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NOMINATION OF STEVEN H. MURDOCK

HEARING

BEFORE THE

COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS UNITED STATES SENATE

ONE HUNDRED TENTH CONGRESS

FIRST SESSION

ON THE

NOMINATION OF STEVEN H. MURDOCK TO BE DIRECTOR OF THE CENSUS, U.S. DEPARTMENT OF COMMERCE

DECEMBER 18, 2007

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NOMINATION OF STEVEN H. MURDOCK

TUESDAY, DECEMBER 18, 2007

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

The Committee met, pursuant to notice, at 3:30 p.m., in Room SD–342, Dirksen Senate Office Building, Hon. Thomas R. Carper, presiding.

Present: Senators Carper and Collins.

OPENING STATEMENT OF SENATOR CARPER

Senator CARPER. The Committee will come to order. I am pleased to be here with two of my colleagues: Senator Collins, Ranking Member of the full Committee, and Senator Kay Bailey Hutchison, senior Senator from Texas, who I think will be here to introduce our nominee, Mr. Murdock, to be Director of the U.S. Census Bureau. And without further ado, I think I would like to turn to Senator Hutchison to introduce Dr. Murdock to this Committee.

Senator Hutchison, welcome. It is good to see you.

TESTIMONY OF HON. KAY BAILEY HUTCHISON, A U.S. SENATOR FROM THE STATE OF TEXAS

Senator HUTCHISON. Well, thank you, Senator Carper, Senator Hol—Collins, for——

Senator CARPER. Did you say "Hollings"?

Senator HUTCHISON. No. I meant "Collins"—for having the hearing. We really do appreciate it. She does not resemble Senator Hollings. [Laughter.]

Senator CARPER. No, she does not.

Senator HUTCHISON. But I am really pleased that you are having this hearing because, of course, this is a very important job that looks for and records the demographic changes in our country. And I am pleased to recommend my fellow Texan, our State's first demographer, Dr. Steve Murdock, who is being nominated for Director of the U.S. Census Bureau.

Dr. Murdock grew up on a farm in rural North Dakota, the youngest of three children. His early education was North Dakota State University, with an undergraduate degree in sociology, and his first class in graduate school at the University of Kentucky changed everything for him. After the first demography course, he had found his calling. He went on to graduate from the University of Kentucky with a Ph.D. in demography and sociology. He is the author of 12 books, more than 150 articles and technical reports on

the implications of current and future demographic and socioeconomic change.

He holds the Lutcher Brown Distinguished Chair in Demography and Organizational Studies at the University of Texas at San Antonio. He was named one of the 50 most influential Texans by Texas Business Magazine in 1997. He is a member of several professional associations, including the Population Association of America.

He is also the recipient of numerous awards and honors, including the Faculty Distinguished Achievement Award in Research from Texas A&M, the Excellence in Research Award from the Rural Sociological Society, and a Distinguished Alum Award from the Department of Sociology at the University of Kentucky. He is also a member of Phi Beta Kappa.

I am honored to introduce him to serve as Director of the U.S. Census Bureau, and I hope that the Committee will expedite his confirmation so that he can get to work for the next census.

Senator CARPER. Senator Hutchison, thank you very much. I know you have got a lot on your schedule today, and we thank you for being here. We are going to have our opening statements, Senator Hutchison, and then I will administer an oath to Dr. Murdock and ask him under oath if all those nice things you said about him are true. [Laughter.]

So we will find out. Again, thank you so much.

Senator HUTCHISON. Thank you very much.

Senator CARPER. Great to see you.

I am going to give a fairly brief opening statement, and then I will yield to Senator Collins for whatever she would like to add or take away. And if others show up before it is time to swear our witness in, then they can give an opening statement as well, or later when they arrive.

Dr. Murdock, your nomination comes at a crucial time for the Census Bureau, as we decided when you were good enough to visit me in my office a month or two ago. While the agency is not among the largest in our Federal Government, the tasks it is responsible for, and particularly the decennial census, are among the most important things that we do as a Nation. In fact, I believe the decennial census is one of the few things that the Constitution actually requires us to do as a Nation. A decennial census is a massive undertaking, too.

Since I took over as Chairman of the Subcommittee with oversight over the Census Bureau, I have been struck by the complexity of the undertaking and by the amount of staff and resources needed to get the job done. There is probably nothing out there that compares with it except maybe mail delivery during the holiday season or maybe a military campaign the likes of which we are staging in several places around the world.

Many of my colleagues and probably most Americans may not be aware that the Census Bureau will be working over the coming months to make its final preparations for the 2010 census. Procedures and technologies will be tested. Field offices will be opened. Additional staff will be hired. The final plans for how the count will be carried out will be drawn up. It is vitally important then that we get a strong management team in place as soon as possible, and I am pleased we are able to have this hearing, and hopefully to set

the stage for getting you confirmed before we proceed much further.

The last decennial census cost, I am told, more than $6 billion. I understand that this one is projected to cost almost twice as much—$11.5 billion. Senator Coburn and I have heard testimony from GAO and others that this number may be outdated and that the final bill for the 2010 census is likely to be even higher. It could be billions of dollars higher if some of the technology that is being tested now, particularly the handheld computers that census takers will be using, do not work as planned or do not work at all.

In addition, the Census Bureau will be under pressure in 2010 to improve the accuracy of the census. During the past decennials, there has been a sense that a number of groups have been undercounted. In order to get the best, most accurate count, the Census Bureau will need to step up efforts to reach out to those groups that have historically been difficult to reach.

The effectiveness of a number of government programs and the fairness of the redistricting process in the House of Representatives, except in States like Delaware, where we have only one U.S. Representative, depend on the effectiveness of these efforts.

So if you are confirmed, Dr. Murdock, you will certainly have your work cut out for you, and I think you know that. Management issues and other challenges faced by the Census Bureau have raised doubts about our ability to conduct an affordable and accurate 2010 census. I look forward to hearing how you would use your background—actually, your distinguished background—and management skills to erase those doubts and to get the tough work ahead of us done, and done well.

I almost said "Dr. Coburn." I will say "Dr. Collins." Senator Collins, please proceed.

Senator COLLINS. Thank you, Mr. Chairman.

Senator CARPER. Welcome.

OPENING STATEMENT OF SENATOR COLLINS

Senator COLLINS. Thank you. When Federal marshals rode through northern Maine during the first Federal census in 1790, my native county of Aroostook had not yet been established, much less my home town of Caribou. And the few inhabitants of the region had little contact with Federal officials, much less Federal programs. Today, Aroostook County, like every other part of our country, is directly affected by the many uses of the data collected by the Census Bureau.

Dr. Steven Murdock, the President's nominee to be the next Census Director, has wide-ranging and relevant experience. He has been State demographer of Texas, a distinguished professor, as the Chairman has mentioned, a data center director, and a consultant. He will need that experience as well as determination and managerial skill to tackle the challenges facing the Census Bureau.

Many of these challenges have been detailed in reports by the Government Accountability Office and other experts. In 2004, for example, the National Research Council issued a report from its Panel on Future Census Methods. That panel endorsed the Census Bureau's overall plans for 2010, but warned of "unique risks and

challenges" to be overcome on a tight schedule. The panel particularly highlighted the use of new technology.

The panel recommended, among other things, that the Census Bureau seek funding well in advance of need, exercise better management of project risks, and promote greater use of the Internet. A 2004 report by the Inspector General of the Department of Commerce raised similar concerns and took note of a "late start" on setting up an effective project management structure.

It is, therefore, disappointing that the GAO's most recent review of preparations for the 2010 census found that many of these very same problems persist. For example, the handheld computing devices that are supposed to be used to record and transmit data for the 2010 census are a concern. GAO staff observed field tests this spring and noted "a number of performance issues . . . such as slow and inconsistent data processing." One census employee's handheld device took 2 hours to verify 16 addresses at one location in North Carolina. The Census Bureau must ensure that this technology works properly to avoid a massive and urgent reversion to paper forms.

The GAO has also noted that the Census Bureau is making "extensive use of contractors." This Committee is well versed in the contracting process, having investigated costly debacles in both domestic and foreign contracts and having approved comprehensive contracting reform legislation. Added to these issues is an ever present problem, which the Chairman has already mentioned, of inaccurate counting, whether it is over- or undercounting. It is evident that the next Census Director will have his hands full.

Finally, consider a matter of unexploited potential, and that is the Internet. Last year, Senator Coburn conducted a Subcommittee hearing on census costs and technology use. He noted that while Canada, Australia, and other countries collect census data via the Internet and while Americans can use it to file our taxes, the U.S. Census Bureau decided not to develop an Internet option for 2010. I look forward to hearing the nominee's views on this matter.

The calendar continues its relentless progress toward April 2010, leaving the Census Bureau with limited time and capacity to make any major changes in the current plans. I look forward to exploring the nominee's thoughts on these key challenges and his recommendations. Thank you, Mr. Chairman.

Senator CARPER. Senator Collins, thank you very much.

I am told Dr. Murdock has filed responses to a biographical and financial questionnaire, answering pre-hearing questions submitted by the Committee, and 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 in the Committee's offices.

Committee rules require that all witnesses, Dr. Murdock, as you know, give their testimony under oath, and I am going to ask you, if you will, at this time to please stand and raise your right hand and then respond to the question I am about to ask you. Do you swear that the testimony you are about to give to the Committee will be the truth, the whole truth, and nothing but the truth, so help you, God?

Mr. MURDOCK. I do.

Senator CARPER. Please be seated.

Dr. Murdock, we will invite you to proceed at this time with any opening statement you have, and you may want to start by just commenting on whether or not any of those nice things that Senator Hutchison said about you were true. Proceed as you wish. We are happy that you are here. Your entire statement will be made a part of the record. You can summarize as you wish.

TESTIMONY OF STEVEN H. MURDOCK,[1] TO BE DIRECTOR, U.S. CENSUS BUREAU, U.S. DEPARTMENT OF COMMERCE

Mr. MURDOCK. Thank you, Senator Carper.

Senator Carper, Ranking Member Collins, Senator Coburn, and distinguished Members of the Committee, it is a privilege for me to appear before you today as the nominee for the position of Director of the U.S. Bureau of the Census in the Department of Commerce. I am honored that President Bush has nominated me for this position, and I am also honored by and grateful to Senator Hutchison for her very kind introduction.

I believe that the Census Bureau is among the best public data collection, analysis, and dissemination agencies in the world. It is responsible for the cost-effective collection, analysis, and reporting of data on the economic, demographic, and social characteristics of all the Nation's inhabitants, while ensuring the confidentiality of respondents' personal data and while maintaining the confidence and cooperation of the American people.

This is a difficult and complex job. It is particularly challenging when we are approaching a decennial census that provides essential data for the operation of our democracy and, in the case of the 2010 census, when it involves the use of a number of innovative methods and technologies. These challenges are also created by the fact that, in addition to the decennial census, the Census Bureau conducts an extensive array of surveys and other data collection efforts that are used by numerous agencies and other organizations, including the Federal Reserve, the U.S. Treasury, the Council of Economic Advisers, etc., to measure such critical factors as GDP, industrial production, producer prices, levels of employment, etc. Such data are essential for the effective and efficient operation of private as well as public sector entities across the Nation.

Although the challenges will become more apparent to me when and if I am confirmed, several areas are clearly of critical importance and will be priority areas for me.

The fiscal practices of the Census Bureau must be reviewed so as to ascertain any potential areas where performance, efficiency, and accountability might be improved. In particular, I plan to immediately begin a review of progress on the major contracts of the Census Bureau relative to the 2010 census to identify areas where there may be potential impacts on the costs and completeness of the 2010 census.

The 2010 census is the most expensive data collection effort in the history of U.S. census taking. Taxpayers must obtain an adequate return on their investment, and the Census Bureau must

[1] The prepared statement of Mr. Murdock appears in the Appendix on page 19.

continue to implement those management practices that improve performance and efficiency while ensuring the completeness of the census.

I will also review and evaluate the practices and procedures used to ensure the completeness of the 2010 census, the ACS, and other products from the Census Bureau and to ensure the confidentiality of respondents' personal information. The census must be as complete as possible and must ensure that all persons from all backgrounds are included in the census. Analysis of the role of the partnership, communications, and other programs for improving the count, including the count of traditionally difficult to count groups, will be included in this examination.

It is also the responsibility of the Census Bureau to ensure that the personal data of those who respond to its data collection efforts are protected against all forms of intrusion and disclosure. The continued monitoring of census programs to maintain the security of such information is critical.

As noted in my discussions with several of you, I also believe it is essential that the Census Bureau carefully consider the options provided for responding to the decennial census, periodic surveys, and other data collection efforts and, where feasible and appropriate, provide respondents with a range of potential means of responding.

I plan to also examine the design and content of data products. I have spent my career helping users to more effectively employ census and related data to address their needs. Census data must be useful to a wide variety of users, from Congress to professional statisticians, demographers, marketers, and thousands of governmental jurisdictions, to members of the public who may use such data to better understand their community or to assess the feasibility of starting their own small business.

Procedures for ensuring the usability of census data must be continually reviewed. This must include an examination of American Community Survey data for small areas employing multi-year averages and an examination of Census Bureau estimates which are used for planning infrastructure and for resource allocation across the country.

Numerous stakeholders in the census and the public as a whole must be adequately informed about the importance of ensuring a complete count in the census and of the need for their cooperation. Ultimately, the success or failure of a census, or any other large-scale public data collection effort, is dependent on public cooperation and participation. The Director of the Census Bureau must play a key role in promoting the census to all the people of the United States, and I plan to participate in all appropriate ways in this important effort.

If confirmed, these are only some of the many challenges that I recognize I will face, for the responsibilities of the Director of the U.S. Bureau of the Census are extensive and require careful coordination with numerous bodies, among the most important of which are the members of this Committee and Congress as a whole. I intend to reinforce a culture of sharing of appropriate information at the Census Bureau, and if confirmed, I commit to working with all of you, my colleagues in the Department of Commerce and the Cen-

sus Bureau, stakeholder groups, and other members of the public in ensuring that the U.S. Bureau of the Census continues to be an outstanding data collection, management, analysis, and dissemination agency, continues to be a prudent user of the public's resources, and an excellent example of commitment to the best in public service.

Thank you for the opportunity to appear before you today. I will be happy to answer any questions that you might have.

Senator CARPER. Dr. Murdock, thank you for your statement.

As Senator Collins knows, Committee rules require that I ask you at least three questions, and we will just start off the questioning with each of those.

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. MURDOCK. No.

Senator CARPER. 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. MURDOCK. No, I do not.

Senator CARPER. 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. MURDOCK. Yes, I do.

Senator CARPER. All right. I think I have a pretty good understanding of this, having met with you and having reviewed your bio and your experience and your testimony. But the decennial census is, as you know, a massive undertaking, and it is going to require some extraordinary management skills to pull it off and to do it well.

Just go over for us, if you would, your background, the aspects of your background that you think particularly well prepare you for a challenge of this nature. And what role would you take in ensuring that the decennial operations are meeting budget and performance goals?

Mr. MURDOCK. Well, my background in census goes back a number of decades. I have worked very actively, for example, on the 1980, 1990, and 2000 census activities in Texas.

Senator CARPER. Could you describe those activities for us?

Mr. MURDOCK. OK. Well, they included—we worked in the setup and in the distribution of LUCA materials, for example, in the 2000 census. I have been the Federal-State Cooperative Program person for estimates and for objections for 20 of those years. And we have been the State Data Center for Texas for all of those years.

Now, as a result of that, we have been involved in census activities in each of those decades, helping with the process of informing people of the need to respond to the census and assisting, for example, in the partnership program in 2000 in terms of identifying persons and areas that required concerted effort to ensure a better count. We have been involved with the assessment in a variety of ways of the accuracy and also the utility of estimates and projections, particularly estimates made by the Census Bureau. And we

have worked in Texas and in other areas with elected officials in helping them learn to use and employ census data to answer their needs.

I testify frequently before the Texas Legislature on issues related to demographics, to the census, and to other materials, and I have been very heavily involved with the private sector and public sectors across Texas and other parts of the Southwest in terms of census issues and census products.

Senator CARPER. All right. When I was elected to the U.S. Senate, I thought this was a job that I was pretty well prepared to assume. I had been governor of my State for a while. I had been a Congressman for 10 years. I testified before the House and the Senate in both of those roles. And I knew a lot of the folks that were here in the Senate, worked with them in one capacity or the other. But I found that when I got here, there was plenty I still needed to learn and, frankly, I still do.

When you think of what lies ahead for you, if you are confirmed, what are some areas where you really need to go to school to better prepare yourself to assume these responsibilities and to be successful?

Mr. MURDOCK. Well, I think it is humbling when you look at a process as complex as the Census Bureau, not only because it handles what we all know about the decennial census, but presents and collects data on a large number of enterprises and activities that are important for the economy as well as for our democracy. So I find it very humbling.

