuring out the right thing to do, do it, not the easy thing, not the expedient thing, the right thing to do; and treating other people the way we want to be treated. We focus here on trying to get better results for less money, but, really, how do we focus on excellence in everything that we do? And just do not give up. We do not give up. So those are my core values.

Talk to us about your core values as a human being, as a leader. Where do they come from? Where do those core values come from? And how are they going to help you in what you do? We talk about job experience and so forth. Sometimes our core values are more important than anything else, particularly as a leader.

Mr. THOMPSON. So one of the values that has motivated me throughout my career is to produce information that has an important social good, and that is one of the reasons I went to the Census Bureau so that I could work on that.

Another value that I really think is important is that I have always been very honest, very open with people, and to do things that have integrity, to make the right kind of decision, and to be open about it.

My core values I guess are really based on honesty, integrity, and openness.

Chairman CARPER. Where does that come from? How did you learn these things?

Mr. THOMPSON. Well, I guess it started with my parents, who did a good job convincing me that it was very good to be open and honest. And then as I got to the Census Bureau, I got to work initially, both at Census and outside Census, with some of the finest statisticians who built the field, and they had this ethic about being open and about being honest, and learning from them was very important.

Chairman CARPER. I was talking with someone the other day about lessons learned, and they were talking about we have good role models and we have bad role models, but we can learn from both of them. From the bad role models, we can learn how not to do bad things or stupid things. So both of those work.

You had the opportunity to leave the Census Bureau after, I think, about 27 years and to go off to join the folks at the National Opinion Research Center. Most people have never heard of it. Most everybody has heard of the census and the Census Bureau. Most people do not have a clue what the National Opinion Research Center does. And you got there, and you ended up in a pretty impor-

tant job, ended up being the president of the operation for a number of years.

Just talk to us, for people who do not have a clue about the National Opinion Research Center or what they do, talk to us why that was an important thing for you to do in terms of your growth and your ability to assume these responsibilities that have been nominated for.

Mr. THOMPSON. Thank you, Senator. Actually, I probably am one of the few people that had known of the National Opinion Research Center for quite a while. They had provided a lot of advice to me when I was at the Census Bureau on various statistical matters. They have a long history of doing excellent survey methodology work. So when I was looking around to retire after 27 years at the Census Bureau, I visited a number of companies, and NORC was a company that shared my vision of doing work that was very important for the public good. And at the time, NORC also offered a new challenge in that they were reinventing themselves at the time and needed some help to fix their data collection operations. And I was happy to go help out this organization which shared this view of doing high-quality work in the public good.

And as I got to NORC, I had the opportunity then to work with technology to make operations more effective and reduce costs, and I had the opportunity to establish a vision for the company when I took over as president, which was based on establishing a leadership position in our field and drawing on our most important resource—our employees—to do that.

Chairman CARPER. During the time I served as Governor, I was involved in the National Governors Association (NGA), and I remember meeting with other Governors. We would talk about the challenges that we faced in our respective States. And I would come back, and we would have cabinet meetings, and whatever issue we were focusing on—raising student achievement, environmental issues, job creation, financial controls—I would always say, “Some Governor in some State, has wrestled with this issue, they have figured out how to deal with it in an effective way, and we have to find that State, that person, figure out how they do it, and see if it is something that could be exported to us, if we could do it.”

Just about every other major country in the world—I think all of them conduct a census and have done it for a long time. Some of them probably do it pretty well. Some, probably not. Who are the countries that we can learn from? And what are some specific lessons we might be able to learn as we prepare for 2020?

Mr. THOMPSON. I think right off the bat, our neighbor to the northern, Canada, would be a really good place to start working with. They have been using the Internet as a primary response option. I believe that they had a very successful utilization of that, so I think that would be one really good country to start with.

England uses some similar methods to the United States. They would be another good country, as would Australia.

Chairman CARPER. And what could they learn from us?

Mr. THOMPSON. Well, what they would learn from us, I believe, is how to use automation in a very diverse setting, because our country I believe is more diverse than England and Australia, and

how we go about putting that in place would be, I think, very valuable for them.

Chairman CARPER. OK. I want to go back to the American Community Survey again. Senator Johnson talked about the level of fines. You indicated—I thought it was a good response. You said, “Our focus should not be so much on how much we want to fine people for their failure or refusal to actually participate, but try to better explain why the American Community Survey is important, why it is of value to our country, and why we need for folks to spend some time to comply with that or respond to it.”

It is a shared responsibility, though. It should not fall just on the Census Bureau. It should fall on the business community who use that information on State and local governments, and on the Federal Government, on us. We have a shared responsibility to explain why it is important and not just to say, OK, if you do not do it, you are going to get fined. That is not the right response.

I think the American Community Survey can be considered almost a dress rehearsal for the decennial and give us a chance to experiment with some new ideas, new technologies, new approaches that we do not want to bet the house on every 10 years, but we might be able to try some things on the ACS that would inform us going to 2020. Talk about how that might happen.

Mr. THOMPSON. Certainly, Senator. Well, first off the bat, you have—the ACS is now starting to offer the Internet as a response option.

Chairman CARPER. Talk a little bit more about that. Expand on that.

Mr. THOMPSON. So there are options to learn how to motivate response via the Internet through the ACS. There is a wide body of research going on in the public and private sector right now about how to motivate individuals to respond via the Internet. And the ACS certainly offers a good test bed for trying new methodologies, bringing in researchers from outside the government to work with the Census Bureau to put in place the Internet techniques.

The other opportunity, I think, that the ACS—well, there are at least two more. Another opportunity that the ACS offers is the ability to try out new technology on a limited basis to see how it works, to understand the mechanics of it, to understand the human factors that are associated with introducing it.

And, finally, the ACS, because it is a widely dispersed survey, does offer the opportunity to have people do on-the-ground checks where you can look at some of the private sector geographic products and compare them to what the Census Bureau has and understand the nature of the differences and the nature of the gaps in them.

Chairman CARPER. OK. I want to go back to several years ago to the run-up to the 2010 census. And I do not remember this with great precision, but my recollection is we had three Directors or Acting Directors of the Census just over a period of like a couple of years in the run-up to the Census. One of the reasons why a number of us on this Committee supported the idea of having a 5-year term for the Census Director was to provide some continuity and so that we would not ever go through that situation again.

If you should be confirmed for this position, you will fill out the remainder of the 5-year term that was being served by Dr. Groves; I think it is about 3 years. And if you are interested and the President is interested, whoever is President, and wants to nominate you again, he could do it, and that would carry us conceivably through the 2020 census. So we will have the opportunity for real continuity for 3 years and then maybe another 5 years, and hopefully not face what we faced several years ago.

I think most people in this country, if you said, how would you like to be Director of the Census as opposed to being a movie star or a Senator or whatever, people would probably have other—Dr. Coburn? [Laughter.]

People would say, “That is not a very interesting or exciting job.” Actually, I think it could be a hugely exciting job.

Mr. THOMPSON. I think it is a very exciting job, Senator. At least it is very exciting to me. I think there is tremendous opportunity to work as Director with the other statistical agency heads to find efficiencies and adopt new technologies in government. The Census Bureau touches so many other agencies. There is tremendous opportunity.

And the other thing that I think is really exciting is to really put in place a design for a 2020 census. That is a fundamental change in the way censuses are taken, and that is very exciting to me.

Chairman CARPER. All right. My last question is: What can we do on our side, our end of this government in the legislative branch, in this Committee, what can we do to help the Census to do a better job, better results, more accurate, but not for a whole lot more money?

Mr. THOMPSON. Senator, if I am confirmed, I would hope that I would have the opportunity to work with you and the other Members of the Committee on those issues and that you would be amenable to having me come down to talk to you about ideas and things, gain your advice and counsel. That would be just invaluable help.

Chairman CARPER. All right. Sometimes when we have a hearing, we get to the end of the hearing—we always ask you to do an opening statement. This is one of those hearings where you will be given a chance just to offer a short closing statement as well, and you could re-emphasize something you thought was important, maybe something that occurred to you that you did not say earlier, something that comes to you by virtue of the questions you have heard. Maybe you want to more fully answer a question. But this is your opportunity to do that.

Mr. THOMPSON. Well, thank you, Senator. Let me just re-emphasize the fact that I am glad that the President nominated me for this position. I am very excited about the opportunities to provide leadership to one of the most important statistical agencies in the United States. I am looking forward, if I am confirmed, to having the opportunity to lead the effort to design a new census. And I am also looking forward to the opportunity to build on the work that Bob Groves already started, to put in place a permanent culture at the Census Bureau that is adaptive and innovative. That is what I am really excited about. And I am interested in doing that in an environment that is open and transparent to all stakeholders.

Chairman CARPER. When we were considering legislation to provide for a 5-year term for the Census Director, we also considered whether or not to change the chain of command for the Census. And I think the idea was to say whether or not the Census Director should report directly to the Secretary of Commerce or to have the Census Director reporting not to the Secretary of Commerce but another reporting arrangement.

In your view, what is the appropriate relationship between the Census Director and the Under Secretary for Economic Affairs and the Census Director and the Secretary of Commerce? And how do you envision working with the Under Secretary? I think it is Mark Doms, Under Secretary Doms. And we have a new Secretary there, Penny Pritzker. Just talk a little bit about that reporting relationship.

Mr. THOMPSON. Sure. So I have always had pretty good relationships when I was at Census with the Under Secretary for Economic and Statistical Affairs (ESA), and with the Secretary of Commerce when I had the opportunity to work with them. And I am really looking forward to working with Mark Doms. He is the Under Secretary for Economic Affairs. And I am really looking forward to working with Secretary Pritzker, if I am confirmed. I met both of them. I think they are very qualified individuals, and I think that we will have a very productive working relationship.

Chairman CARPER. All right. Good enough.

OK. I think with that it is a wrap. I went on too long here, and Dr. Coburn I think gave up on me and bailed. I apologize in his absence for not yielding.

We appreciate your willingness to do this. We appreciate the President giving us a good nominee, a good name, and his responsibility and the Administration's responsibility is to find able people to fill these positions. Our responsibility, after they have vetted them, is for us to vet them and to review your credentials and have a chance to talk with you and have a public hearing like this, and, frankly, talk to a lot of other people who know you and are familiar with the work that you do and have done and your capabilities and the nature of the responsibilities the Census Director is going to be facing in the years to come.

So we are grateful for your past service, grateful for your willingness to come back and to serve in this capacity.

I want to again welcome your sons for joining us here today. As I watched you speak, from time to time I could see their lips move— [Laughter.]

As you were giving some of your testimony. But I thought you did and they did a good job in responding to our questions.

We have some more time here for folks who are not here in person today to ask questions, but the hearing record will remain open until, noon tomorrow—for the submission of statements for those who want to give them and for questions for the record.

With that having been said, this hearing is adjourned. Thanks very much.

Mr. THOMPSON. Thank you, Senator.

[Whereupon, at 11:47 a.m., the Committee was adjourned.]

A P P E N D I X

Opening Statement of Chairman Carper

Nomination of John H. Thompson to be Director of the Census Bureau, U.S. Department of Commerce July 9, 2013

As prepared for delivery:

We meet this morning to consider the nomination of John H. Thompson to be Director of the United States Census Bureau. The Census Bureau's mission is to serve as the leading source of quality data about the nation's people and economy. The Bureau does this by conducting numerous surveys every year which in turn provide lawmakers and citizens with a view of the nation's social and demographic makeup.

The most important and visible survey conducted by the Census Bureau is, of course, the decennial census. This once-a-decade undertaking is one of the few functions explicitly required under our constitution. Its execution is often described as the largest peace time mobilization in American history.

However, the Census Bureau also conducts other important surveys such as the American Community Survey which provides Federal, state, and local governments as well as the private sector with up to date information about the population within a certain geographic area. The collection of these data is important so that decisions such as how to distribute grant funding and where to build schools, hospitals, and retail stores are not made with data that is nearly a decade old.

Additionally, the Census Bureau collects the data that provides us with our monthly unemployment numbers. The Census Bureau's role in this area and in the federal government's efforts to effectively target initiatives aimed at growing our economy should not be overlooked.

The Census Bureau has been without a Senate-confirmed Director for nearly a year, when then-Director Bob Groves departed last August to be the Provost of Georgetown University. I am therefore very pleased that the President has nominated a qualified candidate to lead the Census Bureau for the next several years. I intend to work with my colleagues on this Committee to complete our review and to report the nomination for action by the full Senate as quickly as we can.

The nomination of John Thompson comes at a unique time during the decennial cycle. While most people only pay attention to the Census Bureau in the year or two leading up to the decennial census, it is these interim years in the middle of the decade when the critical research, testing, and planning phases are completed and the groundwork is laid for the actual count.

Last decade, there were many problems leading up to the 2010 Decennial Census. The roots of these problems were in poor planning and cost estimation. Most notably, the Census Bureau awarded a \$595 million contract for the development of half a million handheld computers.

These devices promised to reduce the time and cost of large operations such as address canvassing and non-response follow up.

However, the project experienced constant setbacks, including technical problems, escalating costs, and missed deadlines. Eventually, the decision was made in April 2008 to abandon use of the handheld computers for much of the 2010 Decennial Census and revert back to paper and pencil for the costly non-response follow up operation. This decision ended up adding \$2 billion to the cost of the 2010 Census, which in total cost taxpayers nearly \$13 billion, the costliest enumeration in our nation's history and twice the cost of the 2000 Decennial Census.

I do not want to rehash the details of the handheld contract or other problems in the years and months prior to the 2010 Decennial Census, but I do want to call on the lessons learned during that experience as this committee conducts oversight of the Census Bureau as we head into the 2020 Decennial Census.

As I will mention in greater detail during the question and answer session, for each decennial census the Census Bureau has invested exponentially more resources to ensure quality results. The cost of conducting the census has, on average, doubled since 1970. If that growth continues, the estimate for the 2020 Census would exceed \$25 billion. At a time when agencies across the Federal government have been asked to do more with less, a \$25 billion decennial census is unacceptable. If you are confirmed, Mr. Thompson, this committee will look to you to develop and implement initiatives to control costs while maintaining the quality and accuracy of the decennial count.

Another issue leading to the 2010 Decennial Census I want to address is the seven-month leadership vacuum the Bureau struggles through in 2009. Less than one year before Census Day and facing a number of challenges, the Census Bureau was without a Senate-confirmed Director. While the nomination and confirmation process was part of the reason for this lengthy vacancy, the main issue was the 2008 election and the transition from the Bush Administration to the Obama Administration, which created the vacancy at the beginning of 2009. An election in a year ending in '8' can lead to a months-long vacancy at a critical time for the Census Bureau.

To address that problem, I introduced legislation to create five year terms for the Census Director. The first term started January 2012 and future terms would begin in January of years ending in '7' and '2' so that a Director would be in place for the beginning of either the planning phase of a decennial census or the operational phase. This provision was adopted in legislation moving through Congress in 2012 and was signed into law last year.

Mr. Thompson, you are the first person to be nominated under this new law. If confirmed, you would fill out the term ending December 31, 2016 and be eligible to be nominated for an additional two full terms. Additionally, the provision that was signed into law also sets forth several qualifications for future Census Director nominees. The law now requires that nominees to be Census Director have a demonstrated ability in managing large organizations and experience in the collection, analysis, and use of statistical data. I am pleased that the President has nominated someone who meets these requirements.

