



governmentattic.org

"Rummaging in the government's attic"

Description of document:

U.S. Census Bureau Census CounterParts Internal Employee Newsletter, 2011-2012

Requested date:

09-February-2016

Release date:

02-May-2016

Posted date:

03-February-2026

Source of document:

FOIA request
U.S. Census Bureau
4600 Silver Hill Road
Washington D.C. 20233
ATTN: FOIA/PA Office
E-Fax: (301)-763-4244
Email: census.foia@census.gov (ATTN: FOIA/PA Office)
FOIA.gov

The governmentattic.org web site ("the site") is a First Amendment free speech web site and is noncommercial and free to the public. The site and materials made available on the site, such as this file, are for reference only. The governmentattic.org web site and its principals have made every effort to make this information as complete and as accurate as possible, however, there may be mistakes and omissions, both typographical and in content. The governmentattic.org web site and its principals shall have neither liability nor responsibility to any person or entity with respect to any loss or damage caused, or alleged to have been caused, directly or indirectly, by the information provided on the governmentattic.org web site or in this file. The public records published on the site were obtained from government agencies using proper legal channels. Each document is identified as to the source. Any concerns about the contents of the site should be directed to the agency originating the document in question. GovernmentAttic.org is not responsible for the contents of documents published on the website.



UNITED STATES DEPARTMENT OF COMMERCE
Economics and Statistics Administration
U.S. Census Bureau
Washington, DC 20233-0001
OFFICE OF THE DIRECTOR

May 2, 2016

This letter is in response to your correspondence, dated February 9, 2016, to the U.S. Census Bureau's Freedom of Information Act (FOIA) Office. We received your request in this office on February 22, 2016, and have assigned to it tracking number DOC-CEN-2016-000667. We are responding under the FOIA to your request for "a digital/electronic copy of each CENSUS COUNTERPARTS newsletter during the calendar year 2012."

According to our records, you agreed to pay up to \$30.00 in your incoming request. By letter, March 28, 2016, we informed you that pursuant to the Department of Commerce's FOIA regulations, Title 15, Code of Federal Regulations, Section 4.11, the actual fee for processing totaled \$46.36. On April 5, 2016, we received your check (#1743) for \$46.36 for processing your request. We continued processing your request.

Enclosed are eleven (11) documents (186 pages) that are responsive to your request, with withholding determinations noted. We withheld portions of the documents pursuant to the following exemptions:

1. FOIA Exemption 2, which protects from disclosure documents that are "related solely to the internal personnel rules and practices of an agency." 5 U.S.C. § 552(b)(2);
2. FOIA Exemption 6, which exempts from disclosure (1) personnel, medical files and similar files, (2) the disclosure of which would constitute a clearly unwarranted invasion of personal privacy. 5 U.S.C. § 552(b)(6). The phrase "similar files" has been broadly defined to include any Government records on an individual, which can be identified as applying to that individual. See Dep't of State v. Washington Post Co., 456 U.S. 595, 601-02 (1982); and
3. FOIA Exemption 7(E), which exempts from disclosure all law enforcement information which "would disclose techniques and procedures for law enforcement investigations or prosecutions, or would disclose guidelines for law enforcement investigations or prosecutions if such disclosure could reasonably be expected to risk circumvention of the law."

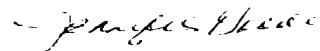
Based on the above information, this constitutes a partial denial of your request. You have the right to appeal this partial denial of the FOIA request. An appeal must be received within 30 calendar days of the date of this response letter. Address your appeal to the following office:

**Assistant General Counsel for Litigation, Employment and Oversight
Room 5898-C
U.S. Department of Commerce,
14th and Constitution Avenue, N.W.
Washington, D.C. 20230**

An appeal may also be sent by e-mail to FOIAAppeals@doc.gov, by facsimile (fax) to 202-482-2552, or by FOIAonline, if you have an account in FOIAonline, at <https://foiaonline.regulations.gov/foia/action/public/home#>. The appeal should include a copy of the original request and initial denial, if any. All appeals should include a statement of the reasons why the records requested should be made available and why the adverse determination was in error. The appeal letter, the envelope, the e-mail subject line, and the fax cover sheet should be clearly marked "**Freedom of Information Act Appeal**."

The e-mail, fax machine, FOIAonline, and Office are monitored only on working days during normal business hours (8:30 a.m. to 5:00 p.m., Eastern Time, Monday through Friday). FOIA appeals posted to the e-mail box, fax machine, FOIAonline, or Office after normal business hours will be deemed received on the next normal business day. If the 30th calendar day for submitting an appeal falls on a Saturday, Sunday or legal public holiday, an appeal received by 5:00 p.m., Eastern Time, the next business day will be deemed timely.

Sincerely,



Jennifer Goode, Ph.D.
Freedom of Information Act/Privacy Act Officer
Chief, Freedom of Information Act and Open Government Branch

Enclosures: 11 (186 pages)

Enclosure

1

CENSUS CounterParts

SPECIAL EDITION

Vol. 21, No. 2
Winter 2011/2012

(b) (6)



(b) (6)

A Record 432 Earn Bronze Medals

BY MONTY WOOD
PUBLIC INFORMATION OFFICE

On April 7, 1966, the Census Bureau honored seven employees (below) during the first-ever Bronze Medal Award ceremony.



The first Bronze Medal Award winners were honored April 7, 1966. Seated – Lucile Morgan, Jesse Kelliebrew, Dorothy Cottshall. Standing: Carroll Holton, Benjamin Johnson, Ernest Reed and Howard Ryan.

On Dec. 7, 2011, the tradition continued with a record 432 employees earning Bronze Medal Awards. Because of the large number of recipients, Human Resources Division divided the presentation into an unprecedented three ceremonies in one day. The morning ceremony featured the Field Operations and Decennial directorates. The midday ceremony featured Demographic Programs and the Research and Methodology directorates. The afternoon ceremony featured Communications, Administration and IT.

The Bronze Medal Award is the highest honorary recognition awarded by the Census Bureau. The award recognizes work that has resulted in more effective and efficient management systems, as well as the demonstration of unusual initiative or creative ability in the development and improvement of methods and procedures. It is given also for significant contributions affecting major programs within the Census Bureau and superior performance of assigned tasks. The award consists of a framed medal and certificate.

Census Bureau Director Bob Groves took delight in addressing the packed headquarters auditorium — especially family members in attendance — during the morning ceremony.

Continued on Page 2

A Record 432 Earn Bronze Medals — continued from page 1

"There is no better way to live your life than to give back to the nation," Groves said. "Our job is to give back information to the democracy, and we use that information to make good decisions. People love what we provide, and the things we do are in great demand."

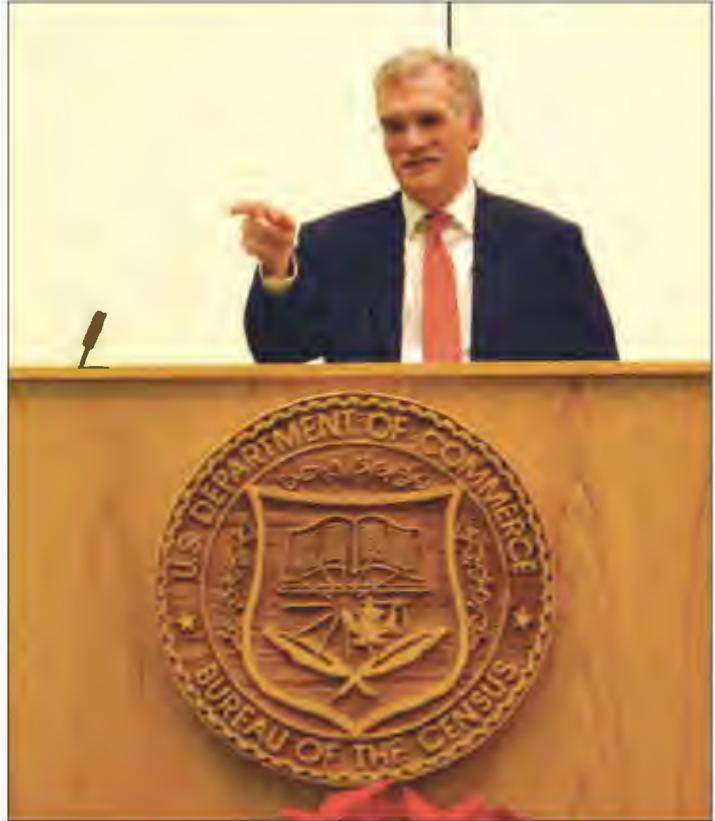
Groves said that the Bronze Medal Award winners were being honored for going beyond the call of duty.

"This is a big deal for us," he said. "We're honoring the best of the best. We want to thank you for what you've done, and I want you to take a moment to pat yourself on the back and say, 'I'm doing OK here.'"

(b) (6)

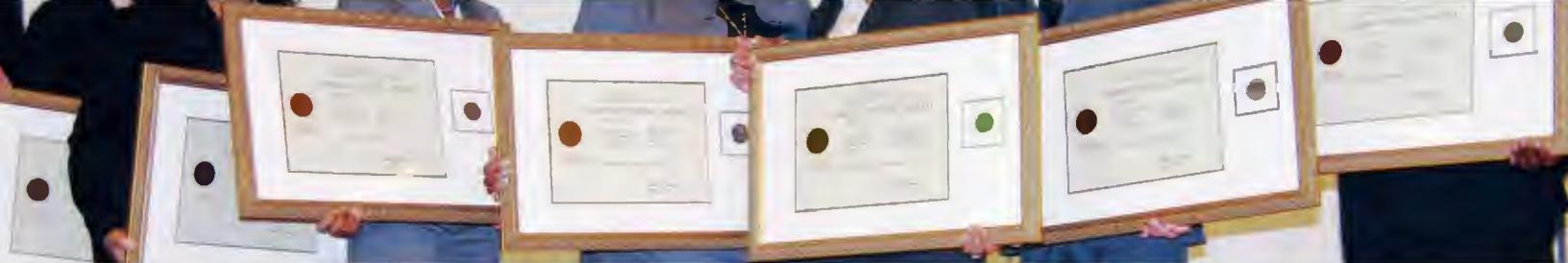


Veronica LeGrande of the Human Resources Division reads the name of one of the 432 employees honored with a 2011 Bronze Medal Award.



Director Bob Groves: "We want to thank you for what you've done, and I want you to take a moment to pat yourself on the back."

The U.S. Armed Forces Color Guard displays its flags during the Dec. 7 morning ceremony.



2011

BRONZE MEDAL

AWARDS PRESENTATIONS

Awards presented by Director Bob Groves
and Deputy Director Tom Mesenbourg, assisted by:

Barbara LoPresti
Chief, Technologies Management Office

Arnold Jackson
Associate Director for Decennial Census

Howard Hogan
Acting Associate Director for Demographic Programs

Rod Little
Associate Director for Research and Methodology

Burton Reist
Assistant to the Associate Director for Communications

Ted Johnson
Associate Director for Administration and Chief Financial Officer

Brian McGrath
Associate Director for IT and Chief Information Officer

Bill Bostic
Associate Director for Economic Programs

Jim Treat
Chief, American Community Survey Office

(All award photos by Heather Schmaedeke)



BRONZE MEDAL

Award for Superior Federal Service

The Bronze Medal Award is the highest honorary recognition awarded by the U.S. Census Bureau. The award recognizes work that has resulted in more effective and efficient management systems, as well as the demonstration of unusual initiative or creative ability in the development and improvement of methods and procedures. It is given also for significant contributions affecting major programs within the U.S. Census Bureau and superior performance of assigned tasks. The award, initiated in 1965, consists of a framed medal and certificate.

FIELD DIRECTORATE

FIELD DIVISION (FLD)

Reginald Bigham

Atlanta Regional Office

2010 Census Support Team

Angela L Behrens
Marcy Cly
Christy S. Dennis
Leila N. Dickerson
Linda W. McWhorter
Catyna L. Simon
Harry M. Rodriguez Ortiz
Allen R. Wells

Boston Regional Office

Heather M. Polo

Charlotte Regional Office

Helena L. Lamprecht

Chicago Regional Office

Brian P. Walsh

Dallas Regional Office

Dallas Census Coverage Measurement Management (CCM) Team

Jeff T. Behler
Henry Tow
Eloy G. Hernandez

Dallas Regional Office Survey of Income and Program Participation (SIPP) Team

Holly Westergaard
Shabronda Peal
Vivian A. Hardwick

Denver Regional Office

Gerald L. O'Donnell

Detroit Regional Office

Kim Y. Estmond
Mario T. Matthews

Kansas City Regional Office

Debra A. Stanley
Jean F. Hammer

Los Angeles Regional Office

Timothy William McMonagle

New York Regional Office

David J. Kraiker

Philadelphia Regional Office

Helene D. Elliott
Joseph P. Quartullo

Seattle Regional Office

Richard T. Campbell
Wendy Hawley

Seattle Regional Census Center Field Operations Management Team

Jennifer Weesen
Christine M. Curran
Pamela K. Harlan
Karen J. Sy
M. Michaelllyn Garcia
Julio Reyna Alfaro
Hector Maldonado
Linda Clark
Jan R. McStay
Thomas Kenneth Szabla

Decennial Recruiting Branch

Bonnie S. Tarsia
Christopher A. Kelly
Lynn E. Smith
Shawn M. Ray
Wendy Button
Sari Sue Anderson

2010 Census Space Acquisition Team

Michael P. Burns
Allison A. Cenac
Marilyn A. Sanders
John W. Donnelly
Bruce Albert Kaminski
Louis M. Konya Jr.
Julie A. Lam
David C. Skeehan
Shawn Paterson
J. Michael Stump

Decennial Financial Management Team

Brenda L. Smith
Tammy M. Hangliter
Jessica M. Gunn
Connie Renee Murray

NATIONAL PROCESSING CENTER (NPC)

Paul E. Gividen
Patience A. Grubbs
Patricia L. Shoemaker
Pamela S. Strong Frymire
Paula Marie Thompson
Samuel L. Sizemore

NPC Census Coverage

Measurement Senior Analyst Team

Sharon Rose Basham
Julie K. Bibb
Saundra C. Burgin
Wm. Proctor Eubank Jr.
Kevin R. Grissom
Rosanne M. Myers
Vicki Lynne Smith
Katherine Wilson

NPC Census Coverage

Measurement Analyst Team

David D. Dunn
Donna P. Farley
Tonya Clementz
Andrea J. Houston
Monica A. Huber
Cheryl S. Morris
Dava S. O'Brien
Patricia L. Richardson
Susan Winegarden

NPC Census Logistics Team

Scott M. Pottinger
Calvin C. McFarland
Marilyn B. Ede
Marguerite Tate
Daniel Palermo
Lorie A. Lockhart
Gregory D. Stubbs
Tammy Roos

TECHNOLOGIES MANAGEMENT OFFICE (TMO)

TMO 2010 Census Coverage

Measurement Laptop Support Group

Christopher Alan Garza
Kimberly S. Finazzo
Mark E. Davis
Timothy S. McGarvey
Christine Marie Freeland
Mary K. Landolt
Teresa Ann Sparks

TMO 2010 Census Coverage

Measurement Authoring

Malcolm Robert Wallace
Roberto V. Picha
Sharon R. Johnson
Curtis N. Ziesing
Jason D. Arata

**TMO 2010 Computer Audio
Recorded Interview (CARI)
Implementation Team**

Malcolm Robert Wallace
William E. Dyer Jr.
Joanne Carruba
Anil Jain
Yue C. Casson
Christopher Brett Price
Annetta Golding DePompa
Kevin William Reid
Paul C. Tyszka
Mark A. Peitzmeier

**DECENNIAL CENSUS
PROGRAMS
DIRECTORATE**

**DECENNIAL MANAGEMENT
DIVISION (DMD)**

Budget Execution Team

Debra A. Latham
Richard Thornton Edwards
Deborah Darlene Largent
Carol Castro

**Correspondence and Oversight
Tracking System (COTS)
Development Team**

Karen C. Robinson
Catherine M. Mason
Stella M. Ogunwole
Pamela H. White
Artesia Robinson

Cost and Progress System Team

Guinevere Z. Mills
Annette Quinlan Davis
Joanne L. Bluhm
Nevalle Wade
Schyrle Gudger
Linda A. Flores Baez
Zbigniew M. Gorski

**DECENNIAL STATISTICAL
STUDIES DIVISION (DSSD)**

Michael Bentley
Tamara S. Adams

**2010 Census Quality Assurance
Management Team**

Rodrick J. Marquette
Angela Jo Wetzel
Andrea M. Chamberlain

GEOGRAPHY DIVISION (GEO)

Van N. Hoad

Decennial Imagery Team

Laura La Kose
Peter Rosenson
Lauren R. Kirsch
Barbara A. Wallace
David Aliff

**DECENNIAL SYSTEMS &
CONTRACTS MANAGEMENT
OFFICE (DSCMO)**

Processing Systems Staff

Dan E. Philipp
Hue Tu Ly
Leslie Aaron Fleet
Nebabu Aynealem
Gary Curzi
Toni Vincent

**2010 Census Coverage Follow-Up
Telephone Program**

Suzanne Fratino
Sarah E. Brady Clark
Martine Moss
Elizabeth Poehler
Kelly A. Govern

**OFFICE OF
THE DIRECTOR**

**Data Management Pilot
Requirements and Evaluation
Team**

Rebecca V. Blash
Thomas L. Blatt
Daniel E. Eikenberry
Michael B. Hawes
Frederick L. King
Donald Koller
Howard R. McGowan
William A. Paolini, Jr.
Tammy L. Riggs
Antonio I. Rubiera
Chad Eric Russell
William S. Savino
Sara Thurman
William B. Vann III
Deanna L. Wilson

**Improving Operational Efficiency
(IOE) Team**

Erin Medina
Susan A. Reeves
Dale S. Wood
Robin C. Goldberg
Peter N. Moreno
Carolynn Hammersmith
Laura K. Yax
Kimberly E. Higginbotham
Lisa Wolfisch
Tiffany Brooks

**ASSOCIATE DIRECTOR
FOR DEMOGRAPHIC
PROGRAMS**

POPULATION DIVISION (POP)

Karen Humes

Intercensal Estimates Team

David G. Waddington
Alexa Kennedy Jones-Puthoff
Antonio Bruce
Irene E. Dokko
Christine E. Guarneri
Frederick W. Hollmann
Jennifer M. Ortman
Larry Douglas Sink
Grayson K. Vincent
Katrina L. Wengert

**2010 Census Age, Sex, and Group
Quarters Data Review Team**

Amy Symens Smith
Lindsay M. Howden
Marcella Jones-Putoff
Charles E. Holmberg
Brian J. Kincel
Julie A. Meyer
Carrie Werner

**2010 Census Race Data Review
Team**

Nicholas A. Jones
Bradford B. Hepler
Lindsay K. Hixson
Elizabeth Hoeffel
Myoung Ouk Kim
Tina Norris
Sonya Rastogi
Hasan Shahid
Paula L. Vines

**2010 Census Hispanic Origin Data
Review Team**

Roberto R. Ramirez
Daniel Beaulieu
Nora G. Albert
Sharon R. Ennis
Merarys Rios
Angela Brittingham Buchanan
Maryam Asi
Linda M. Chase

**Decennial Programs
Data Review Team**

Janice Ann Valdisera
Linda M. Showalter
Denise Marie Flanagan-Doyle
Anne R. Ross
Leanna Mellott
Colleen Hughes
Julie A. VanEerden
Warren F. Davis
Paul R. Campbell
Janet L. Wysocki

Demographic Analysis Team

Jason E. Devine
Victoria A. Veikoff
J. Gregory Robinson
Kirsten K. West
Melissa Scopilliotti
Renuka Bhaskar
Jennifer M. Ortman
Frank B. Hobbs, iii.
Bethany S. DeSalvo
Gregory S. Harper

2010 Decennial Census Apportionment Team

Louisa F. Miller
Ashley Denele Landreth
Kristin D. Burnett
David W. Sheppard
Marc J. Perry
Craig S. Cruse

DEMOGRAPHIC SURVEYS DIVISION (DSD)

Traci A. Least

2010 National Survey of College Graduates Web Instrument Team

Timothy Gilbert
Judith Pilkerton
Thomas Thornton
David Pyshe
Greg F. Orlofsky
John F. Studds
Glenn A. Eanes

SOCIAL, ECONOMIC AND HOUSING STATISTICS DIVISION (SEHSD)

SEHSD 2010 Census Review Group

Jeanne Marie Woodward
Martin T. O'Connell
Ellen Baker Wilson
William S. Chapin
Mary B. Schwartz
Christopher R. Mazur
Myra Anne Washington
Reita M. Glenn Hackett
Terry A. Lugaila
Daphne A. Lofquist

Longitudinal Research, Evaluation, and Outreach Staff

Brienne Hillmer
Carolyn A. Hronis
Lindsay M. Monte
Rachael Walsh

Industry and Occupation Staff

Melissa C. Chiu
Liana Hilgeman
Ana J. Montalvo

Small Area Health Insurance Estimates (SAHIE) Development and Production Team

Monea Abdul Majeed
Julie A. Atwell
Donald M. Bauder
Bethany S. DeSalvo
Tamara Lee
Donald M. Luery
Brian J. O'Hara
David S. Powers
Samuel Szelepk
Jared P. Teeter

DEMOGRAPHIC STATISTICAL METHODS DIVISION (DSMD)

Jacqueline J. Proctor
Aref N. Dajani

Demographic Surveys Annual Sampling Analysis Group

Samson A. Adeshiyan
Stephen Eliot Ash
James Farber
Patrick E. Flanagan
Thuy Trang Ta Nguyen
Antoinette Lubich
Andreea Rawlings
David V. Hornick
Reid Rottach
Jeffrey A. Wneck

ASSOCIATE DIRECTOR FOR RESEARCH AND METHODOLOGY

Economist Corporate Hiring Objective (ECHO) Team

Alice M. Zawacki
Barbara A. Downs
LaTarsha R. Coates
Jason C. Ware

Business Dynamics Statistics Team

Javier Miranda
Ronald E. Davis

ASSOCIATE DIRECTOR FOR ADMINISTRATION AND CHIEF FINANCIAL OFFICER

ADMINISTRATIVE AND CUSTOMER SERVICES DIVISION (ACSD)