Clearly, my background is such that I will need to become much more familiar in a way that I could not become before I am confirmed, or if I am confirmed, about the budgetary activities in the census, what is happening in terms of certain programs. Certainly the concerns you have mentioned, you are not the only one to mention those concerns to me, nor to appear in the popular press.

The first thing I need to do is to get a handle on the decennial census, particularly the contracts that are out there, where they are, what is happening relative to them, and to identify what the impacts are on the budgetary issues. In other words, are we at a projectory that requires that we seek different funding or a different form of funding, and also to see what we may need to do in terms of preparing for alternatives?

So I think the first thing is to look at the budget and to look at those contracts and to get to know where we stand—"we" being the Census Bureau in this case—in each of those contract areas, and then to begin a very frank assessment of what we need to do to get from here to that complete census count, which we all hope to have at the end of 2010.

Senator CARPER. All right. Thank you.

As you know, the Census Bureau is hoping to have census takers following up with non-responders using handheld computers rather than paper. The hope, I believe, is that these computers will be more efficient than the old paper-based system and will cut down on costs that are associated with supplies and office space. I understand that these computers are also a key part of the Census Bureau's cost containment strategy for 2010. However, the computers have not always worked as well as planned.

In addition, my staff has learned that an outside firm examining the handheld program has found that, because of poor project management on the part of the Census Bureau, the computers may not be a viable option for 2010.

If confirmed, what steps will you take to put this program back on track? At what point do you think you might need to pull the plug, for example, on this approach and start making plans to go back to the old paper-based system that has been used in the past?

Mr. MURDOCK. Well, I cannot know, I think, without getting involved, getting in the census, and looking in detail at information that I don't now have access to just what the situation is relative to the handheld or other factors. What I can commit to you is that I will find out where we stand and will aggressively pursue the appropriate funding levels that we need to have a complete census. I cannot say at this point because I have not been privy to that information, could not be until I am confirmed, if I am confirmed, what the best stance will be or what actions we might need to take. But that is a first priority for me.

Senator CARPER. All right. I am going to make a comparison here, and at first it may not seem to make much sense, but bear with me and it might.

A lot of times in going around my State or the country, I run into people who have been married for a long time, and when I find folks who have been married for a long time, I always ask them: What is the secret to being married 40 or 50 or 60 years? I get some funny answers and some good ones, too. However, the one thread that seems to unite most of those answers, though, is the word "communication." And I would just urge you—and I am sure you know this from your experience in Texas. One of the things that we least like around here is surprises, whether it is programs that do not work, technology that is not working, funds that are insufficient. The sooner we know those things, the easier it is for us to be helpful and responsive, and the less likely it is that we will be unhelpful and unresponsive.

So I would just urge you, as you take up these reins—we want to have a good dialogue with you, an ongoing dialogue with you to understand what your challenges are, what you need, and how we can be helpful.

Mr. MURDOCK. I will commit we will have a good communication to the extent that I can implement that. I think one of the things that people would say, elected officials would say about me in Texas, is that you didn't necessarily like all the things that Murdock told you, but he always told you what he thought the truth was. And that will not change in this setting.

Senator CARPER. Well, that is good. Did you have anybody here that you wanted to introduce, any guests or any special members of your family?

Mr. MURDOCK. No, I do not.

Senator CARPER. All right. Is there anybody in the audience you would just like to randomly pick out? [Laughter.]

Mr. MURDOCK. No. I wish my wife was here. She broke her leg about 6 weeks ago and could not attend. But she, of course, is important to this whole process and has been a very big supporter of me for a long time.

Senator CARPER. Does she know you are here?

Mr. MURDOCK. She knows I am here. [Laughter.]

Senator CARPER. And there is no relationship between the broken leg and the fact you have been nominated for——

Mr. MURDOCK. No.

Senator CARPER. OK. That is good. Senator Collins.

Senator COLLINS. Thank you, Mr. Chairman.

Dr. Murdock, one of the keys to encouraging compliance with the census is assuring individuals that their personal information that they are providing is going to be safeguarded. In 2006, the Department of Commerce reported to Congress that some 672 laptop computers were missing from the Census Bureau, and some of these computers contained personally identifiable information. Then in April 2007, it was disclosed that the Census Bureau had mistakenly posted personal data online.

What measures will you take to ensure that all census data that contains personal or identifying information are protected and to keep laptops as well as other equipment used to collect data—for example, these new handheld devices that we are talking about, how will you ensure that they are safe and that there are not these kinds of security breaches that really undermine public confidence in the census?

Mr. MURDOCK. Well, I think there are a number of things that are being done from the public record in terms of the Census Bureau, in terms of changing the events that led to these unfortunate circumstances. They have a fairly advanced property management system in place that provides both a paper and a computerized system for keeping track of laptops, knowing where they are, who has them, and under what conditions. The computers now are increasingly encrypted so that if I did obtain a copy of a computer of some form, I could not discern what the identification—or the information was without the code, so to speak. And, increasingly, as I look toward the handhelds, one of the features of that will be that the data will be transmitted to the data collection centers and then will be erased from those handhelds. So these are a number of things that are critical in terms of ensuring greater security of people's personal information.

I see no higher priority than maintaining that confidential information because, as I said in my opening statement, the reality of it is that the census is successful if the American people trust us, if they have confidence in us. And each time one of these things occurs, a little bit of that confidence slips away.

So I will do my best to ensure that the confidentiality of people's personal information is maintained.

Senator COLLINS. Senator Carper mentioned the problems with some of the contracts that the Census Bureau is involved with. Let me first ask you a broader philosophical question. According to a GAO report issued last year, as much as 17 percent of the more than $11 billion that the census is projected to cost is going to be spent on seven major contracts. This is the most extensive use of contractors in the Census Bureau's history.

Do you think that the Census Bureau relies too heavily on outside contractors to accomplish mission-critical work?

Mr. MURDOCK. Well, again, I would suggest I cannot know whether it is too much or too little until I have looked at it in greater detail. I think what you are looking at in several of these areas are in the areas of IT, that is, technology, and it is very difficult for any public entity—and I have seen this at State levels and others—to maintain the kind of up-to-date staff and to be able to support, frankly, be able to afford salaries for the kind of staff that is necessary to keep at the cutting edge. So I would expect that if the Census Bureau is like other agencies, particularly in these areas, you will find more contracting.

I think contracting is justified or unjustified depending on whether it is the most efficient and effective way to accomplish the goals of the organization. And this is something, as I have indicated previously, that I will look into, if and when I am confirmed, immediately in that confirmation.

Senator COLLINS. Are you familiar with a very new GAO report that was issued just last week, on December 11, that took a look at some of these key systems acquisition contracts?

Mr. MURDOCK. In general terms, but I haven't had a chance to look at it in detail.

Senator COLLINS. Let me just point out that the GAO projects that there is going to be an $18 million cost overrun by December of next year in one of the key contracts, and that is obviously of concern to me. Even if it is due to changing requirements, that is of concern because that means that the requirements for the contract were not sufficiently thought through in the first place.

Are you going to personally review contracts to see if they are being effectively managed? How concerned are you about an $18 million cost overrun?

Mr. MURDOCK. Well, I am very concerned about cost overruns because we are using the funds of the American people, and I think we need to be very clear and very careful in how we use those funds.

I really cannot evaluate at this point what all the causes are for that particular sum. I cannot even, frankly, know whether that is, in fact, an accurate estimate or not. But I will certainly look into it, if and when I am confirmed, because cost management is effective. We know that obtaining a complete count is critical. It is required by our Constitution. It is really one of the hallmarks of our democracy. So it is very important to get that. But at the same time, we want to obtain such information, being as cost sensitive and efficient as we possibly can. And I think we need to make sure that we are looking at all those contracts.

I am not an attorney, but I will certainly look at those as the Director and look at what the products are and what the deliverables are and what the time frames are, etc.

Senator COLLINS. When we have a census that is projected to cost double what the last census cost, I for one want to see a quantum leap in solving a lot of problems and improving the accuracy and making sure that the problems with undercounting and overcounting are being resolved. Otherwise, I am going to wonder how the cost escalated by that amount. I realize that a decade is quite a long time, but a doubling of the cost ought to produce some quan-

tifiable benefits to the American people and be translated into better accuracy.

I know my time has expired, and I do have to go on to another event. Mr. Chairman, I am just going to ask if I could submit for the record a question on undercounting, a question on human resources, and also a question on an issue that I know is of concern to you and Senator Coburn on the use of the Internet and the fact that other countries have done that. So thank you very much.

Senator CARPER. You bet. All those questions are in order.

Senator COLLINS. Thank you.

Senator CARPER. Thank you, and thank you for joining us.

I want to return to a point that has already been made earlier, but I wanted just to revisit it, if I could, and the theme is project management at the Census Bureau. Senator Coburn and I have heard testimony at our oversight hearings that the Census Bureau does not have enough staff on hand with the skills and the backgrounds necessary to effectively manage the kind of large-scale IT projects like the handheld computers that the Census Bureau hopes to use in 2010.

And let me just say we have heard a lot of testimony from other agencies that they do not have the staff on hand with the kind of skills and backgrounds necessary for them to manage their large-scale IT programs either.

But if confirmed, how would you address these alleged shortcomings with respect to having the staff on board with the kinds of skills and background necessary to manage large-scale IT projects?

Mr. MURDOCK. Well, obviously, it would be premature for me to suggest the extent to which there may be difficulties, but certainly as we look at something as critical as the census and the census other products, we have to obtain the expertise that we need in order to manage funds and to manage contracts. Whether that is best done by hiring additional people or by doing it on a contractual basis or doing it some other way, it is not possible for me to discern at this point, but it must be done. And I commit to you that we will do our best to make sure that we are managing contracts appropriately.

Senator CARPER. All right. Senator Collins said this just before she was leaving. She was talking about the increase in the projected cost of the census going from about $6 billion in 2000 to roughly twice that in 2010. I will tell you, when I first heard those numbers, I was shocked. I was shocked because our technology is so much better now than it even was 7, 8 years ago, and I presume it is going to be better still by 2010. And while we have more people to count, I was surprised to find that the cost—I thought it might go up marginally, but given the advances of technology, I never imagined an almost 100-percent increase in projected cost.

Should I be surprised? Why or why not?

Mr. MURDOCK. Well, there are a number of factors that obviously are impacting the census. One is certainly that we have more people. We have a more diverse population speaking multiple languages. We have populations that are living in a variety of settings, if you will, in the United States. So there are lots of complexities to the American population that were, frankly, less there in

1980 or 1990 or even in 2000. And as you get complexity in the characteristics of your population, thereby the difficulty in counting and ensuring that everyone responds to the census increases.

I really cannot evaluate at this point whether that is a level of growth that we should have expected, but certainly there are factors simply in what has happened to our population that have increased the costs of counting that population.

Senator CARPER. So the long and short of it is I should not have been so surprised.

Mr. MURDOCK. Well, I cannot tell you what you should be, Senator, but I think that it is a substantial growth in the cost. We need to make sure that it is appropriate and that we are getting our money's worth out of our programs.

Senator CARPER. What do you suppose we could expect for all that extra money?

Mr. MURDOCK. Well, we are doing a number of things. The re-engineered census includes, for example, the American Community Survey. One of the problems we have had with census data until this period of time that we are looking at as we come to the 2010 census is that we would ask data on socioeconomic characteristics at the decennial year, and then each year thereafter the data became less accurate because things had changed. So, in 1995, we were still using 1990 census data for income and education, etc.

What we have with the new re-engineered census is annual data that will be available for areas of all sizes on things like income, education, occupational change, etc., things that will help us keep a better measurement of what is happening in terms of the American society and the American people.

So we are getting data that we have always wanted in order to more effectively chart the situation, the conditions of the American population. So it is not like we are getting the same products. We are getting substantially improved products and increased products that should help you in the Congress as you govern our population and the public and the private sector in a variety of ways.

So we are getting more—in addition to the impacts of inflation and diversity and so forth of the population, so you are getting a better product, a more frequent product from this particular census process.

Senator CARPER. All right. Well, thank you for that.

Senator Collins said, I think, just as she was leaving, that she wanted to leave a couple of questions. I think maybe one of them dealt with the issue I am about to raise, and that is the Internet.

It turns out I just was handed a note by our staff that Senator Coburn is not going to be able to join us today, which is too bad because he has a great deal of interest in this issue, as do I.

But as you know, the Census Bureau decided recently not to include the Internet as a response option for the 2010 census. Again, I was surprised. If somebody had asked me a year or two out of the likelihood of us not relying on the Internet, I would have not believed it. But I understand that this decision came despite the fact that offering an online option would not add to the total cost in any significant way.

Do you think that an online response option would improve census response rates? Do you think that it would reduce the amount

of time and money spent to follow up with households that do not respond to the initial census mailing? And if confirmed, would you commit to looking into whether the Internet can, in fact, be an option in 2010? I would be happy to repeat those if you would like.

Mr. MURDOCK. Well, as you know, we discussed this when I met with you. I think we must ultimately have an Internet option among several other options for responding to census materials. I commit to you that we can look into this, we will look into this for census activities. It may not be possible given how far along we are in terms of the 2010 census process to do anything in regard to it at this point in time, but I do believe we must have it in the long run.

The Census Bureau has made some tests of Internet options, and I think you are aware of some of those. They did not find, according to the reports that I have looked at, public reports, they did not find a significant increase or improvement in response rates as a result of the use of the Internet. And, very importantly—and I think this must be a critical element as we evaluate the potential use of the Internet—they had substantial concerns about the protection of data and personal data as a result of hacking, phishing, and other kinds of processes.

As I said, I think we need to have that and a number of other options eventually, but we cannot do it until we are sure that we can protect the confidentiality of such data, and I do commit that we will evaluate that option again and look at it particularly for census operations down the road.

Senator CARPER. A lot of folks in my State file their tax returns electronically. A lot of people nationally file their Federal tax returns electronically, both on the personal side and the corporate side. It is hard to imagine information that is more sensitive than that which we file with the Delaware Division of Revenue or with the IRS. It just seems strange to me that while we can do that and have been doing that for a number of years, we are unable or maybe unwilling to tackle a similar use of the Internet on this front.

As it turns out, in filing taxes, those who do it actually prefer it to having to file the old way. I was reading some survey results just this week about people's satisfaction, customers' satisfaction with services provided by the government. And they reported that the customer satisfaction with the IRS was actually up, I think to about 55 percent. And for those who file electronically, the customer satisfaction was about 75 or 80 percent.

Mr. MURDOCK. That is exactly why I believe we must have that option ultimately in terms of one option for responding to the census. It clearly cannot be the only option, and I cannot at this point, until and if I am confirmed and look at the materials, commit to any particular time frame or inclusion of any particular products. But it seems clear to me that we have to get there, and I commit that we will work with you and your staffs and others in moving that way.

Senator CARPER. I will just forewarn you, and I am sure you have already met with Senator Coburn and talked with him.

Mr. MURDOCK. Yes.

Senator CARPER. My guess is this probably came up in your conversation.

Mr. MURDOCK. Yes, it did.

Senator CARPER. When you are confirmed—and I think you will be—and have the opportunity to lead this agency in the years ahead, you can just tell the folks that will be working with you and for you that there are a couple of folks in Congress, Democrats and Republicans, who are real interested and who are going to be leaning on you hard to make sure that you keep the commitments that you have made. Sometimes we do not like to change things. We are comfortable with the way we have always done things, and that has got to change. And I respect the fact that you are prepared to use these handheld computers—I say "you"—the Census Bureau is prepared to use the handheld computers, but we think you can do more and better.

When I was governor and very involved in the National Governors Association, we always talked about the States as laboratories of democracy. If we were looking to do something better on education or welfare reform or transportation, we would always look to other States to see what they had done, and then we would steal their ideas and never give them credit. But in terms of just looking at your post as demographer of Texas and all your work in Texas, is there anything that you can point to where you have relied on technology or the Internet, harnessing it in ways that might help or might inform what you do as Director of the Census?

Mr. MURDOCK. Well, certainly we have found ourselves, as the State Data Center, going from an entity where we answered phone calls and we sent out xeroxed materials to a situation where nearly everyone contacts us through the Internet. The vast amount of our data is distributed as a result of web-based activities, and it has totally changed the nature of what we want in people. For example, we now ensure that everybody——

Senator CARPER. When you say "what we want in people," employees?

Mr. MURDOCK. Meaning in terms of skills, for example, so that State Data Center people who used to be the first point of response for the public, they needed to know how to find census data, and then they needed to be good in terms of running runs and so forth to provide it. Now we need people who are good at using the Internet and are good at locating data and helping people find that customized data that they usually want.

One of the things that has happened with the increase in technology is that people want more specific information. They are no longer happy with information that is State level if they really want county level, and then county level if they really want subareas of counties.