If confirmed, Mr. Thompson returns to the Census Bureau where he spent 27 years holding various positions, including Associate Director for the Decennial Census and Chief of the Decennial Management Division. In 2000, Mr. Thompson was the senior career employee responsible for all aspects of that year's decennial census. In 2002, he left the Census Bureau and moved to Chicago to be the Executive Vice President of the National Opinion Research Center at the University of Chicago. He performed the duties of that job so well that, in 2008, he was elevated to be President of that organization.

I am pleased that he has agreed to leave Chicago and return to Washington D.C. to lead the Census Bureau into the next decennial census. I look forward to Mr. Thompson's testimony today and the opportunity to discuss with him his priorities for the Census Bureau.

Senator Richard J. Durbin
July 9, 2013
Remarks for Introduction of John Thompson

It's an honor to introduce John Thompson, the President's nominee to be Director of the Census Bureau.

Mr. Thompson has nearly four decades of experience in research and statistics, making him a strong candidate for the position.

Currently, Mr. Thompson serves as President of the National Opinion Research Center, headquartered in Chicago.

The Center conducts social science research in the public interest.

In addition to ensuring the quality of the research it leads, Mr. Thompson also oversees the nationwide staff and has helped make NORC's activities more productive and cost-effective.

While at NORC, he directed the National Immunization Survey from 2004 to 2006, the largest telephone survey of its kind in the country.

Before starting at NORC 11 years ago, Mr. Thompson worked at the Census Bureau for 27 years.

He started out as a mathematical statistician in 1975 and went on to become the senior officer responsible for conducting and producing the 2000 Census.

Aside from his posts at NORC and the Census Bureau, he also is a leader in the social science research community.

Mr. Thompson is an elected Fellow of the American Statistical Association, an elected member of the Committee on National Statistics,

and serves on a National Academy of Sciences panel addressing Census concerns.

Mr. Thompson's decades of research and statistical experience will serve him well in leading an agency whose primary mission is to produce reliable data about our people and our economy.

I can't imagine a more qualified nominee to lead the U.S. Census Bureau. Mr. Thompson is effective at producing quality data and managing a large organization.

He has shown he can do so on time and cost effectively.

As Director of the Census Bureau, he will be able to use his experience to move the Census more fully into the digital world and make it even more reliable, accurate, and accessible to all Americans.

I would also note that while living and working in Chicago, he had the chance to cheer on his favorite national hockey team – the Chicago Blackhawks. Now that the team has secured the national championship and the Stanley Cup, he may be ready to live and work in Washington.

In talking with Mr. Thompson, I was impressed with his enthusiasm for taking on the responsibilities of Director. His warm personality will make him a great addition to the agency.

He has some ideas about evaluating research methods to see where improvements can be made to data collection practices, so we can get the best possible results.

It's my pleasure to introduce to the Committee Mr. John Thompson.

I fully support his nomination and look forward to working with him as he becomes the next Director of the Census Bureau.

**Prepared Statement of John H. Thompson
Nominee to be Director of the Census, U.S. Department of Commerce**

**Committee on Homeland Security and Governmental Affairs
July 9, 2013**

Chairman Carper, Ranking Member Coburn, and members of the Committee, I am very pleased that you have convened this hearing to consider my nomination to the position of Director of the U.S. Census Bureau. I would like to begin by thanking President Obama for nominating me to one of the most important positions in the federal statistical system. It is both an honor and a privilege to be given the opportunity to return to public service. I would also like to thank my wife Bonnie, my family, and my colleagues at the National Opinion Research Center for their support and encouragement.

I agree with the views of a number of previous Census Bureau Directors, that a democracy needs credible, objective and timely information on the growth of its population, the changing characteristics of its communities and the health of its businesses to form the basis of solid policy decisions and other critical functions of governance. The statistical agencies produce such information in the United States. They are guided by principles of non-partisanship, protection of individual privacy, and provision of high quality information to inform decision makers and the public on the important issues facing our society and nation. The Census Bureau is an important component of this information infrastructure. The statistics it collects are used to produce economic indicators, to determine the needs of local communities and to inform policies to make American businesses more competitive. We are seeing a growing need for such data to support our economic growth and create jobs; and it is playing an increasingly significant role in all aspects of our daily lives. Going forward, our country will rely more heavily on institutions like the Census Bureau to deliver this vital resource. The next leader of the Census Bureau, therefore, must be committed to maintaining the Bureau's stature as the exemplary collector and disseminator of the highest quality information to help America forge its data-driven future.

However, there are a number of rapidly emerging challenges and opportunities that have the potential to dramatically change the way in which information is collected, analyzed, and disseminated. Organizations that will be successful in the future must seize on these opportunities to produce quality information on a more timely and efficient basis. I am seeking your support for my nomination, because I believe that I can provide the leadership and guidance that the Census Bureau needs at this critical time. If confirmed, I can assure you that I will use all of my skills and intellect to take the Census Bureau into the future, building on the exceptional groundwork that Dr. Robert Groves has already put in place.

I spent 27 years at the Census Bureau, followed by over 10 years at National Opinion Research Center. At the Census Bureau, I held a number of management positions with increasing responsibility for the 1980, 1990, and 2000 Censuses. The most significant being from 1997 through June 2001 when I served as the Associate Director for Decennial Censuses – the career executive with responsibility for all aspects of Census 2000. I am proud to note that Census 2000 was the first to employ state-of-the-art technology in optical scanning and intelligent character recognition to capture all of the information from the questionnaires, and all major operations were completed on schedule and within budget.

I joined National Opinion Research Center (NORC) in 2002 as Executive Vice President and became its President in 2008. NORC has been conducting important research for the public good for over 70 years. It uses rigorous and innovative methods to conduct large surveys as well as the analysis and

dissemination of objective information to inform decision-makers and the public on important social, economic, and behavioral issues facing the nation and the international community. During my tenure, I have seen and dealt with the dramatic changes that emerging technology can have on survey processes. Importantly, I have dealt with the growing demands to produce more information, faster and less expensively through adoption of new technology and data sources. These are challenges that leaders of both private and Federal statistical organizations, including the Census Bureau, must be prepared to successfully confront.

The Census Bureau, however, has a unique challenge and – at the same time – opportunity with respect to planning the 2020 census. I believe that the resources now available will support a new census design that will fundamentally change the way in which censuses are taken in the United States – a design that has the potential to produce significantly less costly and faster results that are of similar or better quality than in previous censuses. Among the most promising options to accomplish this are:

1. Using the Internet as the primary self-response option.
2. Taking advantage of technology and operations research methods to reengineer the field data collection operations – reducing both the infrastructure required to support these operations and the actual hours that enumerators spend collecting the data.
3. Making better use of Federal records to further reduce the dependence on in-person visits for data collection.
4. Drawing on the extensive array of emerging geographic tools and data sets to eliminate the need to physically canvass large portions of the United States to prepare the address list to support the 2020 Census.

In summary, the environment in which statistical agencies conduct their business is in a period of dynamic change with both risks and opportunities. I know what it means to manage in such an environment. Organizations that will be successful must constantly track emerging trends and advances and determine how they can be used to generate new and more effective processes. Most importantly, organizations must create and foster a culture of adaptability and creativity.

I want to bring the skills I have developed both inside and outside of government to lead the Census Bureau. If I am confirmed, my goal will be to leave a legacy of innovation in all areas and in all levels of the Census Bureau, and to design a 2020 Census that represents a fundamental change for the future. I am committed to accomplishing this in an environment that is open and transparent to all stakeholders.

Thank you and I am looking forward to working with this Committee.

HSGAC BIOGRAPHICAL QUESTIONS FOR EXECUTIVE NOMINEES

1. Basic Biographical Information

Please provide the following information.

<i>Position to Which You Have Been Nominated</i>	
<u>Name of Position</u>	<u>Date of Nomination</u>
Director, US Census Bureau	May 23, 2013

<i>Current Legal Name</i>			
<u>First Name</u>	<u>Middle Name</u>	<u>Last Name</u>	<u>Suffix</u>
John	Hubert	Thompson	

<i>Addresses</i>					
<u>Residential Address</u> (do not include street address)			<u>Office Address</u> (include street address)		
			Street: 55 East Monroe St, Suite 3000		
City: Chicago	State: IL	Zip: 60661	City: Chicago	State: IL	Zip: 60603

<i>Other Names Used</i>						
<u>First Name</u>	<u>Middle Name</u>	<u>Last Name</u>	<u>Suffix</u>	<small>Check if Maiden Name</small>	<u>Name Used From</u> (Month/Year) (Check box if estimate)	<u>Name Used To</u> (Month/Year) (Check box if estimate)
None					Est <input type="checkbox"/>	Est <input type="checkbox"/>

<i>Birth Year and Place</i>	
Year of Birth (Do not include month and day.)	Place of Birth
1951	Washington, DC

<i>Marital Status</i>					
Check All That Describe Your Current Situation:					
Never Married <input type="checkbox"/>	Married <input checked="" type="checkbox"/>	Separated <input type="checkbox"/>	Annulled <input type="checkbox"/>	Divorced <input type="checkbox"/>	Widowed <input type="checkbox"/>

<i>Spouse's Name (current spouse only)</i>			
Spouse's First Name	Spouse's Middle Name	Spouse's Last Name	Spouse's Suffix
Bonnie	Jean	Thompson	

<i>Spouse's Other Names Used (current spouse only)</i>						
First Name	Middle Name	Last Name	Suffix	Check if Maiden Name	Name Used From (Month/Year) (Check box if estimate)	Name Used To (Month/Year) (Check box if estimate)
Bonnie	Jean	Horrigan			08/52 Est <input type="checkbox"/>	06/73 Est <input type="checkbox"/>

<i>Children's Names (if over 18)</i>			
First Name	Middle Name	Last Name	Suffix
Lowell	Hubert	Thompson	
Meredith	Marie	Langford	
John	Hubert	Thompson	JR

2. Education

List all post-secondary schools attended.

<u>Name of School</u>	<u>Type of School</u> (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	<u>Date Began School</u> (month/year) (check box if estimate)	<u>Date Ended School</u> (month/year) (check box if estimate) (check "present" box if still in school)	<u>Degree</u>	<u>Date Awarded</u>
Virginia Tech	University	09/1969 Est <input type="checkbox"/>	06/1973 Est <input type="checkbox"/> Present <input type="checkbox"/>	BS	06/1973
Virginia Tech	University	09/1973 Est <input type="checkbox"/>	06/1975 Est <input type="checkbox"/> Present <input type="checkbox"/>	MS	06/1975
George Washington University	University	09/1976 Est <input type="checkbox"/>	06/1980 Est <input checked="" type="checkbox"/> Present <input type="checkbox"/>	NA	

3. Employment

(A) List all of your employment activities, including unemployment and self-employment. If the employment activity was military duty, list separate employment activity periods to show each change of military duty station. Do not list employment before your 18th birthday unless to provide a minimum of two years of employment history.

<u>Type of Employment</u> (Active Military Duty Station, National Guard/Reserve, USPS Commissioned Corps, Other Federal employment, State Government (Non-Federal Employment), Self-employment, Unemployment, Federal Contractor, Non-Government Employment (excluding self-employment), Other	<u>Name of Your Employer/Assigned Duty Station</u>	<u>Most Recent Position Title/Rank</u>	<u>Location</u> (City and State only)	<u>Date Employment Began</u> (month/year) (check box if estimate)	<u>Date Employment Ended</u> (month/year) (check box if estimate) (check "present" box if still employed)
Non-Profit Research	NORC at the University of Chicago	President	Chicago, IL	08/2002 Est <input type="checkbox"/>	Present Est <input type="checkbox"/>
Other Federal Employment	US Census Bureau	Principal Associate Director for Programs	Washington, DC	03/1975 Est <input type="checkbox"/>	06/2002 Est <input checked="" type="checkbox"/>

(B) List any advisory, consultative, honorary or other part-time service or positions with federal, state, or local governments, not listed elsewhere.

<u>Name of Government Entity</u>	<u>Name of Position</u>	<u>Date Service Began</u> (month/year) (check box if estimate)	<u>Date Service Ended</u> (month/year) (check box if estimate) (check "present" box if still serving)
None		Est <input type="checkbox"/>	Est Present <input type="checkbox"/> <input type="checkbox"/>

4. Potential Conflict of Interest

(A) Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Commerce's designated agency ethics official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the

terms of an ethics agreement that I have entered into with the Department of Commerce's designated agency ethics official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest.

(B) Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration or execution of law or public policy, other than while in a federal government capacity.

I have engaged in no such activity.

5. Honors and Awards

List all scholarships, fellowships, honorary degrees, civilian service citations, military medals, academic or professional honors, honorary society memberships and any other special recognition for outstanding service or achievement.

Presidential Rank Award of Meritorious Executive – 2001

Department of Commerce Gold Medal, US Census Bureau – 2000

Elected Fellow of the American Statistical Association – 2000

Department of Commerce Silver Medal, US Census Bureau – 1998

Department of Commerce Bronze Medal, US Census Bureau – 1988

Numerous Outstanding Performance and Special Achievement Awards 1980 – 1999

6. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last 10 years.

Unless relevant to your nomination, you do NOT need to include memberships in charitable organizations available to the public as a result of a tax deductible donation of \$1,000 or less, Parent-Teacher Associations or other organizations connected to schools attended by your children, athletic clubs or teams, automobile support organizations (such as AAA), discounts clubs (such as Groupon or Sam's Club), or affinity memberships/consumer clubs (such as frequent flyer memberships).

<u>Name of Organization</u>	<u>Dates of Your Membership</u> (You may approximate.)	<u>Position(s) Held</u>
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American Statistical Association	1975 to Present	Chair, Social Statistics Section 2011 Chair, ASA Committee on Fellows 2009
American Association of Public Opinion Research	2002 to Present	None
Population Association of America	Off and on since about 1985, currently a member	None
National Academies of Science: Member of the Committee on National Statistics	2011 – Present	None
National Academies of Science: Member of the Panel on the Design of the 2010 Census Program of Evaluations and Experiments	2009 – 2010	None
National Academies of Science: Member of the Panel to Review the 2010 Census	2010 – Present	None
University Club of Chicago	2009 – Present	None

7. Political Activity

(A) Have you ever been a candidate for or been elected or appointed to a political office?

No

<u>Name of Office</u>	<u>Elected/Appointed/ Candidate Only</u>	<u>Year(s) Election Held or Appointment Made</u>	<u>Term of Service (if applicable)</u>

(B) List any offices held in or services rendered to a political party or election committee during the last ten years that you have not listed elsewhere.

<u>Name of Party/Election Committee</u>	<u>Office/Services Rendered</u>	<u>Responsibilities</u>	<u>Dates of Service</u>
None			

(C) Itemize all individual political contributions of \$200 or more that you have made in the past five years to any individual, campaign organization, political party, political action committee, or similar entity. Please list each individual contribution and not the total amount contributed to the person or entity during the year.

<u>Name of Recipient</u>	<u>Amount</u>	<u>Year of Contribution</u>
None		

8. Publications and Speeches

(A) List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet. Please provide the Committee with copies of all listed publications. In lieu of hard copies, electronic copies can be provided via e-mail or other digital format.