Property and Records Management Office (PRMO)

Francis Graeland Hall
Eric S. Smith
Milicent Y. Alexander
Antwain Merriweather
Sheryl L. Jones

HUMAN RESOURCES DIVISION (HRD)

Benjamin T. Felder

Human Resources Management Team

John D. Cunningham
Sandra T. Duckett
Thomas W. Gramlich
Veronica M. LeGrand
Susan A. Reeves
Mark A. Holdrege

FINANCE DIVISION (FIN)

Finance Division Leadership Team

Robin M. Quinn
Avis G. Merkl
Margie A. Oates

BUDGET DIVISION (BUD)

Budget Formulation and Execution Staff — Decennial Team

Sharon L. Burnett
Sally M. Obenski
Swynice Matthews-Ockiya
Edward L. Kobilarcik
James B. Treat
Debra A. Latham
Miguel B. Perez

EQUAL EMPLOYMENT OPPORTUNITY OFFICE (EEO)

Decennial Census 2010 Equal Employment Opportunity Leadership Team

Roy P. Castro
Cynthia R. Shipley
Cruz M. Sedillo ii

OFFICE OF THE ASSOCIATE DIRECTOR

Census Combined Federal Campaign (CFC) Group

Barbara A. Sherry
Stephanie A. Zanelotti
Mary Catherine Potter
Janet S. Sweeney
Tammy S. Anderson
Michael A. Hall
Richard M. Preuss
Chakia T. Murphy
Debra A. Spinazzola
Lorraine Ann Randall
Joyce M. Annan

ASSOCIATE DIRECTOR FOR COMMUNICATIONS

Contract Management Team

Laura A. Sewell
Stacy J. Jordan
Alexandra Figueroa
Kimberly E. Higginbotham
Lizannette Velez
Cory Harris
Randy W. Hart

Customer Service Center (CSC)

Michael Berning
Patricia H. Anderson
Carlette H. Dayle
Belva A. Kirk
Gregory R. Pewett
Joann Hotchkiss
Eileen M. Marra
Mary A. Owens
Mary B. Williams
William F. Wojtkowski

ASSOCIATE DIRECTOR FOR ECONOMIC PROGRAMS

ECONOMIC PLANNING AND COORDINATION DIVISION (EPCD)

2007 Economic Census Macro Processing & Dissemination Team

James Hull
John C. Walsh
Matthew W. Olsen
Christopher M. Farmer
Lavelle Lee
Julia Naum
Stephen G. Kingsbury
Lisa Muggeo Feldman
Shawna J. Orzechowski
Anthony M. Figlioli

2009 County Business Patterns (CPB) Island Areas and Legal Forms of Organization (LFO) Team

Belitza Rojas Lopes
Patrice C. Norman
Joy P. Pierson
Franklin Winters
David D. Chapman
Jon A. Youngman
James H. Warden
Daniel A Vacca
Cynthia M. Wrenn-Yorker

ECONOMIC PROGRAMMING DIVISION (EPD)

Document Management Governance and Support Team

Adeline Tran
Brandi Maxson
Cheryl Ellen Merkle
Deborah Ann Chew
John A. Medina
Joseph C. Talbot
Joseph H. Bacon
Michele Leigh Yates
Bessie R. Lindsay Henry
Renee Reda
Loi H. Nguyen
Cykeeta Brockenberry
Carol S. Brady
Melvenia J. Browne

GOVERNMENTS DIVISION (GOVS)

Michael T. Feldman

Decision-Based Estimation Group

Yang Cheng
Joseph J. Barth
Bac Tran
Loretta A. McKenzie
Carma Ray Hogue

FOREIGN TRADE DIVISION (FTD)

Import and Export Processing and Correction Team

Mary Ann Koller
Matthew E. Bouch
Matthew J. Przybocki
Connie J. Bauer
David G. Fox
Andrew S. Jennings
Lori Dickerson
Gail M. Denby
Steven D. Bulman
Nick Orsini

MANUFACTURING AND CONSTRUCTION DIVISION (MCD)

M3 Unfilled Orders Benchmark Survey Team

Heather Dudash
Chris Savage
Melissa L. Berry
David L. Kinyon
Daniel R. Tulp Jr.
Lauren Wilson
Cheuk K. Lee

SERVICE SECTOR STATISTICS DIVISION (SSSD)

Service Industries Expansion Implementation Team

James Hull
Jamie A. Walsh
Kristen Ricks
Beth Clarke Tyszka
Mario N. Thornton
Aidan D. Smith
Roderick Asekhauno
Maria C. Cruz
Sara E. Stash
Deanna L. Weidenhamer
James N. Burton
Katrina T. Washington
Charlie H. Nguyen
Tanya N. Nguyen
Ming En Wang

COMPANY STATISTICS DIVISION (CSD)

James W. Hunt

ASSOCIATE DIRECTOR FOR INFORMATION TECHNOLOGY AND CHIEF INFORMATION OFFICER

2010 Census Website and Social Media Campaign Group

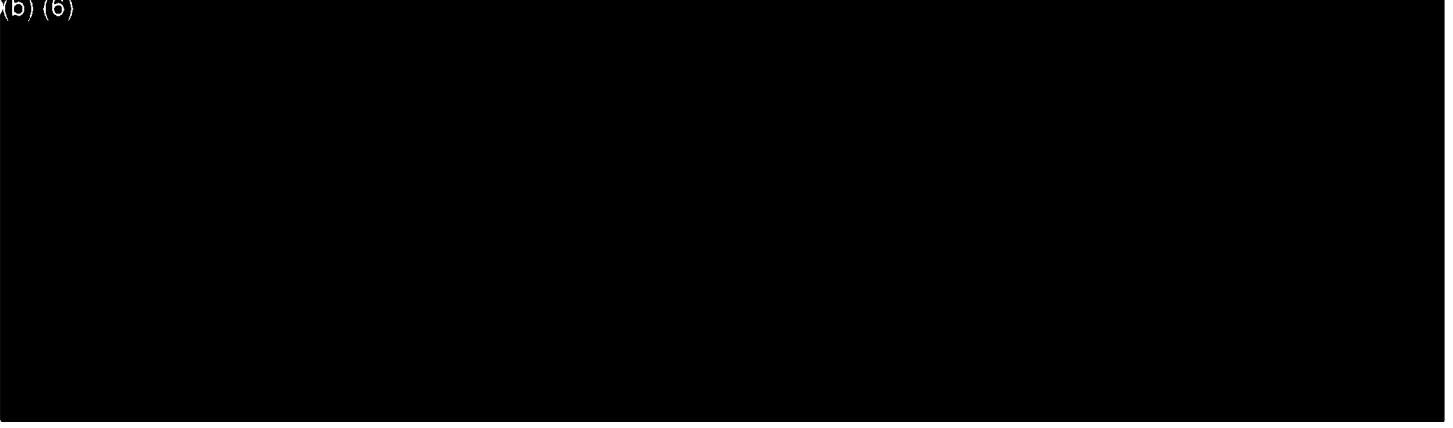
Lisa Wolfisch
Joanne Dickinson
Carolynn Hammersmith
Laura K. Yax
Jeffrey Jones
Samuel S. Aherrera
Victor E. Romero
Keva S. Silversmith
Samantha A. O'Neil
Danielle R. Conceicao

ASSOCIATE DIRECTOR FOR 2020 CENSUS

American Community Survey 2011 Internet Test Design and Development Team

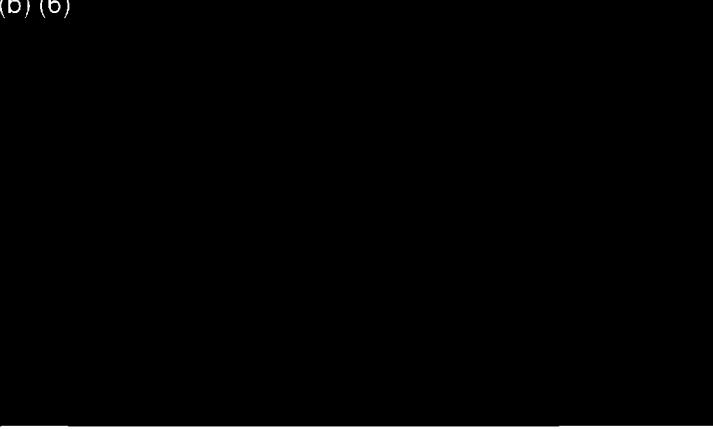
Debra L.U. Klein
Andrew W. Roberts
George Brian Wilson
Jennifer Guarino Tancreto
Mary Cecilia Davis
Mary Frances Zelenak
Michelle L. Ruiter
Colleen Hughes

(b) (6)

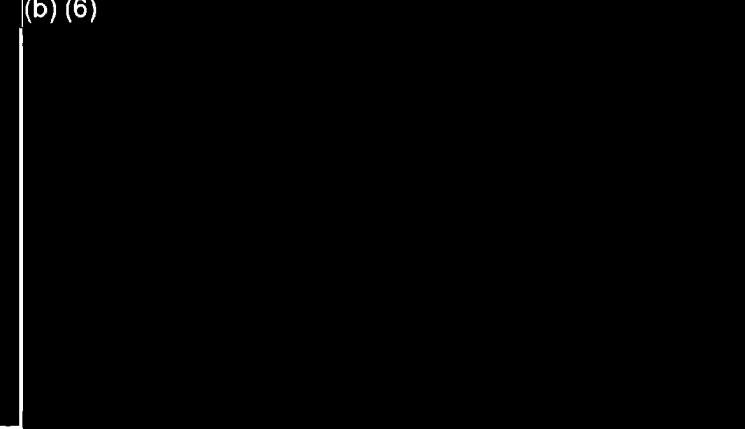


Atlanta — 2010 Census Support Team

(b) (6)



(b) (6)



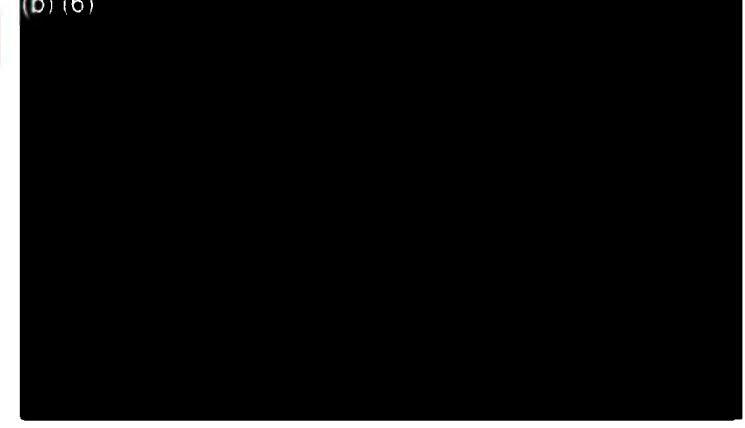
Atlanta — Reginald Bigham

(b) (6)



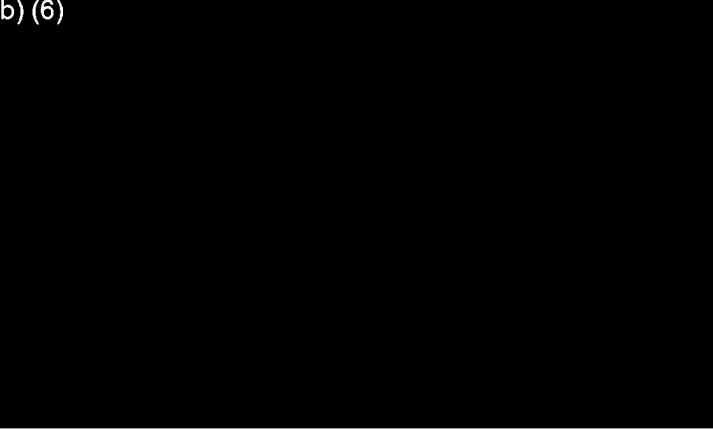
Dallas Census CCM Team — Eloy Henderson

(b) (6)



Dallas SIPP Team

(b) (6)



Seattle Census Field Operations Management Team

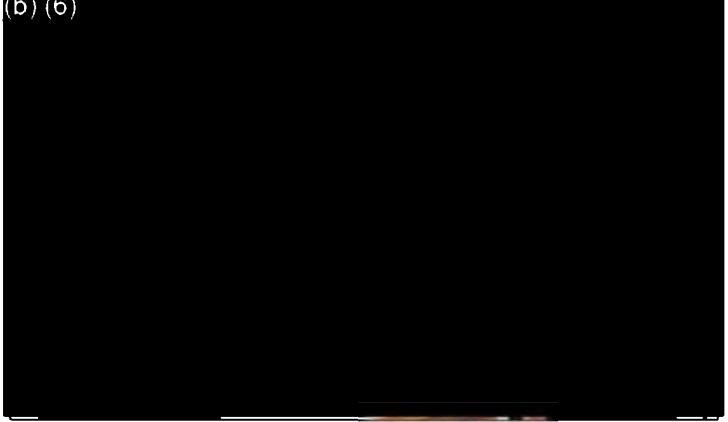
(b) (6)



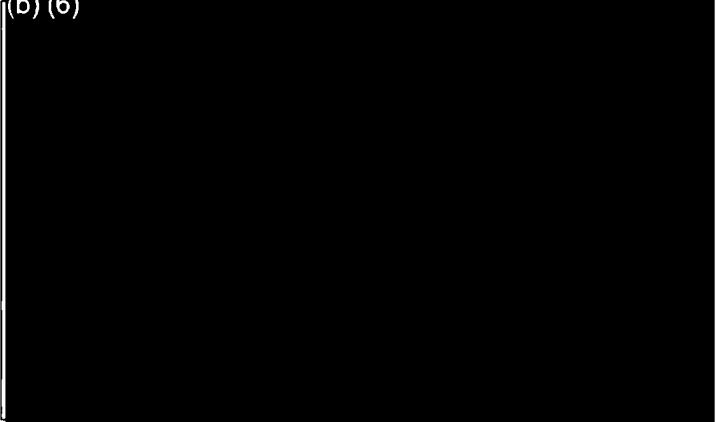
Seattle — Richard Campbell

Seattle — Wendy Hawley

(b) (6)

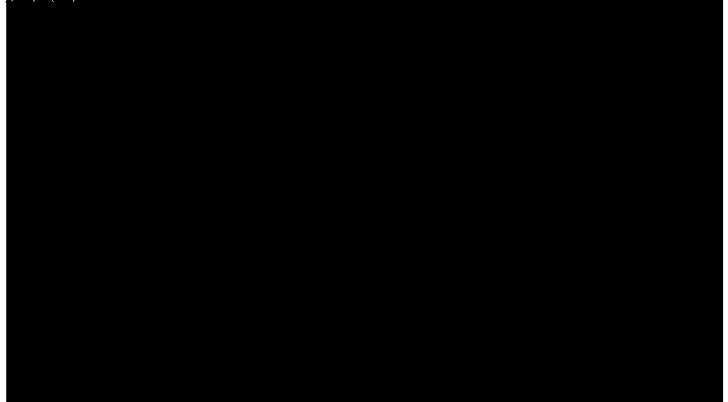


(b) (6)



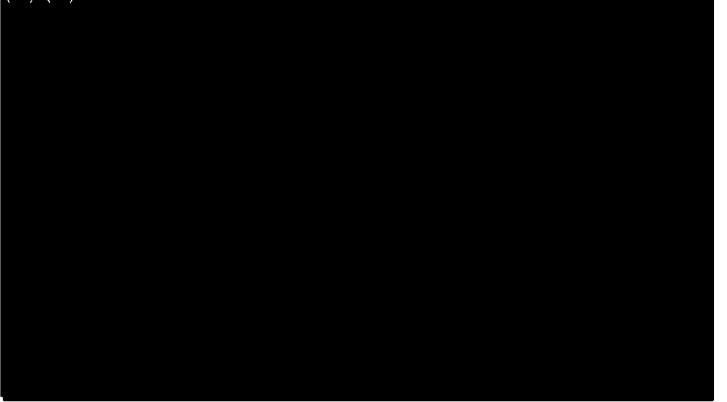
Boston — Heather Polo

(b) (6)



Charlotte — Helena Lamprecht

(b) (6)



Chicago — Brian Walsh

(b) (6)



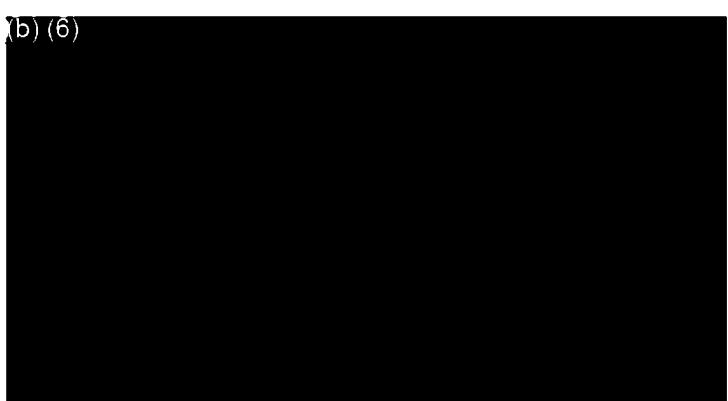
Chicago — Kim Estmond

(b) (6)



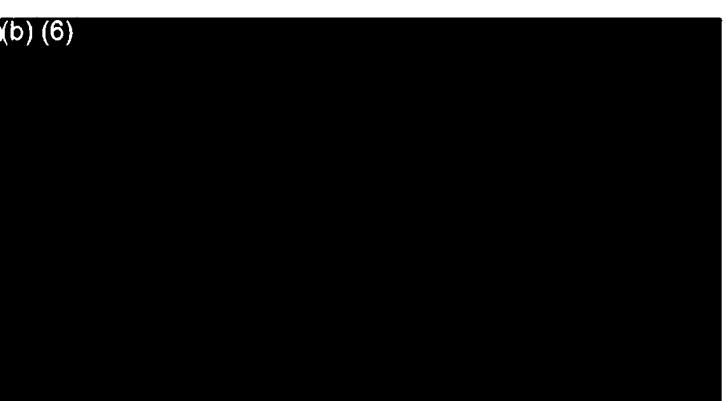
Chicago — Mario Matthews

(b) (6)



Kansas City — Debra Stanley

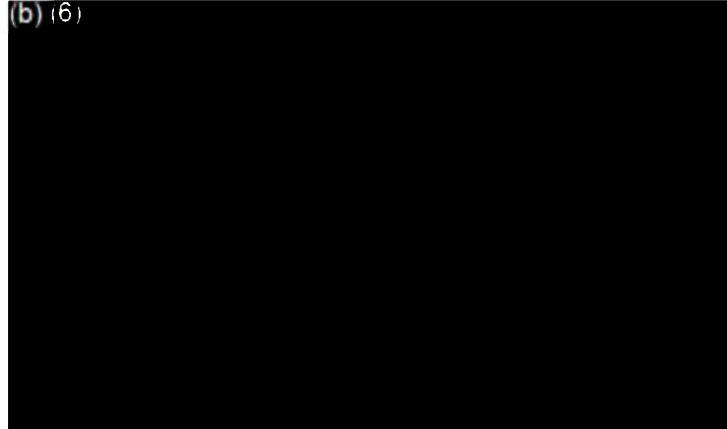
(b) (6)



Kansas City — Jean Hammer

Los Angeles — Timothy William McMonagle

(b) (6)

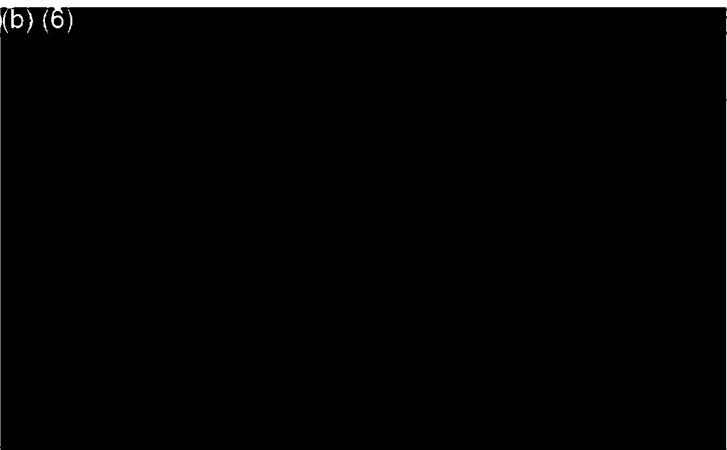


(b) (6)



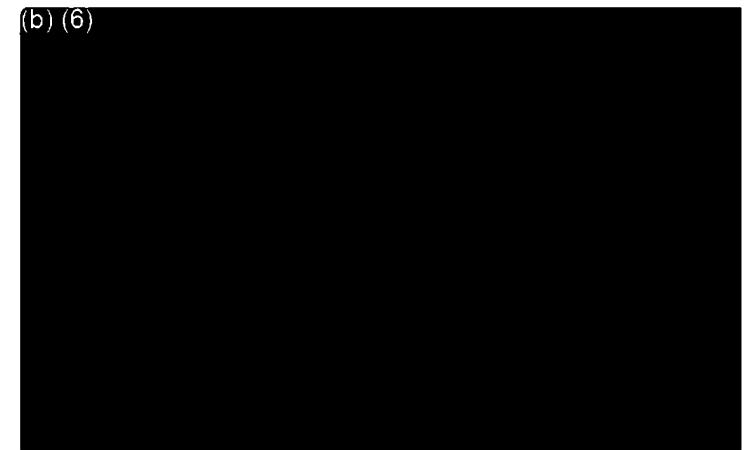
New York — David Kraiker

(b) (6)