So we, certainly in Texas, grew accustomed to getting more specific as a result of using technology, and I see no reversal of that. We are going to increasingly rely on those kinds of ways of disseminating information.

Senator CARPER. All right. I know we have discussed this at an earlier hearing—not you and I, but others before us. We have talked about different countries, and I presume that most of the countries of the world, certainly the major countries of the world,

conduct a census from time to time. And my guess is that some of them actually figured out how to use the Internet effectively and how to ward off the hackers. Am I mistaken? Or has somebody already invented this wheel?

Mr. MURDOCK. I am not an expert on censuses done by other countries, but certainly there are countries—Canada and Australia, for example, are examples of countries that have used the Internet as at least part of their response.

Now, not in all cases did they necessarily improve response rates, as I understand it, but certainly looking into other entities' use of these kinds of information, providing sources, is one of the things that we will do.

Senator CARPER. In my State of Delaware, our State motto is, "It is good being first," and the reason why that is our State motto is because we were the first State to ratify the Constitution. On December 7, 1787—220 years ago almost to the day—Delaware ratified the Constitution, and for one whole week we were the entire United States of America. So that is our motto: "It is good to be first."

Sometimes there are some things, though, you do not want to be first in, and using the Internet to actually do a part or all of your census may be one of those things. But it is good that other countries have gone first. You mentioned a couple of them. And we can learn from them what they did well and what they did not do so well, and their experiences, good or bad, can help to inform us, and particularly the Census Bureau, as we figure out how to use the Internet for a part of the census that is coming up. And I would just urge us to do that.

I have at least one more question, and then I think we will let you escape. Again, this has been touched upon already, but I want to come back to it one more time.

When census time comes around, there is always discussion of the groups out there that in the past have been undercounted. Senator Collins alluded to that. Could you just take a minute or so to discuss some of the groups that have historically been undercounted? And what do you think are some of the better strategies for getting them counted this time?

Mr. MURDOCK. Well, obviously, if you look at censuses as long as we have been doing evaluations of the accuracy of the count, certain populations have been repeatedly undercounted. These include minority populations—African Americans, Hispanics, other groups as well. It includes disproportionately young adults versus older—more middle-aged and older persons. This included—more likely to exclude, rather, people in rental housing, etc. So we have seen a set of percentages for a long time that have indicated that certain groups are more likely to be missed.

As I look at the 2010 census, drawing on the experience from the 2000 census, clearly some of the things that we will do to address that, which I think are in place or will soon be in place and are very important, is the partnership program. I watched this in Texas, in areas like the colonias of Texas, where it was very difficult to obtain information for a variety of reasons, and by getting local people, people who were parts of those communities as mem-

bers of the partnership organizations, we were able to get information that had been missed by the census in previous periods.

So I think a strong partnership program is very critical, and that program is one that, as you know, has been funded by Congress in a variety of ways.

In addition, as you know, the census is involved in a very active advertising campaign and communication program. It has very active advisory groups that it draws on to provide contacts to critical communities that have been among those that have been undercounted. It is a very important area. We, as Americans, want as complete a count of everyone as we can possibly get, and we have to take those actions that will get us there.

Senator CARPER. Thank you. The point you just made about the partnerships, that just makes a whole lot of sense, and the idea of reaching into those communities that are undercounted and drawing from those folks who can come forward and work with the Census Bureau to reduce the undercounts is, I think, a wise thing to do.

Those are my questions for today. As Senator Collins suggested, she had a couple of other questions she is going to submit for the record.

Let me just ask before we wrap it up here, is there anything else that you would like to say that maybe during the course of our conversation has come to mind that you would like to—maybe just to get it off your chest?

Mr. MURDOCK. Well, the only thing that I would like——

Senator CARPER. Maybe you are having second thoughts about this job. I do not know. [Laughter.]

Mr. MURDOCK. The only thing that I would like to commit again to you is that I will look forward to working with Congress to work together to address these issues that are of concern not only to you in Congress but those people that you represent. And so I just want to commit again to working with you to get us the best possible census we can possibly obtain.

Senator CARPER. I welcome that comment to close with. What I try to do around here is just to get things done and to get people to work together toward that end. In my old job as governor, you had to get stuff done. You had to produce, you had to show results, and if you did not, folks would fire you and hire somebody else. And I describe myself as a "recovering governor," and among the challenges that we face as a Nation, one of the biggest ones is getting the census done and getting it done right. And it is going to take all of us pulling together and making sure that it happens. We have an obligation to conduct oversight and, if you will, hold the feet of different agencies within the Executive Branch to the fire, and we will do that. But we will try to do that always in a constructive way.

Again, I want to thank you for your willingness to serve. We thank you for joining us today, for responding to our questions, and, I believe, having responded to other questions that have been posed to you by us in private meetings or in our offices or in response to questions that have been posed to you by members of our staff, our Committee and Subcommittee staffs.

Without objection, the hearing record will remain open until the close of business today for the submission of any additional statements and questions. And, with that, this hearing is adjourned. Thank you all and happy holidays.

Mr. MURDOCK. Thank you.

[Whereupon, at 4:30 p.m., the Committee was adjourned.]

APPENDIX

Statement by Steve H. Murdock, Ph.D.
Nominee for Director, U.S. Bureau of the Census
U. S. Department of Commerce
Before the Senate Committee on Homeland Security and Governmental Affairs
Subcommittee on Federal Financial Management, Government Information,
Federal Services, and International Security
December 18, 2007

Chairman Carper, Ranking Member Collins, Senator Coburn, and distinguished members of the committee, it is a privilege for me to appear before you today as the nominee for the position of Director of the U.S. Bureau of the Census in the Department of Commerce. I am honored that President Bush has nominated me for this position and I also am honored by, and grateful to, Senator Hutchison for her kind introduction.

I believe that the Census Bureau is among the best public data collection, analysis and dissemination agencies in the world. It is responsible for the cost-effective collection, analysis, and reporting of data on the economic, demographic, and social characteristics of all of the nation's inhabitants while ensuring the confidentiality of respondents' personal data and while maintaining the confidence and cooperation of the American people. This is a complex and difficult job.

It is particularly challenging when we are approaching a decennial census that provides essential data for the operation of our democracy and, in the case of the 2010 Census, involves the use of a number of innovative methods and technologies. These challenges are also created by the fact that in addition to the decennial census, the Census Bureau conducts an extensive array of surveys and other data collection efforts that are used by numerous agencies and other organizations, including the Federal Reserve, the U.S. Treasury, the Council of Economic Advisors, to measure such critical factors as GDP, Industrial Production, Producer Prices, and levels of employment and unemployment. Such data are essential for the effective and efficient operation of private as well as public sector entities across the Nation.

Although the intricacies of the challenges will become more apparent to me when, and if, I am confirmed, several areas are clearly of critical importance and will be priority areas for me.

The fiscal practices in the Census Bureau must be reviewed so as to ascertain any potential areas where performance, efficiency and accountability might be improved. In particular, I plan to immediately begin a review of progress on the major contracts of the Bureau relative to the 2010 Census to identify areas where there may be potential impacts on the costs and completeness of the 2010 Census. The 2010 Census is the most expensive data collection effort in the history of census taking. Taxpayers must obtain an adequate return on their investment and the Bureau must continue to implement those management practices that improve performance and efficiency while ensuring the completeness of the Census.

I will also review and evaluate the practices and procedures used to ensure the completeness of the 2010 Census, ACS, and other products from the Bureau and to ensure the confidentiality of respondent's personal information. The census must be as complete as possible and must ensure that all persons from all backgrounds are included in the census. Analysis of the role of the partnership, communications and other programs for improving the count, including the count of traditionally difficult to count groups, will be included in this examination.

It is also the responsibility of the Census Bureau to ensure that the personal data of those who respond to its data collection efforts are protected against all forms of intrusion and disclosure. The continued monitoring of census programs to maintain the security of such information is critical.

As noted in my discussions with several of you, I also believe that it is essential that the Census Bureau carefully consider the options provided for responding to the decennial census, periodic surveys, and other data collection efforts and, where feasible and appropriate, provide respondents with a range of potential means of responding.

I plan to also examine the design and content of data products. I have spent my career helping users to more effectively employ census and related data to address their needs. Census data must be useful to a wide variety of users from Congress, to professional statisticians, demographers, marketers, and thousands of governmental jurisdictions; to members of the public who may use such data to better understand their community or to assess the feasibility of starting their own small business. Procedures for ensuring the usability of census data must be continually reviewed. This must include an examination of American Community Survey data for small areas employing multi-year averages and an examination of Census Bureau estimates which are used extensively for planning infrastructure and for resource allocation across the country.

Numerous stakeholders in the census and the public as a whole must be adequately informed about the importance of ensuring a complete count in the census and of the need for their cooperation. Ultimately the success or failure of a census, or any other large-scale public data collection effort, is dependent on public cooperation and participation. The Director of the Census Bureau must play a key role in promoting the census to all the people of the United States and I plan to participate in all appropriate ways in this important effort.

If confirmed, these are only some of the many challenges that I recognize I will face, for the responsibilities of the Director of the U S Bureau of the Census are extensive and require careful coordination with numerous bodies, among the most important of which are the members of this committee and Congress as a whole. I intend to reinforce a culture of sharing of appropriate information at the Bureau and, if confirmed, I commit to working with all of you, my colleagues in the Department of Commerce and the Census Bureau, stakeholder groups, and other members of the public in ensuring that the U.S. Bureau of the Census continues to be an outstanding data collection, management, analysis, and dissemination agency; a prudent user of the public's resources; and an excellent example of commitment to the best in public service.

Thank you for the opportunity to appear before you today.

BIOGRAPHICAL AND FINANCIAL INFORMATION REQUESTED OF NOMINEES

A. BIOGRAPHICAL INFORMATION

REDACTED

1. **Name:** (Include any former names used.)

   Name: Steven Harold Murdock (no former names)

2. **Position to which nominated:**

   Director, U.S. Bureau of the Census

3. **Date of nomination:**

   June 18, 2007

4. **Address: (List current place of residence and office addresses.)**

   Current Residence:

   Office Address: Institute for Demographic and Socioeconomic Research
   The University of Texas at San Antonio
   One UTSA Circle
   San Antonio, Texas 78249-0704

5. **Date and place of birth:**

   Date and Place of Birth: June 2, 1948, Fergus Falls, Minnesota

6. **Marital status: (Include maiden name of wife or husband's name.)**

   Marital Status: Married, Wife is Mary Zey (she uses her maiden name)

7. **Names and ages of children:**

   Children: None, my wife has a son by a previous marriage

8. **Education: List secondary and higher education institutions, dates attended, degree received and date degree granted.**

   Education: High School Degree, Milnor North Dakota High School, 1962-1966, graduated 1966
   B.A., North Dakota State University, 1970
   M.A., University of Kentucky, 1972
   Ph.D., University of Kentucky, 1975

9. **Employment record: List all jobs held since college, and any relevant or significant jobs held prior to that time, including the title or description of job, name of employer, location of work, and dates of employment. (Please use separate attachment, if necessary.)**

2007-present: Professor, Rice University, Houston, Texas (starting date is August 1).

2004-present: Lutcher Brown Distinguished Chair in Demography and Organization Studies, University of Texas at San Antonio.

2004-present: Professor, Department of Demography and Organization Studies, University of Texas at San Antonio..

2004-present: Director, Institute for Demographic and Socioeconomic Research, University of Texas at San Antonio.

2001-present: State Demographer of Texas.

1980-present: Director, Texas State Data Center, State of Texas.

2006: Chair, Department of Demography and Organization Studies, University of Texas at San Antonio.

1997-2004: Regents Professor, Texas A&M University System.

1994-2004: Director, Center for Demographic and Socioeconomic Research and Education, Texas A&M University.

1986-present: Research Fellow, Texas Real Estate Research Center, Texas A&M University, College Station, Texas.

1984-2004: Professor, Departments of Rural Sociology and Sociology, Texas A&M University, College Station, Texas.

1980-2004: Head, Department of Rural Sociology, Texas A&M University, College Station, Texas.

1997-2000: Director, Strategic Policies Research Group, Texas A&M University System.

1983-86: Associate Director, Center for Energy and Mineral Resources, Texas A&M University, College Station, Texas.

1980-84: Associate Professor, Departments of Rural Sociology and Sociology, Texas A&M University, College Station, Texas.

1979-83: Assistant Director, Center for Energy and Mineral Resources, Texas A&M University, College Station, Texas.

1977-80: Assistant Professor, Departments of Rural Sociology and Sociology, Texas A&M University, College Station, Texas.

1975-77: Assistant Professor, Department of Sociology, North Dakota State University, Fargo, North Dakota.

1974-75: Director of Evaluation, Comprehensive Drug Program, Metropolitan Dade County, Miami, Florida.

1974: Deputy Director of Evaluation, Comprehensive Drug Program, Metropolitan Dade County, Miami, Florida.

1970-73: Graduate School.

10. **Government experience: List any advisory, consultative, honorary or other part-time service or positions with federal, State, or local governments, other than those listed above.**

State Demographer of Texas, 2001- present, State of Texas

Scientific Advisory Committee, Mineral Management Service, Environmental Studies Program, 1990-96

Technical Advisor Governor's Task Force on Agricultural Development, 1988-89

Technical Advisory Group (Volume 4) for the Texas National Research Laboratory Commission In-State Selection of Super Conducting Super Collider (SSC) Sites, May, 1987

Social Science Representative, Technical Review Committee for the Department of Energy High-Level Nuclear Waste Repository Site Selection, 1983-84

National Academy of Science Panel on Cultural Attributes in Water Resources Projects, 1982

Technical Advisory Committee for National Science Foundation Project, "Technology Assessment of Alternate Means of Meeting Anticipated Electric Power Demands in the U.S., 1980-2020," 1981-83

Technical Advisory Committee, Governor's Task Force on the Devils Lake Basin, State of North Dakota, 1975-77

11. **Business relationships: List all positions currently or formerly held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any**

corporation, company, firm, partnership, or other business enterprise, educational or other institution.

Sanctuary Partners (family partnership for a vacation home)
Stratford Apartments (one of several general partners)
Minerals Management Service, 2001-02
U.S. Bureau of the Census, Training and Population Estimates Branch, 1990-94
Research and Planning Consultants, 1980-90, 2006-07
Shiner, Moseley and Associates, 1988
Kleberg, Dyer, Redford and Weil, 1984-85
Humana Hospital Corporation, 1984-85
Roy F. Weston, Inc., 1983-84
Technology Futures, Inc., 1981-82
Wyoming Research Corporation, 1980-82
Browne, Bortz and Coddington, 1980-81
Bureau of Land Management, 1979-81

12. **Memberships: List all memberships, affiliations, or and offices currently or formerly held in professional, business, fraternal, scholarly, civic, public, charitable or other organizations.**

Board Member, Center for Public Policy Priorities, Nonprofit
Board Member, Texas Business and Education Coalition, Nonprofit
Board Member, United Ways of Texas, Nonprofit
Board Member, Texas Nonprofits, Nonprofit
Population Association of America
Rural Sociological Society
Southern Demographic Association
Southwestern Sociological Society
Southern Sociological Society
American Public Health Association
Secretary-Treasurer and Newsletter Editor, American Sociological Association, Sociology of Population Section, 1994-96.
Vice-Chair, Minerals Management Service OCS Scientific Advisory Committee, 1994-96.
President, Southern Demographic Association, 1994-95.
President-Elect, Southern Demographic Association, 1993-94.
Chair, Southern Rural Development Center Technical Advisory Committee, 1987-89.
Vice-President, Rural Sociological Society, 1987-88.
Chair, North Central Regional Committee NCR-146, 1986-87.
Executive Council of the Southwestern Sociological Association, 1984-86.
Local Arrangements Chair, Rural Sociological Society Annual Meetings, 1984.
Executive Council of the Rural Sociological Society, 1983-85.
Chair, Natural Resources Research Group, Rural Sociological Society, 1983-84.

13. Political affiliations and activities:

(a) List all offices with a political party which you have held or any public office for which you have been a candidate.

I have never held an office with a political party or ran for any type of public office

13. Political affiliations and activities:

(b) List all memberships and offices held in and services rendered to any political party or election committee during the last 10 years.

There have been none

13. Political affiliations and activities:

(c) Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of $50 or more during the past 5 years.

There have been no contributions to such organizations

14. Honors and awards: List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals and any other special recognitions for outstanding service or achievements.