I have done my best to identify titles, publishers and dates of books, articles, reports or other published materials, including a thorough review of my personal files and searches of publicly available electronic databases. Despite my searches, there may be other materials I have been unable to identify, find, or remember. I have located the following:

<u>Title</u>	<u>Publisher</u>	<u>Date(s) of Publication</u>
"Organization and Administration of the 2010 U.S. Census." In Margo J. Anderson, Constance F. Citro, and Joseph J. Salvo (eds.) <i>Encyclopedia of the U.S. Census</i> , Second Edition, CQ Press., with Daniel Weinberg	Sage/ GQ Press	July 2011
"The Nonhousehold Sources Coverage Improvement Program."	Paper presented at the Annual Meetings of the American Statistical Association, San Diego, California	August, 1978
"Convergence Properties of the Iterative 1980 Census Estimator."	Paper presented at the Annual Meetings of the American Statistical Association, Detroit, Michigan	August, 1981
"1980 Census Variance Estimation Procedure." With Fan, Milton, C., Henry Woltman, and Susan M. Miskura	Paper presented at the Annual Meetings of the American Statistical Association, Detroit, Michigan	August, 1981
"Empirical Results from the 1980 Census Sample Estimation Study." With Kim, Jay, Henry F. Woltman, and Stephen M. Vajs.	Paper presented at the Annual Meetings of the American Statistical Association, Detroit, Michigan	August, 1981
"1980 Census Weighting and Variance Estimation Studies, Design and Methodology." With Woltman,	Paper presented at the Annual Meetings of the American Statistical Association, Detroit, Michigan	August, 1981

Henry F., Susan M. Miskura, and Peter A. Bounpane,		
"Sample Design, Estimation and Presentation of Sampling Errors for the 1980 Census Early Publications National Sample." With Fan, Milton C., Jay Kim, and Henry F. Woltman,	Paper presented at the Annual Meetings of the American Statistical Association, Chicago, Illinois	August, 1982
"Evaluation of the 1980 Census Precanvass Coverage Improvement Program." With Fan, Milton C., and Martha L. Sutt	Paper presented at the Annual Meeting of the American Statistical Association, Philadelphia, Pennsylvania	August, 1984
"The 1990 Post-Enumeration Survey: Statistical Lessons in, Hindsight." With Fay, Robert E.	Paper presented at the Census Bureau Annual Research Conference, Arlington, Virginia.	March 22-25, 1992
"Census 2000: The Statistical Issues." With Robert E. Fay	Paper presented at the Joint Meetings of the American Statistical Association, Dallas, Texas	August 9-13, 1998
"The Future of Survey Research: Opportunities and Challenges"	Paper presented at the Applied Demography Conference, San Antonio, TX. (Power point only)	January 11, 2010
"Change and the 2020 Census: Not whether but how" Thomas M. Cook, Janet L. Norwood, and Daniel L. Cork, Editors; Panel to Review the 2010 Census; National Research Council	The National Academies Press Washington, D.C. Note: I am not an author; however, as a member of the Panel to Review the 2010 Census, I contributed to and approved the contents.	2011
"Principles and Practices for a Statistical Agency, Fifth Edition." Committee on National Statistics. Constance F. Citro and Miron L. Straf Editors. Division of Behavioral and Social Sciences and Education.	The National Academies Press Washington, D.C. Note: I am not an author; however, as a member of the Committee on National Statistics, I contributed to and approved the contents.	2013
"Recommendation on Census 2010 Field Data Collection Automation Alternatives" Publicly available document	Memorandum to Commerce Secretary Carlos M. Gutierrez	March 17, 2008

In addition to the items listed above, I was an occasional discussant and/or presenter at the annual meetings of the American Statistical Association from approximately 1980 to present. My remarks, which focused on technical evaluations of various decennial census operations or programs, were not published in any peer reviewed journals. Many of them were prepared at the Census Bureau, and I did not maintain possession of them after leaving Census.

(B) List any formal speeches you have delivered during the last five years and provide the Committee with copies of those speeches relevant to the position for which you have been nominated. Include any testimony to Congress or any other legislative or administrative body. These items can be provided electronically via e-mail or other digital format.

<u>Title/Topic</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
"Challenges, Innovation and Quality for the 21 st Century"	Keynote Speech at the 2010 Federal Committee on Statistical Methodology Statistical Policy Seminar, Washington, DC,	December 14, 2010
Testimony to: Subcommittee on Federal Financial, Management, Government Information, Federal Services and International Security United States Senate Committee on Homeland Security and Governmental Affairs	Submitted written statement, but did not attend the hearing	04/06/2011
Testimony to: Subcommittee on Federal Financial, Management, Government Information, Federal Services and International Security United States Senate Committee on Homeland Security and Governmental Affairs	Senate subcommittee hearing room	03/05/2009

(C) List all speeches and testimony you have delivered in the past ten years, except for those the text of which you are providing to the Committee.

<u>Title</u>	<u>Place/Audience</u>	<u>Date(s) of Speech</u>
None		

9. Criminal History

Since (and including) your 18th birthday, has any of the following happened? No

- Have you been issued a summons, citation, or ticket to appear in court in a criminal proceeding against you? (Exclude citations involving traffic infractions where the fine was less than \$300 and did not include alcohol or drugs.) No
- Have you been arrested by any police officer, sheriff, marshal or any other type of law enforcement official? No
- Have you been charged, convicted, or sentenced of a crime in any court? No

- Have you been or are you currently on probation or parole? No
- Are you currently on trial or awaiting a trial on criminal charges? No
- To your knowledge, have you ever been the subject or target of a federal, state or local criminal investigation?
No

If the answer to any of the questions above is yes, please answer the questions below for each criminal event (citation, arrest, investigation, etc.). If the event was an investigation, where the question below asks for information about the offense, please offer information about the offense under investigation (if known).

- A) Date of offense:
- a. Is this an estimate (Yes/No):
- B) Description of the specific nature of the offense:
- C) Did the offense involve any of the following?
- 1) Domestic violence or a crime of violence (such as battery or assault) against your child, dependent, cohabitant, spouse, former spouse, or someone with whom you share a child in common: Yes / No
 - 2) Firearms or explosives: Yes / No
 - 3) Alcohol or drugs: Yes / No
- D) Location where the offense occurred (city, county, state, zip code, country):
- E) Were you arrested, summoned, cited or did you receive a ticket to appear as a result of this offense by any police officer, sheriff, marshal or any other type of law enforcement official: Yes / No
- 1) Name of the law enforcement agency that arrested/cited/summoned you:
 - 2) Location of the law enforcement agency (city, county, state, zip code, country):
- F) As a result of this offense were you charged, convicted, currently awaiting trial, and/or ordered to appear in court in a criminal proceeding against you: Yes / No
- 1) If yes, provide the name of the court and the location of the court (city, county, state, zip code, country):
 - 2) If yes, provide all the charges brought against you for this offense, and the outcome of each charged offense (such as found guilty, found not-guilty, charge dropped or "nolle pros," etc). If you were found guilty of or pleaded guilty to a lesser offense, list separately both the original charge and the lesser offense:
 - 3) If no, provide explanation:
- G) Were you sentenced as a result of this offense: Yes / No
- H) Provide a description of the sentence:

- I) Were you sentenced to imprisonment for a term exceeding one year: Yes / No
- J) Were you incarcerated as a result of that sentence for not less than one year: Yes / No
- K) If the conviction resulted in imprisonment, provide the dates that you actually were incarcerated:
- L) If conviction resulted in probation or parole, provide the dates of probation or parole:
- M) Are you currently on trial, awaiting a trial, or awaiting sentencing on criminal charges for this offense: Yes /
No
- N) Provide explanation:

10. Civil Litigation and Administrative or Legislative Proceedings

(A) Since (and including) your 18th birthday, have you been a party to any public record civil court action or administrative or legislative proceeding of any kind that resulted in (1) a finding of wrongdoing against you, or (2) a settlement agreement for you, or some other person or entity, to make a payment to settle allegations against you, or for you to take, or refrain from taking, some action. Do NOT include small claims proceedings.

No

<u>Date Claim/Suit Was Filed or Legislative Proceedings Began</u>	<u>Court Name</u>	<u>Name(s) of Principal Parties Involved in Action/Proceeding</u>	<u>Nature of Action/Proceeding</u>	<u>Results of Action/Proceeding</u>

(B) In addition to those listed above, have you or any business of which you were an officer, director or owner ever been involved as a party of interest in any administrative agency proceeding or civil litigation? Please identify and provide details for any proceedings or civil litigation that involve actions taken or omitted by you, or alleged to have been taken or omitted by you, while serving in your official capacity.

Please note that the National Opinion Research Center has had numerous EEO claims filed against it by terminated employees while I have been President. I was not named individually, and none of the matters resulted in findings of wrongdoing against me.

<u>Date Claim/Suit Was Filed</u>	<u>Court Name</u>	<u>Name(s) of Principal Parties Involved in Action/Proceeding</u>	<u>Nature of Action/Proceeding</u>	<u>Results of Action/Proceeding</u>

(C) For responses to the previous question, please identify and provide details for any proceedings or civil litigation that involve actions taken or omitted by you, or alleged to have been taken or omitted by you, while serving in your official capacity.

11. Breach of Professional Ethics

(A) Have you ever been disciplined or cited for a breach of ethics or unprofessional conduct by, or been the subject of a complaint to, any court, administrative agency, professional association, disciplinary committee, or other professional group? Exclude cases and proceedings already listed.

No

<u>Name of Agency/Association/Committee/Group</u>	<u>Date Citation/Disciplinary Action/Complaint Issued/Initiated</u>	<u>Describe Citation/Disciplinary Action/Complaint</u>	<u>Results of Disciplinary Action/Complaint</u>

(B) Have you ever been fired from a job, quit a job after being told you would be fired, left a job by mutual agreement following charges or allegations of misconduct, left a job by mutual agreement following notice of unsatisfactory performance, or received a written warning, been officially reprimanded, suspended, or disciplined for misconduct in the workplace, such as violation of a security policy?

No

12. Tax Compliance

(This information will not be published in the record of the hearing on your nomination, but it will be retained in the Committee's files and will be available for public inspection.)

REDACTED

REDACTED

13. Lobbying

In the past ten years, have you registered as a lobbyist? If so, please indicate the state, federal, or local bodies with which you have registered (e.g., House, Senate, California Secretary of State).

No

14. Outside Positions

See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

For the preceding ten calendar years and the current calendar year, report any positions held, whether compensated or not. Positions include but are not limited to those of an officer, director, trustee, general partner, proprietor, representative, employee, or consultant of any corporation, firm, partnership, or other business enterprise or any non-

profit organization or educational institution. Exclude positions with religious, social, fraternal, or political entities and those solely of an honorary nature.

<u>Name of Organization</u>	<u>Address of Organization</u>	<u>Type of Organization</u> (corporation, firm, partnership, other business enterprise, other non-profit organization, educational institution)	<u>Position Held</u>	<u>Position Held From</u> (month/year)	<u>Position Held To</u> (month/year)

15. Agreements or Arrangements

X See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

As of the date of filing your OGE Form 278, report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment.

Provide information regarding any agreements or arrangements you have concerning (1) future employment; (2) a leave of absence during your period of Government service; (3) continuation of payments by a former employer other than the United States Government; and (4) continuing participation in an employee welfare or benefit plan maintained by a former employer other than United States Government retirement benefits.

<u>Status and Terms of Any Agreement or Arrangement</u>	<u>Parties</u>	<u>Date</u> (month/year)

16. Additional Financial Data

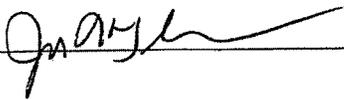
All information requested under this heading must be provided for yourself, your spouse, and your dependents. (This information will not be published in the record of the hearing on your nomination, but it will be retained in the Committee's files and will be available for public inspection.)

REDACTED

45

SIGNATURE AND DATE

I hereby state that I have read the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.



This 20 day of June, 20

**U.S. Senate Committee on Homeland Security and Governmental Affairs
Pre-hearing questionnaire for the nomination of
John H. Thompson to be
Director, U.S. Census Bureau**

I. Nomination Process and Conflicts of Interest

1. Why do you believe the President nominated you to serve as Director of the Census Bureau?

I believe that my nomination was based on my strong background in managing large operations, my success in leading scientific organizations, and my extensive experience in making innovative uses of emerging technology. I have a deep understanding and respect for the Census Bureau, and I know firsthand that it is one of the most important statistical agencies. I believe that I have the right skills to lead the Census Bureau in meeting the challenges and taking advantage of the opportunities created by the dynamically changing environment in which it must conduct its work.

2. Were any conditions, express or implied, attached to your nomination? If so, please explain.

No

3. What specific background and experience affirmatively qualifies you to be Director of the Census Bureau?

I have worked at the Census Bureau and at the National Opinion Research Center at the University of Chicago or NORC as it is known. As I will discuss below, the experiences at these organizations have given me a strong and very broad background in survey methodology. I have developed the management and leadership skills that are necessary to guide large organizations and direct complex operations. I have successfully integrated new technology to achieve efficiencies at both organizations. I understand Federal contracting as both a procurer and supplier of services. Finally, I have dealt first hand with the challenges and opportunities presented by emerging trends and developments in technology, communication, computing, social media, and "big data" that have the potential to dynamically change the way in which organizations like NORC and the Census Bureau conduct their business processes.

I spent the first 27 years of my career at the Census Bureau. I started as a Mathematical Statistician and rose to the position of Associate Director for Decennial Censuses. As a mathematical statistician, I learned and contributed to the science of survey research and methodology. I was responsible for directing all of the statistical processes for the 1990 Census. As the Associate Director, I was the career executive with responsibility for managing all aspects of Census 2000. The Census 2000 experience was one of the most

challenging and rewarding jobs I have ever had and provided me with a wealth of invaluable training in the areas of management and leadership of large organizations. Census 2000 included the management of large contracts for IT services, and was the first to employ optical scanning technology to capture all of the information, including handwriting, from the questionnaires. Census 2000 also included a prototype option for response through the Internet. I am pleased to note that all major operations were completed on schedule and within budget.

In 2002, I retired from the Census Bureau and went to NORC at the University of Chicago, first as Executive Vice President, and then as President in 2008. NORC has been carrying out research for over 70 years and is guided by a mission of conducting high quality work for the public good and to support sound policy decisions. NORC conducts a broad portfolio of surveys on behalf of a number of Federal agencies, collecting data using telephone, in-person, mail, or Internet survey methods. Other non-survey work at NORC includes data dissemination and the conduct of analytical policy studies in areas such as health information technology policy. NORC has about 650 full time employees, and a much larger number of temporary telephone or in-person interviewers. While not as large as the Census Bureau, NORC has a very broad portfolio of work. In addition, over 80 percent of the work that NORC conducts is through Federal contracts that have been awarded through Federal procurement processes. Understanding and adhering to the principles required of government contractors is essential for such work, and has allowed me to expand my experience base in this area.

At NORC, I have gained extensive experience in utilizing technology to build efficiencies into operations. This has included development of a telephone calling system that reduced costs by 25 percent, the adoption of Internet survey methods, the utilization of mobile technology and hand held devices such as tablets to prepare address lists with GPS location information, and most recently, the use of social media in several research studies. I have also seen and adapted to the dramatic changes that emerging technology can have on survey processes – in particular the move of many households to drop landline telephones in favor of cellular telephony.

My tenure at NORC has allowed me to build on the strong management skills I developed at the Census Bureau. At NORC, it is essential to carefully plan and prioritize each expenditure so that we have the right mix of investment in building our business, attracting new talent, and carrying out research to increase our capabilities and competitiveness. The financial success of the company depends on developing a sound plan each year that is based on establishing reasonable performance goals to generate revenue accompanied by a spending budget that accomplishes the objectives described above without going into the red. Given the volatility of our market, having internal systems in place to support careful monitoring, review and adjustment to unforeseen circumstances is a key management requirement.