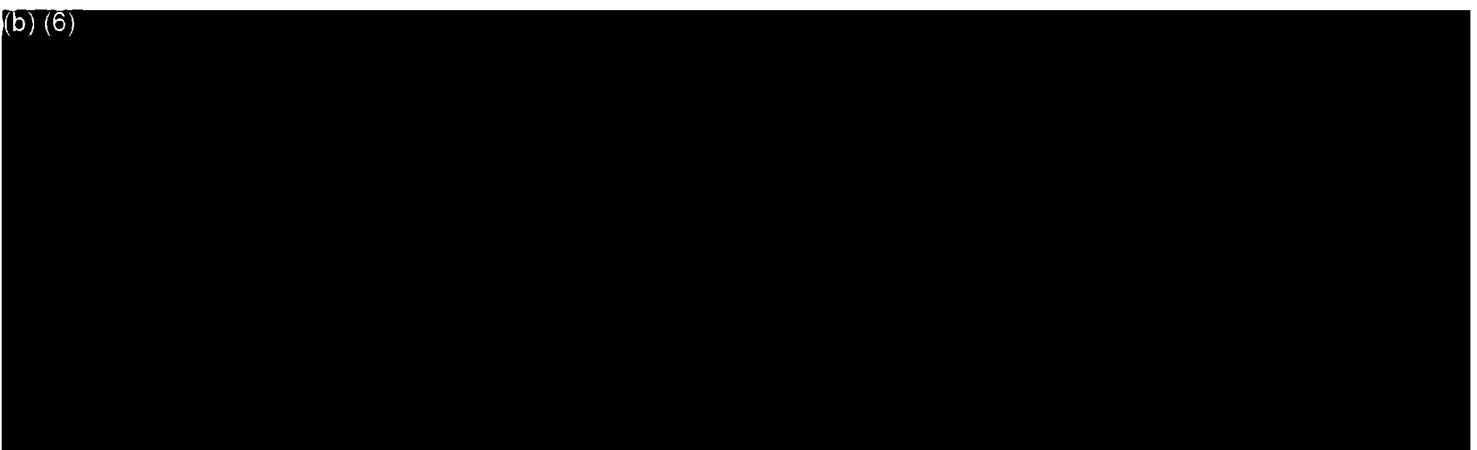
Philadelphia — Helene Elliott

(b) (6)



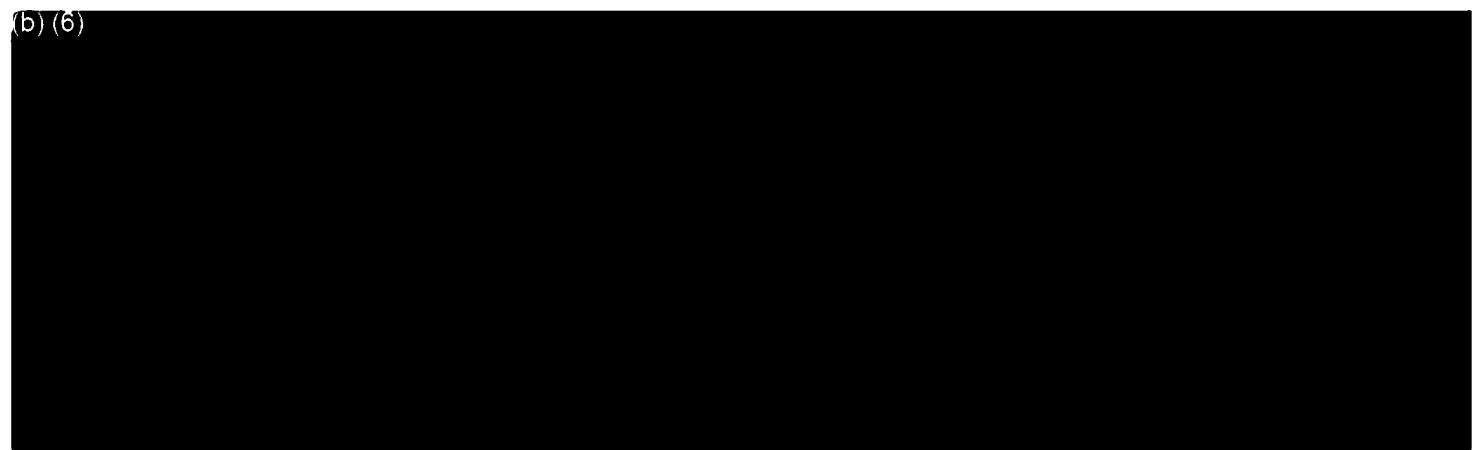
Philadelphia — Joseph Quartullo

(b) (6)



Denver — Gerald O'Donnell

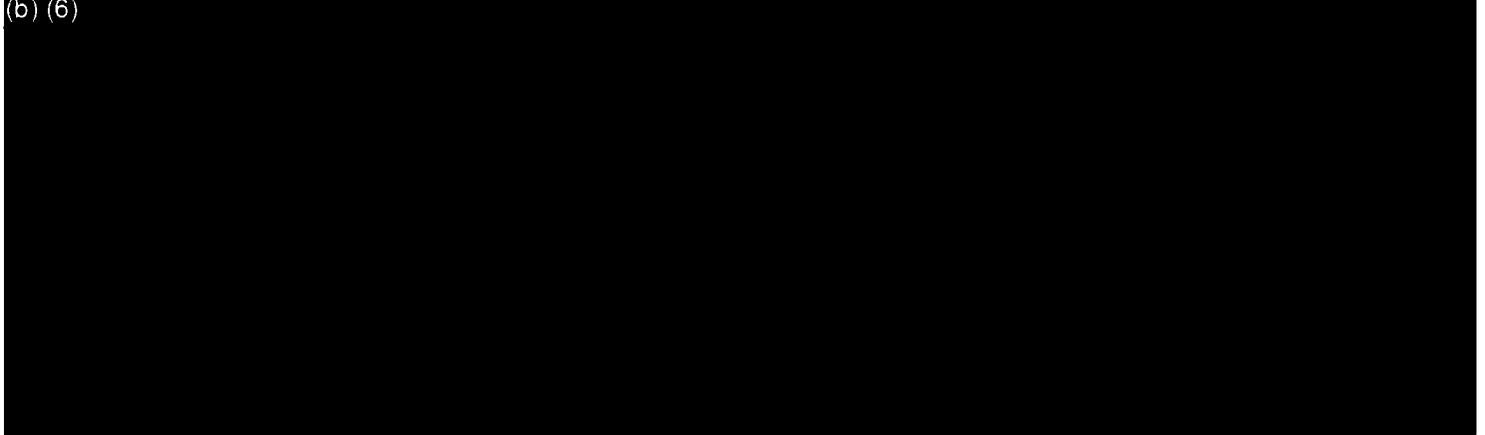
(b) (6)



2010 Census Space Acquisition Team

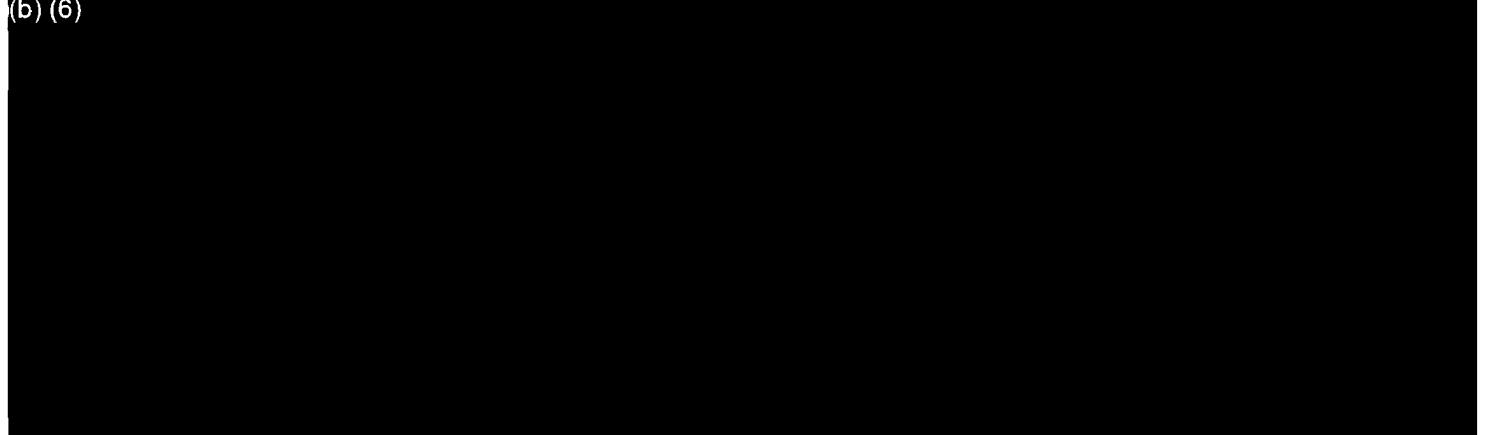


(b) (6)



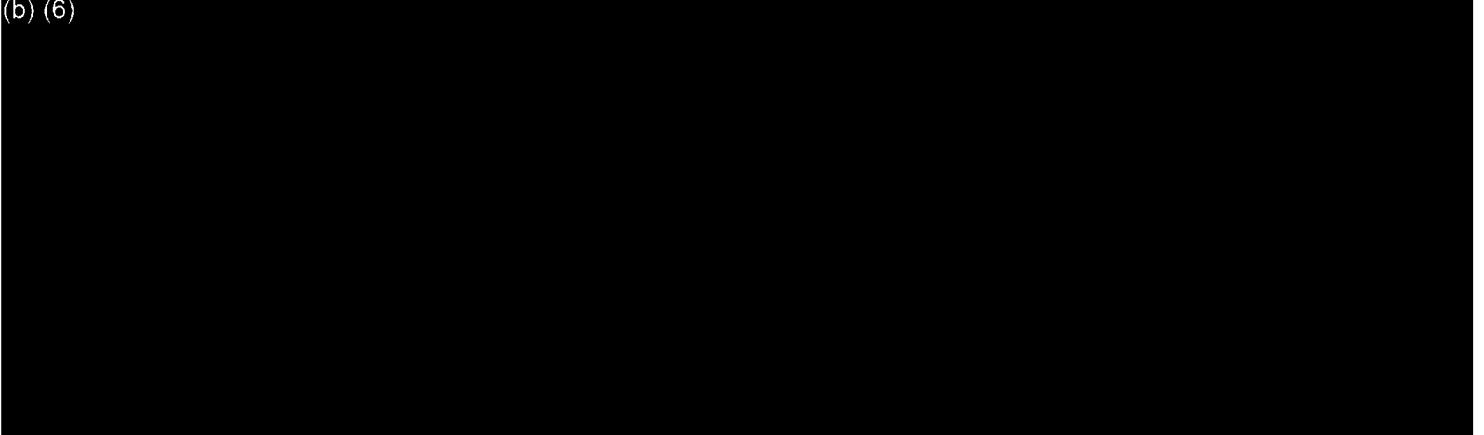
Decennial Financial Management Team

(b) (6)



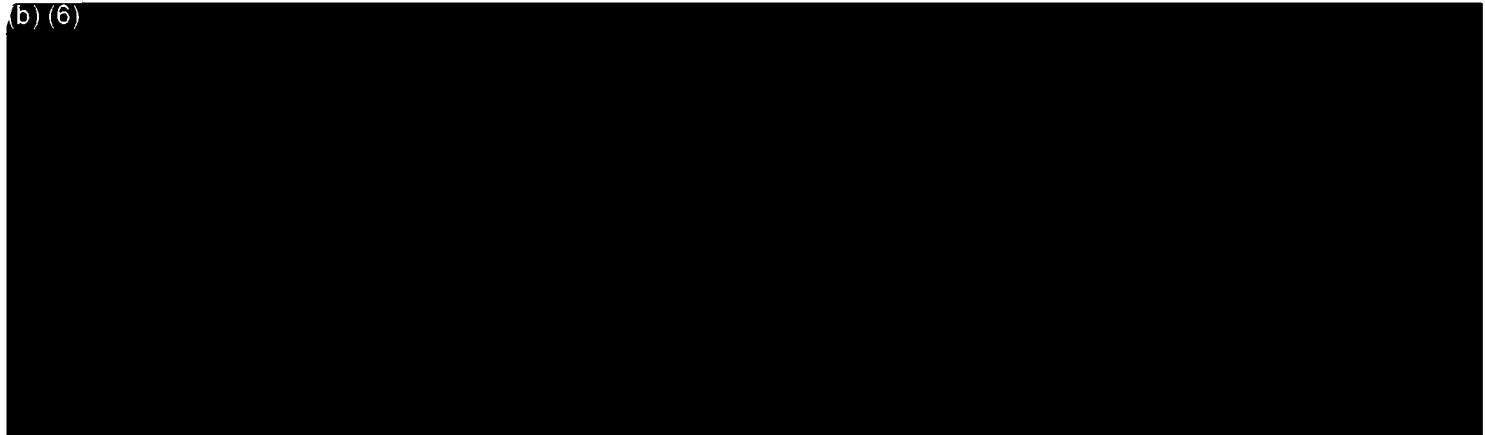
NPC CCM Senior Analyst Team

(b) (6)



NPC CCM Analyst Team

(b) (6)



NPC Census Logistics Team



(b) (6)

(b) (6)

NPC — Paul Cividen

(b) (6)

NPC — Patience Grubbs

(b) (6)

NPC — Pamela Strong Frymire

(b) (6)

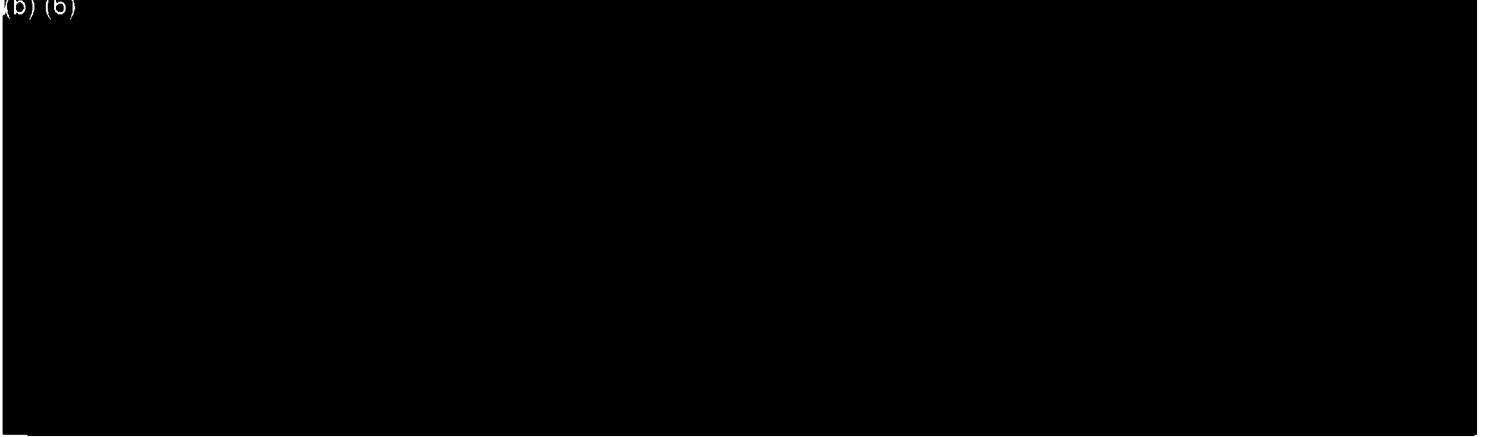
NPC — Paula Thompson

TMO 2010 CCM Laptop Support Group

(b) (6)

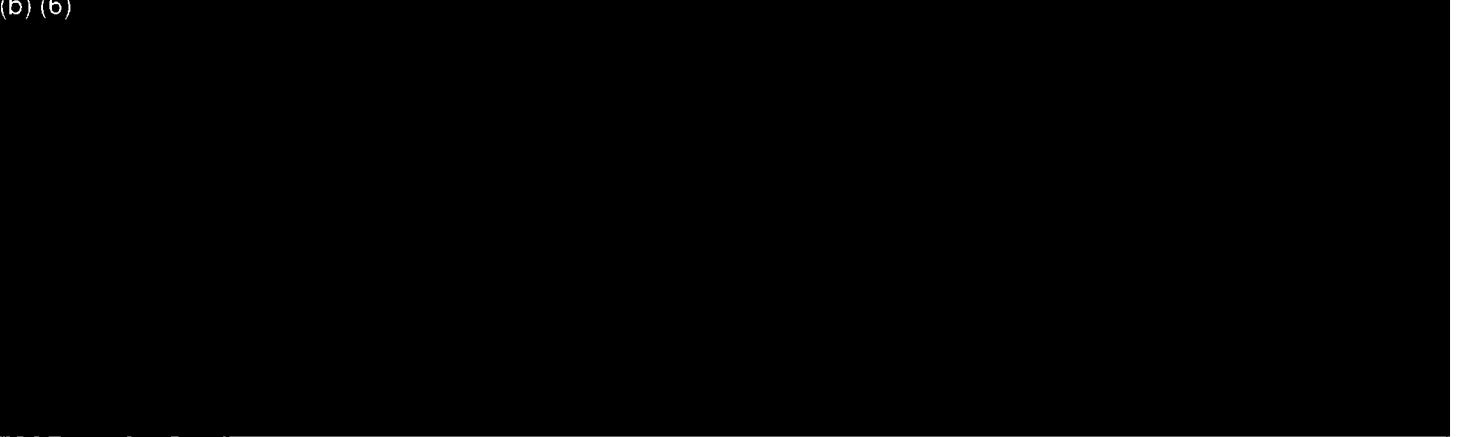
TMO 2010 CCM Authoring

(b) (6)



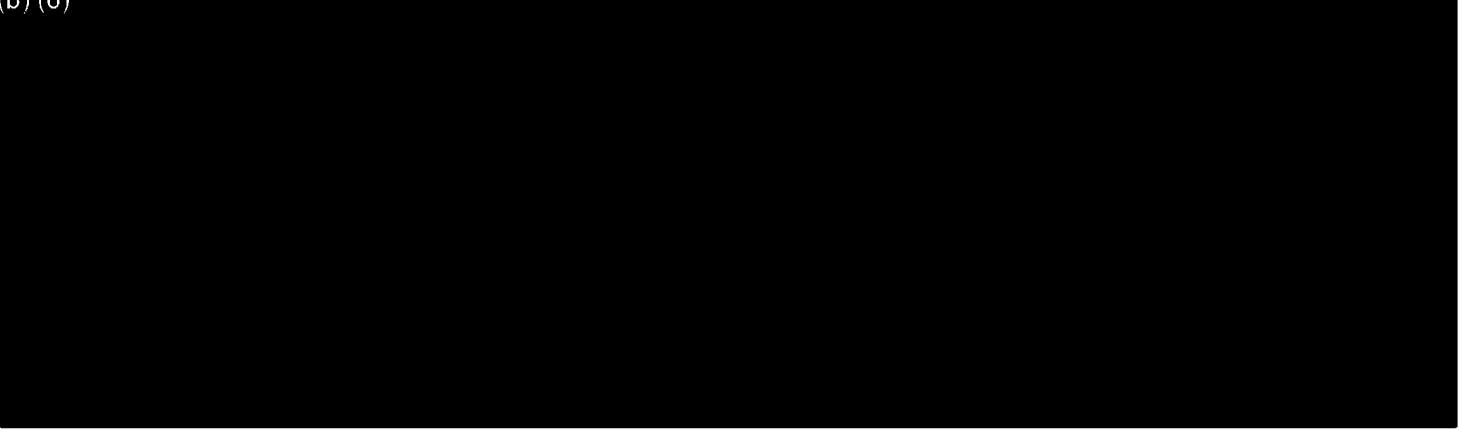
TMO 2010 Census CARI Implementation Team

(b) (6)



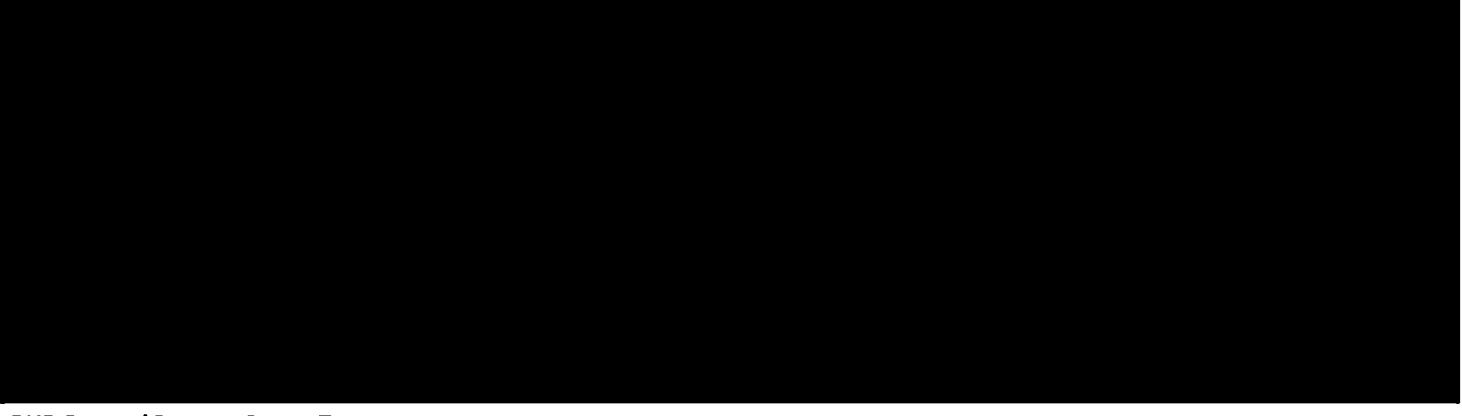
DMD Budget Execution Team

(b) (6)



DMD COTS Development Team

(b) (6)



DMD Cost and Progress System Team



(b) (6)

(b) (6)

DSSD 2010 Census Quality Assurance Management Team

DSSD — Michael Bentley

(b) (6)

(b) (6)