Recipient of the U.S. Census Bureau Director's Special Recognition Award (2004)

Recipient of the Governor William P. Hobby Visionary Award, Center for Public Policy Priorities (2004)

Recipient of the Lutcher Brown Distinguished Chair, University of Texas at San Antonio (2004)

Recipient of Regents Professorship, Texas A&M University System (1997)

Recipient of the Faculty Distinguished Achievement Award in Research, Texas A&M University (1994)

Recipient of the Excellence in Research Award, the National Research Award of the Rural Sociological Society (1989)

Recipient of the Distinguished Alumni Award from the Department of Sociology and Rural Sociology, University of Kentucky (1987)

Recipient, Distinguished Performance in Research Award in the Agricultural Complex at Texas A&M University (1982)

Phi Beta Kappa National Honor Society

Phi Kappa Phi National Honor Society

Phi Eta Epsilon National Honor Society

Graduation with Honors, North Dakota State University, 1970

Qualifying Exams Passed with Honors, University of Kentucky, 1973

Distinguished Military Student, University of Kentucky, 1973

NDEA Fellowship (3 years), University of Kentucky, 1970-73

Dissertation Year Fellowship, University of Kentucky, 1973-74

15. Published writings: Provide the Committee with two copies of any books, articles, reports, or other published materials which you have written.

See Attachment 1 for a list of such writings, copies are provided with boxed documents included with this submission.

16. Speeches:

(a) Provide the Committee with two copies of any formal speeches you have delivered during the last 5 years which you have copies of and are on topics relevant to the position for which you have been nominated. Provide copies of any testimony to Congress, or to any other legislative or administrative body.

I do not give what I would call formal speeches as such but do a number of short presentations on changing demographics in Texas, and the nation as a whole. I do not use formal texts but, because of extensively familiarity with the data, simply present the information. Attachment 2 provides a list of presentations for years 1996-2007 showing the audience and the date of the presentation. I have also provided a DVD that shows the type of speeches (talks) given to different audiences that will indicate the content and nature of such presentations.

16. Speeches:

(b) Provide a list of all speeches and testimony you have delivered in the past 10 years, except for those the text of which you are providing to the Committee. Please provide a short description of the speech or testimony, its date of delivery, and the audience to whom you delivered it.

List of my testimonies before congress are included as Attachment 3, copies are provided in boxed materials. Testimony to Texas Legislative groups consisted of briefings on Texas Population trends that are similar to the population talks

described above. State employees in Texas cannot testify for or against bills under consideration in the legislature.

17. Selection:

(a) Do you know why you were chosen for this nomination by the President?

I was selected because I am a professional demographer who has used census data for more than 30 years, participated at the state (Texas) and national levels in census processes for the last three censuses, and worked with elected officials from both parties in the use of Census data for nearly three decades.

17. Selection:

(b) What do you believe in your background or employment experience affirmatively qualifies you for this particular appointment?

I believe what qualifies me is my professional and academic training in demography, my many years of using and helping others to use census data (including authoring books that describe how to use census data), my years of work with elected officials in the use of census and related data, my experience in organizing efforts to promote census and related data, and my management of staff in the analyses, interpretation, and presentation of census and related data to public, professional and legislative audiences. I have also been in administrative positions of various kinds for more than 25 years.

B. EMPLOYMENT RELATIONSHIPS

1. Will you sever all connections with your present employers, business firms, business associations or business organizations if you are confirmed by the Senate?

Yes, I will sever relationships with my former employer, The University of Texas at San Antonio, The Texas Real Estate Center at Texas A&M, resign from the boards of all organizations of which I am a part and take a leave of absence from Rice University for the period of the appointment. I will not take any compensation from any of these entities during my service.

2. Do you have any plans, commitments or agreements to pursue outside employment, with or without compensation, during your service with the government? If so, explain.

Other than as stated above, I will have no outside employment with or without compensation during my service.

3. Do you have any plans, commitments or agreements after completing government service to resume employment, affiliation or practice with your previous employer,

business firm, association or organization, or to start employment with any other entity?

If I am appointed, I will take a leave from Rice University and plan to resume my tenured professorship there after my service is completed. I will however not take any compensation from Rice during my service and will abide by all regulations related to post-service activities after the termination of my service.

4. **Has anybody made a commitment to employ your services in any capacity after you leave government service?**

As noted above I will take a leave from a professorship at Rice University if appointed and would return to Rice after my service is completed.

5. **If confirmed, do you expect to serve out your full term or until the next Presidential election, whichever is applicable?**

Yes, I am committed to serving the term.

6. **Have you ever been asked by an employer to leave a job or otherwise left a job on a non-voluntary basis? If so, please explain.**

I have never been asked by any employer to leave a job.

C. POTENTIAL CONFLICTS OF INTEREST

1. **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.**

I have had no such relationships or transactions that would result in a conflict of interest.

2. **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 not been involved in any such activities.

3. **Do you agree to have written opinions provided to the Committee by the designated agency ethics officer of the agency to which you are nominated and by the Office of Government Ethics concerning potential conflicts of interest or any legal impediments to your serving in this position?**

I do agree to have such opinions submitted to the Committee.

D. LEGAL MATTERS

1. **Have you ever been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, provide details.**

   No, I have never been disciplined or cited for a breach of ethics.

2. **Have you ever been investigated, arrested, charged or convicted (including pleas of guilty or nolo contendere) by any federal, State, or other law enforcement authority for violation of any federal, State, county or municipal law, other than a minor traffic offense? If so, provide details.**

   No, I have never been investigated, arrested, charged or convicted for violation of any federal, state, county or municipal law other than a minor traffic offense.

3. **Have you or any business of which you are or were an officer, director or owner ever been involved as a party in interest in any administrative agency proceeding or civil litigation? If so, provide details.**

   No, I have never been involved in such a proceeding or civil litigation.

4. **For responses to question 3, 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.**

   N/A

5. **Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be considered in connection with your nomination.**

   I have spent my entire professional life in service to the public and wish to further enhance my service to the public in the position for which I am nominated.

E. 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).

AFFIDAVIT

Steven H Murdock being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

Steven H. Murdock

Subscribed and sworn before me this 29th day of June, 20 07

Susan D. Bell

Notary Public

SUSAN D. BELL
Notary Public, State of Texas
My Commission Expires
August 17, 2008

Nominee's Response to:
`U.S. Senate Committee on Homeland Security and Governmental Affairs
Pre-hearing Questionnaire
For the Nomination of Steven H. Murdock to be
Director of the Census Bureau, Department of Commerce

Note: I have attempted to respond in as complete a manner as possible to the questions. In some cases a more complete answer would require knowledge of non-public information to which I have not had access. In other cases the questions include statements of fact that I am not in a position to verify or refute. In such cases I respond to the question noting my inability to concur or refute the underlying premises.

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 the President nominated me because I have been involved with census matters for more than 30 years and was thus thoroughly familiar with the census and most of the issues surrounding it. I have worked in a non-partisan manner in Texas with five separate Governors (three Republicans and two Democrats), five Lieutenant Governors (three Republicans and two Democrats) and four Speakers of the Texas House of Representatives (three Democrats and one Republican). I believe his advisors found when they sought information about me that I was seen as a very competent professional of high integrity who had assembled and managed extensive data collection, analysis and dissemination efforts; had been very successful in communicating the relevance of such data; and had been successful in assisting private and public sector entities in the use and understanding of the significance of such data. I believe that they found that many referred to me as "the Jack Webb of Texas Demography" as someone who sticks to the facts and works with all parties in an effective manner.

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

There are no conditions attached to my nomination

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

I have extensive professional training and experience that clearly qualify me for this position. Below I describe aspects of my career that demonstrate that I: (1) have the appropriate professional education and training for the position; (2) have had extensive interaction with data users, elected officials, and other policy makers; (3) have been actively engaged in assisting a variety of persons in using census and related data to make policy and governmental decisions; (4) have completed activities that involved interfaces between state and federal entities; (5) have been extensively involved with industry groups and private-sector executives on issues related to

census and related data; and (6) that I am an applied policy-oriented professional who has extensive experience in areas directly relevant to the activities of the census.

Professional Training and Background

I have a Ph.D. in Sociology with a specialization in Demography. This is the background of a majority of demographers in the United States. I have extensive accomplishments as an academic. I was a full Professor by age 36, have published 12 books and hundreds of articles and reports, and held three professorships/chairs. I have spent my professional career as an applied demographer with substantial involvement in census and related data activities and with specialized books and other publications on such issues as applied demography, population estimation and projection, and data sources and uses. I have been actively involved in the creation of web-based and other forms of data dissemination and have been actively involved with data users from both the public and private sectors.

Experience

My professional experience and activities have prepared me for the position of Director of the U.S. Bureau of the Census. I describe several of these below:

1. I have served the State of Texas as its de facto state demographer for more than 25 years and the official demographer since the position was officially created in 2001. In that capacity I have worked directly with the offices of five Governors (three Republicans and two Democrats); five Lieutenant Governors (three Republicans and two Democrats) and four Speakers of the Texas House (three Democrats and one Republican). In this capacity, I have directed the Texas State Data Center and the Texas Business and Industry Data Center which as all SDCs and BIDCs have as their goal making census and related data readily accessible and available to private and public-sector users. These Texas data centers are composed of 45 organizations including state agencies, 24 councils of governments, small business development centers, and other entities. The SDC and BIDC directly serve (that is we mail, telephone or e-mail information and materials to) 50,000 users per year and have an internet site with more than 2 million users per month. I have also directed our population estimates and projections programs that produce annual estimates for all of Texas 254 counties and nearly 1,500 places and biennial projections of the population of the state and counties by age, sex, and race/ethnicity. I have administered these programs for the past 20 years. These estimates and projections are used by nearly all state agencies and many local governmental and private-sector entities for personnel, facility and budgetary planning. As the state's demographer I have interacted extensively with local data users and officials including local officials (county judges, county commissioners, mayors, and others) who have concerns about estimates or projections. I also have had extensive interaction with legislators. I formally testify 6-8 times per legislative session and we answer the requests of 50-75 legislators every session. I field numerous inquiries from the press averaging about 10-15 per month. I have also provided presentations on population issues impacting the nation and states including recent presentations in Texas, New Mexico, Arkansas, Colorado, Arizona, Iowa, Georgia, Louisiana, Missouri, and Kansas and other areas to a variety of groups such as Chambers of Commerce, Rotary Clubs, Lions Clubs, school districts, professional

organizations, and a wide variety of other organizations. I have delivered more than 800 such presentations during the past 10 years.

2. In the capacity as director of the state data center and as the state demographer I took a leading role in Texas during the 1980, 1990, and 2000 censuses in such programs as LUCA, the partnership programs, census promotion, and other areas. I provided training on census and other data sources and uses to business, government and media personnel across the State of Texas and several years ago completed workshops on methods of population estimation for the Census Bureau at various locations across the United States. I am thoroughly familiar with census issues and with the issues of respondents to, and users of, census materials.

3. I have been extensively involved with businesses. I have consulted with oil companies, hospitals and other health providers, telecommunication firms, numerous retail firms, and others. I have been a board member of the Texas Business and Education Coalition in which I have witnessed the positive synergism that occurs when business principles are brought to bear on the delivery of public services. I have participated in the activities of numerous statewide committees, which involved extensive interaction between business and state and local governments in regard to such issues as higher education, immigration, indigent health care, etc. Work on all of these concerns has included close interaction between members of the pubic and private sectors.

4. My first professional position after graduate school was as Director of Evaluation for a comprehensive drug treatment program in Dade County Florida. This position involved working with 2,500 clients in 25 separate programs (with separate directors) in collecting data on patient progress and program effectiveness. It involved coordination with federal agencies and state and county entities and required not only collecting monthly survey data from all clients but doing so in multiple languages and in difficult settings. It required ensuring the confidentiality of demographic, clinical, and medical data that were extremely sensitive. In addition, it involved explaining statistical data and program data to superiors who were not trained statistically and not necessarily appreciative of our efforts. It was a tremendous learning experience in working with multiple levels of governments and with administrators who had widely different backgrounds.

5. My next position was in a small university in North Dakota where I was extensively involved in research and public service activities related to large-scale energy developments and the development, distribution and communication of population projections for the State of North Dakota and its counties. Relative to energy developments we collected survey data in multiple areas and developed economic-demographic projections models (which provided county and place projections of economic, demographic, public service, and fiscal impacts of individual and multiple energy developments) for use by state and local officials. We worked to help these officials understand the model data and products and use them to make policy decisions about infrastructure needs. Relative to county population projections we worked personally with county officials who were concerned about our projections, describing in layman's terms how they were completed and the limitations inherent in the assumptions on which they were based. Finally, in this same position, we conducted interviews and worked on a project on health care needs on the Fort Totten Native American Reservation.

6. After moving to Texas A&M University, I became the Principal Investigator for a multi-million dollar, multi-year, multi-state project examining the socioeconomic impacts of the siting of High-Level Nuclear Waste Facilities in rural areas. It involved multiple institutions in several different states, the Department of Energy, the Department of Agriculture, and Battelle Laboratories in Columbus, Ohio. This position required extensive administrative activities in coordinating among these groups, in collecting survey and other data in multiple states and in discussing such projects with residents in rural areas. Foremost among the challenges was obtaining cooperation from respondents who simply did not want anything to do with the proposed siting of a repository in their areas.

I also served as Principal Investigator on two projects on waste storage (hazardous as well as low-level radioactive waste facilities) in the Western United States that involved interviews with businesses (to assess the economic impacts) of such developments and household surveys. Again, this position involved the direction of data collection efforts in multiple areas.

I was also the Principal Investigator on a project to conduct surveys assessing community residents' perceptions of the impacts of a low-level radioactive waste disposal facility in Texas. This position involved working with state and local officials and serving as an objective source of information on such impacts as well as testifying to the legislature on the impacts of the proposed waste disposal facility.

In sum then, I have:

1. professional education and training and accomplishments appropriate to the position;
2. direct and extensive experience managing programs directly related to the collection, use and communication (to non-academic audiences) of numerous forms of Census data and products including: administering programs during three decennial censuses; completing and communicating the use of estimates and projections data and using and communicating the importance of economic, demographic and social data;
3. administered programs that involve public officials, business leaders, and state and federal administrators in the collection and use of data;
4. administered programs that involve data collection and use in multi-cultural settings (e.g., Native American; Hispanic, African American, Asian areas);
5. administered programs in rural and large urban settings;
6. managed programs in bipartisan settings working with elected officials from both major parties;
7. managed programs addressing controversial issues to ensure timely and appropriate data collection;
8. managed programs that ensure the confidentiality of respondents' data on sensitive topics;
9. developed and administered programs that collect data and communicate information using numerous alternative data collection processes and data collection and communication technologies;

10. communicated the results of census and similar data analyses to the general public and public officials at all levels and at numerous locations across the country; and
11. administered programs that have stood the test of time having had the credibility to be used over several decades by business as well as government.

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 were the commitments made?

I have made no 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 and/or criteria you will use to carry out such a recusal or disqualification.

I have acknowledged all such potential conflicts in the ethics agreement which has been forwarded to the Office of Governmental Ethics.

II. Role and Responsibilities of the Director of the Census Bureau

6. Why do you wish to serve as the Director of the Census Bureau?

The decennial census is one of the most important functions underlying our representative democracy and the Census Bureau is the agency that completes that census. In addition, the Census Bureau is the primary data collection and dissemination entity in the Federal Government and thus plays a key role in providing data for policy making in the United States. I have spent my entire life in public service and believe that my experience, in such areas as the effective communication of the utility of census and related data and in such specific areas as population estimation and projection, can improve the quality of the census and make it of greater utility to the American People. I am dedicated to ensuring that high quality data are made available for policy and business-related decision making and thus directing the Census Bureau represents one of the most important ways to further this goal. Finally, I believe that working with other professionals in the Bureau I can improve census data, processes and administration, and thus positively impact what I believe historically has been the most effective national-level data collection, analysis and dissemination agency in the world.

7. What do you see as the principal mission(s) of the Census Bureau?

The broad mission of the U.S. Bureau of the Census is to collect, analyze and disseminate data on the economic, demographic and social characteristics of the American People. It must do so in a cost effective manner while ensuring that its data are inclusive of all Americans, that these data have been kept confidential, and while maintaining the confidence and the cooperation of the American people.

Within this broad mission its preeminent mission (and **the** major reason for the existence of the U.S. Bureau of the Census) is that of completing the decennial census mandated by the United States Constitution. In addition, it is charged with the collection of numerous other data items that are used to guide public policy actions related to the administration of programs mandated by the United States Congress. It also plays a major role in the collection and dissemination of data used by decision makers in the private-sector.

8. What do you see as the Census Bureau's principal strengths and weaknesses in its ability to accomplish those mission(s)?

My knowledge of the Census Bureau's strengths and weaknesses are those of a knowledgeable outsider since I cannot, prior to confirmation, be informed of the confidential non-public operations of the Bureau. Thus any generalizations that I now make must be seen as subject to substantial change if I am confirmed and gain additional information.