Most importantly, the President of an organization like NORC must establish a strategic vision to guide the organization for both the short and long-term future. The overarching

vision for NORC is to be a leading research organization that uses rigorous and innovative methods to collect, analyze, and disseminate objective information to inform decision-makers and the public on the most important social, economic, and behavioral issues facing the nation and the international community. However, the environment in which NORC must conduct its business is in a period of dynamic change. There are growing demands to produce more information on a timelier and less costly basis. There are emerging trends and advances in technology, communication, computing, and "big data" that we must take advantage of. Thus, an extremely important component of the strategic plan for NORC is that it must be constantly tracking these phenomena, and determining how they may generate new and more effective processes. We must have processes in place to create and foster a culture of continual self-evaluation, adaptability and innovation at all levels of the organization.

In summary, I have extensive management and leadership experience that will allow me to guide the Census Bureau and address the strategic issues that it faces with respect to its broad programs and the critical planning that must take place for the 2020 Census. As I have stated emphatically, I believe that the Census Bureau is one of the most important statistical agencies and I am prepared to lead it into the 21st century.

4. Have you made any commitments with respect to the policies and principles you will attempt to implement as Director of the Census Bureau? If so, what are they and to whom have the commitments been made?

I have made no such commitments.

5. If confirmed, are there any issues from which you may have to recuse or disqualify yourself because of a conflict of interest or the appearance of a conflict of interest? If so, please explain what procedures you will use to carry out such a recusal or disqualification.

Upon confirmation, I will resign from the following:

- *National Opinion Research Center at the University of Chicago*
- *The Committee on National Statistics at the National Academies of Science*
- *The National Academy of Sciences Panel to Review the 2010 Census*

In connection with the nomination process, I have consulted with the Office of Government Ethics and the Department of Commerce's designated agency ethics official to identify potential conflicts of interest. Any potential conflicts of interest will be resolved in accordance with the terms of an ethics agreement that I have entered into with the Department of Commerce's designated agency ethics official and that has been provided to this Committee. I am not aware of any other potential conflicts of interest. To carry out my disqualifications, I will provide a copy of my disqualification statement to my immediate staff to ensure that matters from which I am disqualified are not

presented to me. If any such matter arises, it can be referred to my Deputy or another official as needed.

II. Background of the Nominee

6. You served in various roles during your previous tenure at the Census Bureau including Associate Director for the Decennial Census and Chief of the Decennial Management Division. What do you believe will be the most important similarities and differences between the challenges you faced then and those you will face now, if you are confirmed? What specific lessons that you learned during your earlier tenure will you be able to apply?

I have addressed portions of these questions above, and I will build on that answer in the following response. The Decennial Census is a large and complex endeavor, requiring careful planning and the motivation and direction of a large staff. In 2000, there were demands to utilize technology for efficiency, the need to contract for services that were not available within the Census Bureau, and demands for cost savings. These are still very relevant for the 2020 Census. However, the advances in technology, mobile computing, communication, and geographic resources that are available today permit many opportunities that were not available in 2000. These include:

- *The use of the Internet as a primary self-response option, eliminating large costs associated with printing, mailing and processing paper questionnaires.*
- *The capability to reengineer the in-person data collection operations to significantly reduce the infrastructure support requirements and to significantly reduce the hours that enumerators must spend in carrying out their work. Real time management reporting and the elimination of most paper products is also a given.*
- *Utilizing federal records that are available electronically to further reduce the costs of in-person data collection.*
- *The advances in geographic products and technology offer great potential for substantially reducing the need for a complete canvass of the address list in the period preceding the 2020 Census. In addition, obtaining input from local governments should be much more efficient.*

7. You have worked at the National Opinion Research Center (NORC) since 2002, first as the Executive Vice President and, since 2008, as President and Chief Executive Officer. How do you believe your time at NORC has prepared you to be Director of the Census Bureau? What have you learned during your tenure at NORC will you apply at the Census Bureau, if you are confirmed?

My response to question 3 above included answers to this question.

III. Role of the Director of the Census Bureau

8. What do you anticipate will be your greatest challenges as Census Director, and if confirmed, how would you address these challenges?

If confirmed, my greatest challenge will be to deal with the current environment in which many organizations like the Census Bureau must operate. There are increasing demands to find significant efficiencies in the way in which we do our business. These pressures are generated not only as a result of the need to reduce Federal spending, but also from the opportunities presented by the advances I discussed above which create an environment where successful organizations must use innovation to produce more results, at less cost, and more quickly, while meeting established quality standards. At the Census Bureau, this will require a careful prioritization of requirements and initiatives across all programs as well as an ongoing process of internal evaluation to find efficiencies.

The second greatest challenge that I see is directly related to planning and conducting the research necessary to design a census for 2020. I am very excited because we have an unprecedented opportunity to fundamentally change the way in which decennial censuses will be taken in the United States. I believe that the 2020 Census if designed to take advantage of the four areas I described above will be less costly while maintaining high quality when compared to previous censuses and will set a new precedent for future censuses. In developing this new census, it will be extremely important to prioritize the research into a multi-year plan that will culminate in a design for the 2020 Census that meets this objective. The research program must be based on efficient testing strategies that include features such as replacing the large multi-focused enumeration tests with smaller targeted tests, and utilization of commercially available software to the greatest extent possible. However, in spite of the best cost saving efforts, I should note that the costs necessary to carry out this research will grow on an annual basis throughout the decade; requiring an ongoing dialogue with Congress and other stakeholders to ensure that there is wide agreement that these funds are being invested in the most effective way.

The third greatest challenge will be to put in place a permanent and lasting culture of continual self-evaluation, adaptability, and innovation. Fortunately, Dr. Robert Groves has established a number of initiatives aimed at achieving this objective, but much work remains.

9. If confirmed, what would be your top three priorities? What do you hope to have accomplished at the end of your tenure?

If confirmed, my top three priorities are as follows:

1. *Ensuring that the planning and research for the 2020 Census will be carried out in a fashion that will result in a design that meets the many objectives that I have discussed above.*

2. *Work with the heads of the other statistical agencies and the OMB to find efficiencies across the Federal Statistical system, and to deal with the growing challenges that I discussed above.*
3. *Build coalitions and open roads of communication with the Congress and the many stakeholders of all of the programs under the Census Bureau's broad purview.*
3. *Build a culture of continual self-examination, adaptability, and innovation at all levels of the Census Bureau. (These last two are tied for third.)*

If confirmed, I hope to make significant progress in all of these areas. I want to leave a solid design and continuing research plan that will lead to a census in 2020 that the Congress and many other stakeholders endorse as a great success. I want the Census Bureau to be well positioned to continue its role as a leading statistical agency, and I would like to see positive developments in achieving efficiencies across the Federal Statistical System through collaboration. Finally, I want to leave an enduring culture of innovation to ensure the future success of the organization in an environment that will dynamically change the ways in which information is produced and disseminated.

10. How would you divide authorities and responsibilities between yourself and the Deputy Director, and between you and other top leaders at the Bureau?

If confirmed, I view the roles and responsibilities of the Director and Deputy Director to be very similar to those of a President and CEO and a Chief Operating Officer. I have experience in and have served successfully in both capacities. It is critically important that the Director and Deputy Director have a close and respectful working relationship, with very open communications on all issues of importance to the Census Bureau. The Director, similar to a President and CEO, must establish and articulate a clear vision, strategic direction, long and short term goals, and priorities for an organization. The Director must be held accountable for ensuring that key decisions are made on a timeline that supports organizational success, and must represent the organization to key stakeholders and oversight entities. The Deputy Director, similar to a COO must be responsible for ensuring that sound management and financial processes are followed in accomplishing the goals established by the Director, and must be prepared to stand-in for the Director if circumstances arise that require such action. The Deputy Director should make important recommendations to the Director regarding not just the conduct of operations, but the formulation of the strategic direction of the Agency. The other top leaders at the Bureau are also expected to be highly accomplished directors of their particular program areas. They should be expected to contribute to the development of the overarching goals and plans for the Census Bureau, and to formulate goals and ensure good management of their program areas.

While I am very comfortable with being held accountable for making decisions and setting a direction for the Census Bureau to fulfill its responsibilities, I believe in establishing a collaborative environment with the top leaders of the Census Bureau. This

group represents an incredible wealth of talent and experience that must be fully utilized to advance the Census Bureau.

IV. Policy Questions

General Management

A number of the remaining questions ask for specific actions that I would take at the Census Bureau if I am confirmed. I have not been at the Census Bureau for over ten years, and much has changed. I have not been briefed on any issues that are not in the public domain, and thus cannot provide a response that addresses any specific actions that I would take. However, if confirmed, I plan to investigate and assess a number of areas and issues at the Census Bureau including those posed by the Committee below and report to the Committee after my assessment is completed.

11. Since preparations for the 2010 Decennial Census, the Government Accountability Office (GAO) has noted the Census Bureau's need to improve its ability to make accurate and reliable cost estimates that will lead to better cost controls in its operations. For example, a January 2012 report found that while the Census Bureau has taken steps to strengthen its life cycle cost estimates, the Bureau has not yet established guidance for developing these estimates.¹ Do you believe there is value in establishing policies, procedures, or guidance for developing life cycle cost estimates for Census Bureau operations? If so, what steps will you take, if confirmed, to strengthen and institutionalize the Bureau's procedures for developing these cost estimates?

I believe that there is significant value in developing life cycle cost estimates for operations in any organization including the Census Bureau. My experience at both the Census Bureau and NORC has given me a strong background in developing such cost estimates, including establishing policies and procedures to guide the process. I should note that at my company, proper estimates of costs were essential given our small margin of error. If I am confirmed, I will assess the Census Bureau cost estimation processes, drawing on my experience, to determine the steps that will be necessary to establish such procedures. I will also begin a dialogue with the GAO regarding their concerns, and I will report my findings and recommendations to the Committee.

12. Both GAO and the Commerce Office of Inspector General have noted that the Census Bureau's accounting systems have significant weaknesses and lack the necessary information to help guide daily decision making. Additionally, these weaknesses make it very difficult for the Bureau to estimate cost of a long-term project like the 2020 Decennial Census. If confirmed, what would you do to help ensure the Census Bureau's cost accounting and estimation information is reliable and accurate, and is able to inform both Bureau and congressional decision making?

¹ GAO-12-80

As with full cycle cost estimation, proper and accurate accounting systems are extremely important. Sound financial management depends on a reliable accounting system. I understand the importance of such systems, and should note that we have one in place at NORC. It is particularly important that accurate and reliable accounting systems be developed and in place to support the 2020 Census. If confirmed, I will conduct an assessment of the Census Bureau accounting systems and meet with the GAO and the Office of the Inspector General to get an in-depth understanding of their concerns regarding these issues. I will inform the Committee of my findings and plans for next steps.

13. The Census Bureau has many parts of its organization that must work together if it is to achieve the effective enterprise management needed to contain costs for the 2020 Decennial Census, the American Community Survey (ACS), and the many demographic surveys the Bureau conducts. If confirmed, what strategies will you implement to ensure coordination among various Bureau activities to achieve the common goals of the Bureau? In your view, what practices are key to facilitating effective collaboration across organizational boundaries?

I know firsthand that the Census Bureau is a large and complex organization. Collaboration and communication across the program areas are very important, particularly in the current fiscal environment. Duplication of efforts and "re-inventing the wheel" use valuable resources that could be better employed in advancing other priorities. It is critical that valuable lessons learned in each program area be communicated to allow other areas to build on them.

My experiences in managing the 2000 Census and directing NORC have included establishing methods of stimulating collaboration and communication (one of the core values of NORC highlighted on our website is a commitment to collegiality and collaboration). The general approach that I have followed in establishing collaborations is to identify the organizational barriers that are inhibitive and then put in place processes to overcome them. In my experience, the barriers to collaboration do not begin with reluctance of employees to communicate and share information. Most are very happy to discuss their work and achievements, but are also very busy delivering on their commitments for projects or other initiatives unique to their program areas. The challenge is to find ways in which they can receive and send information as an unobtrusive component of their work while still leaving time for completion of their assignments. There are a number of practices that can be used to facilitate collaboration and information sharing including:

- *Standardizing processes across program areas so that there is a common framework to build on. Such standardization reduces duplicative work and creates more time for both innovation and collaboration. (While this seems simple, it is in practice very difficult in organizations where important ongoing operations have been implemented*

on different platforms. Care must be taken to move to a new system without delaying the delivery of key services)

- *Creating forums supported by top management for the interchange of ideas.*
- *Holding annual programs where staff are encouraged to make presentations in an interactive environment on the accomplishments they have made through the course of their work. At NORC we call this program "Innovation Days," an annual program that allows employees to share and discuss their work. I should note that programs such as this can be carried out without significant expenditure of funds.*
- *Many organizations are utilizing modern Intranet functionality to create organization-wide vehicles for stimulating innovation and promoting information exchange throughout all areas and all levels. We have just undertaken such an initiative at NORC and it is very exciting.*

Whatever means are used in an organization, to stimulate collaboration; there must be demonstrated commitment and support from top management that signals it is important and valued. I am looking forward, if confirmed, to working with the Census Bureau on both determining the existing level of collaboration across its broad program areas, and putting in place measures to support collaboration as necessary.

14. What steps would you take, if confirmed, to ensure the Census Bureau's various statistical programs are meeting the current and emerging needs of the nation's policy makers and other data users?

As I have discussed, the Census Bureau provides a broad spectrum of critically important information to inform the nation's policy makers and other data users. It is essential that in producing these data, the Census Bureau understands the current and anticipates the future needs of its user base. An open and ongoing dialogue with the Congress and other stakeholders must be established and continually supported. Dr. Groves has put in place a good framework for accomplishing this objective, including establishment of advisory boards and instilling a commitment within the agency to continuously reach out to its user community. If confirmed, I will commit to building on this work. I will begin by meeting with the Committee, Federal agencies and other key stakeholders to understand their unique needs and perspectives. This is certainly an area that I will cover in the report that I plan to submit to the Committee.

15. The Census Director works with a variety of stakeholders, including Congress, officials at all levels of government, nongovernmental agencies, and the statistical community, among others. Please discuss how the Census Bureau can identify and leverage the resources of these organizations and other stakeholders to accomplish shared goals.

As I noted in response to Question 14, creating a dialogue to understand and anticipate Congressional and other stakeholder concerns and needs is an important priority for the Census Bureau. In addition, I have also described the challenges facing the organizations similar to the National Opinion Research Center and agencies like the

Census Bureau. Finding ways to pool resources, eliminate duplicative work, and draw on a broad base of experience is becoming increasingly important. The Census Bureau currently has a number of vehicles and opportunities in place that allow for interactions with Congress and other stakeholders. In addition, the Director of the Census Bureau is well positioned to play a leadership role in fostering communications and cooperation across these stakeholders. The first step that I would take, if confirmed, would be to start with this platform and assess its strengths and identify new avenues for increasing the potential for collaboration, realizing efficiencies, and developing new solutions to our mutual problems.

16. Since 1970, when measured in constant dollars, census costs have increased faster than inflation, even after allowing for population growth. This suggests that a complete and accurate count of the nation's population requires an ever-larger investment of Bureau resources. Do you believe there are trade-offs between the cost of conducting a surveys such as a decennial census and the quality of such surveys? What are your suggestions for balancing the tension between a quality census and the need to control costs? What specific principles or criteria should Census Bureau managers turn to when weighing such trade-offs and determining the affordability of the quality offered by specific choices?