DSSD — Tamara Adams

DSCMO 2010 Census Coverage Follow-Up Telephone Program

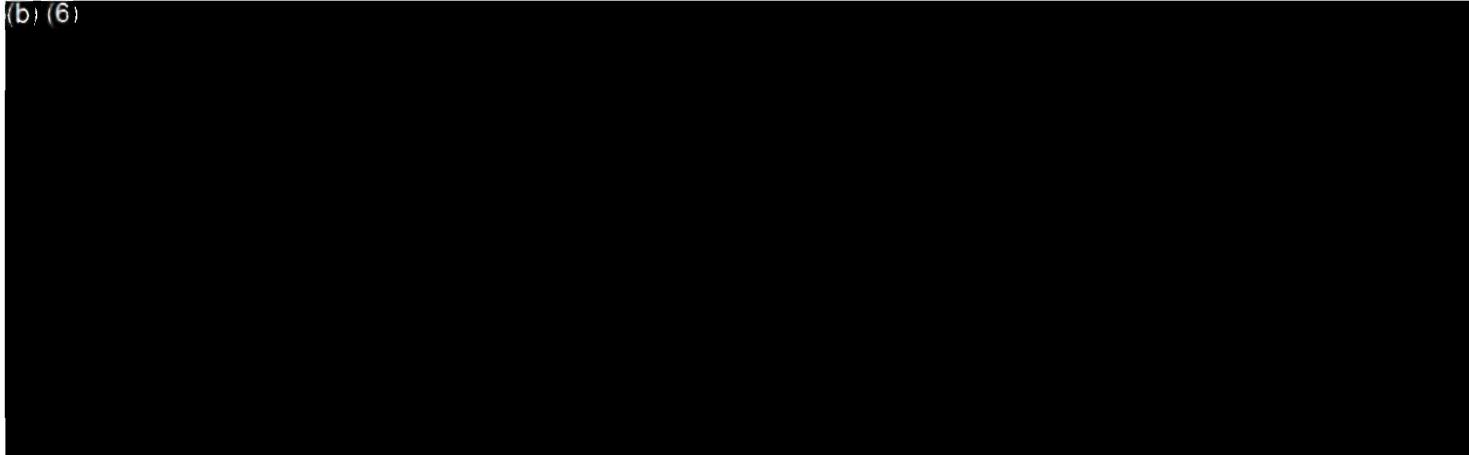
(b) (6)

DSCMO Processing Systems Staff

(b) (6)

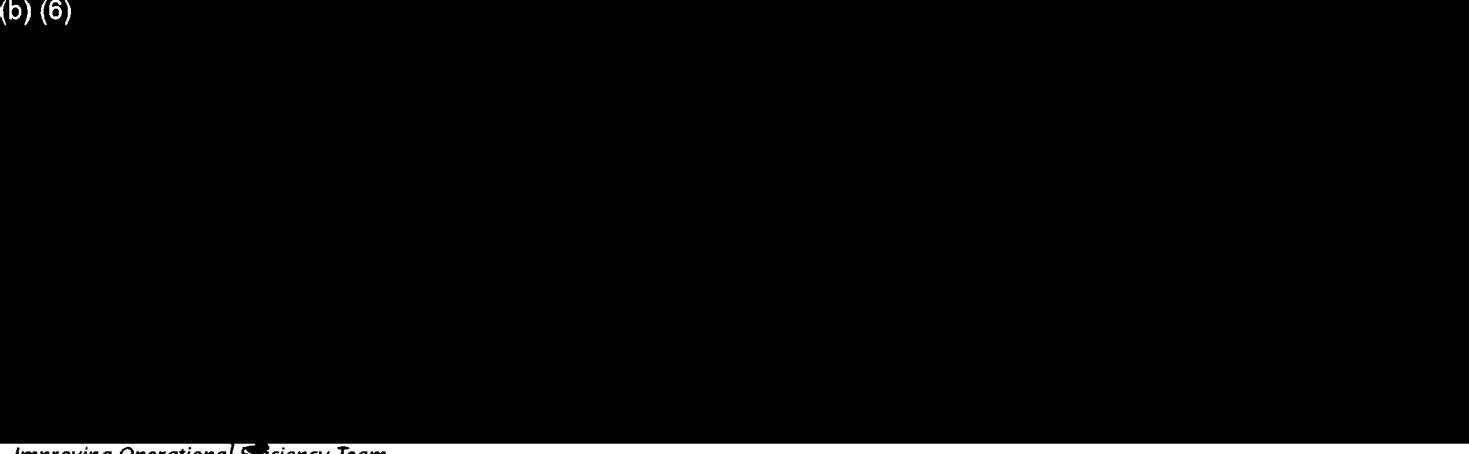
GeO Decennial Imagery Team

(b) (6)



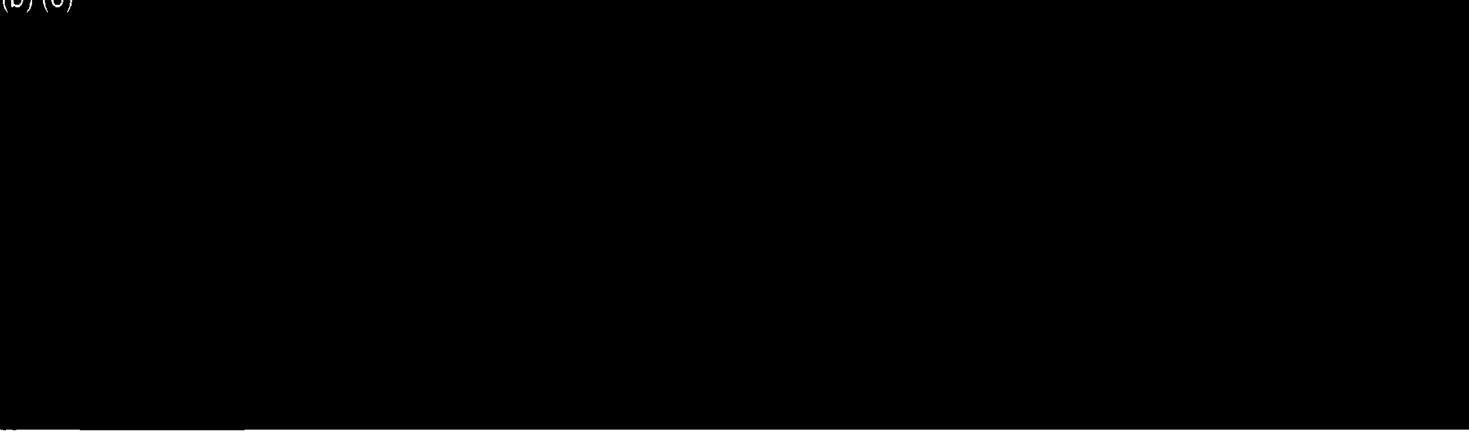
Data Management Pilot Requirements and Evaluation Team

(b) (6)



Improving Operational Efficiency Team

(b) (6)



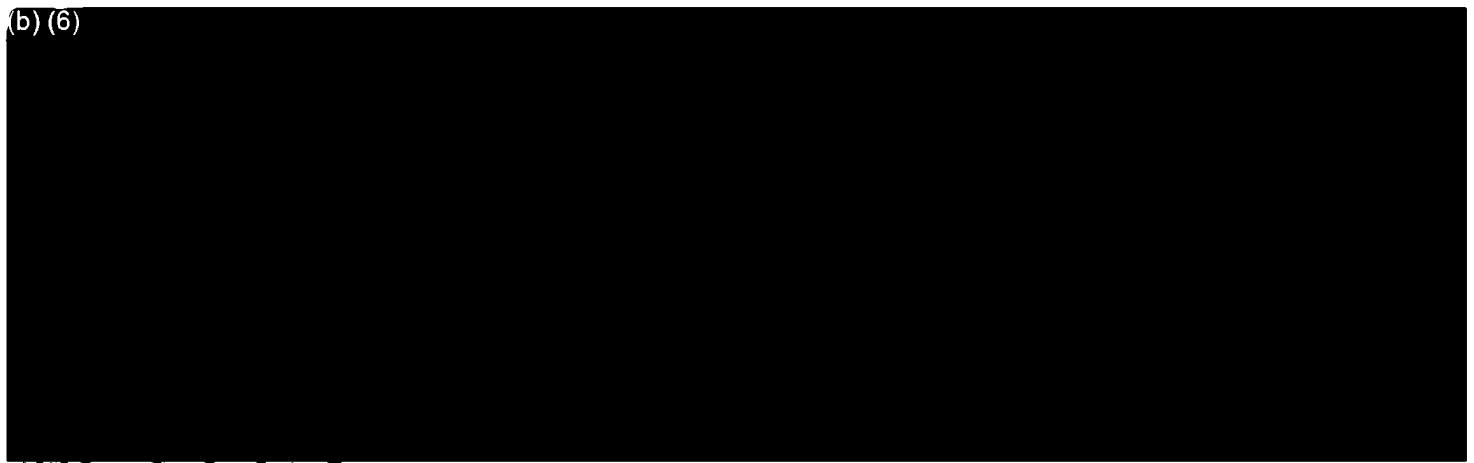
Intercensal Estimates Team

(b) (6)



2010 Census Age, Sex and Group Quarters Data Review Team

(b) (6)



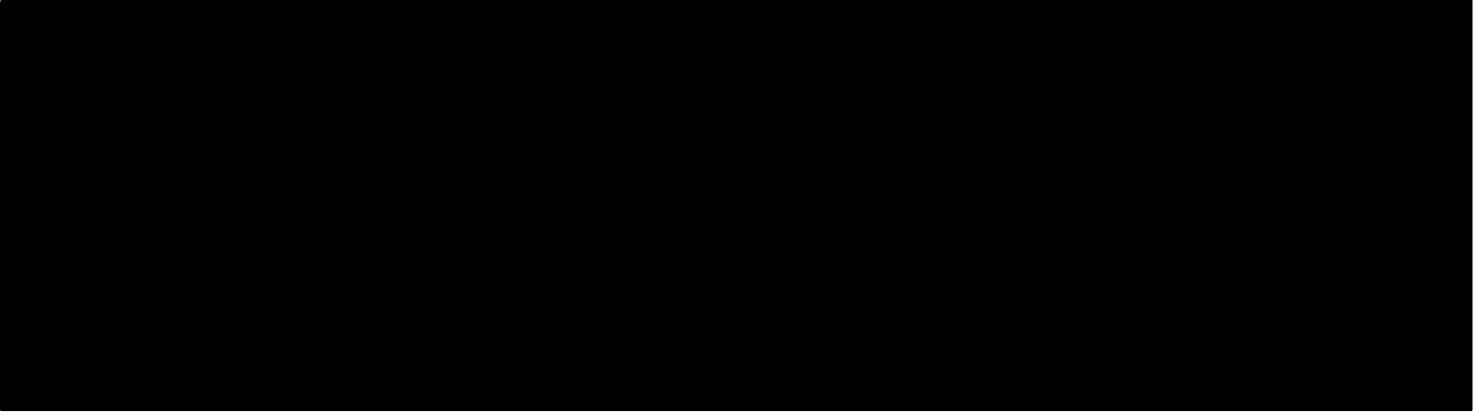
2010 Census Race Data Review Team

(b) (6)



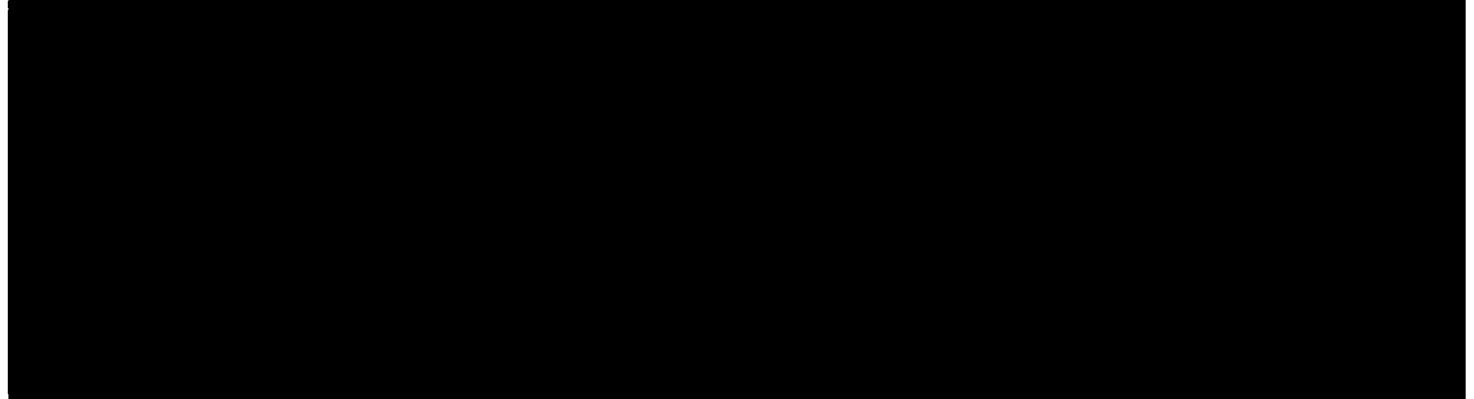
2010 Census Hispanic Origin Data Review Team

(b) (6)



Decennial Programs Data Review Team

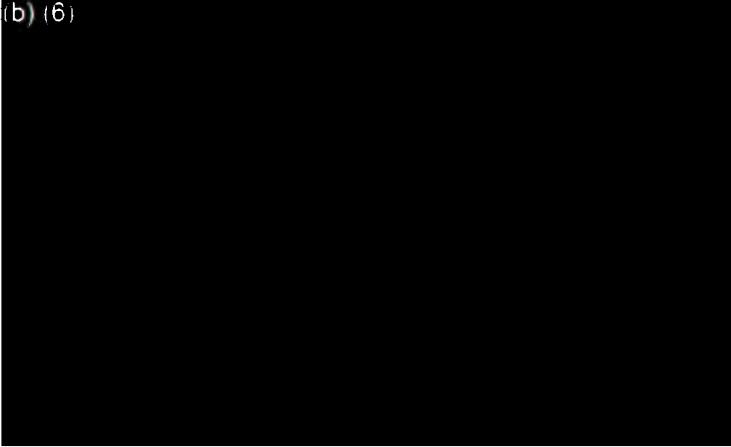
(b) (6)



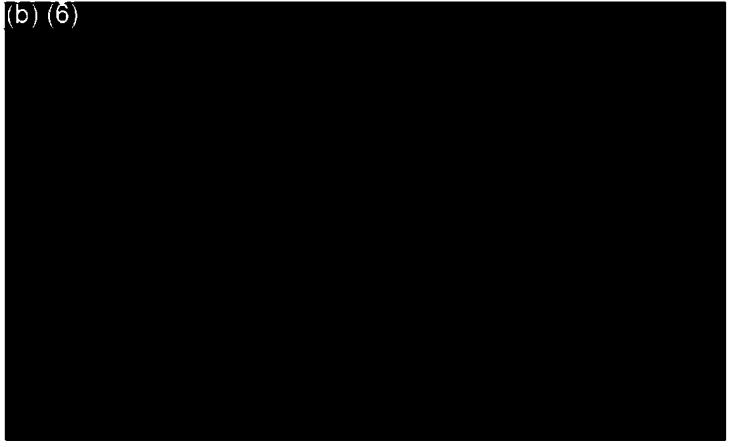
Demographic Analysis Team



(b) (6)

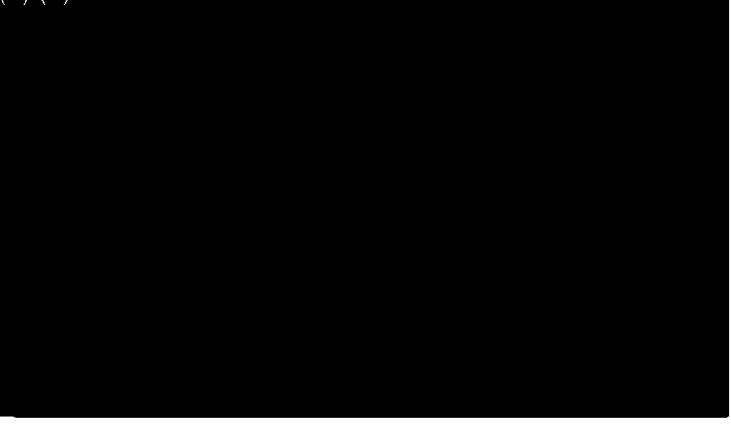


(b) (6)



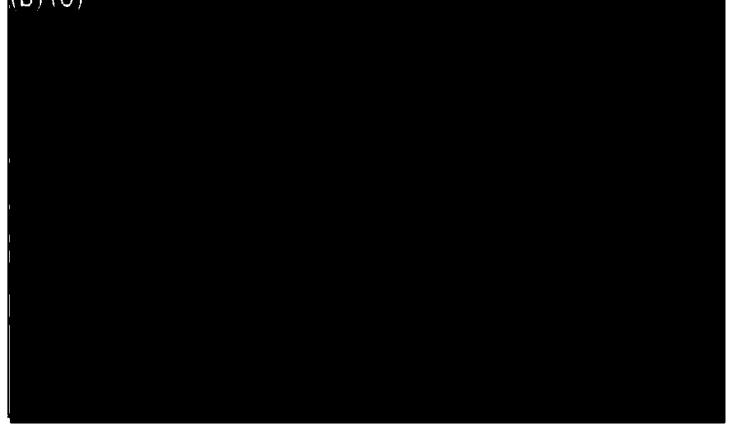
DSD — Traci Least

(b) (6)



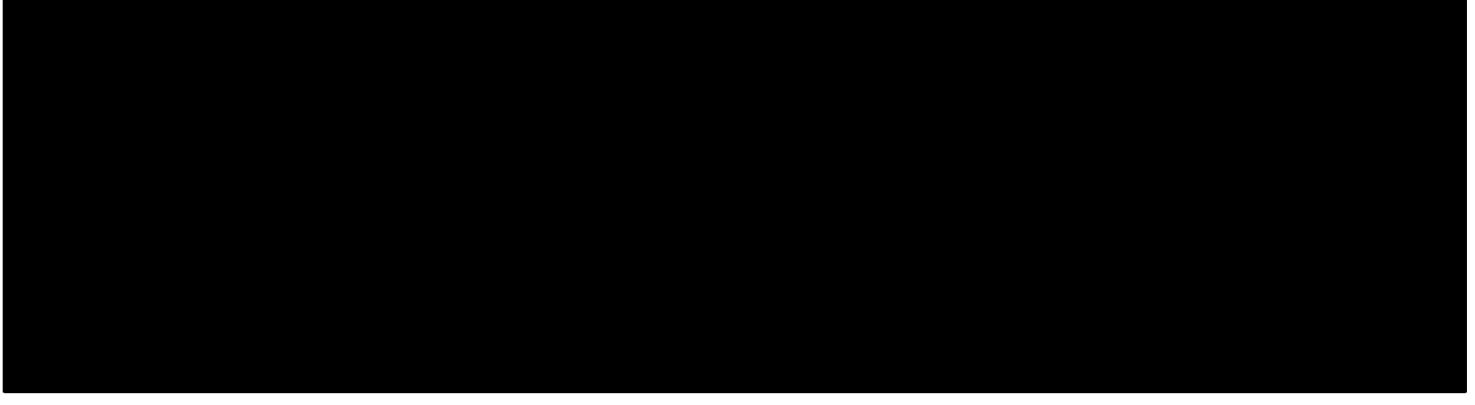
DSMD — Jacqueline Proctor

(b) (6)



DSMD — Aref Dajani

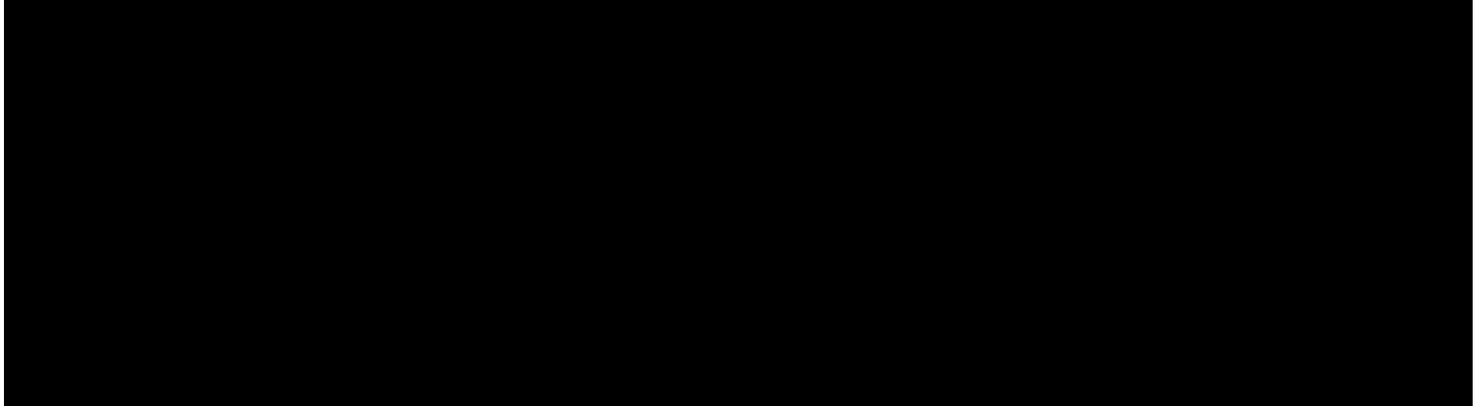
(b) (6)