With my present level of knowledge I believe the major strengths of the Bureau lie in its highly competent and experienced professional staff both in Suitland and in its regional offices. The Census Bureau has some of the most knowledgeable and respected professionals in the areas of data collection, analysis and dissemination in the world. Its challenges lie in the collection of census and other data from a large, diverse and highly mobile U.S. population, and the need to ensure that all Americans are counted and that the data obtained from them are kept confidential, and are reliable and useful for their intended purposes. From the outside, it appears that the Census Bureau could be more effective in communicating its needs to Congress, has either not created or not effectively communicated its backup plans for ensuring the completion of some data collection tasks in the census, had some difficulty in some instances in protecting confidential data, has yet to finalize some of the procedures for ensuring the utility of the ACS data products, and has had difficulty in ensuring the accuracy and continuity of such programs as those in the areas of population estimation and projection. Again, let me stress that these views are not at this point (because vital data cannot be made available to me prior to confirmation) well informed and may prove to be erroneous when I receive additional information.

9. How do you view the role of the Director of the Census Bureau?

The Director is the Chief Executive Officer of the U.S. Bureau of the Census with ultimate responsibility for everything that the Bureau does or does not do. The Director generally does not direct the day-to-day operations of the Census Bureau which is under the supervision of the Deputy Director, but must ensure the cost effective and efficient operation of the Bureau. In addition to the Director's clear administrative responsibilities, the Director has primary responsibility for communication with the U.S. Department of Commerce and the U.S. Congress and is the primary public face of the Census Bureau in communicating the importance and utility of the census. The Director is also responsible for effectively interfacing

the Bureau with other data-related agencies and for representing the Bureau in statistical policy coordination efforts.

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

The top priority must be ensuring the success of the 2010 Census. This requires not only ensuring a complete and successful dress rehearsal census and ensuring that regional census offices are operational and other operations for the 2010 Census are completed on schedule but also ensuring the continued effective operation of the ACS survey and the population estimates program that provides an important statistical base for the ACS. Coupled with such efforts must be those of developing the procedures and processes necessary to obtain the cooperation and confidence of inhabitants of the United States in responding to the census and to ensure that the data products of these efforts are of maximum utility to the users of census data.

Given the potential short tenure of this position, I would hope to hand off this position to a successor with the Bureau properly positioned to complete a successful 2010 Census and with positive relations with Commerce, the United States Congress and the American People.

If my tenure is longer I would like to leave a legacy of a successful and fiscally sound 2010 Census that provided a full count of the population, met critical deadlines and provided products with extensive utility for census users while safeguarding respondents' confidentiality. I would like to also leave a Bureau that was poised for the challenges of the coming decade.

11. How would you communicate to the Census Bureau staff on efforts to address relevant issues?

I believe the Bureau has several communication instruments in place, but I would institute frequent direct meetings with associate directors and regional directors, hold general meetings involving Suitland and broader regional staff through interactive communication technology, and solicit input through an "Ask the Director" anonymous e-mail site monitored by staff who work closely with me. My mode of communication is to be very frank with staff and to treat them as professionals who will operate more effectively if properly informed.

12. Please list any management positions you have held. For each position, please describe the nature of your management responsibilities, the number of employees you supervised, and the time period during which you held the position.

1974-75: Director of Evaluation, Comprehensive Drug Program, Metropolitan Dade County, Miami, Florida. Included management of staff of 15 people and directing evaluation of 25

treatment programs involving over 2,500 clients. Administrative activities included direction of an agency-wide strategic planning effort, affecting administrative interface with all 25 treatment programs and local, state and federal funding sources, determination of program effectiveness and unit budgeting, fiscal management and human resource management.

1980-2004: Head, Department of Rural Sociology, Texas A&M University, College Station, Texas; Director of the Texas State Data Center and Business and Industry Data Center and State Demographer of Texas [starting in 2001]. As the head of the department I was responsible for setting annual objectives through strategic planning and implementing policies, budgetary and fiscal oversight and planning, and evaluation of staff and faculty performance. Position involved supervision of 10 faculty and 30 staff members. The position included responsibility for sociology research and extension programs throughout the 254 counties in the State of Texas. For a description of data center and State Demographer duties see 2004-2007 below since these are duties which have been continuous from 1980 through 2007

1983-86: Associate Director, Center for Energy and Mineral Resources, Texas A&M University, College Station, Texas. Position included supervision of 6 staff and selection and monitoring of socioeconomic research projects for the Center. This included determining projects to be funded, evaluating project budgets and productivity, and budgeting and human resource management for the socioeconomic research program.

1993-96: Principal Investigator: High-Level Nuclear Waste Repository Siting in Rural Areas. The project involved direction of a multi-million dollar, multi-state, multi-year research project in the United States. It involved coordination of research activities in three state universities, data collection at multiple sites, creation of economic-demographic projection models for repository siting, and coordination with state, local and federal (Department of Energy) officials and private sector entities. Administrative activities also included determination of annual program objectives, annual budgeting and reporting to funding sources and monitoring of subcontracts with participating institutions. Activities also included fiscal management, project management and monitoring and human resource management and evaluation. Directed approximately 12 staff directed at three cooperating entities.

1997-2000: Director, Strategic Policies Research Group, Texas A&M University System. Involved supervision of 5 staff and direction of strategic planning research for the Texas A&M University System. It included directing research on academic institutions throughout the system, interfacing with administrators at each institution, communicating research results to all institutions and unit budget, fiscal, and human resource management.

2004-2007: State Demographer of Texas, Director of the Institute for Demographic and Socioeconomic Research, and Director of the Texas State Data Center and Texas Business and Industry Data Center. Involved supervision of 15 staff and coordination with more than 45 data center affiliates from across Texas. The data centers directly served over 50,000 persons directly (through mail, telephone, fax, etc.) and more than 2 million users from the web per month. Administrative activities included strategic planning, budgeting and fiscal management, and human resource management.

III. Policy Questions

General Management

13. How would you characterize your management style, and how is it compatible with the culture of an organization like the Census Bureau?

My management style is rather traditional. It involves hiring the best people available, granting them authority commensurate with their responsibilities, and then carefully monitoring, and correcting as necessary, their performance. I tend to provide relatively close supervision of my direct and immediate managers and to hold them responsible for the activities of those staff members they supervise. In areas where it is appropriate I try to lead by example and to communicate to all that I hold myself to as high a set of standards and expectations as I expect of those who work with me. As a result, I have generally been perceived as a demanding but fair administrator and leader.

I have only observed the Bureau's internal culture from the outside and therefore feel it is inappropriate to evaluate it relative to my management style. However, I have administered programs in large governmental settings as well as academic settings and I believe the general administrative model noted above will be effective in such settings.

14. Do you believe that there are legitimate concerns about fiscal and financial management practices in the Census Bureau? If so, what are they and how would you address them?

I have read about the concerns noted by Congress relative to such practices but since an evaluation of them would require knowledge of internal practices of which I cannot obtain information until, and if, I am confirmed I cannot evaluate the legitimacy of the concerns. However, I believe careful and frugal management of public resources should be the norm for all public agencies and that appropriate contracting and other practices utilizing the best business practices should be employed.

15. The 2000 Census cost was over $6.5 billion and it is estimated that the 2010 Census will cost over $11 billion.

    a. If confirmed, what steps will you take to manage the cost of this operation to ensure its efficiency and effectiveness?

    b. Do you intend to plan for alternative budget scenarios in the event that this level of funding may not be possible?

If confirmed I would implement careful cost accounting procedures to ensure sound fiscal management. I believe this must include appropriate contingency planning with alternative scenarios. Because my lack of knowledge of internal operations does not allow me to discern the appropriate elements of such alternatives, I cannot be more specific at this time.

16. How would you prioritize the various Census Bureau programs and activities in the event that Congress provides fewer resources than the $1.2 billion the Census Bureau requested for Fiscal Year 2008?

The priority would have to be the 2008 dress rehearsal census, funding for the continuing collection of ACS data, and funding for the opening of regional census offices. Without knowledge of more detailed information not available to me until, and if, I am confirmed, I cannot provide a more detailed answer.

17. In the past, significant progress in computer technology and statistical methodology resulted from research done at the Census Bureau. Over the last decade, the Census Bureau has significantly reduced its investment in research and development.

a. In your opinion, how does research and development relate to the mission of the Census Bureau?

b. If confirmed, would you increase research and development funding at the agency; if so, to what extent?

Research and development has been one of the things that has made the Census Bureau one of the most respected data collection agencies in the world. The Census Bureau's developments in such areas as sampling, survey methodology and recently its TIGER system have impacted science and technology far beyond the census applications of them. Research and development must be seen as an important part of the Census Bureau's overall mission. I would certainly aspire to increase funding in this area but without detailed knowledge of the other budgetary needs of census programs (of which I cannot have knowledge until, and if, I am confirmed) I cannot, at this time, commit to any given level of funding for research and development.

18. The Census Bureau's primary responsibility is domestic data collection, but the agency also collects international demographic and socioeconomic data. What are your plans, if any, for international data collection and dissemination or other international statistical activities?

The Census Bureau has become one of the best sources of international data in the world. Since its initiation of its major programs in this area its international projections and country profiles have come to be widely used by both public and private-sector entities. I want the Bureau to continue its work in this area. Again, however, without more detailed knowledge of internal budget needs, I cannot be more specific at this time.

19. The Census Bureau plans to spend an estimated $3 billion on information technology (IT) investments for the 2010 Census, what actions would you take to help ensure that these IT projects meet expected cost, schedule, and performance?

The Bureau's plans for the 2010 Census have critical areas of dependence on information technology (the handhelds are the single best example of the critical importance of IT investments). I do not, and cannot, until, and if, I am confirmed know the details of any such contracts but I would want there to be clearly defined deliverables, with definite deadlines for delivery and performance standards for product acceptance. If not already included I would implement a careful monitoring process to ensure that, to the extent possible and appropriate, there are fixed-cost contracts to ensure that products are delivered within budgetary guidelines.

20. In 2006, the Department of Commerce reported to Congress that 672 laptops went missing from the Census Bureau, some of which contained personally identifiable information. What will you do to ensure all census data is protected and to keep laptops, as well as other equipment used to collect data safe from security breaches?

From the public testimony I have read, it appears that the Bureau has implemented strict guidelines for the use of laptops and for the protection of confidential data since the incident referred to above. The full extent of such security measures has not been made public for obvious reasons and hence I do not know the exact details of such programs. However, the use of data encryption, the daily submission of field data over protected networks, and the subsequent automatic erasure of data from laptops coupled with careful adherence to federal data security guidelines are important steps that the Bureau has taken to ensure that such problems do not occur in the future. Beyond such procedures, I would discern the nature of additional steps after a full review of such procedures, which I would conduct soon after assuming the directorship. In addition, I would be sure that there were frequent communications about the importance of such security and of the implications of the violation of such security. These communications would include reminders of the fact that the success of everything the Census Bureau does is dependent on the trust and cooperation of the American people and that trust in the Bureau's ability to protect confidential data is the basis of that trust.

21. Revelations that the Census Bureau shared data with various federal agencies during World War II, as well as with the Department of Homeland Security in 2002 and 2003, has had a negative impact on public perception as to the confidentiality and privacy of census data.

a. What can the Census Bureau do to ensure the public has confidence that their information will not be shared inappropriately with other government agencies?

b. If confirmed, how would you communicate information regarding privacy protections to the public?

The revelations noted above have negatively impacted the reputation of the Census Bureau relative to its protection of data confidentiality. However, I think it can reestablish public trust by openly admitting to past mistakes and apologizing for them. I believe the Bureau can restore confidence by issuing new public information about its policies, delineating what actions it has taken relative to past breaches of such confidence, and providing information to the pubic that places such mistakes in context relative to the Bureau's long history of protecting American's individual information. The past cannot be undone, but with a generally strong record, trust can be restored. To do so will require major advertising and other efforts in which confidentiality is always noted and a culture of respect for such data is ensured within the Bureau.

22. Do you believe current privacy protections for Census data on individuals and households are adequate? If confirmed, how would you ensure that the Bureau reinforces overall public trust in confidentiality? Do you think the Census needs to strictly adhere to its own privacy principles and mandates, including Title 13 – the Protection of Confidential Information; the Confidential Information Protection and Statistical Efficiency Act, and the Privacy Act of 1974, on release of data on "sensitive populations" to law enforcement?

Without more detailed internal information, with which I cannot be provided until, and if, confirmed, I cannot evaluate whether current protections are sufficient. Practices have been revealed indicating that the protection of confidential data was not adequate in some cases in the past. There is simply no doubt that confidentiality must be ensured by the Bureau and that it should, and to the best of my ability, if confirmed, will be maintained in the Bureau. In regard to the legislation noted above, there is no alternative the Bureau must adhere to the laws of the United States.

23. In your opinion, are there practices that the Census Bureau could adopt from other countries' statistical agencies? If so, which practices?

I am sure there are practices that the Census Bureau can learn from other nations but I find this question so broad as to be almost impossible to answer. I do believe that the internet, which has been used in some other nations, should be evaluated, in conjunction with some other methods, as one option available for the 2010 Census and subsequent census activities.

24. Are there particular practices of non-governmental survey and data analysis organizations in the U.S. that you believe the Census Bureau should adopt or adapt?

Again, I am sure that there are practices in the private sector that could be appropriately applied in census taking but again find it difficult to address this very broad question. Internet response options are one such practice that should be considered by the Census Bureau.

25. What do you see as the appropriate role of international data gathering, data analysis, training and technical assistance at the Census Bureau?

I do not know what the full activities of the Bureau are in this area. Clearly the federal government, businesses, and other entities will increasingly use international data. My only comment is that priority must be given to the collection of data in the U.S., particularly the completion of the 2010 Census.

26. Almost every industrialized country has conducted its most recent census or will conduct its next census primarily through the Internet. Despite this, the Census Bureau has decided not to use the Internet to conduct the 2010 Census.

a. As you understand them, what are the reasons why the United States stands apart from other industrialized countries in using the Internet to conduct the Census?

The Census Bureau has indicated in pubic testimony that it has tested the use of the internet, found that it did not increase the response rate, would be costly to implement, and would increase the risk of losing confidential data. Hence the Bureau indicates that it has decided not to include an internet option in the census

b. Do you believe this was a wise decision?

I believe that the internet cannot be used as a sole source for response because it is unlikely to be effective with the most difficult to count populations and I do not know how difficult it would be to include it as an option at this stage of planning for the 2010 Census. However, I believe it should be further examined as a form of response for the 2010 Census and other data collection efforts. Providing such an option is likely to be important to the most tech savvy of American respondents and is important in creating a truly modern census.

c. Do you believe there is an advantage to conducting the 2010 Census as planned by the Census Bureau rather than over the Internet?

As noted above, I do not believe the internet should be the only option for response to the 2010 Census or other data collection efforts but I believe the development of this option is essential in the longrun and that, to the extent appropriate, its further evaluation now may assist in its development as an eventual response form for use by the Census Bureau.

d. If confirmed, will you commit to looking further into this issue and the possibility of using the Internet to conduct the 2010 and 2020 Census?

Although I am not fully informed (because I cannot be until, and if, I am confirmed) about the feasibility of including an internet response option in the 2010 Census, I will commit to further investigation of the internet as one alternative form of response for the 2010 and subsequent census data collection efforts.

27. Computer usage and Internet activity have risen dramatically in America in recent years. What are some of the major problems and opportunities with using computers or related information technologies – by both Census takers and respondents – in collecting Census data?

Increased computerization has substantially increased the volume and the speed with which many processes relevant to the census can be completed. The ability of computer related processes for address listing and mapping (with GPS capabilities) for eliminating many paper processes related both to questionnaire completion and mapping, the effect of computerization on increasing the speed of data processing, and the potential use of computers for answering census questionnaires through the internet and other forms are clear advantages.

The major disadvantages relate to data security and the public's perception of such security. The prevalence of hacking, identity theft, and related forms of computer crimes are areas of concern. The Census Bureau's loss of laptops and the accidental posting of data on the internet may have increased such concerns. Use of computer processes should be implemented only when proper data security guidelines have been met. Although I do not (and cannot, until, and if, confirmed) know all of the processes currently under development in the Bureau there is no doubt that additional forms of computer usage including response by computer through the internet and otherwise must be developed if the Census Bureau is to keep pace with new technological opportunities.

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

I have stated my view of the role of the director in my response to question 9. In general, the Deputy Director manages the day-to-day operations of the Bureau, and the Deputy Director in conjunction with the Director supervises the Associate Directors and through them the entire Bureau. The Director bears overall responsibility for everything that occurs or does not occur in the Bureau but bears major responsibility for establishing the vision for the Bureau, for maintaining effective communication with both the Department of Commerce and the Congress and for communicating the importance and goals of the census to the public and other stakeholders across the country.

29. To what extent, if at all, are you willing to disagree publicly with decisions taken by the Secretary (as past Directors have, for example, on the issue of adjustment)?