As I have discussed above, one of the reasons that I am excited at the prospect of becoming the next Census Bureau Director is that I believe that we have an unprecedented opportunity to change the way in which decennial censuses will be taken in the United States. Advances in technology, computing, communication, and mobile equipment have created the opportunities to significantly reduce the cost of the 2020 Census while maintaining or improving on quality.

However, I do not mean to imply that there are not trade-offs between cost and quality. There is a real need to carefully consider each investment for the 2020 Census in terms of the potential benefits that will be realized. This is true for both the research that must be conducted to build a design for 2020 and the eventual plans for the actual census operations. To accomplish the necessary cost-benefit analysis, the Census Bureau must develop a cost model, a series of quality metrics and outcome measures that can be associated with both potential 2020 Census operations and the research projects that are under consideration to build the design for 2020. Having this information will allow for a data-driven decision process and serve as a basis to carry out an informed dialogue with the Congress and other stakeholders on these important choices.

17. In 2006, the Census Bureau awarded a \$595 million field data automation (FDCA) contract for the development of half a million handheld computers. However, the project experienced constant setbacks, including technical problems, escalating costs, and missed deadlines and eventually the decision was made in April 2008 to abandon use of the handheld computers for much of the 2010 Decennial Census. While the handheld computers were used for the address canvassing operation, the decision to revert back to using paper and pencil for the Non-Response Follow Up operation ended up adding

\$2 billion to the cost of the 2010 Decennial Census. What is your view of the use of cost-plus contracts? If confirmed, what steps would you take to maximize use of fixed-price contracts?

I am very familiar with both cost-plus and fixed-price contracts. I used these vehicles when I was at the Census Bureau to acquire contract services for a number of large operations including the receipt and processing of the vast majority of the paper questionnaires. This included the implementation of optical scanning technology to capture all information including handwritten entries. At the National Opinion Research Center we conduct most of our work on a contract basis for the Federal Government. We deliver significant services under both cost-plus and fixed-price contracts.

Fixed-price contracts are best used for projects where the requirements are well known and defined in advance of the issuance of the contract RFP. The scope of work for a fixed-price contract is specified in great detail, and there is little, if any, leeway for deviations outside of a rigid set of requirements without a change order that is usually carefully negotiated by both government and contractor.

Cost-plus contracts are more appropriate for projects where it is anticipated that requirements may change during the course of the contract. The scope of work is more general than that of a fixed-price contract and allows the government some flexibility to request changes without change order negotiations as long as the changes are within the scope of work.

The advantage of a fixed-price contract is that it will lock in a price for services. As long as the work is within the scope of the contract, a contractor must deliver the agreed upon services or face severe penalties. The risk of using a fixed-price contract occurs for projects where there is likelihood that unanticipated situations will arise that are outside of the rigid scope of work required for the fixed price. Multiple changes to a fixed-price contract become very expensive as a new scope of work has to be negotiated and specified in minute detail for each change.

A cost-plus contract allows the government the flexibility to direct contractors to adapt to unanticipated situations as long as these have been anticipated in the broader scope of work that is generally in place for these contracts. The risk in using these contracts occurs because a contractor has the right to bill for their costs as long as the government has directed or approved their work. Thus, in cost-plus situations where the government starts with a scope of work that is too vague, or issues a number of conflicting changes, large overruns usually result. Cost-plus contracts are much harder to manage than fixed-price contracts, and it is critically important that best practices in contract management be followed. Before any contractor work is undertaken (generating billable expenses), for example, both sides must agree on a fairly detailed full-cycle plan based on well-defined requirements, a delivery schedule with milestones, and associated performance metrics. The implementation of the cost-plus contract must then take place with a formal change control process in place to prevent inadvertent "scope creep," and

to ensure that the government understands the full cycle cost implication of any contemplated contract changes before they are implemented.

If confirmed, I will work to achieve a 2020 Census design that maximizes the use of fixed-price contracts.

18. Many agencies are involved in the data collection and dissemination of federal statistics, including the Bureau of Economic Analysis and Bureau of Labor Statistics. Further, the Chief Statistician of the United States is within the Office of Management and Budget. How do you view the role of the Director of the Census Bureau between these various agencies? What are your views on reducing respondent burden and perhaps combining or streamlining survey data collected by all various government agencies?

This is another of the factors that excites me about the Census Bureau Director position. Given the wide-ranging reach of the Census Bureau programs within the Federal Statistical System, the Director is uniquely positioned to work and facilitate collaboration across the many agencies. I have seen through my experiences at NORC and at the Census Bureau, opportunities for achieving efficiencies through using more standardized procedures and through sharing information including the potential use of existing records to reduce the requirements for direct data collection.

I strongly support cross-cutting efforts to reduce respondent burden and realize savings that can be better used to address the many challenges facing statistical agencies that I have discussed above. If confirmed, I am looking forward to working with the OMB and agency colleagues in realizing efficiencies and in improving the quality of the important information that we produce.

2020 Decennial Census

19. What are the greatest challenges to getting a complete and accurate count of the American population? What are some of the ways that the Census Bureau can address those challenges, and if confirmed, what steps would you take to address those challenges?

The fundamental challenge to a complete and accurate count is gaining the trust and cooperation of the American people to respond to the census, coupled with providing a means of response that best adapts to their needs. Furthermore, the diversity of our country dictates that no single methodology or approach will be inclusive of all population groups or areas. There are some important steps that must be taken to overcome this challenge:

- Build awareness of the census and motivate cooperation. An important component of achieving this objective will be the engagement of leadership at all levels – national,*

state, local, and tribal governments as well as national and local organizations – in supporting and communicating the importance of responding to the Census.

- *Provide options for response that meet the needs and expectations and language requirements of our diverse population. The Internet offers great potential as a primary response option for large sections of the population, however, there are some groups that will not have access to, or prefer this mode of response. Alternative means of response must be identified and offered to these groups including mail, telephone, or in-person.*
- *Design and conduct a well-planned and timely in-person operation to obtain responses from individuals or households who do not use any of the self-response options available.*
- *While it is anticipated that a large portion of the population will be counted via the methods described above, there will still be a need to research and target methods of enumeration that will reach all of our diverse population groups and areas. This should include identifying in advance of the census areas with particular language needs, development of specific local area messaging, or areas with unique requirements for special procedures including ensuring enumerator safety or gaining access to gated communities.*

20. If confirmed, what specific operational measures do you plan to personally examine to provide yourself with confidence that the 2020 Decennial Census is on track?

If confirmed, I will examine the status of the research programs. As I have discussed above, the four most important areas for innovation and cost savings for the 2020 Census are:

- *The use of the Internet as a primary response option,*
- *Reengineering of the operations to collect data from non-respondents taking advantage of the advances in automation, communication, computing and mobile technology*
- *The use of federal records to further reduce the costs of in-person data collection.*
- *The use of innovative new geographic mapping and information technology to significantly reduce the address canvassing to prepare the census address list.*

I will be pleased to inform the Committee of the progress being made towards these objectives.

21. At about \$13 billion and \$98 per household, the 2010 Decennial Census was the costliest enumeration in history. The GAO has estimated that if the 2010 Decennial Census were used as a model for the next census, the total price could rise to as high as \$30 billion. In your view, how can the Census Bureau cut the cost of a Decennial Census while still maintaining an accurate enumeration? What operations within the decennial time frame do you believe provides the best avenue for cost savings?

As I have discussed above, I believe that we have an unprecedented opportunity to change the way in which decennial censuses will be taken in the United States. Advances in technology, computing, communication, and mobile equipment have created the opportunities to significantly reduce the cost of the 2020 Census while maintaining or improving on quality. The four areas that I described above in response to Question 19 offer the greatest potential for achieving cost savings.

22. Do you believe it will be possible to make the 2020 Decennial Census cost less than the 2010 Decennial?

I believe that the fundamental opportunities I have discussed above have the potential to reduce the cost of the 2020 Decennial Census relative to the 2010 Census adjusted for inflation. However, in order to realize this potential, there must be funding to support the advance research necessary to take full advantage of these opportunities. If confirmed, I will ensure that the Congress and other oversight bodies are fully informed on the plans, anticipated outcomes, and cost requirements for this research.

23. The fundamental design of Decennial Censuses – mail out and mail back of the Census form with in-person follow-up for non-respondents – has been in use since 1970, and suffers from declining response rates. This approach is no longer capable of cost-effectively counting a population that is growing larger, more diverse, increasingly difficult to find, and reluctant to participate in the census. Do you believe the Census Bureau should fundamentally transform the way it plans, tests, implements, monitors, and evaluate future decennial enumerations? If confirmed, what, if any, changes do you intend to implement heading into the 2020 Decennial Census?

I agree with Dr. Groves that the "traditional" methods of taking the decennial census are unsustainable. I strongly believe that we have an unprecedented opportunity to change the way in which decennial censuses will be taken in the United States. Advances in technology, computing, communication, and mobile equipment have created the opportunities to significantly reduce the cost of the 2020 Census while maintaining or improving on quality. I have described four fundamental changes that should be implemented for the 2020 Census in response to Question 19. I also believe that the "traditional" methods of conducting research to plan for the Decennial Census are also outdated. Previously, research was concentrated into two or three large test censuses that focused on a small number of large geographic areas. I believe that these expensive and by design non-representative tests should be replaced with a series of smaller, less expensive, more focused, and representative experiments. This will provide more extensive and timely research findings that will be applicable to a much more representative component of the population in the United States. If confirmed, I plan to ensure that the 2020 Census focuses on these objectives.

24. Despite overall improvements in the measured accuracy of the Decennial Census, the Census continues to vary in the completeness of its count across different groups. In your view, what are the hard-to-count groups and how have hard-to-count groups changed

during and since prior censuses? If confirmed, how would you plan to count these groups for the 2020 Decennial Census and ensure a complete count of all groups?

The Census Bureau has produced measures of decennial census coverage, for each census since at least 1950, which show a differential undercount for minority and Hispanic populations. The Census Bureau has also conducted studies that have identified a number of barriers to enumeration including: tenuous or ambiguous ties to a single household; high mobility; language issues; isolation from mainstream society; fear or distrust of government; or literacy. My response to Question 19 discusses how I would approach an accurate enumeration of our diverse population.

25. The Census Bureau is planning to provide an internet response option for the 2020 Decennial Census. While internet usage continues to increase in the country, differences in accessibility to the internet across various demographic groups raise questions about what effect an internet response option will have on already hard-to-count populations. What challenges and opportunities do you believe exist in implementing an internet response option for the 2020 Decennial Census? If confirmed, what steps would you take to mitigate problems that may arise in implementing the internet response option?

I am very pleased that the Census Bureau is conducting a research program aimed at making the Internet, through multiple platforms, the primary response option for the 2020 Census. I also understand that there will be some population groups that will not have access to the Internet in 2020. As I discussed above in response to Question 19, conducting a census that will be inclusive of all members of a population as diverse as ours requires using multiple approaches to gaining cooperation and providing options for self-response. The use of the Internet will appeal to a broad cross-section of the population, and will result in significant cost savings. This will allow for targeted efforts at those population groups that do not have Internet access without increasing the cost of the 2020 Census relative to 2010.

I am also aware that while the Internet holds great promise, a well thought out research and testing program is essential to encouraging a high Internet response rate in 2020. There is a large body of research and methodology that continues to expand that is being conducted in academia, research organizations like the National Opinion Research Center, and in other countries such as Canada. There are a number of well documented deployments of the Internet as a primary mode of self-response. If confirmed, I will ensure that the Census Bureau research program on Internet methodology builds on and contributes to this important field of methodology.

26. Do you pledge to take the necessary steps to ensure that at least 50% of respondents to the 2020 Decennial Census will respond to the questionnaire online?

This is certainly a goal that I strongly endorse, and I believe that this is a likely outcome, provided that the research necessary to motivate the population's use of the Internet as the primary self-response is funded. If confirmed, I will ensure that the Congress and

other oversight bodies are fully informed on the plans, anticipated outcomes, and cost requirements for this research.

27. Having a nearly complete and accurate address list is the cornerstone of a successful census. For the 2020 Decennial Census, the Census Bureau would like to reduce the amount of field work and cost of address and map updates by targeting the address canvassing operation. As part of this effort, the Bureau is investigating the address and mapping databases. To ensure the most current address and mapping data are available for the 2020 Decennial Census, the Bureau has begun conducting market research with three private-sector firms to assess how those firms might assist the Bureau with its address and mapping needs. What do you view are the opportunities and challenges of further leveraging the private sector to help meet the Bureau's geographic support needs?

While I do not know which firms the Census Bureau is working with, I see the value in utilizing private sector expertise in mapping, address list development, and geographic information systems. In fact, some private entities in the statistical field use such companies to assist in their own address list preparation, sampling frame developments, and other uses of geographic information. I have previously noted that I believe there is great potential for the Census Bureau to make use of private sector resources to significantly reduce their address canvassing operations in preparing the 2020 Census address list. This is one of the four most important areas that I have identified for cost reductions in 2020. The primary challenge that faces the Census Bureau in this regard is conducting the advance research and evaluations that will be necessary to determine where gaps exist in the private sector geographic products so that appropriate targeting can take place. As I have discussed above, if confirmed, I will include my assessment of Census Bureau planning aimed at targeting the address canvass operations for the 2020 Census.

28. What is your view of the use of administrative records to assist the Census Bureau in conducting the decennial census and other surveys?

As I have discussed above there are tremendous opportunities to reduce costs and improve accuracy through the use of federal records.

Information Technology Management

As a general comment on the questions raised on Information Technology management, this is an area in which advances and innovation are occurring at an exponential pace. I have learned that staying current on the developments in this area requires the full time and attention of a dedicated staff supported by outside consultants that specialize in various IT disciplines (e.g., mobile technology, hardware and software solutions, etc.). To effectively manage and make decisions involving IT solutions, senior leaders at many organizations like the Census Bureau or the National Opinion Research Center must rely on this mix of internal and external expertise to support decisions on IT investment and

management. The IT management questions that follow will require some type of assessment of the current situation at the Census Bureau. If confirmed, I will work with the Census Bureau IT staff as well as private IT consultants in carrying out these assessments. Since I have not been briefed on the current status of IT management at the Census Bureau, I cannot provide anything more specific at this time.

29. The Census Bureau has drafted a new investment management plan, system development methodology, and requirements development and manage processes to improve its ability to manage information technology (IT) investments and system development. However, GAO has found that the plan does not include guidelines for the membership of investment review boards, the frequency of board meetings, and the thresholds for escalating issues to higher-level boards. If confirmed, how do you intend to strengthen the Census Bureau's ability to manage its IT investments and system development? What do you believe are the best practices in this area?

Management of IT investments is critical for an agency such as the Census Bureau that must position itself to take full advantage of the advances technology offers for all of its program areas including the decennial census. There are a number of best practices in this area including the establishment of investment review boards with clear responsibilities and guidelines; and developing a well thought out and comprehensive set of requirements for systems, hardware, software, etc. If confirmed, I will assess the Census Bureau plans for IT investments, including consultation with the GAO. I will inform the Committee of the specific actions that should be taken at the Census Bureau to support a strong program to manage IT investment.

30. Management of large IT investments will be important to the success of the 2020 Decennial Census. What are the top risks or challenges the Bureau faces as it attempts to acquire IT solutions for the 2020 Decennial Census. If confirmed, what actions would you take to mitigate these risks?