Business Dynamics Statistics Team

2010 Census Apportionment Team

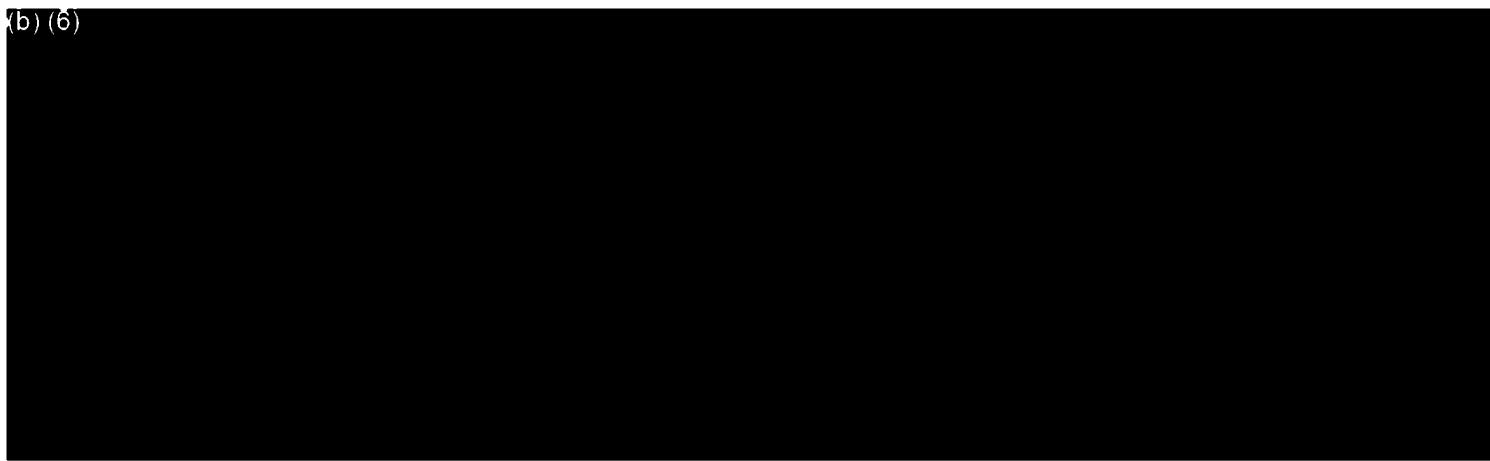
(b) (6)



2010 National Survey of College Graduates Web Instrument Team



(b) (6)



SEHSD 2010 Census Review Group

(b) (6)



Longitudinal Research, Evaluation and Outreach Staff

(b) (6)

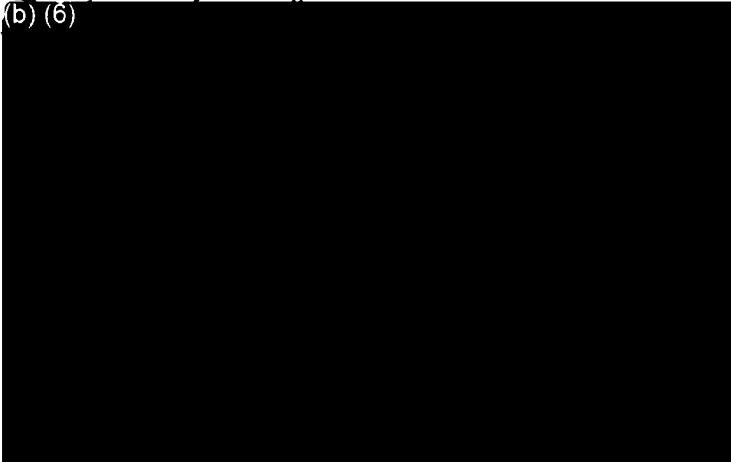


(b) (6)

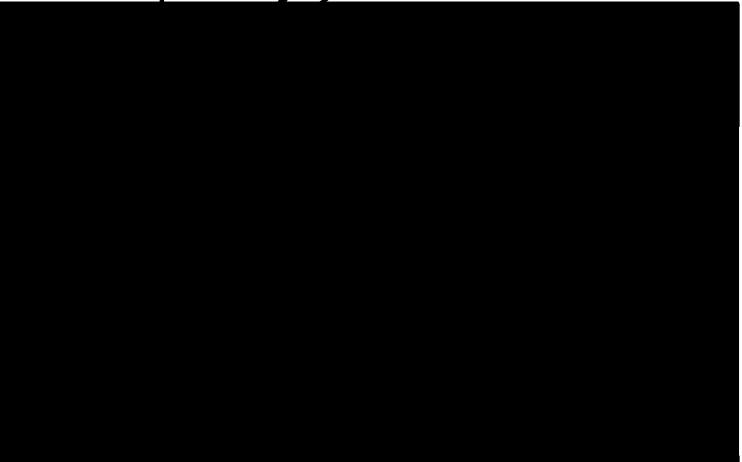


Industry and Occupation Staff

(b) (6)

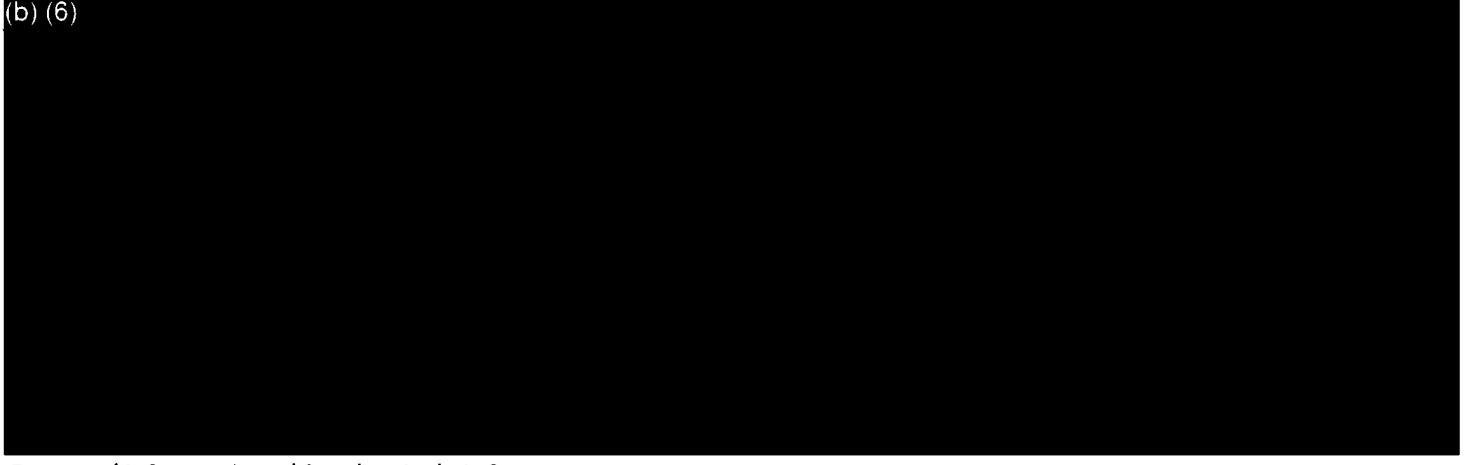


Economist Corporate Hiring Objective Team



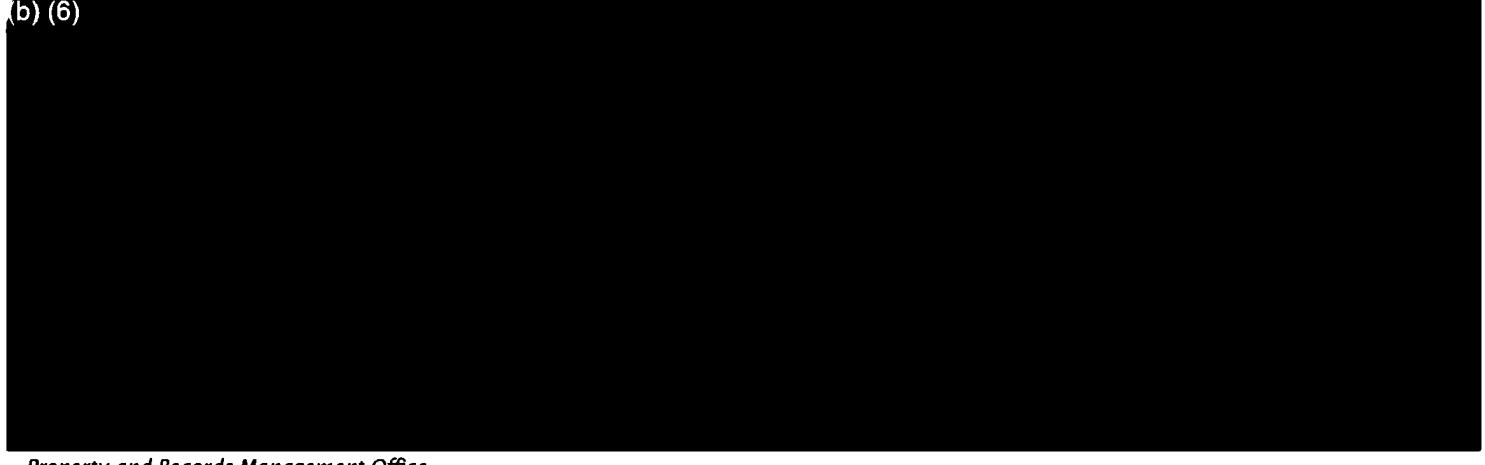
SAFIE Development and Production Team

(b) (6)



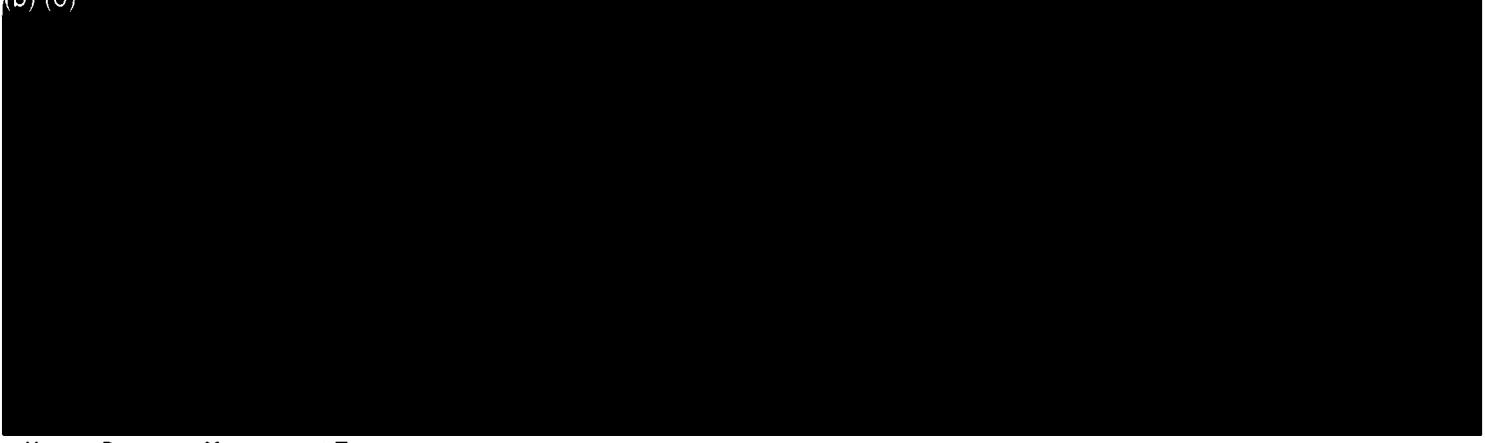
Demographic Surveys Annual Sampling Analysis Group

(b) (6)



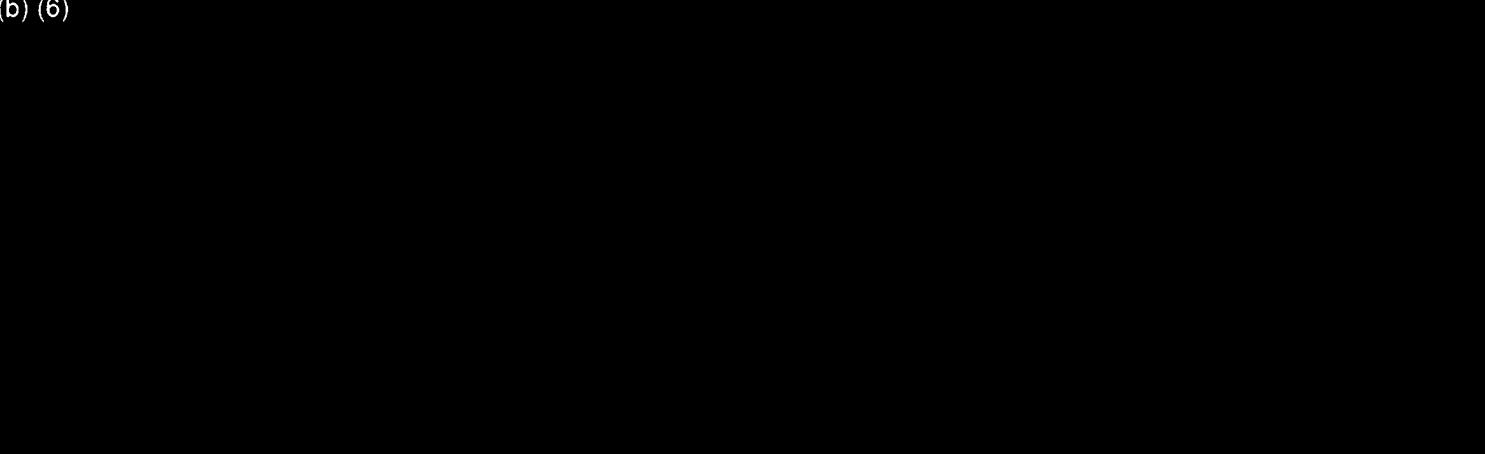
Property and Records Management Office

(b) (6)



Human Resources Management Team

(b) (6)



Budget Formulation and Execution Staff – Decennial Team

(b) (6)

(b) (6)

HRD — Benjamin Felder

(b) (6)

GOVS — Michael Feldman

(b) (6)

CSD — James Hunt

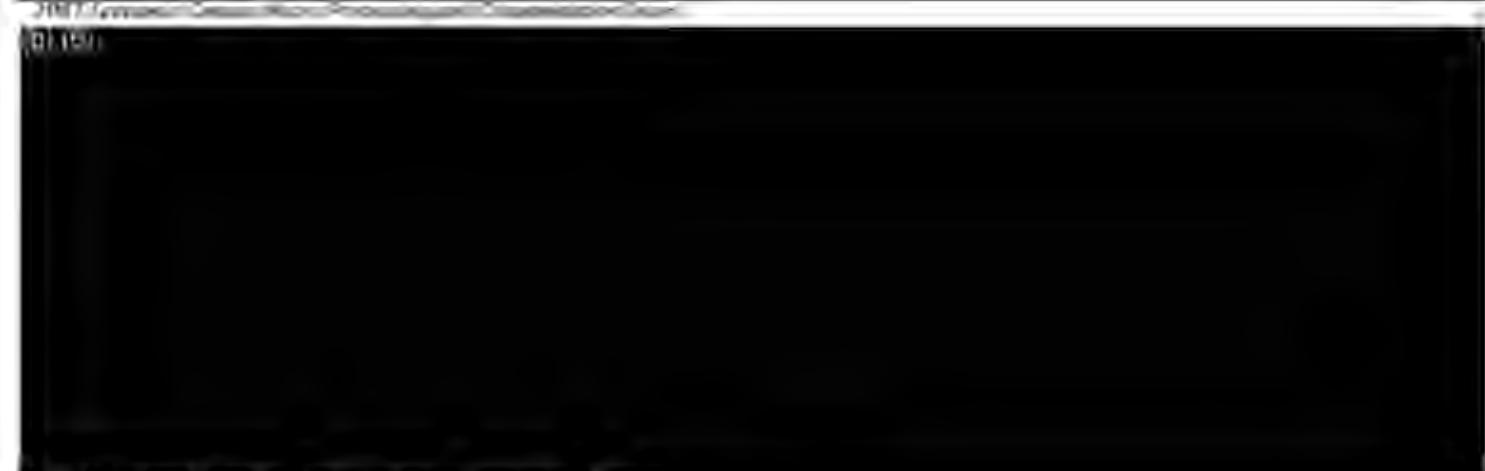
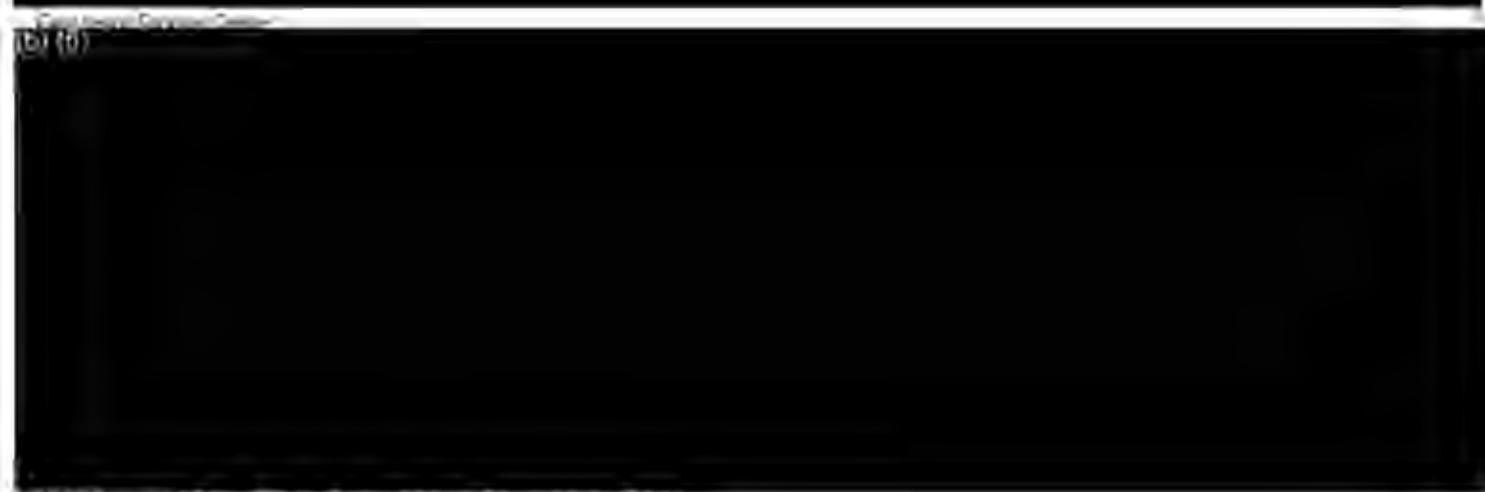
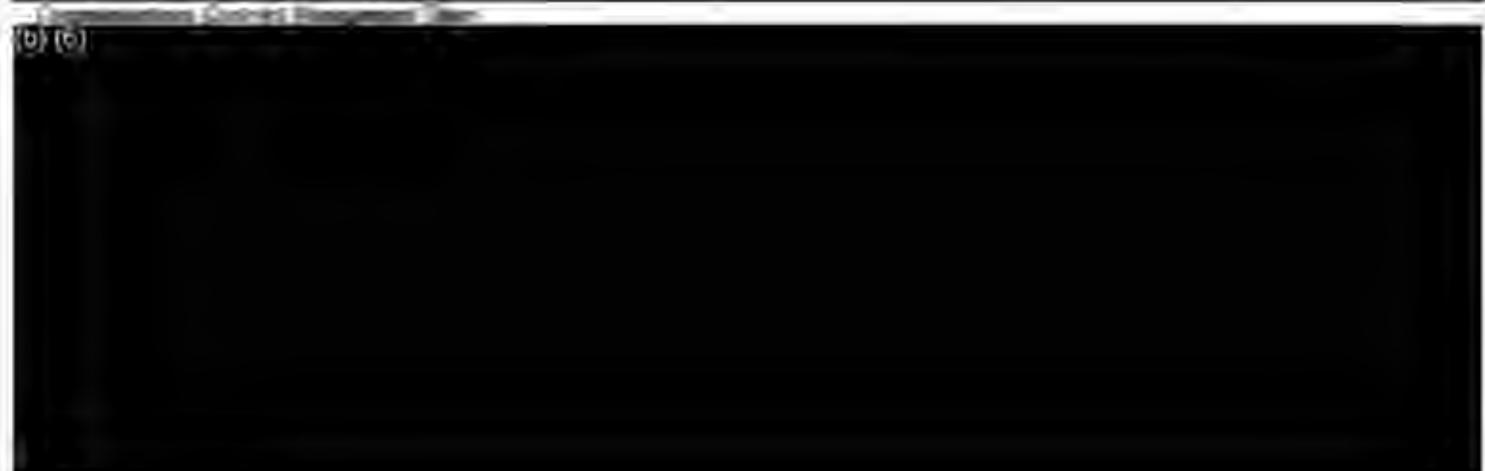
(b) (6)

Finance Division Leadership Team

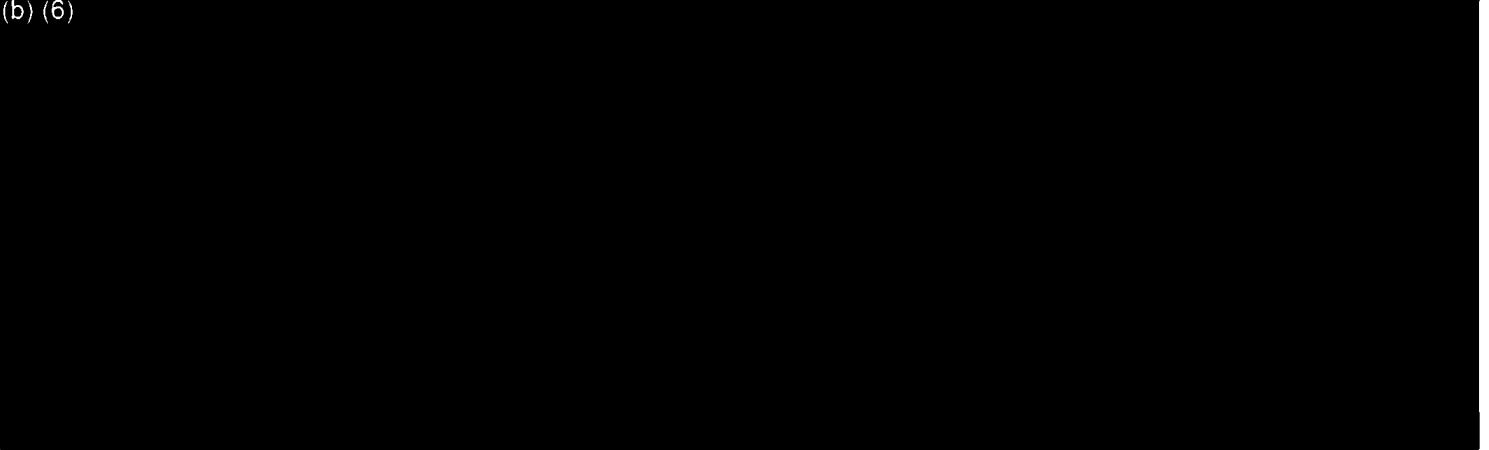
2010 Census EEO Leadership Team

(b) (6)