Without reference to any specific issue, I believe such potential instances generally should not occur because the Census Bureau is a part of the Department of Commerce and its Director reports to the U.S. Secretary of Commerce. The Director

should have effective and frequent communication with the Department of Commerce and hence the need for public disagreements should be avoided.

If the question is really about my potential commitment to the position, the mission of the Bureau, and dedication to the truth no matter what the political consequences I would ask that you consult those from either party with whom I have worked in Texas and you will find out that I have a reputation as having told them and the public the truth even when it was not what was politically expedient.

30. In every Census undertaking, there are countless decisions to be made about which statistical processes to use. These include the decisions, for example, to use imputation (the practice of using computers to create data for households that were not enumerated), or to employ certain practices to eliminate duplicate responses for the same address, or to adjust the Census counts to reduce or eliminate the undercount. Although these decisions require scientific analysis, they have political ramifications. How would you decide which decisions should be made by career employees and which are more appropriately made by the Director, the Secretary, or other political official?

I have never made technical decisions on political bases and will not if I am confirmed to be Director. I have a clear record in my past positions of being one who uses the best science available and reports results in an objective manner. I will maintain these principles if I am confirmed in this position. In regard to adjustment, the Supreme Court's 1999 decision has barred adjustment of the data for apportionment purposes.

31. Do you now or have you ever supported the use of sampling as a means of collecting population data during a decennial census?

In the late 1990s, before the Supreme Court decision, the completion of the 2000 Census and the evaluation of the ACE I was open to the technical aspects of adjustment. In other words, I believed as a scientist that it might be technically possible to make adjustments at the small-area level. However, the extensive ACE process cast considerable doubt on the technical feasibility of such a process. As a scientist, one must always be open to the possibility that new methods will be developed that make such adjustment technically possible but such methods are presently underdeveloped. However, as I note in response to questions 32, in the absence of additional legislation or reversal of the Supreme Court's 1999 decision, it is not possible to use such techniques to develop the count for apportionment.

32. In 1999, the Supreme Court decided in The Department of Commerce v. The U.S. House of Representatives that the Census Bureau would be permanently barred from using any sampling methods for determining apportionment of the U.S. House of Representatives. Do you believe, in light of that opinion, that there remain any legal

or constitutional avenues to pursue sampling in any form as it relates to apportionment?

The Supreme Court's decision is the law of the land and must be adhered to by the Bureau. There would have to be a change in law and/or a new Supreme Court ruling for there to be any change in how the count was determined.

33. In your estimation, what is the single highest priority of the Director of the Census Bureau?

Please see my response to question 10.

Decennial Census

34. The 2010 Census is less than 3 years away, what do you think are the key challenges facing the Bureau, and what would you do to overcome them?

The key challenges are those of ensuring that planned operational and technical factors proposed for the census are working as planned as evaluated by the dress rehearsal census and making any necessary changes as a result. They entail being certain that the Bureau is properly positioned to complete a successful census; ensuring the continued development of the ACS including continued data collection and analysis of the use of three year and five year averages; and ensuring that the population estimates that underlie the ACS are as accurate as possible.

To address these challenges will require maintaining adequate funding for the census and ensuring the efficient operation of the census. The Director's role in the budget is to ensure that the Census Bureau's budget is appropriate for the work to be done and to convince all levels of government to fund the budget so that the census can be effective. I would do this by establishing a close working relationship with all those involved in the budgetary process including frequent interactions with Congress through a variety of formal and informal meetings with key Senate and House members and their staffs.

To ensure that census operations are completed in an effective manner, I will place heavy reliance on experienced census staff such as the Deputy and Associate Directors but will also institute processes to increase, as technically, legally, and fiscally feasible, inputs from outside experts to provide suggestions for improving operational efficiency and data accuracy and coverage.

35. In your opinion, how well has the Census Bureau been able to accurately count the U.S. population during the last several decennial censuses?

There is no simple or single answer to this question because any census is likely to have variability in its coverage of specific population groups. The 2000 Census relative to the total undercount was technically among the most complete censuses

ever conducted but, at the same time, levels of undercount for some population groups (particularly African American, Hispanic, Native Americans, and other minority groups) were high particularly for some age groups (e.g., young adults), in some areas (e.g., central cities) and within certain types of housing (rental for example). It is clearly positive to have a small overall undercount but the failure to adequately count specific population subgroups remains a continuing problem.

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

The major challenges to obtaining a complete count lie in the high levels of mobility of the inhabitants of the United States (including high levels of migration and immigration (both documented and undocumented), the diversity of the population with related language and other issues, and the diverse forms of housing and household arrangements, among other factors. The Bureau's proposed plans for the 2010 Census include several steps that should help reduce the effects of such factors including the use of multi-language questionnaires in selected areas, as well as earlier and local assistance in address and housing unit identification (the LUCA program) and the requesting of direct assistance from hard-to-count communities of interest. Especially important is its partnership program. Prior to the 2000 Census I witnessed the success of this program in including larger segments of the population in the census. This program will be particularly important in the 2010 Census where issues related to documented and undocumented immigration will likely play a particularly important role. If confirmed, I will place high importance on the success of the partnership program and personally promote (as appropriate and as recommended by knowledgeable persons in the component communities) complete counts in hard-to-enumerate populations and areas. I will also ensure that the communication program recently contracted by the Bureau remains particularly sensitive to reducing the undercount among hard to enumerate groups.

37. Previous Censuses have historically undercounted some groups and over counted others. The General Accountability Office (GAO) reported: "certain racial and ethnic minorities have long been undercounted in the Census."[1] The Census Bureau has attempted to quantify this undercount using statistical sampling methods. For the 2000 Census, the statistical method designed to measure the undercount is called the Accuracy and Coverage Evaluation (ACE) program. In March 2001, the Census Bureau decided not to use the ACE to adjust the Census for the purpose of Congressional redistricting and with respect to the distribution of federal funds in October. To date, adjusted estimates have not been used for any official purpose or released for public review because the Census Bureau determined there were problems with the ACE. Although the 1990 Census was not officially adjusted, the adjusted counts were ultimately made available in 1998.

[1] "Decennial Census: Overview of Historical Issues." GAO/GGD-98-103, p. 29, May 1998.

a. Do you agree that the Decennial census has historically and persistently undercounted certain populations?

b. What are your general thoughts about the feasibility and desirability of adjusting the Decennial Census?

c. If Congress requests the adjusted data for the purpose of oversight, what do you believe is the Director of the Census Bureau's obligation to provide these data?

All technical evaluations indicate that the decennial census has consistently undercounted certain populations, particularly minority populations, although technical assessments suggest that the undercount has also been somewhat reduced even for these groups in the last census.

As noted above, the 1999 Supreme Court ruling prohibits adjusting the census for reapportionment purposes. If the Congress requested adjusted data for oversight purposes, and it is appropriate, the Census Bureau would attempt to comply.

As I understand it (and I do not, and cannot, until and if, confirmed have more detailed data), the Bureau does plan to measure undercount in the 2010 Census. However, without more detailed (and non-public information) I do not know whether the necessary steps have been taken, or can be taken (given the current stage of the census process), to provide the geographical level of detailed undercount information necessary for adjustment.

38. Do you believe that the statistical and scientific communities would benefit from having available both unadjusted and adjusted counts to review?

If the information to be collected is sufficient to allow for the creation of statistically valid, adjusted data for small geographic areas, it is likely that these communities would be interested in the production of such data.

39. In March 2003, the Director of the Census Bureau announced that the Census Bureau would not develop a program to statistically adjust the 2010 Census, citing concerns that the methodology used to measure coverage in the last several censuses could not produce sufficiently reliable estimates of accuracy, in a timely way, on which to base an adjustment. Do you believe this was the correct decision?

I personally examined the results of the ACE process after the 2000 Census and on the basis of publicly available assessment reports concurred with the decision on a technical basis. As a scientist one can never suggest that new methods cannot be developed that will allow for technically appropriate adjustments, but the 2000 ACE process was, in my opinion, not successful in doing so.

40. The Census Bureau uses "net" error, as opposed to "gross" error in evaluating the accuracy of the Census. Some argue that the net error method disguises important information, such as differentials between ethnic/racial groups and geographic areas or people counted in the wrong place. For example, if the number of people counted twice were equal to the number who were missed, they would cancel each other out and the net error would be zero. Conversely, under the gross error method, the double counted and missed people would be summed as errors. For the 2000 Census, the Census Bureau claims a (net) error rate of 1.2 percent; if gross error were measured, it would exceed 10 percent. What are your views regarding the respective use of net and gross error as a measure of Census accuracy?

This is not a matter of the use of one measure relative to the other. They measure different things and should both be reported and the goal should be to reduce both.

41. In previous Censuses, there have been controversies about whether the Census Bureau's forms offered respondents choices that best captured the respondents' own view of their race, ethnicity, and ancestry. Are you satisfied with the accuracy and result of how race, ethnicity, and ancestry were reported in the 2000 Census? Please explain.

These are among the most difficult factors to measure, and the Census Bureau has made concerted efforts to attempt to adequately measure these factors. This does not mean that there are no improvements that might be made and I will work with census professionals and census advisory groups to do whatever can be done to improve the measurement of such variables. However, as you are aware, final questions for the 2010 Census must be submitted by January of next year and so I do not know (because I cannot know of internal processes, until, and if, confirmed) if any changes for 2010 are appropriate or possible but further examination for subsequent census measurement efforts can be completed.

42. What challenges does the Census Bureau face in capturing accurate data from minority communities, particularly the different subgroups within each race, for both the decennial census and the American Community Survey (ACS)? If confirmed as Director of the Census Bureau, what actions, if any, will you take to address these challenges?

See my answer to question 41.

43. What are your thoughts about the adequacy of the appeals process for correcting errors that are brought to the attention of the Census Bureau?

Because I have not been confirmed, I do not know the internal decision criteria used by the Bureau in addressing appeals and hence do not feel my knowledge is sufficient to address this question. I will, if confirmed, review these procedures and make appropriate changes.

44. Do you believe it is important for the Census Bureau to measure the accuracy of the census for specific population subgroups through a coverage evaluation program? If confirmed, what steps will you take to ensure that the 2010 Census includes a robust coverage evaluation plan and that Congress is kept fully informed of the results of this program?

As indicated above I do support assessing the accuracy of the census count and will, if after an assessment of internal procedures (which I cannot know until, and if, confirmed) find them to be inadequate, attempt to implement (as technically and fiscally) appropriate procedures for the assessment of undercount. The results of any assessment done will be made available to Congress

45. If the 2010 Census coverage evaluation shows significant undercounts and overcounts, especially for specific population subgroups, what steps could the Census Bureau take to ensure that the data used throughout the subsequent decade for the allocation of federal funds and for policy and planning purposes are more accurate?

The Census Bureau is taking concerted steps to make the 2010 Census as complete as possible. However, if a technical evaluation indicates that the undercount level is unacceptable, and it is possible and feasible to do so, I would institute a program to further evaluate the data and seek recommendations from the professional staff of the Census Bureau concerning the steps that should be taken to ensure the utility of the census data for allocation purposes.

46. What role do you believe that partnership and outreach programs should play in carrying out the decennial census?

These programs are of substantial importance to the success of the census. The accuracy of the count is ultimately dependent on obtaining the confidence and cooperation of the American people and this is best done, particularly with groups that have often been missed in the census, by programs that reach out to them and assist them in knowing how best to be counted in the census. I have participated in three previous censuses and I believe such programs were very successful in 2000. The partnership and outreach specialists can serve as the first and major source of contact with frequently missed populations and can be a conduit for information about the census and its operation in hard-to-reach communities. They were essential in 2000 in obtaining cooperation and overcoming the fears of hard-to-count groups, including minority groups. The key is obtaining the appropriate partnership and outreach specialists who will work diligently with a wide range of community representatives to seek out the most difficult to count in such populations and obtain their cooperation.

47. The GAO in 2004 recommended that the Census Bureau develop a comprehensive project plan for the 2010 Census that would include detailed milestones, itemized estimated costs for each component, key goals translated into measurable,

operational terms to provide meaningful guidance for planning and measuring progress, and risk and mitigation plans. According to GAO the Bureau is still working on this plan. What will you do to ensure its completion, and what indicators do you consider to be important for measuring the success of the decennial census?

Such a plan's development is primarily an internal product and, as such, I cannot have substantial knowledge about its level of development at this time. However, such a plan is essential and I will take necessary and appropriate steps to ensure its completion. Such a plan must be inclusive of the decennial, ACS, and estimates efforts. Although it is impossible to delineate here all the necessary elements for this plan (particularly given the fact that I cannot know until, and if, I am confirmed much of the information necessary for its development), it is possible to provide some examples of questions that must be addressed in its development. For example, relative to the dress rehearsal census, numerous issues should be included and measured. What actual hiring and retention rates were obtained for enumerators employed in the dress rehearsal? Were the wage levels used effective for hiring a sufficiently proficient enumerator workforce and did these correspond with those expected for the census area? How did mail response rates compare with those anticipated? Were the increases in response rates from the second targeted mailing in line with expectations? What time frames were necessary for effective enumerator training on the handhelds? How effectively did the handhelds function in address location and listing? Did the handhelds function properly in the census nonresponse follow-up process and in transmitting data to secure sites and did they delete confidential files as desired? Were data processing time frames as anticipated? For each of these questions and others there should be specified targeted measures of success, levels of failure that are acceptable and specified actions that will be taken if the results are unacceptable. Other questions should be addressed relative to the ACS in regard to sampling error and levels of acceptability relative to such error. For estimates, questions should be asked relative to steps that should be taken if estimates for given areas are too high or low compared to actual census counts.

48. What role do you see interested census stakeholders, particularly those that serve on the various census advisory committees, have with regards to planning for the 2010 Census and the ACS?

Such persons are essential sources of information on how various census processes and procedures are likely to be accepted within their communities and in suggesting ways for census data collection and dissemination efforts to be more useful and effective. Among these groups are numerous sets of experienced professionals who provide important technical reviews of proposed census processes and products and specific suggestions for statistical and other procedures for use by the technical branches of the Census Bureau. They play a key advisory role for the Bureau and their input must be adequately evaluated and appropriately incorporated into census efforts.

49. Due to the lack of exemption of the Census Bureau in the recent continuing resolution (H.J. Res. 52), the Census Bureau will be required to hold spending to last year's level – leading to a shortfall of $59 million. In previous congresses, the Census Bureau was among the agencies exempted in the resolution allowing planning for the decennial count to continue unimpeded.

    a. What do you anticipate the impact will be to the Census Bureau due to this shortfall?

    b. If confirmed, how do you anticipate ensuring that planning for the 2010 Census, as well as other Census Bureau activities, are not affected by the shortfall?

    I believe the impacts have been elaborated by members of the Bureau's staff and I am not in a position to evaluate these suggested impacts. However, if confirmed and the budgetary situation is not changed it will be necessary to realign census programs to provide as much funding as possible for the decennial effort. Without additional knowledge which I cannot, and will not, have unless I am confirmed it is impossible to know what can be done to address this shortfall.

50. Operations for the 2008 Dress Rehearsal are already underway. Currently, field offices in North Carolina and California are open and staffed with workers collecting data on the addresses that will receive census forms at the dress rehearsal sites.

    a. What steps would you take as Director of the Census Bureau to ensure that the 2008 dress rehearsal and final count go as smoothly as possible?

    b. Given the timeline for testing operations, is it too late to make changes to the census design?

    c. What changes could the Bureau make if the hand held computers used to collect data in the dress rehearsal fall short of expectations and perform only marginally?

    It is impossible for me to address this question in detail without extensive knowledge of the internal operations of the census, which I cannot know at this time. However, the very purpose of the dress rehearsal census is to test the major procedures to be used in the census in order to make necessary changes in the census. I cannot with my current level of knowledge know which factors can be changed and to what extent. If the handhelds fail, the census has indicated that it will have to return to the use of paper questionnaires, with a substantial increase in costs. The success of the handhelds must be determined by results in the field and so it is premature to suggest that they will fail or succeed and what the implications are of various levels of success or failure. Clearly, steps must be taken to carefully plan for the implications of various levels of success, including a well developed plan for proceeding if any part of the census process is ineffective.

51. In the past federal immigration officials reportedly informally agreed to scale back or halt large scale raids on illegal aliens while the U.S. census was being conducted. Recently, officials from U.S. Immigration and Customs Enforcement (ICE) have stated the agency will "not even consider scaling back [its] efforts"[2] to enforce federal immigration laws during the 2010 Census.

    a. In your opinion, what effect will this decision have on the Census?

    b. If confirmed, do you intend to speak with ICE agents about scaling down enforcement measures during the population count?