The 2020 Census must take advantage of technological advances, and thus management of IT investments will be a key component of a successful census. In my opinion, there are two primary areas of risk in this process - acquisition of IT services or products and then management and implementation of procured IT products or contracts. If confirmed, I will assess the status of readiness to address these risks and report to the Committee on my findings and recommended corrective actions if necessary.

31. Federal information systems and data have been under constant attack by hackers whose technical sophistication and capabilities continue to grow. If confirmed, how do you plan to confront the cyber threat and secure the Bureau's systems to ensure that sensitive and personally identifiable information is properly protected? What role, if any, do you believe the Department of Commerce or other bureaus within the department have in helping the Census Bureau secure its systems?

Protecting the sensitive and personal information of individuals or companies that are maintained by or under the supervision of Federal agencies is a critically important component of maintaining the trust of the public that information they provide is secure. Even a perception of a breach in securing their information could have severe consequences for federal data collections and the 2020 Census, as these efforts depend heavily on public cooperation. Cyber-security is a rapidly evolving field in which new threats are emerging with ever increasing frequency. It is important to ensure the Bureau has instituted best practices, as identified by standards setting bodies. I also believe it is important to pool and share experiences and best practices, across the broad spectrum of agencies that are defending against these attacks. It is also important to rely on private sector companies that specialize in cyber-security.

32. If confirmed, do you intend to analyze the Census Bureau's IT workforce and identify critical occupations, skills, and competencies to develop and address any IT workforce gaps? How would you address any gaps that may exist and what strategies, if any, would you develop?

A highly competent IT workforce is another key requirement for realizing the true potential of the technical advances that the Census Bureau must take advantage of. If confirmed, I will make this assessment, and will then be in a position to address specific problems or gaps.

American Community Survey

33. The ACS is an ongoing survey that provides data every year to Federal, state, and local governments as well as the private sector. Information from the survey generates data that help determine how Federal and state funds are distributed each year. In your view, what is the value of continuing the ACS?

The American Community Survey (ACS) has enormous value. The ACS replaced the decennial census long-form and thus provides a wealth of vitally important information that has a multitude of uses, including the data to support the allocation of hundreds of millions of dollars through Federal programs; providing state, metropolitan, and local governmental bodies with the data they need for good planning. Furthermore, the ACS provides this information on a more timely and accurate basis compared to the decennial census long-form.

34. The Census Bureau is currently using an Internet response option for the ACS on a limited basis. Do you intend to increase the percentage of households who would be able to complete this survey online if you are confirmed? Do you pledge to do everything possible to achieve an online response rate of 90% for the ACS within the next two years?

Increasing online response for the ACS will reduce costs and increase timeliness. Increasing Internet response is an important goal not only for the ACS, but for the 2020

decennial census as well. If confirmed, I will work to make the online response rate as high as possible for both of these data collection operations. I will report on my progress to the Committee.

35. While the ACS provides valuable and up to date information, there have also been concerns that the survey impedes on respondents' privacy and is too lengthy and burdensome which may prevent a recipient of the survey from responding even if he or she is willing to. In your view, how should the Census Bureau balance the need for timely and sufficient data that serves the needs of all stakeholders with privacy and time constraints of those who receive the survey?

I am aware at a high level of the issues associated with the ACS, but not at the level necessary to accurately address this question. I am aware that the Census Bureau has established an ombudsman position to address the concerns that arise with respect to its surveys, and that the Office of Management and Budget is in the process of coordinating an evaluation of the questions included in the ACS. I am also aware that there is appropriations language directing the Census Bureau to provide a report to the congressional Committees on Appropriations, and directing the Department of Commerce to acquire an independent analysis of the costs and benefits of making compliance with the ACS voluntary. If confirmed, I am looking forward to being briefed on the ACS including the status of these evaluations and then being in a position to better comment on these important issues.

Statistical Agency Challenges

36. Many Federal agencies collect and disseminate information including the Bureau of Economic Analysis and the Bureau of Labor Statistics. Please describe your experience with sharing data for statistical purposes among such agencies. How would you balance the potential for increased data sharing to reduce costs with concerns about privacy and confidentiality?

My most recent experience in this area was over 10 years ago during my tenure at the Census Bureau, and there have been changes in both the ways in which Federal Agencies can share information and the emergence of new issues and concerns associated with privacy and confidentiality. As I have discussed above, I believe that there is great promise in finding efficiencies through data sharing across agencies, while respecting individual privacy. If confirmed, I will work towards this goal, and will be prepared to discuss these issues with the Committee and other stakeholders.

V. Relations with Congress

37. Do you agree without reservation to respond to any reasonable request or summons to appear and testify before any duly constituted committee of the Congress, if confirmed?

Yes

38. Do you agree without reservation to reply to any reasonable request for information from any duly constituted committee of the Congress, if confirmed?

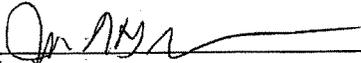
Yes

VI. Assistance

39. Do you agree without reservation to reply to any reasonable request for information from any duly constituted committee of the Congress, if confirmed?

Yes

I, John H. Thomson, hereby state that I have read the foregoing Pre-hearing Questions and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.


(Signature)

This 24 day of June, 2013



United States
Office of Government Ethics
1201 New York Avenue, NW, Suite 500
Washington, DC 20005-3917

JUN 10 2013

The Honorable Thomas R. Carper
Chairman
Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by John H. Thompson, who has been nominated by President Obama for the position of Director, Bureau of the Census, Department of Commerce.

We have reviewed the report and have obtained advice from the agency concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is an ethics agreement outlining the actions that the nominee will undertake to avoid conflicts of interest. Unless a date for compliance is indicated in the ethics agreement, the nominee must fully comply within three months of confirmation with any action specified in the ethics agreement.

Based thereon, we believe that this nominee is in compliance with applicable laws and regulations governing conflicts of interest.

Sincerely,

A handwritten signature in black ink, appearing to read "Don W. Fox".

Don W. Fox
Principal Deputy Director

Enclosures - ~~REDACTED~~

MAY 11 2013

Ms. Barbara S. Fredericks
Assistant General Counsel for Administration
U.S. Department of Commerce
1401 Constitution Avenue, N.W.
Washington, D.C. 20230

Dear Ms. Fredericks:

The purpose of this agreement is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for and appointed to the position of Director, U.S. Census Bureau at the U.S. Department of Commerce.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter that has a direct and predictable effect on my financial interests or those of any person whose interests are imputed to me, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

Upon confirmation, I will resign from my positions as a member of the National Academy of Sciences, Committee on National Statistics and the National Academy of Sciences panel to advise on the 2020 Census.

Also upon confirmation, I will resign from my position as President and CEO of National Opinion Research Center (NORC) at the University of Chicago. For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which NORC at the University of Chicago is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I understand that as an appointee I am required to sign the Ethics Pledge (Exec. Order No. 13490) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this and any other ethics agreement.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with other ethics agreements of Presidential nominees who file public financial disclosure reports.

Sincerely,


John Thompson

**Post-Hearing Questions for the Record
Submitted to the Honorable John Thompson
From Senator Heidi Heitkamp**

**Nomination of the Honorable John Thompson to be Director, U.S. Census Bureau
July 9, 2013**

1. Our nation's decennial census plays a critical role in determining how federal and state funds are allocated. If the Census Bureau can't get an accurate count, or if sudden population shifts occur, then towns, counties and states can find themselves with insufficient funds to meet the basic infrastructure needs of their population. Such a shift has occurred in North Dakota, where the oil and gas boom in the west has led to large population increases – all of which have occurred since the last census.

Thank you for these questions. I understand your concerns about ensuring that the decennial census provides accurate counts that reflect the current status of the North Dakota population. I will answer each of your questions below.

- Under your leadership, what actions will the Census Bureau take to help states and communities facing sudden-growth situations, such as what has occurred in North Dakota?

The Census Bureau has the Population Estimates Program, which is designed to produce annual estimates of the current population for states, counties, cities, and towns (incorporated places and minor civil divisions). Each year, the Census Bureau's Population Estimates Program utilizes current data on births, deaths, and migration to calculate population change since the most recent decennial census and produce a time series of estimates of population, demographic components of change, and housing units.

I should note that the current estimates on the Census Bureau website, which were published in June of this year, show that North Dakota is the fastest growing state since the 2010 census. If I am confirmed, I would welcome the opportunity to discuss this program with you and how it could best be used to understand the dynamic changes that are underway in North Dakota.

- What further legislative authority does the Census Bureau need in order to deal with such population shifts?

If I am confirmed, I will review the program and inform you if I believe that additional authority is needed. These estimates are used to support a broad array of programmatic requirements. If confirmed, I would be pleased to discuss these data with you with respect to the particular needs that you see for North Dakota.

- A challenge with the Special Census program is that communities have to pay for it themselves. In fact, as I understand it, communities have to pay their application

fee to even find out how much a special census would cost and how long it would take. Do you feel there needs to be any updates to the Special Census program? If so, what updates?

Having been away from the Census Bureau since 2002, I am not knowledgeable about the current practices and requirements of the Special Census program that the Census Bureau offers to local communities. I do believe that it is important for all communities to have easy access to the services that the Census Bureau provides. If I am confirmed, I will look into this program, and would then be prepared to discuss it with you in light of the specific needs of North Dakota.

- Western North Dakota faces a unique situation with a large number of workers who live and work there but maintain residency in other states. This puts extreme pressure on community resources and infrastructure, since these individuals may seek to be counted as residents elsewhere but still consume resources in North Dakota. What actions can the Census Bureau take to ensure these individuals are accurately counted?

This is a timely question. The Census Bureau develops a series of "residence rules" in advance of each decennial census aimed at counting people where they usually live as of Census Day. They review these rules with their stakeholders as an important step in accurately counting our diverse population. The Census Bureau will be conducting an extensive review of these residence rules as part of developing the plans for the 2020 Census. If confirmed, I will seek input and an open dialogue with you, the Committee and other stakeholders in developing the rules for the 2020 Census.

2. How challenging is it to get accurate counts on Native American reservations? What sort of technology can be used to ensure such localities are accurately counted and get access to a fair amount of resources?

The Census Bureau evaluations have shown a systematic undercount for Native Americans living on reservations. I believe that the greatest challenge to accurately counting all population groups and areas is to gain trust and cooperation to respond to the census, coupled with provision of a means of response that best adapts to respondents' needs. The Native American reservations are very diverse with respect to the specific needs for both building trust and in development of options that facilitate response. While there are many innovative ways in which technology and geographic information systems could be used, it is important to establish an ongoing dialogue with the Native American communities so that methods can be tailored to the specific needs of each diverse reservation.

3. At our meeting in my office, you mentioned mapping and geographic products as an area you were interested in seeking improvement and increased efficiency. As I understand it, the Census spent approximately \$1 billion on maps to conduct the 2010 census.

- How can private sector mapping solutions help reduce the costs of the Census for 2020?

I have experience with some of the private sector mapping solutions through my work at NORC. They offer great potential to reduce the requirement to physically canvass the large portions of the United States in advance of the 2020 census in order to prepare an accurate address list.

- What steps will the Bureau take under your leadership to reach out to the private sector and determine if there is a cheaper mapping strategy that combines existing private-sector products with Census-specific needs?

I strongly believe in public-private sector partnerships in conducting large technology-dependent operations such as the 2020 Census. This is particularly the case with the geographic processes and products that will be required to support this effort. If I am confirmed, I plan to examine the current status of the Census Bureau relationships with the private sector, and to ensure that the 2020 geographic products will build on this resource and not duplicate existing resources. This will require development of a research program to understand the gaps that exist between the Census Bureau and private sector geographic resources, and how they can be resolved. I would also be pleased to share and discuss this plan with you and the Committee.



July 8, 2013

Hon. Thomas Carper
Chairman
Committee on Homeland Security
& Governmental Affairs
340 Dirksen Senate Office Building
Building
Washington, DC 20510

Hon. Tom Coburn
Ranking Minority Member
Committee on Homeland Security
& Governmental Affairs
340 Dirksen Senate Office
Washington, DC 20510

Dear Senator Carper and Senator Coburn:

Asian Americans Advancing Justice | AAJC (Advancing Justice | AAJC) writes in support of John Thompson, President Obama's nominee for Census Director, and to urge that his nomination be approved as quickly as possible at this important and critical juncture in the decennial census cycle.

Founded in 1991, Advancing Justice | AAJC sees census data as critical to its work to advance the human and civil rights of Asian Americans, and build and promote a fair and equitable society for all. To that end, Advancing Justice | AAJC maintains a permanent census program that focuses on monitoring census policy, educating policy makers, particularly around the need for adequate funding, and conducting community outreach and education to continue encouraging participation in the surveys conducted by the Census Bureau, such as the decennial census and the American Community Survey (ACS). In the critical ramp-up years to the decennial census, we engage in a comprehensive community outreach and education program.

We believe that Mr. Thompson is well suited for the position of Director of the Census Bureau. His management experience includes senior level positions at the Census Bureau, where he had primary responsibility for the 2000 Census, and the presidency of the National Opinion Research Center, one of the nation's premier survey organizations. Mr. Thompson's extensive scientific background includes work with surveys, administrative records, and systems development for census-taking.

Mr. Thompson is well situated to lead the U.S. Census Bureau as it faces significant challenges in 2013 and beyond. Fiscal constraints are putting thorough evaluation of promising reforms, such as multi-mode response options

(including an Internet response option) and use of administrative records, at risk. Census surveys are under attack with some lawmakers questioning their very need, while others advocate a voluntary ACS, which recent Canadian experience and the Census Bureau's own testing have shown could leave large areas of the country without reliable data on their socio-economic characteristics. We believe that Mr. Thompson's experience leading Census 2000 and his knowledge of modern survey techniques at NORC make him uniquely qualified to pursue efficiencies that the Bureau is developing to implement a cost effective Census 2020. Again, we encourage you to act quickly to confirm Mr. Thompson as the next Census Director.

Sincerely,



Mee Moua
President and Executive Director
Asian Americans Advancing Justice | AAJC



July 3, 2013



The Honorable Thomas Carper
 Chairman
 Committee on Homeland Security Committee on Homeland Security
 & Governmental Affairs
 340 Dirksen Senate Office Building
 Washington, DC 20510

The Honorable Tom Coburn
 Ranking Minority Member
 Committee on Homeland Security Committee on Homeland Security
 & Governmental Affairs
 340 Dirksen Senate Office Building
 Washington, DC 20510

Dear Senator Carper and Senator Coburn:

I write to offer the American Sociological Association's (ASA) support of Mr. John Thompson for Census Director, and to urge your committee's confirmation for this important position.

The American Sociological Association is a professional scientific association with nearly 14,000 members. We are dedicated to advancing sociology as a scientific discipline and profession that serves the public good. Our members have a strong interest in an accurate census and a robust American Community Survey (ACS) and many rely on Census' high-quality, comparable, timely, small-area data as they research sociological questions.

The *Presidential Appointment Efficiency and Streamlining Act of 2011* sets forth several qualifications for future Census Directors. The ASA believes that Mr. Thompson more than meets these requirements. His management experience includes senior level positions at the Census Bureau, where he had primary responsibility for the 2000 Census, and the presidency of the National Opinion Research Center, one of the nation's premier survey organizations. Mr. Thompson's extensive scientific background includes work with surveys, administrative records, and systems development for census-taking. We are personally familiar with his distinguished service at the Census Bureau and support his nomination without reservation.