Census Bureau CFC Group

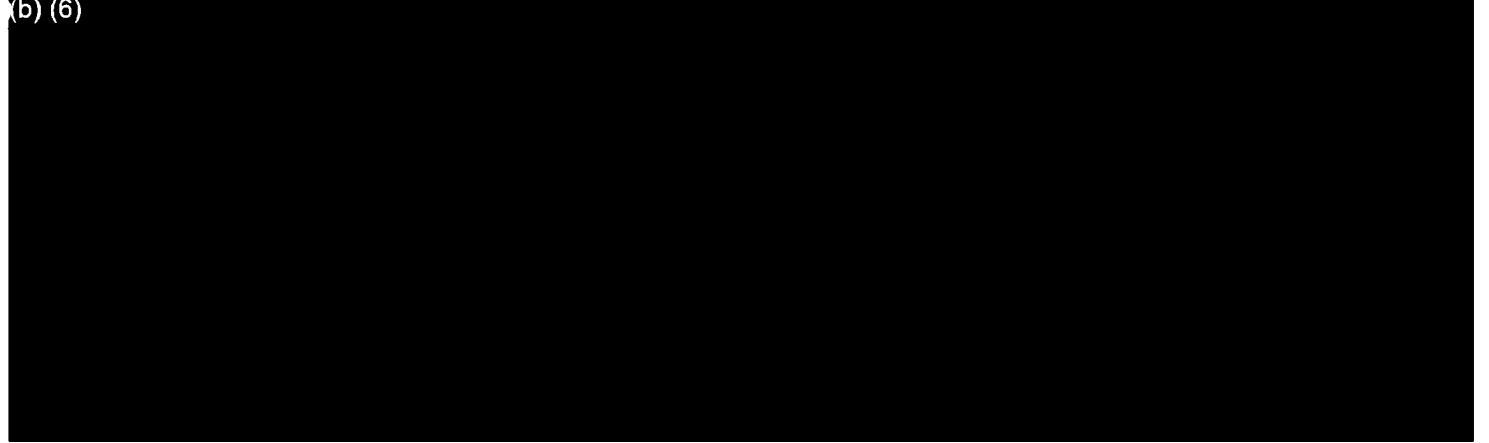


(b) (6)



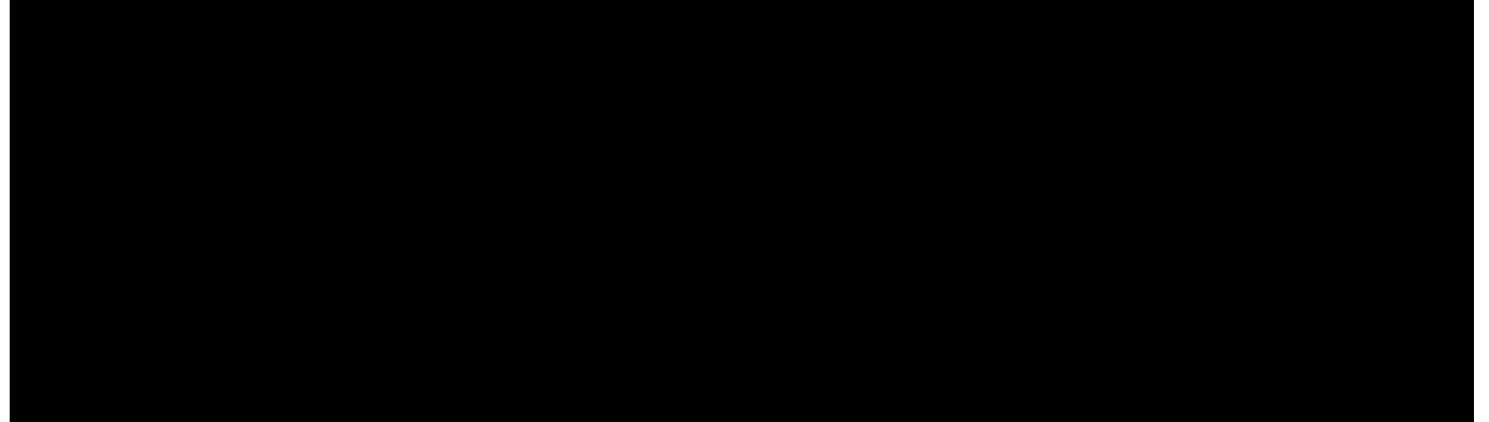
Document Management Governance and Support Team

(b) (6)



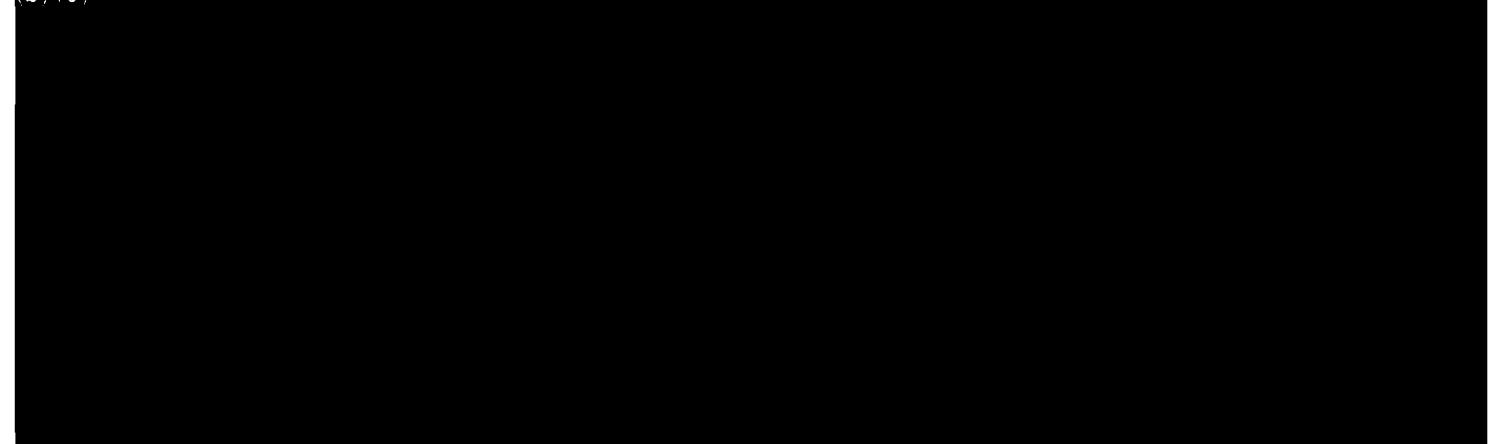
Decision-Based Estimation Group

(b) (6)



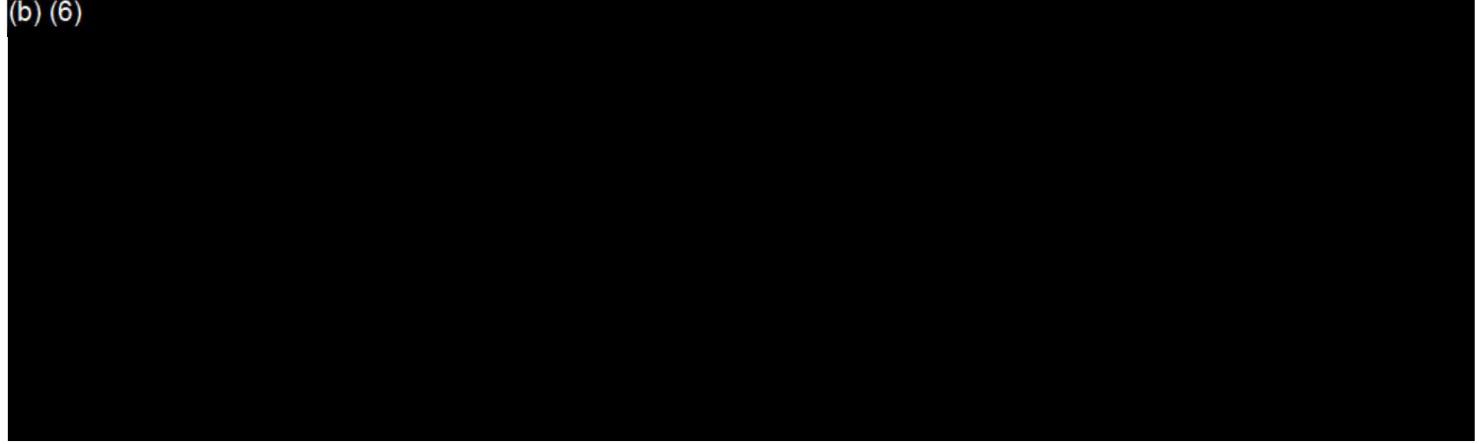
Import and Export Processing and Correction Team

(b) (6)



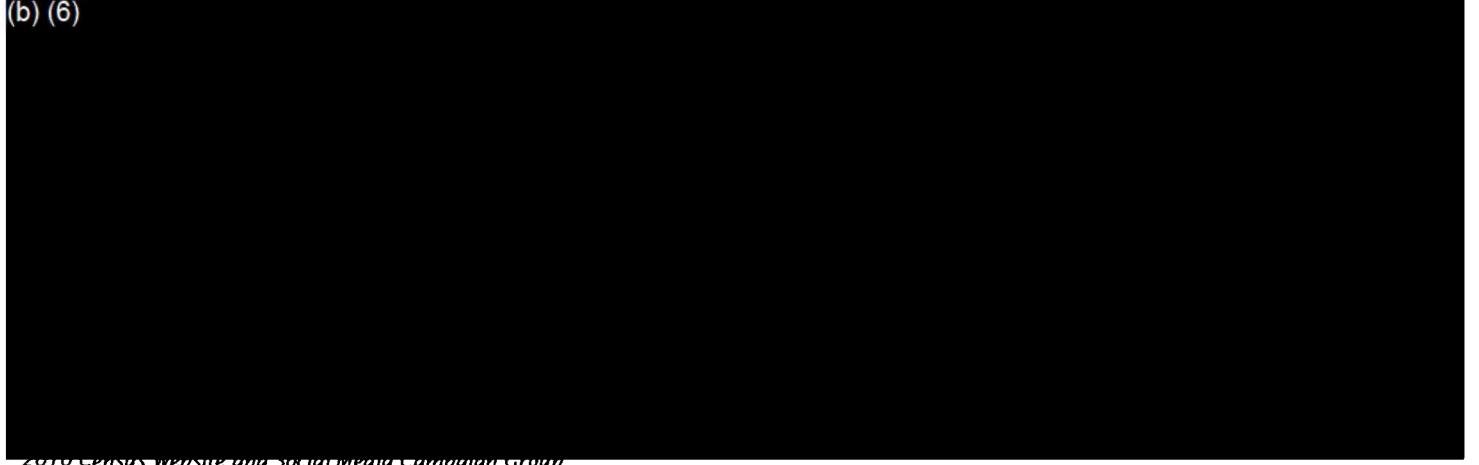
MS Unfilled Orders Benchmark Survey Team

(b) (6)



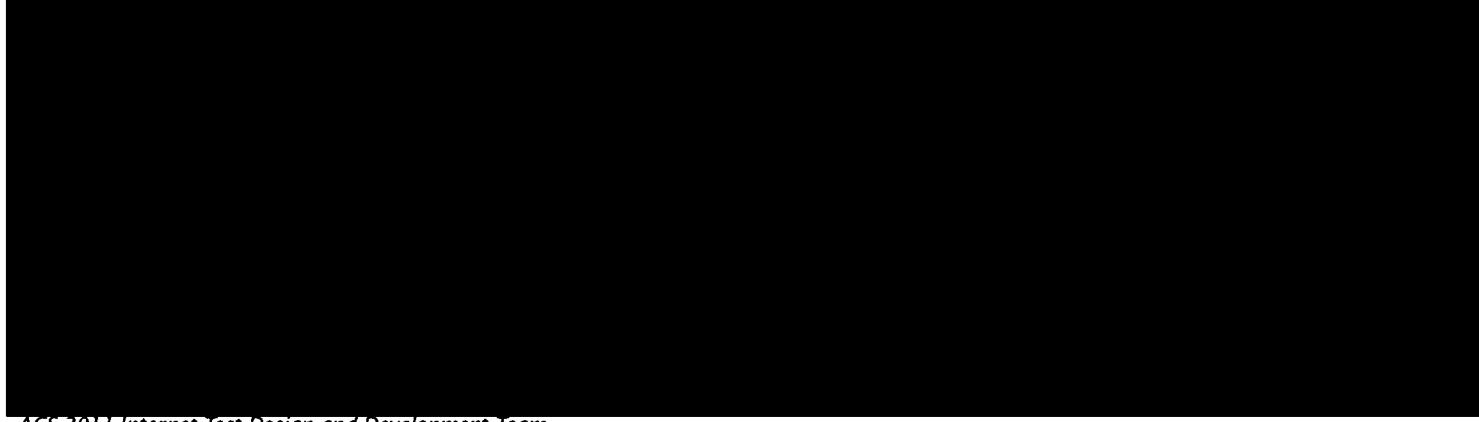
Service Industries Expansion Implementation Team

(b) (6)



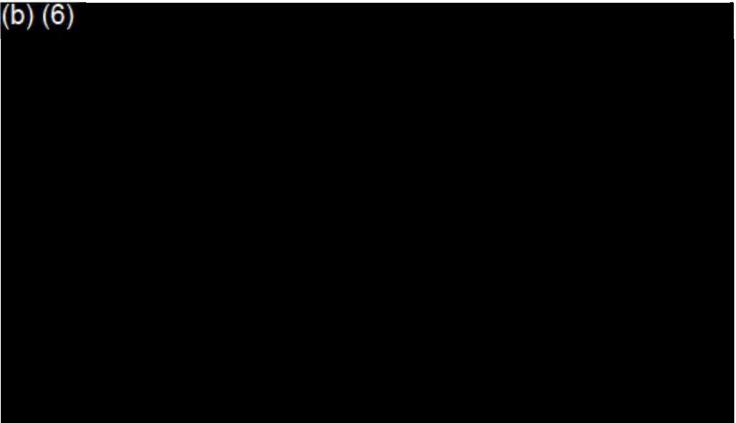
2010 Census Website and Social Media Campaign Group

(b) (6)



ACS 2011 Internet Test Design and Development Team

(b) (6)



(b) (6)



NPC — Patricia Shoemaker

Census CounterParts

NPC — Samuels Sizemore



Special Edition — Winter 2011/2012 23

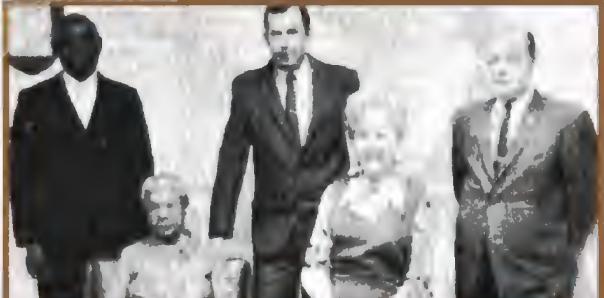
Blast From the Past — Historical Bronze Medal Winners

1967



Ten of the 11 Bronze Medalists from the March 13, 1967, ceremony: Seated — Emma Moorman, Odean Frazier, Helen Files, Thelma Staats. Standing — Charles Meyers, Lydia Hensley, Audrey Traband, Helen Davenport, Helen Turner, Emerson Jones. Not pictured — Ella Thomas.

1971



Five of the 10 Bronze Medal winners gather on December 18, 1971: Seated — Emma Parks, Marian Ferro. Standing — Mackie McCrea, Jean Domingue, Edward Bowes. Not pictured — John Rodden, George Bowden, Mary Davison, Jesse Ferrell, Frank McGrath.

1972



There were 17 Bronze Medal winners honored December 6, 1972: Seated — Bertha Fishkin, Sallie Cook, Nellie Harris, Agnes Roe. Standing — Earl Franklin, Robert Bush, George Green, Wendell Tracy, David Warner, Nathan Krevor, Robert Kneisley. Not pictured — Julia Moring, Jeanette Stivers, William Kuhnert, Minnetta Miller, Gertrude Nagel, Porter Rickley.

1973



There were 20 Bronze Medal winners in December 1973: Seated — Loretta Butler, Helen Bonkoski, Mary Cheatham, Mabel Sanderson. Standing — Mary Muegge, Robert Varson, Joyce Tolson, Mary McCully, Dorcas Dupree, John Maslak, Janet Hall, Helen Telr, Robert Schiedel, Phyllis Carter, John Hall, William McCarthy, Eugene Pencofski, Caby Smith. Not pictured — Francis Allai, Carlton Adams.

1977



Five of 16 Bronze Medal winners gather around Director Robert Hagen and Field Division Chief Curtis Hill in March 1977: Genevieve Ryan, Mildred Holliday, Selma Fass, Betty Howell, Ruth Hoffman. Not pictured — George Beaven, Geneva Burns, Mary Henson, Kathleen Hurrel, James Pepal, Maxine Perry, Stirling Rasmussen, Howard Sales, Ernest Sandoval, Alan Stevens, Irene White.

CENSUS CounterParts

Vol. 21, No. 2

Special Edition — Winter 2011/2012

Census CounterParts is published by the Public Information Office.

Steve Jost

Associate Director for Communications

Stan Rolark

Chief, Public Information Office

Monty Wood

Editor

Monique D. Lindsay

Copy Editor

Vikki Porter

Graphic Designer

To submit an article to appear in CounterParts, contact the editor.

U.S. Census Bureau

PIO, 8H052F

Washington, DC 20233

Phone: 301-763-6611

E-mail: montgomery.f.wood@census.gov

TTY/FedRelay: 800-877-8339

U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU



Enclosure

2

CENSUS CounterParts

Photo by Heather Schmaedeke



Director Robert Groves: "Innovation happens when people come together to collaborate and share ideas."

FAILURE is an Option at New Center for Applied Technology

By LISA COCHRANE
PUBLIC INFORMATION OFFICE

"The rule in this room ought to be to fail fast and to fix faster."

These are not the words you normally hear from the Census Bureau director, but Bob Groves got a little chuckie at the opening of the new Center for Applied Technology when he encouraged everyone to come up with new ideas. And if they don't work, move on ... fast.

The Census Bureau is all about research, testing and finding the thing that works, and Groves knows failure can lead to huge success. This is what the new Center for Applied Technology — or CAT — is all about.

Located at 1J250 in the headquarters building, the CAT is an oasis for innovation. A think tank for ideas to grow, flourish and become reality as the Census Bureau looks for ways to stay ahead of technology while saving taxpayer money.

Continued on Page 2

Vol. 21, No. 1
January 2012

Census.gov Home Page Gets Makeover

In an effort to improve navigation, improve ease of use and make statistics more discoverable, the Census Bureau launched new features on the census.gov home page Dec. 20.



Users now see an economic dashboard with key indicators generated by the Census Bureau prominently located on the upper right. Visitors also find a new interactive map that shows in-depth business and demographic information for the nation, states and counties as well as a "Stat of the Day" highlighting Census Bureau statistics.

Navigation is improved by grouping links into themes. Those familiar with the features and links, such as QuickFacts and the 2010 Population Finder, will still find them on the new home page along with a feedback button to provide comments on their overall experience with the new design.

"This is the first of several steps in a progressive series of enhancements to census.gov over the next year to make our content more accessible, useful,

Continued on Page 3

"Innovation happens when people come together to collaborate and share ideas," Groves said to more than 100 gathered at the Dec. 8 Official Launch & Opening Ceremony. "The CAT fulfills a pent-up demand for the Census Bureau to do just that."

This state-of-the-art center, which was once underutilized space in the building, now has workspaces and demonstration areas.

"It provides a place for survey methodologists, technologists, economists, and statisticians to share ideas and transform the way we do business," he said.

(b) (6)

out of here ... will help shape the Census Bureau into a truly modern and agile organization."

The CAT is the brainchild of the Chief Technology Office (CTO), which has been working more than a year to make it reality. Chief Technology Officer Avi Bender and innovation Program Manager Barry Sessamen managed a design and implementation team for the CAT, and last month, opened the doors to a tech lover's dream room.

"The technologies you will see come out of here, including mobile computing and data visualization, are going to have a great impact and will help shape the Census Bureau into a truly modern and agile organization," Bender said.

One initiative showcased in the CAT is the Virtual Desktop initiative (VDI). Currently in the pilot stages, VDI will eventually change the way we work.

"Virtual Desktop allows employees to access work-related data and IT resources from just about any device, anywhere and does it securely," explained Christopher Fudge of the LAN Technology Support Office.

(b) (6)

(b) (6)

address canvassing and geo tagging capabilities during the opening of the Center for Applied Technology.

Fudge, a supervisory IT specialist and tech lead, demonstrated how employees will be able to access the intranet, CHRIS, shared drives and home directories on their current workstations through VDI.

"Employees, at any time, will be able to run the virtual desktop from any device that is approved for telework, including laptops, cell phones and tablets. It will have a huge impact on the Bureau," Fudge said.

The CAT will serve as a natural extension of the improving Operational Efficiency (iOE) program for IT-related projects that could save money in multiple Directorates.

"By bringing all the IT ideas submitted to the iOE program through the CAT," explained Groves, "we can find the commonalities, eliminate duplication in the building, find solutions that fit everyone's needs, and in turn, save money."

Commerce Department Chief Information Officer Simon Szykman is also excited about the possibilities. "I am interested in seeing this facility expanded to support the broader set of needs outside the Census Bureau and across organizations," he said. "It's an impressive test bed."

A test bed for innovation and collaboration — keys to success when all else fails.

Employees will have the chance to see and work in the CAT — just keep an eye on the CTO page at <http://www.census.gov/it/cto/innovation.asp> or contact Barry Sessamen (301-763-5871) for more details.