    It is my understanding that U.S. Immigration and Customs Enforcement has clearly stated that it will not alter its operations for the period of the 2010 Census and it is inappropriate for the Census Bureau to propose that it do otherwise. It is apparent, however, that ensuring that all inhabitants as required by the U.S. Constitution are counted will be difficult given current concerns relative to immigration.

52. Historically, in previous censuses, certain populations have been undercounted or over counted.

    a. What populations do you anticipate will be the harder-to-count in the 2010 Census?

    b. If confirmed, what steps will you take in order to reach these harder-to-count populations?

    Please see my answer to questions 35 and 37.

53. There are many individuals in the United States for whom English is not their primary language. For instance, based on the 2000 census, regarding individuals older than age 5, over 26 million individuals speak Spanish and almost 7 million individuals speak an Asian or Pacific Island language at home.

    a. What should the Census Bureau's plan be for assisting limited English proficient respondents of all languages for the 2010 Census?

    b. How should the Census Bureau address Spanish-speaking respondents for the 2010 Census?

    c. How should the Census Bureau address Asian-language speaking respondents for the 2010 Census?

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[2] "Count them In; Illegal immigrants should be encouraged to participate in the 2010 census." *The Washington Post*, pg. A20, September 6, 2007

d. How should the Census Bureau address American Indian and Alaska Native-language-speaking respondents for the 2010 Census?

e. Are there other languages that should be assisted for the 2010 Census?

The Census Bureau plans to have questionnaires available in multiple languages and to send such questionnaires to households in targeted areas. I am not in a position to know all of the details or procedures that have been used to identify the languages in which questionnaires will be offered or what the criteria were for inclusion or exclusion but, if confirmed, I will review this process to assess the adequacy of those languages to be included. I believe the Bureau must work cooperatively with partnership and other interest groups to ensure that non-English speakers, whatever their origin or geographic location, are included in the Census. This will require ensuring that the enumerator population includes those who speak a variety of non-English languages and ensuring that they are properly allocated to areas where non-English speakers are located.

54. What are your plans, if any, to integrate changes in immigration patterns with the evolution of Census data?

I am not sure of the specific intent of this question but I believe the census law makes it apparent that the census is to count all inhabitants no matter what their resident or legal status and hence the Census Bureau must ensure that it reaches out to all inhabitants to obtain a complete count.

55. As you know, demographic analysis – which uses birth, death, migration, and other key records to determine national estimates of the population – is used to check the accuracy of the Decennial Census. Although demographic analysis has been considered a fairly effective method to determine overall population statistics, some assert that it is increasingly less reliable because its estimates fail to fully account for recent sharp increases in immigration. What is your opinion of the Census Bureau's current ability to track documented and undocumented immigrants for Census purposes?

Demographic analysis is a technique generally used to measure undercount at the national level by taking a population cohort, aging it forward to the census date (that is removing the effects of mortality and using birth data for the lower age cohorts), taking into account legal immigration and comparing the result to the actual census count. If all three demographic factors are accurately measured then the net difference is the under- or over-count. However, if an unknown amount of undocumented immigration has occurred it is impossible to know what part of the difference is due to undocumented immigration and what part is under-count or over-count.

The measurement of undocumented immigration is extremely difficult and fraught with potential error. The Pew Hispanic Center has attempted to measure

what it refers to as unauthorized immigration and GAO has made estimates using similar methods to those used by Pew. Although both estimates appear reasonable their developers admit to the potential for substantial error. The Census Bureau makes no such estimates but its use of such methods as the demographic analysis method and its estimates are affected by this form of immigration. The Census Bureau has no access to better data to track undocumented persons than the Pew Center or GAO. I believe the Census Bureau should become a partner with such entities to develop and incorporate commonly agreed upon estimates of the undocumented population in its major census products. Although such estimates will be subject to substantial error, it is essential to have even a less than totally accurate estimate rather than none at all.

56. According to the Census Bureau, the mail response rate for 2000 Census was 64.3 percent, versus 65 percent for the 1990 Census.

a. Do you believe that this is a satisfactory response rate?

b. If not, what steps will you take to improve the response rate?

c. Do you believe current plans for non-response follow-up in the 2010 Census are adequate?

d. Based on your knowledge of the 2010 Census plan, how might those procedures be improved to reach historically hard-to-count populations?

Response rates to all forms of surveys have been falling for some time. The response rates expected for the 2010 Census seem reasonable in light of such trends but clearly improved response rates would both improve the census and reduce the costs of the census. The planned advertising program, the use of a second mailing in selected areas and the partnership and outreach and follow-up programs are essential to maintaining public confidence and cooperation with the Census and improving the count of hard-to-count populations. If confirmed I will work diligently to ensure the success of these programs and look for opportunities to further improve the count.

57. The National Academy of Sciences and others have suggested moving Census Day to earlier in the year in order to facilitate enumeration of transient populations like college students and "snowbirds," and to allow more time for Census operations and coverage evaluation. This would require amending Title 13 to change Census Day as well as the reporting dates for providing Census data for apportionment and redistricting. What is your opinion of this proposal?

This and other changes in the census should be evaluated and considered for implementation in future censuses. I doubt that it is feasible at this stage in planning for the 2010 Census to change its census date.

58. Americans living abroad, except for those working for the U.S. government, are currently not counted in the Census, though some estimates indicate that there are between 3 and 10 million such citizens. In September 2001, the Census Bureau submitted a report to Congress addressing "issues associated with the inclusion of American citizens and their dependents living abroad in the decennial censuses for apportionment, redistricting, and other purposes for which census results are used." The report outlined various barriers to counting overseas Americans, and concluded that new methodologies to fully count them would have to undergo extensive research and testing. In November 2001, the Census Bureau held a conference with overseas Americans to discuss how some of these barriers could be overcome.

a. What is your position on counting Americans abroad and how best do you think this can be accomplished?

b. What type of assistance or cooperation would you need from overseas Americans in order to count this population?

I have no knowledge of this except what I have seen in the census evaluation, which suggests that it would be extremely difficult to count such populations. I have no specific opinion on this issue other than the desire to have as complete a count as possible.

59. Please explain briefly your interpretation of the Constitutional requirements for an "actual enumeration" under Article 1, Section 2, Clause 3.

As noted above, the defining delineation of what data can be used for the count of inhabitants and hence for apportionment is that from the complete count of the population obtained without the use of sampling. Also see my answer to questions 32 and 37.

60. In general, how would you define a successful Decennial Census?

A successful census is one that obtains an accurate count of all inhabitants in the United States including hard to enumerate populations, that provides high-quality data for apportionment and a variety of other uses, that does so at lower costs than anticipated, that maintains respondent confidentiality, and that occurs with as little inconvenience as possible to census respondents.

American Community Survey

61. The ACS is a rolling survey that is intended to keep the Decennial Census regularly updated and eliminate the need for the Census long form. Its usefulness is a large part predicated on its ability to provide data of a given quality to state and local governments. The Census Bureau estimates the ACS will cost approximately $1.7(?) billion over the decade, the largest new investment in the federal statistical system.

a. Do you support development of this survey?

b. If so, what do you believe is the best strategy for making a smooth transition from the long form to the ACS?

I believe the ACS is an appropriate substitute for the long form which was unpopular with many respondents during the 2000 Census. The Bureau has been developing the ACS for sometime and has produced three-year and five-year estimates for study by users. The smaller size of the ACS sample leads to greater variability in the values for small areas which is partially addressed by using multiple year averages. I believe that the best strategy for making the transition is for the Bureau to work closely with user groups that work with local jurisdictions and that are typical of the users and the uses that have been made of the long form data. From these interactions the Bureau can identify how best to report and assist users in employing such data for their applications. This will not be a simple process and will take an extensive and intensive effort over the next few years.

62. What will you do as Director of the Census Bureau to ensure that the Census Bureau consults with other agencies to ensure that the ACS meets the needs of the entire federal statistical community?

The Director should carefully coordinate with the directors of agencies using these data and ensure that the Bureau and other agencies are in constant communication about the needs that must be addressed by such data.

63. During the 2000 Census, some suggested that the long form, because of the type and number of questions it asked, constituted an invasion of privacy. The Census Bureau has now replaced the traditional census long form with the ongoing American Community Survey. What is your position on this issue with respect to the ACS?

The ACS still asks respondents for a substantial amount of information and may be seen by some as invasive and burdensome. However, every item in the ACS is required for the administration of programs and generally the collection of such information is legislatively required. Given that the ACS reduces the total number of respondents who must respond to such questions and the data from such questions are, in most cases, required by law it appears to me to be an appropriate compromise between the need for data and the need to reduce respondent burden.

64. Population data in a variety of forms is used to determine the distribution of certain federal funds. Some of these data come from the Census. Some come from other surveys conducted by the Census Bureau. However, nearly 70 percent of federal funds distributed based on population data use data from population estimates produced by the Census Bureau between Decennial Censuses. There are concerns that funds are being misallocated because of flaws in the intercensal estimates.

a. Do you believe problems exist with the quality of intercensal population estimates?

b. If so, how can these problems be address and, if confirmed, what will you do to address them?

Population estimates as all estimates are subject to error. Census estimates, like those from all other sources and for many other types of estimates, tend to be more accurate for larger population areas and less accurate for smaller areas and tend to be less accurate for time periods farther from the estimation base. We will not know how accurate or inaccurate such estimates have been for the post-2000 period until the 2010 Census is completed.

I recognize that there are concerns about the intercensal estimates and know that the Census Bureau is currently conducting a review of its small area estimation methodology. This review involves many of the best known experts in this field in the nation. I believe such a review, and perhaps additional ones, are essential and I plan to make population estimates one of my priorities, if I am confirmed. Estimates merit such attention because they both serve as the source for allocating substantial amounts of federal funds and provide the control totals for the ACS sample.

65. There is a strong interest on the part of localities for continuing the Local Update of Census Addresses (LUCA) program, which gives local and tribal governments an opportunity to update addresses before the next Census. In 2000, the Census Bureau was not prepared for the number of local governments interested in participating. It was not prepared to accept information from those governments in the diverse technical formats being used at the local level; conversely, some local governments were unable to participate because they did not have the expertise to conform to the technical requirements for participation required by the Census Bureau. What is your strategy to prepare the Census Bureau for managing an ongoing LUCA process to effectively support the American Community Survey and the 2010 Census?

As you know the LUCA program for the 2010 Census is already underway and I clearly can have little impact on that program. However, I would favor the further development of an ongoing LUCA program and would seek local area input into the design of such a program while seeking ways in the Bureau to reduce the respondent burden by broadening, as appropriate and possible, forms of user submissions and the frequency of submissions.

66. What can the Census Bureau do to ensure that the ACS is accurately counting and collecting data from all sectors of the population?

67. What is your view on the accuracy of the ACS on small population groups? Additionally, what can the Census Bureau do to ensure that smaller populations are being adequately captured and reported on by the ACS?

Answer to questions 66 and 67. The accuracy of surveys such as the ACS for small population groups is primarily a function of the sampling frame and the sample size. Without more detailed information on the first of these (which I cannot obtain until, and if, I am confirmed) it is impossible to state definitively what could, or should, be done to increase the accuracy of such data for small areas. However, I recognize that the accuracy of such data for small areas is of critical importance because such areas, like larger population areas, must make infrastructure development decisions, plan public programs, and make many other decisions based on ACS estimates. The use of the ACS in small areas will be a priority area for me, if I am confirmed.

68. What should the Census Bureau's plan be for assisting limited English proficient respondents of all languages for the ACS?

As with all Census Bureau data collection efforts, it is essential to enhance the potential for respondents to respond to the questionnaire. As appropriate and possible within budgetary and other limitations, I believe assistance, including language assistance, must be provided to respondents. If confirmed, I will review this issue and take steps to ensure that appropriate assistance is provided.

Economic Programs

69. A 1995 National Academy of Sciences (National Resource Council) report on measuring poverty recommended changes to the official U.S. poverty thresholds. As you know, poverty definitions are developed by the Office of Management and Budget with technical support provided by the Census Bureau. What role do you believe the Census Bureau should play in determining the definition of poverty and in developing improved statistics on poverty?

I believe the role of the Bureau in measuring poverty is a technical one. That is, it should provide detailed data on household, family, and individual income and other resources as reported in its surveys to those in OMB and provide other information as appropriate.

70. What role do you believe the Census Bureau should play in developing other important statistics, such as the Consumer Price Index?

The Census Bureau collects data for numerous other agencies whose professional staff use the data in creating various indicators of economic and other factors. The Bureau is the data collection entity in such cases. It should advise such agencies about issues related to the data, and make recommendations for changes in data collection procedures that may enhance the data or about procedures that may become problematic in the data's use or interpretation but it should not supplant such agencies professionals in interpreting or utilizing the data.

Personnel Management

71. In the past, the Census Bureau has sought and received permission to hire temporary employees for the Census. However, this temporary hire authority has also been used to hire workers in all areas of the agency, not just those associated with work on the Census and for jobs that are temporary in nature.

    a. What do you know about this situation?

    b. Do you support how the temporary hire authority has been used?

72. What rights and/or benefits are granted to permanent employees that are not available to temporary workers?

73. Do you intend to continue using the temporary hire policy in the same manner? If not, how do you intend to change it?

    Answer to questions 71-73. This is a situation about which I have no knowledge and cannot respond. Since it involves personnel policies, I cannot have such information until, and if, I am confirmed.

74. During the 2000 Census, contractors helped design, build, and manage the data capture system (the mechanism of translating information from the Census forms into computerized information for analysis). Census managers have indicated that they plan to make more extensive use of contracting in the future. What are your general views on contracting out?

    I believe contracting should be used when it increases efficiency and reduces costs provided that the overall mission fulfilled by the contracting and respondent confidentiality can be assured.

75. The Census Bureau, like most federal agencies, has significant personnel issues. On the one hand, it is faced with an aging workforce and a need to recruit young, new talent. On the other hand, the bureau is confronting the retirement of many of its most seasoned leaders, including managers who have worked on one or more Censuses. In June 2005, GAO reported that 45 percent of the workforce at the Census Bureau will be eligible to retire by 2010. What steps would you take to ensure that the Census Bureau's human capital needs, specifically succession planning, are being addressed?

    The Bureau's challenges in this regard are not unique and I am not aware of what its policies are relative to this issue at this time. However, I believe succession planning is essential and would initiate such a process, if confirmed.

76. The Census Bureau has made extensive use of the Joint Program in Survey methodology to improve the training of its workforce. As you know, the Joint

Program was established by Mr. Michael Boskin when he was head of the Council of Economic Advisors and is financed by several statistical agencies, including the Census Bureau. Mr. Boskin believed that one way to address the quality of statistical information was to provide for continuous training for the workforce.

a. What is your opinion of this program?

b. Do you intend to support the use of this program to train Census Bureau employees?

I have only general familiarity with this program but support continuous training for the Bureau's workforce. Any specific actions related to any specific program will require a review that can be completed only after, and if, I am confirmed.

77. As Director of the Census Bureau, what would you do to recruit a diverse workforce from the Census Bureau's highest managerial positions to its field enumerators?

Obtaining a diverse workforce is essential because in a population-based program it is desirable to have a workforce that reflects the population of the United States. I will thus place high priority on programs to increase the diversity of hiring in the Bureau within the limits of the laws governing public and federal employment. At the entry levels I believe an expansion of the Bureau's internship program could be helpful and at senior levels it may be appropriate to consider personnel from other agencies and the private and university sectors to increase the diversity of the workforce.

Interagency Issues

78. If it were in your authority to make changes to the federal statistical system, what would you recommend? What do you believe is the proper role of the Census Bureau in the system?

The Census Bureau is obviously a key component of the system, being the largest collector of data for the federal statistical system and should cooperate with other federal data agencies as appropriate and possible. I do not know the total system sufficiently to make recommendations regarding it.

79. How do you view the Director of the Census Bureau's relationship with the Chief Statistician of the United States, who helps set priorities for the system?

It must be a cooperative one based on frequent interaction between the parties. Although both parties have clearly established areas of responsibility, I believe their cooperation can improve the system for all concerned.

80. 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.

a. As the Director of the Census Bureau, what do you see as your role amongst these various agencies?

b. What are your views on data sharing among statistical agencies?

c. How would you balance data sharing with concerns about privacy and confidentiality?

Each of the above noted entities have legislated areas of responsibility. The Census Bureau director should cooperate in every appropriate way with other agencies and promote appropriate data sharing, while ensuring that the mission of the Bureau is achieved and that confidentiality for census respondents is maintained. Legal requirements must be maintained relative to such confidentiality.

81. The Census Bureau collects and analyzes data for many federal clients. Are you familiar with the current state of customer relations with other agencies? If so, how would you describe the current state of customer relations with other agencies, and how do you plan to maintain or improve these relations?

I am not aware of the conditions related to such relations but recognize that they must be positive and maintained if the needs of these agencies and the Bureau are to be met.