The U.S. Census Bureau faces significant challenges in 2013. The research and testing phase of the 2020 Census will culminate next year in selection of a design framework, but fiscal constraints are putting thorough evaluation of promising reforms, such as multi-mode response options and use of administrative records, at risk. The Census Bureau needs a knowledgeable, experienced leader to ensure it can continue to meet the nation's vast information needs in fiscally prudent and technologically savvy manner. Mr. Thompson's experience leading Census 2000 and his knowledge of modern survey techniques at NORC makes him uniquely qualified to pursue efficiencies that the Bureau is developing to implement a cost effective Census 2020.

Again, the ASA encourages you to act quickly to confirm Mr. Thompson as the next Census Director.

A handwritten signature in black ink that reads "Sally T. Hillsman". The signature is fluid and cursive, written over a faint circular stamp.

Sally T. Hillsman, PhD
 Executive Officer

1430 K Street NW
 Suite 600
 Washington, DC 20005

Phone: (202) 383-9005
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PO Box 100127
Arlington, VA 22210

Promoting excellence in community and economic research since 1961

July 2, 2013

Hon. Thomas Carper
Chairman
Committee on Homeland Security
& Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Hon. Tom Coburn
Ranking Minority Member
Committee on Homeland Security
& Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Carper and Senator Coburn:

I write to offer my unqualified support of Mr. John Thompson, President Obama's nominee for Census Director, and to urge your committee's prompt confirmation for this important position at a critical juncture in the decennial census cycle.

As Chairman of the Board of Directors for the Council for Community and Economic Research, a national membership organization of economic and community development researchers my colleagues and I depend on data involving almost every facet of the nation's economic and social fabric, spanning the transportation and housing sectors, business and industry, labor, educators, researchers and academic institutions, municipal and rural planners, and the philanthropic community. To continue our work we rely on high-quality, timely, small-area data to further our research work. Our members share a vital concern about the availability of public data to enhance and foster regional economic analytic methods.

The Presidential Appointment Efficiency and Streamlining Act of 2011 sets forth several qualifications for future Census Directors. Mr. Thompson more than meets these requirements. His management experience includes senior level positions at the Census Bureau, where he had primary responsibility for the 2000 Census, and the presidency of the National Opinion Research Center, one of the nation's premier survey organizations. Mr. Thompson's extensive scientific background includes work with surveys, administrative records, and systems development for census-taking. We are personally familiar with his

distinguished service at the Census Bureau and support his nomination without reservation.

The U.S. Census Bureau faces significant challenges in 2013. The research and testing phase of the 2020 Census will culminate next year in selection of a design framework, but fiscal constraints are putting thorough evaluation of promising reforms, such as multi-mode response options and use of administrative records, at risk. Some lawmakers question the very need for the ACS and other core surveys and censuses, while others advocate a voluntary ACS, which recent Canadian experience and the Census Bureau's own testing have shown could leave large areas of the country without reliable data on their socio-economic characteristics.

The Census Bureau needs a knowledgeable, experienced leader to ensure it can continue to meet the nation's vast information needs in fiscally prudent and technologically savvy manner. Mr. Thompson's experience leading Census 2000 and his knowledge of modern survey techniques at NORC make him uniquely qualified to pursue efficiencies that the Bureau is developing to implement a cost effective Census 2020. Again, we encourage you to act quickly to confirm Mr. Thompson as the next Census Director.

Sincerely,



Jim Futrell, CCR
Vice President Market Research,
Allegheny Conference on Community Development
Pittsburgh, PA

Chair, Board of Directors
Council of Community and Economic Research



COSSA

CONSORTIUM OF SOCIAL SCIENCE ASSOCIATIONS

AMERICAN ASSOCIATION
FOR PUBLIC OPINION
RESEARCH

AMERICAN ECONOMIC
ASSOCIATION

AMERICAN EDUCATIONAL
RESEARCH ASSOCIATION

AMERICAN HISTORICAL
ASSOCIATION

AMERICAN POLITICAL
SCIENCE ASSOCIATION

AMERICAN
PSYCHOLOGICAL
ASSOCIATION

AMERICAN SOCIETY
OF CRIMINOLOGY

AMERICAN SOCIOLOGICAL
ASSOCIATION

AMERICAN STATISTICAL
ASSOCIATION

ASSOCIATION OF
AMERICAN GEOGRAPHERS

ASSOCIATION OF
AMERICAN LAW SCHOOLS

LAW AND SOCIETY
ASSOCIATION

LINGUISTIC SOCIETY
OF AMERICA

MIDWEST POLITICAL
SCIENCE ASSOCIATION

NATIONAL
COMMUNICATION
ASSOCIATION

POPULATION ASSOCIATION
OF AMERICA

SOCIETY FOR RESEARCH
IN CHILD DEVELOPMENT

HOWARD J. SILVER,
PH.D.
EXECUTIVE DIRECTOR

JAMES S. JACKSON,
PH.D.
PRESIDENT

June 10, 2013

Honorable Tom Carper
Chairman
Committee on Homeland Security &
Government Affairs
U.S. Senate
Washington, DC 20510

Dear Chairman Carper:

I am writing on behalf of the Consortium of Social Science Associations (COSSA) to strongly endorse the nomination of John Thompson as the nation's next director of the U.S. Census Bureau. I urge his swift confirmation, so that he can quickly tackle the many challenges facing our nation's key statistical agency.

I have known Mr. Thompson for many years, first during his long tenure at the Bureau and later as President of the National Opinion Research Center (NORC) at the University of Chicago, a long-time COSSA member. We recently discussed a number of issues at the American Association of Public Opinion Researchers (AAPOR) meeting in Boston.

He clearly knows the Bureau and how to organize and run a decennial census. His experience during his 27 years there and his responsibility for the operations of the 2000 count will stand him in good stead as the Bureau moves forward with plans for the 2020 decennial.

Thompson's service as the leader of NORC has kept him at the forefront of the survey research field. As a prime participant in many government and non-government research projects, NORC plays a significant role in researching and testing how to conduct surveys, draw samples, develop questionnaires, train interviewers, find respondents, and encourage responses. At NORC, Thompson has taken a leadership role on many of the issues concerning the conduct of surveys that will confront the Bureau as it moves forward. Whether it is the American Community Survey, the Economic Census, the Census of Governments, the Survey of Income and Program Participation, or many of the other key surveys the Bureau manages, Thompson is well versed in how to make them work better.

As a member of the 2010 Census Advisory Committee, I am aware of the difficulties the decennial Census faces. With increasing Congressional pressure to reduce costs, with the need to reach the hard-to-count neighborhoods, and the leave-me-alone part of our population, we need an experienced professional to plan and conduct the 2020 count. Thompson is that person.

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PHONE: 202-842-3525 FAX: 202-842-2788
EMAIL: COSSA@COSSA.ORG WEB: WWW.COSSA.ORG

COSSA is the advocacy group for the social and behavioral sciences. Its support comes from of over 110 scientific societies, professional associations, universities, and research centers and institutes (a membership list is attached). COSSA acts as a bridge between the academic research community and the Washington policymaking community.

Writing as one Buckeye to another, I hope that you can move this nomination quickly through the Senate.

Thank you for your time and attention.

Sincerely,

A handwritten signature in black ink, appearing to read "Howard J. Silver". The signature is fluid and cursive, written over a light blue horizontal line.

Howard J. Silver, Ph.D.
Executive Director



1700 N. Moore Street, Suite 2225
PO Box 100127
Arlington, VA 22210

July 5, 2013

Hon. Thomas Carper
Chairman
Committee on Homeland Security
& Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Hon. Tom Coburn
Ranking Minority Member
Committee on Homeland Security
& Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Carper and Senator Coburn:

I write to offer my unqualified support of Mr. John Thompson, President Obama's nominee for Census Director, and to urge your committee's prompt confirmation for this important position to ensure that our most visible statistical agency has the kind of leadership required during this critical juncture in the business cycle.

As CEO and President of the Center for Regional Economic Competitiveness (CREC), a not-for-profit organization dedicated to helping regions compete economically, we rely on data involving almost every facet of the nation's economic and social fabric, spanning the transportation and housing sectors, business and industry, labor, educators, researchers and academic institutions, municipal and rural planners, and the philanthropic community. CREC and the regional public and private sector leaders we work so closely with, rely on high-quality, comparable, timely, small-area data to guide prudent decision-making and investment.

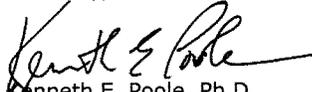
The Presidential Appointment Efficiency and Streamlining Act of 2011 sets forth several qualifications for future Census Directors, and we believe that Mr. Thompson exceeds these requirements. His management experience includes senior level positions at the Census Bureau, where he had primary responsibility for the 2000 Census, and the presidency of the National Opinion Research Center, one of the nation's premier survey organizations. Mr. Thompson's extensive scientific background includes work with surveys, administrative records, and systems development for census-taking. We are personally familiar with his distinguished service at the Census Bureau and support his nomination without reservation.

The U.S. Census Bureau faces significant challenges in 2013, and planning for the 2020 Census is at a critical juncture that requires Mr. Thompson's

leadership. Fiscal constraints are currently putting at risk the thorough evaluation of promising reforms, such as multi-mode response options and use of administrative records. Some lawmakers question the very need for the American Community Survey, one of the most valuable resources provided by Census, and some advocate transitioning ACS to a voluntary response system that recent Canadian experience and the Census Bureau's own testing have shown could leave large areas of the country without reliable data on their socio-economic characteristics.

The Census Bureau needs a knowledgeable, experienced leader to ensure it can continue to meet the nation's vast information needs in fiscally prudent and technologically savvy manner. Mr. Thompson's experience leading Census 2000 and his knowledge of modern survey techniques at NORC make him uniquely qualified to pursue efficiencies that the Bureau is developing to implement a cost effective Census 2020. Again, we encourage you to act quickly to confirm Mr. Thompson as the next Census Director.

Sincerely,



Kenneth E. Poole, Ph.D.
CEO/President
Center for Regional Economic Competitiveness



732 North Washington Street, Alexandria, VA 22314-1943
 (703) 684-1221
 Fax: (703) 684-2037
 Email: asainfo@amstat.org
 Web: www.amstat.org



May 30, 2013

The Honorable Thomas Carper
 Chair, Committee on Homeland Security and
 Governmental Affairs
 United States Senate
 Washington, DC 20510

The Honorable Tom Coburn
 Ranking Member, Committee on Homeland
 Security and Governmental Affairs
 United States Senate
 Washington, DC 20510

Dear Chair Carper and Ranking Member Coburn:

As president of the American Statistical Association (ASA) with its 18,000 members, I write to enthusiastically support the nomination of John H. Thompson as director of the U.S. Census Bureau and to urge his swift confirmation.

Thompson is an excellent nominee for census director. His 27 years at the Census Bureau, including executive leadership, means he possesses the requisite skills and extensive experience to immediately and effectively lead the bureau. During his Census Bureau service, Thompson was responsible for all aspects of the well-executed 2000 Census, including management, operations, and methodology. His effective leadership of NORC at the University of Chicago also speaks to his ability to manage and strategically lead a large organization.

Thompson is highly regarded for his expertise and leadership skills by those who work with him and by fellow members of the profession. A noted expert in social science research—with a special emphasis on censuses and large, complex surveys—he is a member of the National Academies' Committee on National Statistics, for which he served on panels to review the preparation and execution of the 2010 Census. He was named a Fellow of the ASA in 2000 in recognition of his vision, strategic thinking, and leadership in planning and executing the 2000 Census. Thompson was awarded the Department of Commerce's Gold Medal and the Presidential Rank Award of Meritorious Executive for his leadership on the 2000 Census. More recently, Thompson was elected the 2011 chair of ASA's Social Statistics Section, the mission of which is to advance methods of statistical inquiry and the measurement and use of statistical data for economic, demographic, and social science purposes.

In summary, John Thompson is an outstanding nominee for director of the U.S. Census Bureau. I highly recommend that the Senate confirm Thompson and urge it do so quickly so he can assume leadership of the bureau during this critical period as the agency prepares for the 2020 Census.

Sincerely,

Marie Davidian, PhD
 President, American Statistical Association

Dēmos

IDEAS & ACTION

July 5, 2013

Hon. Thomas Carper
Chairman
Committee on Homeland Security & Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Hon. Tom Coburn
Ranking Member
Committee on Homeland Security & Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Mr. Chairman and Ranking Member Coburn:

Demos is a public policy organization working for an America where we all have an equal say in our democracy and an equal chance in our economy. We write to urge you to act swiftly to confirm John Thompson, the president's nominee to direct the U.S. Census Bureau. We believe the swift confirmation of Mr. Thompson is essential for the Bureau to effectively carry out its role in assuring equal representation in our democracy.

The U.S. Census Bureau faces significant challenges. The research and testing phase of the 2020 Census will culminate next year in the selection of a design framework, but fiscal constraints are putting thorough evaluation of promising reforms, such as multi-mode response options and use of administrative records, at risk. Some lawmakers are questioning the need for the American Community Survey (ACS) and other core surveys and censuses. Others are advocating that responding to the ACS should be voluntary, a reform which recent Canadian experience and the Census Bureau's own testing have shown could leave large areas of the United States without reliable socio-economic data, which both businesses and government rely on for planning purposes.

The Census Bureau needs a capable director in place as soon as possible to ensure it can meet these challenges. Mr. Thompson is that capable leader. The Presidential Appointment Efficiency and Streamlining Act of 2011 sets forth several qualifications for Census Directors. Mr. Thompson more than meets these requirements. His management experience includes senior level positions at the Census Bureau, where he had primary responsibility for the 2000 Census, and the presidency of the National Opinion Research Center, one of the nation's premier survey

DEMOS.ORG

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POLICYSHOP.NET (THE DĒMOS BLOG)

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organizations. Mr. Thompson's extensive scientific background includes work with surveys, administrative records, and systems development for census-taking.

Mr. Thompson is uniquely qualified to lead the Census as it pursues the reforms that will be needed carry out the 2020 Census accurately and efficiently. We urge his timely confirmation.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Brenda Wright". The signature is fluid and cursive, with the first name being more prominent.

Brenda Wright
Vice President Legal Strategies



July 8, 2013

Hon. Thomas Carper
Chairman
Committee on Homeland Security
& Governmental Affairs

Hon. Tom Coburn
Ranking Minority Member
Committee on Homeland Security
& Governmental Affairs

Re: In support of John Thompson's nomination as Census Bureau Director

Dear Chairman Carper and Ranking Member Coburn,

The Marketing Research Association (MRA) writes in support of Mr. John H. Thompson, the President's nominee for Census Bureau Director. We urge that your committee quickly confirm him for this essential position.

MRA, a non-profit national membership association, promotes, advocates and protects the integrity of the survey, opinion and marketing research profession¹ and strives to improve research participation and quality. Aside from the decennial Census being the foremost survey in the country, MRA supports the Census because its data provides the baseline for almost all research in the U.S., helping to ensure the accuracy and proper weighting of statistical samples.

Mr. Thompson not only has vast experience in the research profession, but also in the Census Bureau itself. Thompson is the President and Chief Executive Officer of the National Opinion Research Center (NORC) at the University of Chicago. He also previously worked as a career staffer at the Census Bureau in a variety of management positions, including as the senior career officer responsible for all aspects of the 2000 Census.