Christopher Fudge of the LAN Technology Support Office (left) talks about how employees will be able to access the Census Bureau computer network "on any device, at anytime, anywhere." Carollyn Hammersmith of the Application Services Division (right) shows off the new "My Site" capabilities.

Legacy Version of American FactFinder Retires Jan. 20

For the past couple of decades, American FactFinder has been the primary vehicle for distributing Census Bureau's statistics, estimates and information. This Internet retrieval tool has been used to access statistics from the 1990 and 2000 Censuses, American Community Survey, economic censuses and surveys, and population estimates.

However, as of Jan. 20, the legacy version of American FactFinder will no longer be available. Nearly all of the data from the older version has been uploaded to the new American FactFinder website.

It is important to note that any deep links or bookmarks in the old system will no longer work. A how-to guide for building deep links in the new American FactFinder is available online at http://factfinder.census.gov/home/saff/AFF_deep_linking_guide.pdf, along with tutorials on searching, bookmarking and using the other features of the new site at <http://factfinder.census.gov/home/saff/aff2.html>.

Deep links to specific products will not be available, including the 1990 Census, 2000–2004 American Community Survey, 2000–2001 Supplementary Survey, 1997 Economic Census, 2003 Annual Survey of Manufactures and 2003 Nonemployer Statistics. These products will only be available through an archived FTP format.

All other current and previous year data from the American Community Survey, Puerto Rico Community Survey, annual population estimates, economic census and annual economic surveys are available in the new American FactFinder at <http://factfinder2.census.gov>.



Out with the old...



...in with the new!

Census.gov — Continued from page 1



One of the many interactive maps available on the website.

comprehensible and interesting to the broadest possible audience," said Stephen Buckner, chief of the Center for New Media and Promotions. "Our goal is to make it easier for visitors to reach their desired destination, increase user satisfaction, and expand the public's understanding of how the Census Bureau measures America's people, places and economy."

The newly redesigned census.gov home page, a joint project between the Communications and IT directorates, is part of the Census Bureau's Web Transformation Project.

"We hope the public will gain greater accessibility to our statistics through both their desktops and mobile devices," Buckner said. "Also, users will eventually see improved search and navigation, thematic pages and additional features. Communications and IT will continue to grow our collaboration with the other program areas to make census.gov an authoritative destination on our nation's statistics."

Some features to be unveiled this year include a reorganization of the newsroom pages, a redesign of the social media strategy, and a consolidation of statistical tools to improve layout and content presentation.

Early Career Mobility Leads Bostic to Associate Director Position

BY BRIAN LAVIN
PUBLIC INFORMATION OFFICE



Ever since his senior year at Bowie State University in 1976, where he became a star pitcher for the Bulldogs, Associate Director for Economic Programs William (Bill) Bostic Jr. has been at the Census Bureau in some capacity. Starting out as a co-op student, Bostic's first role was evaluating the month-to-month reporting of sales and inventory data for the monthly wholesale program.

Bostic became very mobile in his career early on, where he worked on an evaluation study of the 1977 Economic Census questionnaires that allowed him to travel all across the country interviewing retail, wholesale, service, construction and manufacturing establishments.

"Moving around from project to project back in those times was very unusual," Bostic said. "Back then, people too often were narrowly thinking about their job within their branch and very rarely ventured outside their world to see what others were doing inside their branch or in other branches within the division."

Bostic's desire for a more macro-level view of Census Bureau operations served him well when he entered the senior executive service (SES) as chief of the Manufacturing and Construction Division in 1998. However, a desire for being in the SES was not always a goal for Bostic.

"I really didn't want to deal with the politics involved with being promoted in upper management," Bostic said. "But during my time as the congressional associate for economic programs in the Congressional Affairs Office in the mid-'90s, I really developed an attitude of just doing the best job in the position I'm in and not worry about playing the office politics game. It is a lot more enjoyable to not worry about things you can't control."

Bostic's motivation for being an associate director was a profound desire to effect change in the way the Census Bureau does business.

"If we, as an agency, want to stay relevant in producing timely and relevant statistics, there are efficiencies to be gained through analysis of our current practices for collecting, processing and disseminating data," Bostic said. "I felt I could be in a position of great influence to change the status quo by taking on this role."



Bill Bostic

As an associate director, Bostic oversees a staff of around 1,400 and is responsible for 100 different economic and government surveys, including 12 economic indicators, that come out on a frequent basis. Trying to keep track of all the different economic indicators and statistical releases can be a challenge, especially when doing it in front of the unblinking eye of the camera, as Bostic did recently on C-SPAN's "America By the Numbers."



Bill Bostic appears on C-SPAN's "America By the Numbers" show.

"You have to do a lot of studying, but you also need to depend on staff to summarize key points about recent statistical releases," Bostic said. "My best advice to those wanting to be in upper management: do your homework, learn the culture of the organization, and come in with as broad of an experience as you can."

Bostic's history of job mobility also allows him to connect well with the younger generation and helps him identify what kind of staff the Economic Directorate needs to recruit going forward.

(b) (6)
Bill Bostic enters the auditorium to "The Imperial March," Darth Vader's theme in "Star Wars," during the Nov. 8, 2011, *Framing the Future* event.

"I appreciate the more corporate approach to hiring and retaining talent that the agency has undertaken," Bostic said. "We need to get good talent; then they need good coaching, training and opportunities to work on challenging projects once they are here."



Bill Bostic looks over materials for the 2012 Census of Governments.

The Economic Directorate has programs such as Econ U, EPDP Day, career enrichment, and one for interns that help new staff learn about the multitude of different surveys and potential career opportunities they have at the Census Bureau.

"I think having the opportunity to move around and try new challenges is good," Bostic said. "Today's employees are far more mobile than before. I highly encourage managers to have a good training program in place and get the best out of employees they can while they are there."

Looking ahead to the upcoming economic census this fall will be Bostic's first major role as associate director. With advance mailout to the largest businesses starting in October, final preparations are being set to ensure the most technologically advanced collection process to date.

"We have developed a new Web-based application for single-unit businesses," Bostic said. "We are also pushing hard for more electronic reporting as Internet usage has gone up significantly with small businesses. Our goal is to get the Advance Report out in December 2013, which would be the first time the report was produced within a year of an economic census."

"Also, the 2012 Census of Governments' initial mailout operations began in October 2011. This program will include several improvements to its collection, processing and dissemination operations."

For more information on the 2012 Economic Census or 2012 Census of Governments, go to <http://www.census.gov/econ/census12/>.

(b) (6)



Bill Bostic chats with Mark Wallace, chief of the Service Sector Statistics Division, during the 2010 Econ U ceremony.

Geospatial Summit Shows Advances in Combining Geography and Data

BY JIM CASTAGNERI
DENVER REGIONAL OFFICE



Location. Location. Location. These are the keywords for success of every retail establishment throughout the history of commerce. Realizing this critical component of geography, vendors in the marketplace have always located their goods and resources as close to their customers as possible. Even with the advent of the Internet and online commerce, location information plays a critical role in the success of modern business and government. A general term describing this effort is called "geospatial technology."

The Census Bureau sponsored the first Census Geospatial Summit on Nov. 29, to promote awareness and integration of geospatial technology. The goal was "to provide a cohesive and collaborative environment where Census Bureau managers and staff can learn about new geospatial technologies in order to work more effectively and efficiently with Census Bureau data and business intelligence."

(b) (6)

Jerry Johnston of the Environmental Protection Agency talks about geospatial data policies at Census Bureau headquarters Nov. 29.

This all-day event held in the headquarters auditorium featured speakers from leading software vendor Esri, the Environmental Protection Agency, the Department of Housing and Urban Development, and others.

"We are at a point in time when the access to statistical and spatial data, combined with geospatial technology and applications, can make a big difference in each of our working lives," said Tim Trainor, chief of the Geography Division.

(b) (6)

Aaron Meyers, an environment protection specialist, shows mapping capabilities from the EPA.

Following an introduction by Deputy Director Tom Mesenbourg, (b) (6) from Esri showed a variety of captivating Web maps that demonstrated the power of geospatial technology.

"Geospatial lets you take information that you have and place it spatially in the context of geography," said (b) (6)

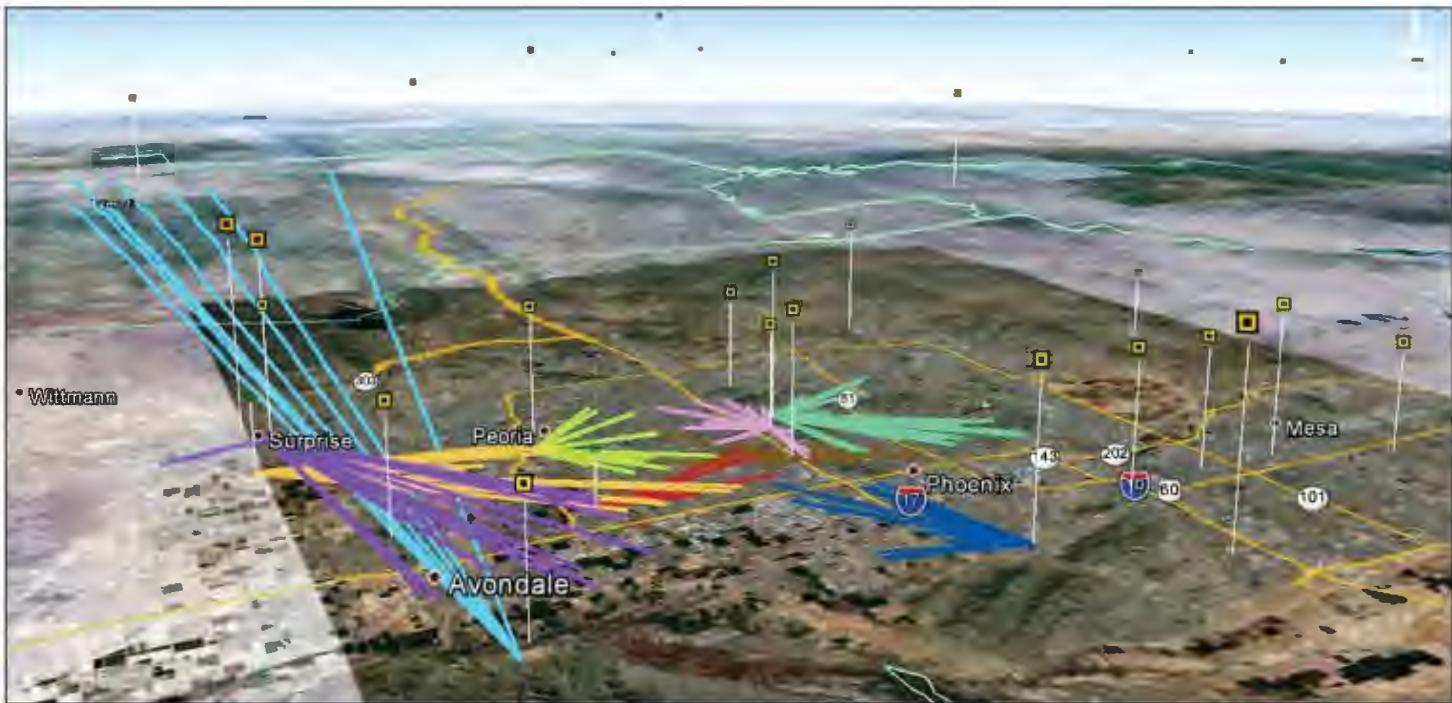
Potential applications within the Census Bureau abound. The American FactFinder and OnTheMap Internet applications are just two examples of geospatial technologies.

"While these and other examples provide a tantalizing glimpse of the technology, the Census Bureau is faced with the challenge of integrating such location-based information into everyday business through our emerging enterprise architecture," said David McCormack of the Field Division's Geographic Support Branch. "Incorporating geospatial technology into our work can provide efficiencies in everything from field representative case assignments to identifying difficult areas for conducting censuses and surveys across the country."

A popular image at the summit depicted a view from Google Earth over Phoenix that showed field representatives' locations and their assigned field cases by color code. Free utilities, such as Google Earth and MapQuest, have inspired a new generation of run-anywhere applications and are fueling what some are calling the "geospatial revolution."

As the Census Bureau moves to implement new technologies, expect to see a geospatial component embedded in more of the systems you use. An example for 2012 is the software enhancements that the Technologies Management Office is making to the Regional Office Survey Control system. Improving Operational Efficiencies Team 02 is integrating geospatial technology into the difficult process of making case assignments for field representatives. This new tool will help regional staff make more efficient case assignments by reducing excess travel and miles driven for each case. This in turn will help reduce costs in the field.

Continued on Page 7

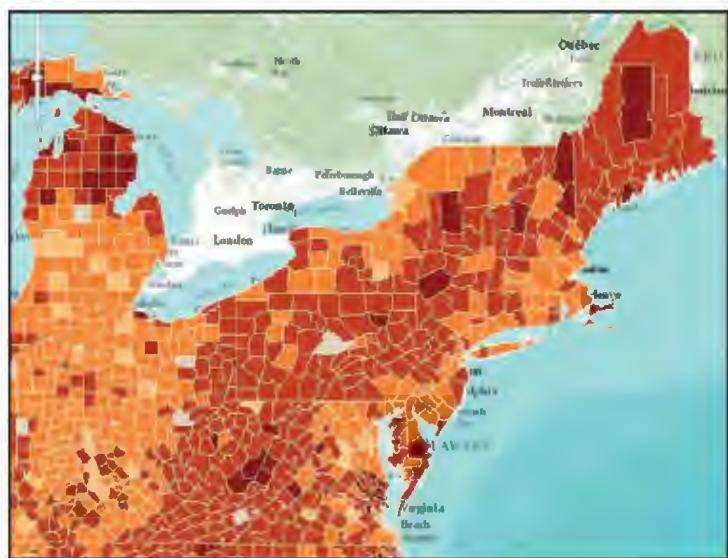


This Google Earth map from the Denver Regional Office shows field representative locations and select case assignments.

Looking further down the road, we can envision live, dynamic Web-based maps that depict workloads or survey metrics in place of static reports and paper maps. Some envision a future hand-held listing device that receives and displays current map data wirelessly while returning updated map information to Census Bureau headquarters the same day the updates are collected. A team is currently working with staff in the Census Bureau's new Center for Application Technology to bring geospatial technologies into the forefront of our everyday experience.

There is no doubt that geospatial technology is evolving and affecting all aspects of our lives. From MapQuest and Google Earth to smartphones using GPS, geospatial technology promises to make our work more efficient and enhance our lives with better location information. The challenge for the Census Bureau is to integrate these technologies into our business fabric.

A summary of the events from the Census Geospatial Summit, including PowerPoint presentations and a link to a promotional YouTube video, can be found at the Geospatial Summit webpage at <http://www.geo.census.gov/gpb/geospatial.html>. Video of the event can be found on EthernertV by searching for "November 29" in the Media Library link.



(b) (6) of Esri (above) is one of the featured speakers during the summit. (b) (6) introduced this map (at right) of median ages in the northeastern United States.

New Year's Resolutions

With the beginning of the new year, headquarters employees get into the spirit and set personal goals for 2012.

Name: (b) (6)
Janette Davidson
Division: DSCMO
Title: IT specialist
(b) (6)

Name: (b) (6)
Oluwaseyi Oseni
Division: FIN
Title: Accountant
(b) (6)

Name: (b) (6)
Katherine McNitt
Division: HRD
Title: Statistician
(b) (6)

Name: (b) (6)
Helene Carapellatti
Division: HRD
Title: Statistician
(b) (6)

Name: (b) (6)
Kevin Zajac
Division: DSSD
Title: Mathematic statistician
(b) (6)

Name: (b) (6)
Kaye Padgett
Division: HRD
Title: HRD specialist
(b) (6)

Name: (b) (6)
Marisa Santistevan
Division: HRD
Title: Statistician
(b) (6)

Name: (b) (6)
Aniekam Okon
Division: DSD
Title: Survey statistician
(b) (6)

Name: (b) (6)
Sabin Lakhe
Division: CSM
Title: Research supporter
(b) (6)

Name: (b) (6)
Latarsha Coates
Division: HRD
Title: HRD specialist
(b) (6)

Name: (b) (6)
Bill Lindsey
Division: CTO
Title: Assistant to CTO
(b) (6)

Name: (b) (6)
Cherell Ruffin
Division: FIN
Title: Financial assistant
(b) (6)

Name: (b) (6)
Jordyn White
Division: ACSO
Title: Survey statistician
(b) (6)

Name: (b) (6)
Kim Myoung Ouk
Division: POP
Title: Survey statistician
(b) (6)

Name: (b) (6)
Amin Vafa
Division: POP
Title: Demographer
(b) (6)

Name: (b) (6)
Adria Thomas
Division: PIO
Title: Intern
(b) (6)

Census Chorale Sings Holiday Favorites in Suitland for the 70th Time

Photos by Heather Schmitz

(b) (6) 
Bill Lloyd lights the menorah.

A tradition that began in 1942 with a group of employees singing Christmas carols in the Building 3 cafeteria in Suitland, Md., continued Dec. 9, in the Census Bureau headquarters auditorium.

"So just get into the holiday spirit and sing along with us. I know you can do it because I see you in your cars coming to work singing along with all the Christmas songs on WASH-FM."

After a one-year absence, children from the Suitland Federal Child Development Center sang a couple of songs—"Jingle Bells" and "We Wish You a Merry Christmas." Last year, snow during the day kept the children away.

(b) (6) 

The Census Chorale continues a 70-year tradition of performing for fellow employees during the holiday season.

CENSUS CounterParts

Vol. 21, No. 1
January 2012

Census CounterParts is published by the Public Information Office.

Steve Jost
Associate Director for Communications

Stan Rolark
Chief, Public Information Office

Monty Wood
Editor

Monique D. Lindsay
Copy Editor

Vikki Porter
Graphic Designer

To submit an article to appear in CounterParts, contact the editor:

U.S. Census Bureau
PIO, 8H052F
Washington, DC 20233

Phone: 301-763-6611
E-mail: montgomery.f.wood@census.gov
TTY/FedRelay: 800-877-8339



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU

Newsletter Flashback

Some of the top stories in past Census Bureau employee newsletters:

65 years ago

No Illnesses: Sherman Slick, the Agriculture Division's administrative officer, retires with the record of not using sick leave from 1911 to his retirement in 1946, according to the Jan. 20, 1947, Census News.



55 years ago

Don't Pollute: Headquarters employees are asked to not leave trash on hallway shelves in Building 3, says the Jan. 25, 1957, Census Bulletin.

45 years ago

New Reference Item: The new "Pocket Data Book, USA 1967," is becoming a popular publication, says the Jan. 27, 1967, Census Bulletin.



35 years ago

Making Progress: Buildings known as Suitland Hall are demolished to make way for a Suitland Metro rail station, so says the January 1977 Census Bulletin.



Enclosure

3

CENSUS CounterParts

(b) (6)

Vol. 21, No. 3
February 2012

Nearly 700 employees in Jeffersonville, Ind., listen to Director Bob Groves' vision of the future.

Execs Thank NPC Employees

By MONTY WOOD
PUBLIC INFORMATION OFFICE

During 2010 Census operations, the Census Bureau's National Processing Center in Jeffersonville, Ind., peaked at 5,500 employees. They used 1.6 million square feet of building space to process 58 million census forms, answer 330,000 calls to the jobs help line, and assemble 7.4 million enumerator kits.

They also processed more than 1.9 million fingerprint cards — 974,000 of them during Kentucky Derby activities in full swing in neighboring Louisville, Ky.

Those feats helped make the 2010 Census a big success, and helped the Census Bureau return \$1.87 billion in budget

savings. Director Bob Groves traveled to Indiana on Jan. 12 to share his vision of the Census Bureau's future and to thank Jeffersonville employees for their hard work and dedication.

"Too often I read articles about how federal workers are lazy and uninterested in their work. That makes me angry because it just doesn't fit," Groves said to nearly 700 employees gathered in Building 91 for the "Framing the Future" program on a snowy January morning. "What you do here in Indiana is real important to the country. With all sincerity, I say 'thank you.' I want you to go back and spread the word — tell your co-workers and your family — that you are important, you are special and you are appreciated."

Continued on Page 2

Employees Earn 78 Gold & Silver Medals from DOC

The Department of Commerce awarded 48 Gold and 30 Silver Medal Awards to Census Bureau employees at its 63rd annual Honor Awards Program at the Ronald Reagan Building on Dec. 13.

These medals, the highest honorary awards granted by the Commerce Secretary, are given for distinguished performance characterized by extraordinary, notable, or prestigious contributions that reflect favorably on the Department of Commerce.



"At a time when our nation is facing extraordinary challenges, Commerce employees have gone the extra mile to answer the President's call to provide the American people — our customers — with streamlined, efficient, and effective services that will help our citizens and our country win the future," Secretary John Bryson said. "It is with great pride that I recognize the Department of Commerce's 2011 Honor Awards recipients."

Continued on Page 4

Execs Thank NPC Employees — Continued from page 1

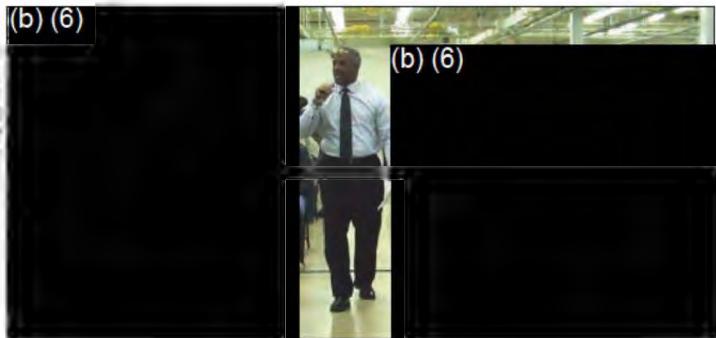
Before Groves talked to employees, the event got off to a rollicking start. Stan Rolark, chief of the headquarters' Public Information Office, brought each of the National Processing Center executives to the front of the audience. Rolark read a few "interesting facts" about each executive, and they walked up to the front with their own theme song blaring from the numerous speakers set up for the event.