82. The Federal Economic statistics Advisory Committee is an interagency body that helps coordinate activity on economic statistics – their collection, analysis, and dissemination. What are your views about the value of the Committee and its relationship to the Census Bureau?

I have some knowledge of its cooperative data products which I have found useful, and its overall purpose seems laudable but I do not know it sufficiently well to make any evaluation of its utility at this time.

83. One part of the plan for the 2010 Census calls for large investments in the Census geographic system and digital database known as TIGER (Topologically Integrated Geographic Coding and Referencing) that would, among other uses, identify geographic features, such as roads, railroads, rivers, lakes, political boundaries, and Census statistical boundaries, covering the entire United States. The database contains information about these features such as their location in latitude and longitude, the name, the type of feature, address ranges for most streets, the geographic relationship to other features, and other related information. To what extent would you coordinate this work with other agencies, such as the U.S. Geological Survey, which are developing their won geographic information systems?

The TIGER system was developed in cooperation with USGS and it now has a variety of public and private sector uses. Its development should be coordinated, as appropriate and possible with other agencies.

IV. Relations with Congress

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

I agree to do so.

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

I agree to do so.

V. Assistance

86. Are these answers your own? Have you consulted with the Census Bureau or any interested parties? If so, please indicate which entities.

The answers are my own. I have not consulted with the Census Bureau or any other parties in answering these questions.

AFFIDAVIT

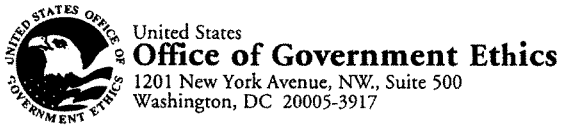
I, STEVEN H. MURDOCK, being duly sworn, hereby state that I have read and signed the foregoing Statement on Pre-hearing Questions and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.

Steven H. Murdock

Subscribed and sworn before me this 23rd day of October, 2007.

Linda M. Ybarra
Notary Public

LINDA M. YBARRA
Notary Public, State of Texas
My Commission Expires
January 29, 2010



July 18, 2007

The Honorable Joseph I. Lieberman
Chairman
Committee on Homeland Security
and Governmental Affairs
United States Senate
Washington, DC 20510-6250

Dear Mr. Chairman:

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

We have reviewed the report and have also obtained advice from the Department of Commerce concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is a letter dated July 3, 2007, from Mr. Murdock to the agency's ethics official, outlining the steps Mr. Murdock will take to avoid conflicts of interest. Unless a specific date has been agreed to, the nominee must fully comply within three months of his confirmation date with any action he agreed to take in his ethics agreement.

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

Sincerely,

Robert I. Cusick
Director

Enclosures

Senator Claire McCaskill
On behalf of Representative William Lacy Clay
Additional Questions for the Record
Nomination Hearing of Steven H. Murdock
December 18, 2007

1. According to the Census Bureau, for Census 2000, over 140,000 partners assisted it with reviewing address/map information, encouraging hard-to-count populations to participate, and helping to recruit census workers. In 2000, the Bureau spent about $142.9 million on its partnership effort and employed 594 partnership specialists, 560 of whom were located in local field offices throughout the country.

   The Bureau is behind in its planning on the partnership program for the 2010 Census. This is due in part to the budget impasse. If confirmed, you will have to play catch up on the partnership program, as well as on other aspects of the 2010 Census.

   a. What are your plans for ensuring the success of the partnership program for the 2010 Census?

   b. How will you reach out to past and prospective partners?

A. I am a strong supporter of the partnership program and will work to begin its implementation as soon as possible. Working with the regional offices and national, regional and local organizations associated with groups which have historically been difficult to count, I will work with Bureau personnel to contact and to work with such groups and other members of their communities to begin the process of working with these groups. Using records and other information from the 2000 Census and current data I will work to ensure full participation in the 2010 Census

2. According to the Government Accountability Office (GAO), the Census Bureau will make the most extensive use of contractors in history for the 2010 decennial census, turning to the private sector to supply a number of different mission-critical functions.[1] GAO estimated that $1.9 billion of the $11.3 billion to be spent on the 2010 Census will be spent on the seven largest contractors, which include information technology systems, advertising, and the leasing of local census offices. The Census Bureau has adjusted the total cost to $11.6 billion since the GAO report was issued.

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[1] United States Government Accountability Office, *Planning and Testing Activities are Making Progress* (March 1, 2006)(GAO-0645T).

The Bureau has awarded a $600 million, five-year contract to the Harris Corporation for the Field Data Collection Automation (FDCA) and a $200 million contract for the Master

Address File/Topologically Integrated Geographic Encoding and Referencing Accuracy Improvement Project (MAF/TIGER®). Lockheed Martin has received a $500 million, six-year contract the Decennial Response Integration System (DRIS). DraftFCB has been awarded the $200 million communication contract.

In addition to the contracts awarded by the Census Bureau, the Government Printing Office has awarded a $49.7 million, three-year contract to RR Donnelley to produce and coordinate the mailing of questionnaires for the 2010 Census. And, the General Services Administration has awarded a $9.5 million contract to Equis Corporation to provide pre- and post-award services to local census offices nationwide.

As Director of the Census Bureau, what would you do to ensure competitive viability in contracting opportunities for these and other contracts awarded by the Census Bureau?

A. All procurement programs must be competitive and I will ensure that all regulations related to procurement are followed including ensuring that historically underutilized and minority businesses are included

3. As the Census Bureau ramps up to the 2010 Census, its annual appropriations will grow exponentially. Indeed, in Fiscal Year 2008 the Census Bureau will receive almost a 40% increase in funding. Whenever there is a continuing resolution, instead of a budget, the Bureau is forced to scale back its operations for the decennial, as has been the case this year. As Director, what would you do to address shortfalls created by the budget impasse?

4. It is our understanding that the budget problems at Census could have been avoided had the Department of Commerce requested an exemption from straight-line funding for the Census Bureau. If confirmed, how would you work with Department of Commerce officials and the Office of Management and Budget to prevent this from happening should there be another budget impasse next year?

Answer to Questions 3-4:
If appropriate and necessary, as Census Bureau Director I would work with the Department of Commerce, OMB, and members of Congress to obtain an anomaly for the Census Bureau to ensure the completion the 2010 decennial census

5. In your opinion, what are the major flaws inherent in the Census Bureau's risk management strategies for the upcoming decennial census?

A. Because I have not been confirmed, I cannot have knowledge of all of the dimensions of risk management being pursued by the Census Bureau. If confirmed I commit to a review of risk management programs in the Bureau and to the implementation of any necessary programs to improve such programs.

6. Do you believe the Census Bureau is well prepared to address its needs for human capital, training, and public awareness of the upcoming decennial?

A. The Census Bureau like other public agencies and private sector entities faces a potentially large number of retirements over the next few. A succession program with active programs to retain experienced senior professionals, the identification of younger employees for promotion to senior levels and an aggressive program of recruitment of a diverse workforce reflective of the people of the United States must be developed. If I am confirmed I commit to the development of such programs within the limitations and provisions of federal employment regulations.

7. If confirmed, what would you do differently to improve the strategic planning of the Census Bureau's decennial activities?

A. Because I have not, and cannot know until, and if, I am confirmed know the full range of strategic issues that have been examined by the Census, the Bureau must have an active strategic planning effort that includes a vision of what the Census can and should do to better serve the American people. If an appropriate program does not exist I will commit to the initiation of a strategic planning program to be used to transform the Census as necessary to meet the evolving needs of the nation in the coming decades.

8. As you know, the Census Bureau has key acquisitions underway for the decennial, including over $3 billion in information technology (IT) acquisitions in order to upgrade its technological capacity. These acquisitions, however, have faced significant development challenges and place the efficiency and integrity of the upcoming decennial at risk.

   a. If confirmation, what actions do you plan to take to ensure the systems under development are implemented and effective for 2010?

   b. In your opinion, what are the top three acquisition risks facing the Census Bureau for the decennial census?

A. When, and if confirmed, the review of fiscal and other programs in the Bureau will be a priority activity for me. After obtaining the necessary information I will be happy to meet with you, your staff, and other members of appropriate congressional committees to review acquisition decisions and discuss plans for addressing the award and monitoring issues related to them.

9. As of now, it is unclear that the Census Bureau is going to have its field data collection devices available for the 2010 decennial. Based on the testimony of Louis Kincannon before the House last week, what will you do to ensure that the Bureau's schedules for deliverables under the FDCA contract will be met by its vendor?

A. There has been substantial discussion about the FDCA contract and its progress, or lack thereof. When, and if confirmed, one of my first priorities will be the review of all 2010 Census contracts including FDCA. From this review I will establish the actual conditions of contract completion and identify necessary steps to ensure the contracts' completion according to contracted schedules. In cases where deadlines cannot be met I will work with Commerce and the Census fiscal offices to amend contracts as necessary and develop contingency plans to ensure completion of critical decennial Census activities.

10. The contract for the DADS II system is just getting underway. How will you work to ensure that the development of DADS II works in concert with the Bureau's needs?

A. I plan to also examine the design and content of data products that will be major products of DADS II. I have spent my career helping users to more effectively employ census and related data to address their needs. Census data must be useful to a wide variety of users from Congress, to professional statisticians, demographers, marketers, and thousands of governmental jurisdictions; to members of the public who may use such data to better understand their community or to assess the feasibility of starting their own small business. Procedures for ensuring the usability of census data must be continually reviewed. This must include an examination of American Community Survey data for small areas employing multi-year averages and an examination of Census Bureau estimates which are used extensively for planning infrastructure and for resource allocation across the country. I will work with DADS II developers to ensure the development of broad-based user-oriented products.

11. There are significant human capital challenges facing the census, including the increased use of outside contractors to complete decennial census activities.

    a. Will the use of more contractors have a positive impact on the training and development of personnel necessary to carry out the 2010 census?

    b. What will you do to ensure that contractors are adequately training such personnel?

A. I view outside contracting as appropriate when it increases the efficiency and the completion of essential activities and processes, and when such services cannot be provided by Census employees and the continued operation of such activities within the Bureau does not necessitate the training of permanent employees. It should be used when it ensures both the completion of current objectives and assists in the maintenance of the long-term capabilities of the Bureau in performing its mission.

Senator John Tester
Additional Questions for the Record
Nomination Hearing of Steven H. Murdock
December 18, 2007

1. Regarding the 2010 Census, consultation and communication is absolutely critical in Indian Country. At one point, the Census Bureau planned to conduct a series of American Indian and Alaska Native consultation meetings with federally recognized tribes across the country in preparation for the 2010 Census.

   a. Did those consultations happen? How many? If so, what did you learn? How can you improve?

   b. Do you have confidence in the way you will count American Indians in 2010? If so, why? If not, why? What is preventing you?

   c. What do you plan to do differently this census?

2. In reaction to perceived under-counting of American Indians in the 2000 Census, the Census Bureau selected the Cheyenne River Reservation in South Dakota as one of only two sites nationwide to participate in a 2006 Census Test designed to improve counting methods for the 2010 Census. Did the tribe participate meaningfully? Were results more accurate? If so, will you be able to duplicate the effort across Indian Country?

3. To ensure proper counting in Indian Country, will you commit to at least one staff member to every Indian reservation? If not, what is your plan for ensuring a proper count in the diversity that characterizes Indian Country?

Answer to Questions 1-3:

Because I have not yet been confirmed and do not have access to nonpublic information on the results of the named census events and have not, at this point, reviewed any information regarding theses events in the public record I cannot, at this time provide an adequate response to your questions. However, I am committed to programs to improve the count of hard-to-count populations and commit to finding the answers to your questions and reporting back to you as soon as I am confirmed and have an opportunity to review the appropriate materials.

Senator Susan M. Collins
Additional Questions for the Record
Nomination Hearing of Steven H. Murdock
December 18, 2007

1. The Census Bureau has indicated that it will not adopt the Internet as an option for the 2010 Census because it found that it did not increase the response rate, would be costly to implement, and would increase the risk of losing confidential data. What steps would you envision taking to address these findings and provide for an internet option in the future?

A. The internet should be included as a option for responding to censuses, surveys, and other census bureau data collection products. Although, I cannot commit to the inclusion of such an option in the 2010 census I will commit to the development of this option for future censuses and to the development of pilot projects with the ACS and other surveys in which the internet is used as an option for response.

2. A historical concern with census counts is the undercounting or over counting of particular groups. Complete and accurate data from the decennial census are central to our democratic system of government, as the data are used to apportion congressional seats, redraw congressional districts, and allocate billions of dollars in federal assistance to state and local governments. What measures would you take improve the coverage and accuracy of the census count while still managing the cost?

A. The census must count all inhabitants including those historically difficult to count populations. Programs such as the partnership program, communications campaign and other outreach efforts can be used to improve the coverage and accuracy of the census count. I commit to the development and implementation of such programs as soon as possible after confirmation.

3. In June 2005, the GAO reported that 45 percent of the workforce at the Census Bureau will be eligible to retire by 2010. What steps would you take to ensure that the Bureau's human capital needs, specifically succession planning, are being addressed?

A. The Census Bureau like many other public agencies and private sector businesses is facing significant problems in replacing the members of their work force as the baby boom generation retires. I intend, if possible and appropriate within federal employment regulations, to initiate a program for succession planning. This should include, as possible and appropriate, the identification of young workers for advancement to more senior levels and to the initiation of an active recruitment program to actively seek qualified applicants.

Senator Tom Coburn
Additional Questions for the Record
Nomination Hearing of Steven H. Murdock
December 18, 2007

1. Will you provide a firm commitment to have an internet component for the 2020 decennial census and an internet pilot project for the ACS as soon as possible?

   Yes, I will commit to including the internet as one component for response in the 2020 decennial census and to the inclusion of it as an option in an ACS pilot project as soon as possible.

2. If the Census Bureau exceeds its overall budget of $11.5 billion for the 2010 decennial census, would you commit to providing non-Constitutional program offsets?

   Yes. The 2010 decennial census is our number one priority and if there are significant costs overruns in the decennial budget, I will commit to working with the Department of Commerce and OMB to identify program areas from which appropriate reallocations could be made. Since I am not yet confirmed, and do not have detailed internal budgetary information, I cannot commit to specific alterations in the budget at this time.

3. If the Census Bureau's handheld computer program has cost overruns of 5% or more beyond the current contract price, would you agree to notify Congress?

   I commit to informing Congress of cost overruns of 5% or more with an explanation and strategy for addressing.

Representative William Lacy Clay
Statement for the Record
Nomination Hearing of Steven H. Murdock
December 18, 2007

Mr. Chairman, Ranking Member Collins, and other distinguished members of the committee, thank you for allowing me the opportunity to speak on this very important confirmation. As Chairman of the House Subcommittee on Information Policy, Census, and National Archives, the subcommittee charged with the oversight responsibility of the U.S. Bureau of the Census, I feel it is my duty to speak on the nomination.

I had the privilege of meeting Mr. Murdock in July during a field hearing held in San Antonio, Texas. I was impressed with his credentials. However, time did not allow me to ask all of the questions required to fully access his fitness for the position for which he has been nominated. So, in addition to my statement, I offer questions for Mr. Murdock, and ask that you consider these points in your examination, particularly with respect to the most urgent matter facing the Bureau at this time, the execution of the 2010 reengineered Census.

Article 1, Section 2 of the U.S. Constitution mandates an "actual enumeration" of the U.S. population for the purpose of apportionment of congressional seats. In addition, the information is used to allocate billions of dollars in federal funds and to manage federal agencies. Government agencies, businesses, academia, the nonprofit sector, and the general public use data from the decennial census for important decision-making. Therefore it is imperative that the data be complete, accurate, and timely. This requires the federal government to exercise due diligence in its effort to count EACH AND EVERY person (citizen and alien alike) in the United States, Puerto Rico and the island territories. It is unquestionable that this is a magnanimous and sometimes daunting task, for which the next Director of the Census Bureau must be fully prepared to execute.

If confirmed, Mr. Murdock will oversee the completion of the redesigned Census, which will entail devising effective strategies to address the undercount and overcount; testing the handheld computing devices that will be used in canvassing to ensure functionality; recruiting, hiring and training a diverse workforce; securing adequate funding to maximize participation, including partnerships and advertising; and ensuring that minority-owned businesses receive fair consideration in the procurement process.

The next Census Director must have the courage and fortitude to stand up to an Administration that would attempt to politicize the Bureau or its work, as the Bush Administration has attempted to do. Today's *New York Times* editorial reminds us of the Bush Administration's lack of support for the Census Bureau, which has resulted in the resignation of two top ranking officials at the Bureau, the Director and Deputy Director. The next Census Director must have the courage and fortitude to stand up to political pressure and to do what is in the best interest of the Census Bureau and the American people. I urge my colleagues on the committee to seek Mr. Murdock's views on these and other important issues before the Census Bureau during your deliberations.

Thank you.

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