Confirming Mr. Thompson as Census Bureau Director will empower him to provide the stability, know-how and leadership the Bureau requires as it works to improve the administration of the American Community Survey (ACS) and prepare for the 2020 Census. We encourage you to confirm him without delay.

Sincerely,

A handwritten signature in black ink, appearing to read "Howard Fienberg", is written over a horizontal line.

Howard Fienberg, PLC
Director of Government Affairs
Marketing Research Association (MRA)

¹ The research profession is a multi-billion dollar worldwide industry, comprised of pollsters and government, public opinion, academic and goods and services researchers, whose members range from large multinational corporations and small businesses to academic institutes, non-profit organizations and government agencies.



WASHINGTON BUREAU · NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE
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E-MAIL: WASHINGTONBUREAU@NAACPNET.ORG · WEB ADDRESS WWW.NAACP.ORG

July 3, 2013

The Honorable Tom Carper
Chairman
Senate Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510

The Honorable Tom Coburn
Ranking Minority Member
Senate Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510

via electronic mail

**RE: NAACP STRONG SUPPORT FOR JOHN THOMPSON'S NOMINATION TO SERVE AS
DIRECTOR OF THE U.S. CENSUS BUREAU**

Dear Chairman Carper and Senator Coburn:

On behalf of the NAACP, our nation's oldest, largest and most widely-recognized grassroots-based civil rights organization, I am writing to express our organization's strong support for the nomination of John Thompson to serve as Director of the U.S. Census Bureau. We further urge your committee to swiftly approve of this nomination and send it to the full Senate for confirmation as we are at a critical point in preparations for the 2020 Census and the Bureau needs and deserves clear leadership.

Mr. Thompson's experience and his tenure with the Census Bureau make him a tremendously capable candidate for the position of Director. His management experience includes senior level positions at the Census Bureau, where he had primary responsibility for the 2000 Census, and the presidency of the National Opinion Research Center, one of the nation's premier survey organizations. Mr. Thompson's extensive scientific background includes work with surveys, administrative records, and systems development for census-taking. Based on our past experiences with Mr. Thompson and our resulting confidence in his skills and experience, there is no question that he will prove to be a much-needed leader of the Census Bureau as it prepares for the 2020 census and that he will ensure that the census is conducted in a fiscally prudent and technologically savvy manner.

As I indicated earlier, the Census Bureau is currently at a critical juncture as it prepares for the 2020 census. The research and testing phase of the 2020 Census will culminate next year in selection of a design framework, but fiscal constraints are putting thorough evaluation of

promising reforms, such as multi-mode response options and use of administrative records, at risk. Furthermore, with some Members of Congress questioning the need for a robust American Community Survey (ACS), the Census Bureau, and indeed the American public, will clearly benefit from an individual with Mr. Thompson's abilities.

I once again strongly encourage you to support Mr. Thompson's swift confirmation at this critical juncture. Thank you in advance for your attention to the NAACP position. Should you have any questions or comments, please do not hesitate to contact me at my office at (202) 463-2940.

Sincerely,

A handwritten signature in black ink, appearing to read 'Hilary O. Shelton', written in a cursive style.

Hilary O. Shelton
Director, NAACP Washington Bureau &
Senior Vice President for Policy and Advocacy

Cc: Members, Senate Committee on Homeland Security
and Governmental Affairs



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 Hon. Guillermo Lopez
Chair, National Hispanic Caucus of School Board Members
 Hon. Paul D. Lopez
Councilmember, City of Denver, CO
 Hon. Michele Martinez
Councilmember, City of Santa Ana, CA
 Hon. Catherine Miranda
Arizona State Representative
School Board Member, Hoover School District
 Hon. Robert Pata
School Board Member
Edinburg Consolidated Independent School District, TX
 Hon. Carmen Pizarro
Director, Village of Fremont, NY
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School Board Member
Miami-Dade County Public Schools, FL
 Hon. Robert Rivera
Councilmember, City of Arlington, TX
 Hon. Justin Rodriguez
Texas State Representative
 Mr. Ross Romero
Former Utah State Senator
 Hon. John Snyook
New Mexico State Senator
 Hon. Fernando Shipley
Member, GSA Regional Partnership Council, AZ
 Hon. Luc Urbane Weisberg
Commissioner, City of Avonlea, FL
 Hon. Mary Jane Terrill Wilson
Chair, National Association of Hispanic County Officials

Executive Director
 Arlene Vargas
 † Decedent

Partnership Council Members

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 Toyota Motor North America, Inc.
 Univision Communications Inc.
 Walmart
 The Walt Disney Company

July 8, 2013

The Honorable Thomas Carper
 Chair, Committee on Homeland Security and Governmental Affairs
 340 Dirksen Senate Office Building
 Washington, D.C. 20510

The Honorable Tom Coburn
 Ranking Member, Committee on Homeland Security and Governmental Affairs
 340 Dirksen Senate Office Building
 Washington, D.C. 20510

Dear Senator Carper and Senator Coburn:

On behalf of the National Association of Latino Elected and Appointed Officials (NALEO) Educational Fund, I write to urge you to advance the nomination of Mr. John H. Thompson as Director of the U.S. Census Bureau to a full committee vote. Mr. Thompson brings over four decades of experience relevant to the important and demanding challenges of leading the Census Bureau, including senior-level Census Bureau employment. Mr. Thompson is an able administrator, and his leadership is urgently needed to guide the Census Bureau at this critical financial and planning juncture.

The NALEO Educational Fund is one of the nation's leading organizations in the area of Census policy development and public education, and we are deeply committed to ensuring that the Census Bureau provides our nation with the most accurate count of its population. Recently, the NALEO Educational Fund was selected to serve as a member of the Bureau's National Advisory Committee on Racial, Ethnic and Other Populations, and previously served on the Secretary of Commerce's 2010 Census Advisory Committee, and its predecessor, the Decennial Census Advisory Committee. As a member of these Committees, we provided the Bureau with guidance on a broad range of issues, including planning for the decennial enumeration and its advertising and communications efforts. In addition, the NALEO Educational Fund was actively involved in outreach to the Latino community for the decennial enumerations in 1990, 2000 and 2010. In October 2009, we launched the "ya es hora, ¡HAGASE CONTAR! (Make Yourself Count!)" campaign, which focused on promoting the importance of the Census, educating individuals about filling out their Census forms, and encouraging households to mail back their responses.

www.naleo.org

National Office	Houston	New York	Orlando	Washington, DC
1122 W. Washington Blvd., Third Floor Los Angeles, CA 90015 Tel: (213) 747-7656 Fax: (213) 747-7664	1314 Texas Avenue, Suite 410 Houston, TX 77002 Tel: (713) 228-6009 Fax: (713) 228-0006	110 Wall Street, 16 th Floor New York, NY 10005 Tel: (212) 480-1918 Fax: (212) 480-1697	5950 Lakehurst Drive, Suite 169 Orlando, FL 32819 Tel: (321) 795-3757	600 Pennsylvania Ave., SE Suite 230 Washington, DC 20003 Tel: (202) 546-2336 Fax: (202) 546-4121

v. 01.11

The Honorable Thomas Carper and the Honorable Tom Coburn
NALEO Educational Fund Letter Urging Confirmation of Mr. Thomson as Director of U.S. Census Bureau
July 8, 2013
Page 2

The position of Census Director has been vacant since August 2012, and the Bureau needs strong leadership at a time when it is engaged in planning for the 2020 Census, the on-going operation of the American Community Survey, and other important activities. In order to carry out these activities in a cost-effective manner, the Bureau must start to implement several components of its work strategically during this year. Mr. Thompson is well-qualified to serve as the Bureau's Director at this critical time - his more than four decades of experience as a statistician and manager, including 27 years at the Commerce Department in positions such as chief of the Decennial Management Division before the 2000 Census, exceed the requirements for future Census Directors set forth in the Presidential Appointment Efficiency and Streamlining Act of 2011.

In addition, Mr. Thompson is a skilled professional who understands the unique culture and mission of the Census Bureau, science and substance of the surveys it produces, and who is fully committed to a process that accurately counts everyone. In addition to his Census Bureau expertise, he has been the President of the National Opinion Research Center (NORC) at the University of Chicago, one of the nation's most prestigious private sector survey research organizations. We believe that Mr. Thompson possesses the experience and skills needed to lead the Census Bureau at a time when it faces fiscal challenges, and must conduct critical testing to save money, increase accuracy, and modernize the Census Bureau's approaches for Census 2020.

We urge the U.S. Senate to move to confirm Mr. Thompson's appointment expeditiously. If you have any questions, please do not hesitate to contact Max Sevilla, Director of Policy and Legislative Affairs, at 202-546-2536 or msevilla@naleo.org.

Sincerely,



Arturo Vargas
Executive Director

July 3, 2013

Hon. Thomas Carper
Chairman
Committee on Homeland Security
& Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Hon. Tom Coburn
Ranking Minority Member
Committee on Homeland Security
& Governmental Affairs
340 Dirksen Senate Office Building
Washington, DC 20510

Dear Senator Carper and Senator Coburn:

I am writing today to offer my unqualified support for the Mr. John Thompson, President Obama's nominee for Census Director, and to urge your committee's prompt confirmation for this important position.

I have known John as a professional colleague for more than 20 years. I got to know John initially while he was directing the 2000 Decennial Census. I have continued to have regular interaction with John in his current position at the National Opinion Research Center.

Given his deep involvement in the 2000 U.S. Decennial Census, I believe he has the background, understanding, and vision to lead the Census Bureau as we move toward the 2020 Decennial Census. Moreover, given his more recent experience working on surveys in the private sector, I believe he will bring an important perspective to this aspect of the Census Bureau's work.

Because of my current experience as a small business owner (O'Hare Data and Demographic Services LLC) and previously when I ran the KIDS COUNT program at the Annie E. Casey Foundation, I know the importance of good statistical data. Given the fact that the Census Bureau is the backbone of the federal statistical system, it is critical that the person appointed as the Census Bureau Director is a knowledgeable, experienced, respected leader.

Mr. Thompson provides a relatively rare combination of skills and experience which make him an excellent candidate to lead the Census Bureau. John has experience with conducting a decennial census, a keen understanding of the survey world, and a wealth of management experience. Personally, I do not believe there is anyone more qualified for the job than John.

In summary I think John Thompson is the best person to lead the Census Bureau and I encourage you to confirm him quickly.

Sincerely,

William P. O'Hare, President
O'Hare Data and Demographic Services, LLC

Population Association of AmericaChristine Bachrach, Ph.D., *President***Association of Population Centers**Pamela Smock, Ph.D., *President*

June 27, 2013

The Honorable Tom Carper
Chairman
Committee on Homeland Security &
Governmental Affairs
U.S. Senate
Washington, D.C. 20510

The Honorable Tom Coburn
Ranking Member
Committee on Homeland Security &
Governmental Affairs
U.S. Senate
Washington, D.C. 20510

Dear Senators Carper and Coburn:

We are writing on behalf of the membership of the Population Association of America (PAA) and the Association of Population Centers (APC) to express our strong support for the nomination of Mr. John Thompson to be the next Director of the United States Census Bureau.

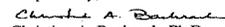
Together, our organizations comprise over 3,000 social and behavioral scientists, including demographers, economists, sociologists, and statisticians who conduct research on the implications of population change, and over 40 population research centers nationwide. While our members have diverse research interests and expertise, ranging from adolescent health to population aging, they share a common need for access to accurate, timely data about the nation's changing socio-economic and demographic characteristics. The U.S. Census Bureau provides these invaluable data, which are used to not only conduct policy-relevant, scientific, and business research, but also to train the next generation of population scientists. Thus, we have a vested interest in who is chosen to lead the Census Bureau. We believe Mr. Thompson is the ideal candidate.

With 27 years of experience at the Census Bureau, Mr. Thompson understands the complexity of the agency's operations. During his tenure at the Census Bureau, he held high-level positions, including managing Census 2000—a position that makes him uniquely qualified to run Census 2020 and assume responsibility for overseeing its mid-decade preparations. After leaving the Bureau to become the President and CEO of the National Opinion Research Center (NORC) at the University of Chicago, Mr. Thompson remained a national leader in the conduct and design of large-scale surveys and in the development of new survey methodologies. While at NORC, Mr. Thompson also acquired significant experience managing a large organization—an essential requirement that the next director of the U.S. Census Bureau must possess in accordance with the recently enacted Presidential Appointment Efficiency and Streamlining Act.

We are confident that Mr. Thompson possesses the right technical and administrative skills to lead the Census Bureau. He is well positioned to keep plans on track to implement innovative technologies, such as Internet response options on the American Community Survey and Census 2020, and to institute appropriate, well-informed managerial policies and practices. In light of Mr. Thompson's qualifications, we urge the committee to approve his nomination swiftly and to seek Senate confirmation as soon as possible.

Thank you for your consideration of our views. Please do not hesitate to contact us if we can provide the committee with any additional information.

Respectfully,


Christine A. Bachrach, Ph.D.

Pamela J. Smock, Ph.D.

PRISON POLICY INITIATIVE

June 13, 2013

PETER WAGNER

Executive Director
 main: (413) 527-0845
 direct: (413) 961-0002
 pwagner@prisonpolicy.org
 69 Garfield Ave Floor 1,
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 www.prisonpolicy.org
 www.prisonersofthecensus.org

Hon. Thomas Carper
 Chairman
 Committee on Homeland Security &
 Governmental Affairs
 340 Dirksen Senate Office Building
 Washington, DC 20510

Hon. Tom Coburn
 Ranking Minority Member
 Committee on Homeland Security &
 Governmental Affairs
 340 Dirksen Senate Office Building
 Washington, DC 20510

Dear Senator Carper and Senator Coburn:

I write to offer my unqualified support of Mr. John Thompson, President Obama's nominee for Census Director, and to urge your committee's prompt confirmation for this important position at a critical juncture in the decennial census cycle.

I am the Executive Director of the Prison Policy Initiative, a non-profit policy organization, and we have been researching the intersections of Census Bureau policy and the criminal justice system for more than a decade.

The Presidential Appointment Efficiency and Streamlining Act of 2011 sets forth several qualifications for future Census Directors. Mr. Thompson more than meets these requirements. His management experience includes senior level positions at the Census Bureau, where he had primary responsibility for the 2000 Census, and the presidency of the National Opinion Research Center, one of the nation's premier survey organizations. Mr. Thompson's extensive scientific background includes work with surveys, administrative records, and systems development for census-taking. We recognize his distinguished service at the Census Bureau and support his nomination without reservation.

The U.S. Census Bureau faces significant challenges in 2013. The research and testing phase of the 2020 Census will culminate next year in selection of a design framework, but fiscal constraints are putting thorough evaluation of promising reforms, such as multi-mode response options and use of administrative records, at risk. Some lawmakers question the very need for the ACS and other core surveys and censuses, while others advocate a voluntary ACS, which recent Canadian experience and the Census Bureau's own testing have shown could leave large areas of the country without reliable data on their socio-economic characteristics.

The Census Bureau needs to be appointed a knowledgeable, experienced leader as soon as possible to ensure it can continue to meet the nation's vast information needs in fiscally prudent and technologically savvy manner. Mr. Thompson's experience leading Census 2000 and his knowledge of modern survey techniques at NORC make him uniquely qualified to pursue efficiencies that the Bureau is developing to

Prison Policy Initiative, page 2.

implement a cost effective Census 2020. Again, I encourage you to act quickly to confirm Mr. Thompson as the next Census Director.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Wagner', with a stylized flourish at the end.

Peter Wagner
Executive Director