With John Mellencamp's "Small Town" playing, Rolark introduced Cleo Henderson, the assistant division chief for administration. He was a U.S. Army officer, once performed telecom work for Gen. Manuel Noriega in Panama, and Stevie Wonder once visited his home.

Rolark introduced Dave Hackbarth, NPC's director, as a 27-year Census Bureau employee. (b) (6)

"On Wisconsin," in honor of his home state, was the theme song.

Photo by Michael Hester



With rock music blasting away in Building 91, Public Information Office Chief Stan Rolark introduces another NPC executive.

(b) (5)

It's none other than Karen Sillaway, the assistant division chief for teleprocessing, who walked up with "Lovin' Every Minute of It" from Loverboy.

Next was Al Davis, the assistant division chief of technology and support. (b) (6)

(b) (6)

He walked up to the sound of "Wild Thing" by the Troggs.

Ed Jarrell, the assistant division chief for decennial operations.

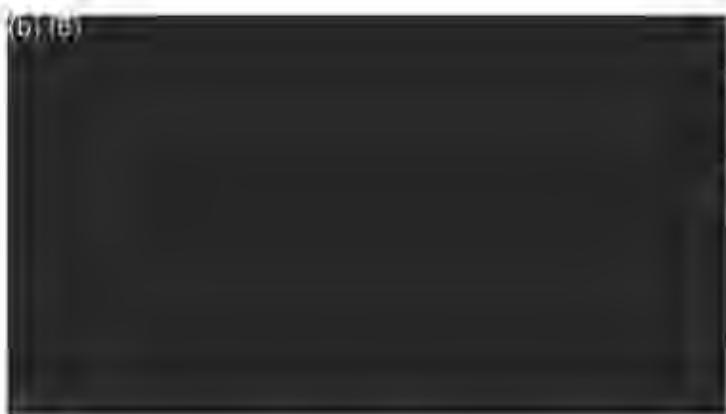
(b) (6)

(b) (6)

His song was John Philip Sousa's "The Stars and Stripes Forever."

(b) (6)

who want to ask questions at the event.



Nearly 700 employees attend the "Framing the Future" event at the National Processing Center in Jeffersonville, Ind.

The last executive was Angela Feldman-Harkins, the assistant division chief for (b) (6).

(b) (6)



While Groves thanked employees for their work, he also challenged them to be part of the Census Bureau's future.

"It's important to know where the world is going, and that world is changing real fast," he said. "We want to be at the pinnacle of excellence of this future world. Nobody is going to give us any more money, so in order to be successful, we have to be more innovative. This is your organization, and you're the ones to make this a success."



Director Bob Groves interacts with National Processing Center employees Jan. 12 in Building 91.

Groves and the NPC leaders took several questions from employees, which included topics such as staffing concerns, online job applications, job offers, seasonal versus permanent employment and telework opportunities. Procurement's Tom Sherman asked about new technology being used for the 2020 Census.

"There will be an Internet option for 2020. That's an easy decision to make," Groves responded. "But who knows what the Internet will look like in 2020? Will we all have wireless devices? We don't want to use a device for 2020 and throw it away. It needs to have more use in 2021."

More questions from employees and the answers can be seen this month in NPC's "You Count" newsletter at <<http://cww.npc.census.gov/pdf/youcountnewsletter.pdf>>.

37 in Jeffersonville Earn Bronze & Silver Medals

Friends and family members of Jeffersonville, Ind., employees enjoyed a rare opportunity to meet Census Bureau Director Bob Groves at a Jan. 12 award ceremony in Building 91.

On a snowy afternoon, Groves honored a record 37 employees at the Census Bureau's National Processing Center with Bronze and Silver Medal Awards. The Bronze Medal Award is the Census Bureau's highest honorary award, given for significant contributions and superior performance. The Silver Medal Award is the Department of Commerce's second-highest honor, given for superlative contributions and exceptional performance.

"This facility here in Jeffersonville has a long history of supporting the Census Bureau," said Groves, who spoke to more than 600 employees that morning during a "Framing the Future" event. "Everyone knows about the one major thing we do every 10 years, but all of us here know we do so much more than that. People here at the National Processing Center are critical to Census Bureau operations and providing feedback to the democracy."

Thirty-one employees, which included six individuals and three teams, earned a Bronze Medal Award. The Census Coverage Measurement Senior Analyst Team of Sharon Basham, Julie Bibb, Saundra Burgin, Procter Eubank, Kevin Grissom, Rosanne Myers, Vicki Lynne Smith and Katherine Wilson were honored for taking on 200 percent more work to reduce nonsampling error. They also developed procedures and systems for quality assurance.

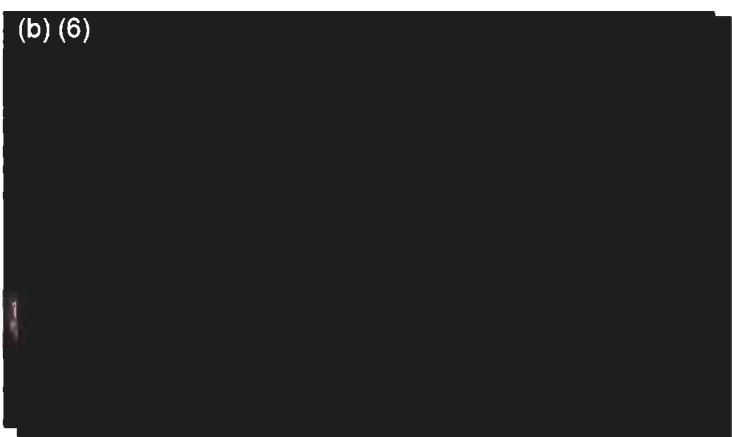
The Census Coverage Measurement Analyst Team of David Dunn, Donna Farley, Tonya Clementz, Andrea Houston, Monica Huber, Cheryl Morris, Dava O'Brien, Patricia Richardson and Susan Winegarden were honored for skipping vacations, working overtime and developing tactics that led to more accurate matching, which saved \$54 for every record not sent to field operations.



The Census Coverage Measurement Analyst Team of David Dunn, Tonya Clementz, Andrea Houston, Monica Huber, Susan Winegarden, Dava O'Brien, Cheryl Morris and Patricia Richardson.



The Census Logistics Team of Tammy Roos, Lorie Lockhart, Marguerite Tate, Scott Pottinger, Marilyn Ede, Gregory Stubbs and Calvin McFarland.



Individual Bronze Medal winners Paul Cividien, Patricia Shoemaker, Patience Grubbs, Pamela Strong-Frymire, Samuel Sizemore and Paula Thompson.

The Census Logistics Team of Scott Pottinger, Calvin McFarland, Marilyn Ede, Marguerite Tate, Daniel Palermo, Lorie Lockhart, Gregory Stubbs and Tammy Roos were honored for designing a process that produced a 300 percent increase in kit production from census operations 10 years ago.

The Census Coverage Measurement Senior Analyst Team of Vicki Lynne Smith, Rosanne Myers, Kevin Grissom, Procter Eubank, Katherine Wilson, Julie Bibb and Sharon Basham.

Continued on Page 9



Gold Medal

LEADERSHIP

Arnold Jackson

Associate Director for Decennial Census

Marilia Matos

Associate Director for Field Operations

Daniel Weinberg

Assistant Director for American Community Survey and Decennial Census

Frank Vitrano

Chief, Decennial Management Division

David Whitford

Chief, Decennial Statistical Studies Division

Timothy Trainor

Chief, Geography Division

Michael Thieme

Chief, Decennial Automation Contract Management Office

Brian Monaghan

Chief, Field Division

Dennis Stoudt

Assistant Division Chief, Decennial Systems and Contract Management Office

This group is recognized for its demonstrated creativity, flexibility, resilience, motivation, strategic thinking, collaboration, innovation and leadership in executing a multiyear initiative to modernize, re-engineer and complete the 2010 Census. This major feat was accomplished on schedule, under budget and within targeted quality levels, resulting in more than \$1.87 billion in operational savings, despite the challenges and obstacles along the way. These savings represent more than 25 percent of the total funding allocated by Congress in fiscal year 2010.

(b) (6)

Commerce Secretary John Bryson (far left), with help from Becky Blank (Acting Deputy Secretary) and Nancy Potok (Deputy Under Secretary for Economic Affairs, far right), honors the 2010 Census partnership team of Sara Rosario-Nieves, JR Wycinsky, Carol Foley, Curtis Zunigha, Fernando Armstrong, Vicki Burke, Bettye Moohn and Willette Allen.

Fernando Armstrong

Regional Director, Philadelphia

Bettye Moohn**Willette Allen**

Supervisory Program Analysts

Emma Burke**Curtis Zunigha**

Program Analysts

Carol Foley

Information Services Specialist

Sara Rosario-Nieves

Human Resources Specialist

David Wycinsky

Program Manager

The group is recognized for extraordinary leadership in the development, planning and implementation of the 2010 Census partnership program, which engaged more than 257,000 national and local organizations as active census partners, urging their constituents to participate in the 2010 Census. These organizations contributed more than \$1.2 billion in value-added contributions to the overall census effort, at minimal cost to the federal government, through donated space and localized engagement campaigns. Regional staff conducting this program had linguistic capabilities in 146 languages.

(b) (6)

Commerce Secretary John Bryson (far left), with help from Becky Blank (Acting Deputy Secretary) and Nancy Potok (Deputy Under Secretary for Economic Affairs, far right), honors the 2010 Census leadership team of Brian Monaghan, Marilia Matos, Dennis Stoudt, Daniel Weinberg, Arnold Jackson, Frank Vitrano, Michael Thieme, David Whitford and Timothy Trainor.

Continued on Page 5



Gold Medal

LEADERSHIP

Steven Jost

Associate Director for Communications

Burton Reist

Assistant Director for Communications

Tim Olson

Special Assistant

Kendall Johnson

Acting Division Chief, Customer Liaison and Marketing Services Office

Adrienne Oneto

Assistant Division Chief, Content and Outreach

Tasha Boone

Special Assistant, Associate Director for Communications

Raul Cisneros

Assistant Division Chief, Public Information Office

Stephen Buckner

Division Chief, 2010 Census Publicity Office

James Dinwiddie

Assistant Division Chief, Decennial Management

The group is recognized for developing and implementing a \$370 million integrated communications campaign that achieved the goals of the 2010 Census and generated a 74 percent mail-in response rate. This campaign focused on targeting historically hard-to-count audiences to help ensure a complete count. This group managed three separate, yet integrated, communication phases – awareness, motivation and nonresponse follow-up – over three years, involving multiple Census Bureau directorates, a prime contractor and 14 key subcontractors.

(b) (6)

Commerce Secretary John Bryson (far left), with help from Becky Blank (Acting Deputy Secretary) and Nancy Potok (Deputy Under Secretary for Economic Affairs, far right), honors the economic surveys team of Edward Bates, Mark Wallace, William Samples, Lisa Donaldson, Ronald Farrar, Diane Roebuck, Douglas Hallam, Donna Hambric and William Davie.

Mark Wallace

Chief, Service Sector Statistics Division

Donna Hambric

Assistant Division Chief, Current Services and Transportation Programs

Diane C. Roebuck

Douglas K. Hallam

Supervisory IT Specialists

Lisa Donaldson

Ronald Farrar

William Samples

Supervisory Survey Statisticians

William C. Davie Jr.

Chief, Program Research and Development Branch

Edward Bates Jr.

Assistant Division Chief, Current Economic Surveys Systems Production

The group is recognized for providing vital new statistics to public and private data users from the Quarterly Services Survey and the Service Annual Survey concerning the health care, transportation and financial sectors of the U.S. economy, which account for 25 percent of the U.S. Gross Domestic Product (GDP). These data enable better informed business decisions and public policies. This major advance improves GDP and business productivity measures, as these sectors drive the technological change and productivity that shape near-term business cycles as well as long-term sustainable economic growth.

Commerce Secretary John Bryson (far left), with help from Becky Blank (Acting Deputy Secretary) and Nancy Potok (Deputy Under Secretary for Economic Affairs, far right), honors the 2010 Census communications campaign team of James Dinwiddie, Stephen Buckner, Tasha Boone, Raul Cisneros, Burton Reist, Kendall Johnson, Steve Jost, Adrienne Oneto and Tim Olson.

Continued on Page 6



Gold Medal

ADMINISTRATIVE/TECHNICAL SUPPORT

George Barnett

Supervisory Human Resources Specialist

Robert Heitmann

Laurie Dalsgaard

LaVonne Lewis

Workers Compensation Specialists

Katherine Mattingly

Justine Ameral

Safety and Occupational Health Specialists

Rose Cooper

Program Specialist

The group is honored for establishing the Census Bureau's first Workers Compensation Cost Containment Program. Collaborating with the Department of Labor, they developed new tools and innovative procedures designed specifically to address the needs of organizations employing large, temporary, geographically-dispersed workforces. The Census model is now being touted by the Department of Labor as a "best practice" and has been adopted by other federal agencies. To date, their work has generated over \$90 million in direct cost savings or cost avoidance for the Department of Commerce.

(b) (6)

Commerce Secretary John Bryson (far left), with help from Becky Blank (Acting Deputy Secretary) and Nancy Potok (Deputy Under Secretary for Economic Affairs, far right), honors the DAPPS team of Cherie Minger, Alessandro Rebaudengo, Jeffery Seibert, Sarah McGuigan, Donald Badrak and Ruchir Joshi.

Alessandro Rebaudengo

Program Manager

Jeffery Seibert

Cherie Minger

Supervisory IT Specialists

Sarah McGuigan

Ruchir Joshi

Donald Badrak II

Information Technology Specialists

The group is honored for outstanding technical support and the development, testing, and deployment of a highly innovative hardware solution for the Decennial Applicant, Personnel and Payroll System (DAPPS), in support of critical 2010 Census field operations. This architecture increased the processing capabilities for DAPPS and provided new technology solutions for future Census endeavors. Aside from the technological advancement, the group's accomplishment constituted a major achievement in customer service, as the new system was deployed without downtime and negative impact to stakeholders.

Commerce Secretary John Bryson (far left), with help from Becky Blank (Acting Deputy Secretary) and Nancy Potok (Deputy Under Secretary for Economic Affairs, far right), honors the workers compensation team of Justine Ameral, Katherine Mattingly, LaVonne Lewis, George Barnett, Laurie Dalsgaard and Robert Heitmann. Not pictured: Rose Cooper.

Continued on Page 7



Silver Medal

LEADERSHIP

(b) (6)

David Hackbarth

Chief, National Processing Center

Carlene Bottorff

Assistant Division Chief, Administration

Angela Feldman-Harkins

Assistant Division Chief, Processing

Karen Sillaway

Assistant Division Chief, Teleprocessing

Alfred R. Davis

Assistant Division Chief, Technology and Support

Edmond Jarrell

Assistant Division Chief, Decennial Operations

The group is recognized for designing a flexible and resilient staffing model to manage 5,500 workers. Assignments were easily adjusted to match changing workloads of 29 planned tasks and 12 unplanned tasks, resulting in a 16 percent reduction in staff from the 2000 Census. In addition, the group re-engineered the kit assembly process, improving productivity by more than 400 percent over the 2000 Census. The group acquired 600,000 square feet. of space to co-locate all printing, shipping, receiving, warehousing, and kit assembly activities and incorporated conveyor technology to expedite kit assembly.

Commerce Secretary John Bryson (far left), with help from Becky Blank (Acting Deputy Secretary) and Nancy Potok (Deputy Under Secretary for Economic Affairs, far right), honors the QFR team of Mark Sands, Daniel Huh, Brandi Maxson, Demi Hanna, John Seabold, Jeff Mayer, Terry Pennington, Marcy Reda and Laura Schmitz.

Demetria Hanna
Staff Accountant

Daniel Huh
Supervisory IT Specialist

Brandi Maxson
Mark Sands
John Seabold
Supervisory Survey Statisticians

Jeffrey Mayer
Chief, Company Statistics Division

Terry Pennington
Supervisory Mathematical Statistician

Marcy Reda
Laura Schmitz
Survey Statisticians

MariElyn Reisdorf
Mathematical Statistician

The group is recognized for successfully expanding the coverage of the Quarterly Financial Report (QFR), a principal economic indicator, beyond the program's past focus on manufacturing, mining, and trade to include key service industry sectors: the information sector and the professional, scientific, and technical (except legal) services sector. Over a three-year period, the group designed and implemented all processing changes required to produce and publish the new statistics, without disrupting ongoing production of the QFR or increasing funding.

(b) (6)

(b) (6)

Director, Data Collection and Monitoring (DCM) from left to right: NPC leadership team of Karen Sillaway, David Hackbarth, Carlene Bottorff, Angela Feldman-Harkins, Alfred Davis and Edmond Jarrell.



Silver Medal

CUSTOMER SERVICE

(b) (8)

Commerce Secretary John Bryson (far left) honors the educational tools team of Douglas Barry (U.S. Commercial Service), Kristen Mortimer (Bureau of Industry and Security), Mayumi Escalante, Richard Preuss, Rosanna Torres, Carol Aristone, Kiesha Pickeral, Kenneth Soo, Selina Ferguson, Becky Blank (Acting Deputy Secretary), Theresa Gordon, Nancy Potok (Deputy Under Secretary for Economic Affairs), Michelle O'Neill (Deputy Under Secretary for International Trade) and Eric Hirschhorn (Under Secretary for Industry & Security).

Carol Aristone
Mayumi Escalante
Statisticians

Selina Ferguson
Theresa Gordon
Kiesha Pickeral
Kenneth Soo
Rosanna Torres
Survey Statisticians

Richard Preuss
Supervisory Survey Statistician

The group is being recognized for their creativity and innovation for developing educational tools making exporting easier for thousands of U.S. businesses, many of them small and midsized. In a yearlong effort that featured collaboration among Commerce agencies with export promotion and statistical responsibilities, the group produced 20 instructional videos and a pilot blog to help overcome the mistaken public perception that exporting is too risky, complex or reserved only for large companies. The tools arrived in time to complement the President's National Export Initiative.

SCIENTIFIC / ENGINEERING ACHIEVEMENT

Alan Berlinger
Mark Matsko
Program Managers

Glenn Wolfgang
Mathematical Statistician

Mike Cardella
Statistician

The group is recognized for designing and deploying automated systems and tools that rapidly identified data capture and respondent errors many times faster than the traditional, manually intensive methods. This included an IV&V Production Data Quality system that validated and verified data quality in real time, resulting in a 32-fold increase in efficiency over previously used manual techniques. For the first time, the Census Bureau simultaneously ran production operations and performed data quality evaluations in parallel, contributing to the highest paper data accuracy rates to date.

(b) (6)

Commerce Secretary John Bryson (far left), with help from Becky Blank (Acting Deputy Secretary) and Nancy Potok (Deputy Under Secretary for Economic Affairs, far right), honors the team of Mike Cardella, Glenn Wolfgang, Mark Matsko and Alan Berlinger.



Silver Medal

PERSONAL AND PROFESSIONAL EXCELLENCE



Commerce Secretary John Bryson (far left), with help from Becky Blank (Acting Deputy Secretary) and Nancy Potok (Deputy Under Secretary for Economic Affairs, far right), honors Patricia McGuire. Not pictured: Elva Marie Pees.

Patricia McGuire Program Manager

McGuire is honored for leading the re-plan and recovery of the Field Data Collection Automation program after critical failures and projected cost overruns severely threatened the implementation of the 2010 Census. As a critical leader in this time of crisis for the Census, McGuire brought an extraordinary skill set to the task of turning this precarious contract around, helping to save the taxpayers more than \$400 million while meeting technical, schedule, and quality requirements.

Elva Marie Pees IT Specialist

Pees is recognized for improving the accuracy of the 2010 Census and in ensuring the timely delivery of the apportionment results to the President. As a result of her efforts, the overall accuracy of Census was improved, ensuring that decisions related to apportionment of seats in Congress and the disbursement of federal funds are based on information that is more reflective of the population as a whole.

37 in Jeffersonville — Continued from page 3

Paul Gividen, Patience Grubbs, Patricia Shoemaker, Pamela Strong-Frymire, Paula Thompson and Samuel Sizemore each earned Bronze Medal Awards. Sizemore saved the Census Bureau more than \$500,000 by revitalizing aging equipment.

"We get tons of nominations for these awards, but few are truly exceptional. These people here are exemplary," Groves said. "These people have given their lives to this honorable way of life — that of a federal employee. They're at the top of the pyramid of workers."

Groves also recognized the National Processing Center leadership team of David HackbARTH, Carlene Bottorff, Angela Feldman-Harkins, Karen Silloway, Al Davis and Edmond Jarrell for earning a Silver Medal Award. The group designed flexible and resilient staffing model to manage 5,500 workers and improve productivity by more than 400 percent over the 2000 Census.

(b) (6)

NPC executives Cleo Henderson, Angela Feldman-Harkins, Marilla Matos, Karen Silloway, Edmond Jarrell, Al Davis and Dave HackbARTH listen to Director Bob Groves discuss the Census Bureau's future at the Jan. 12 event in Jeffersonville.

Career Comes Full Circle as Potok Returns

BY BRIAN LAVIN
PUBLIC INFORMATION OFFICE

On Jan. 26, Census Bureau Director Bob Groves announced that Nancy Potok would become the new associate director for Demographic Programs. Previously having been the principal associate director and chief financial officer of the Census Bureau from 1995 to 2002, this announcement signaled a homecoming for Potok.

But in a sense, Potok's heart never really left the Suitland Federal Center.

"I considered it an honor to come back," Potok said. "In my role as deputy under secretary at the Department of Commerce, I stayed very involved in many issues related to the Census Bureau. So I was really delighted to have the opportunity to come back and work with the extremely talented folks at the bureau in a more hands-on way."

Prior to returning to the public sector at Commerce in 2009 as deputy under secretary of economic affairs, Potok served two stints in the private sector.

Her first position after leaving the Census Bureau was senior vice president and director of the Economics, Population and Labor Studies Department for the National Opinion Research Center, one of the most highly respected social research organizations in the United States. In this position, Potok gained experience overseeing complex demographic surveys.

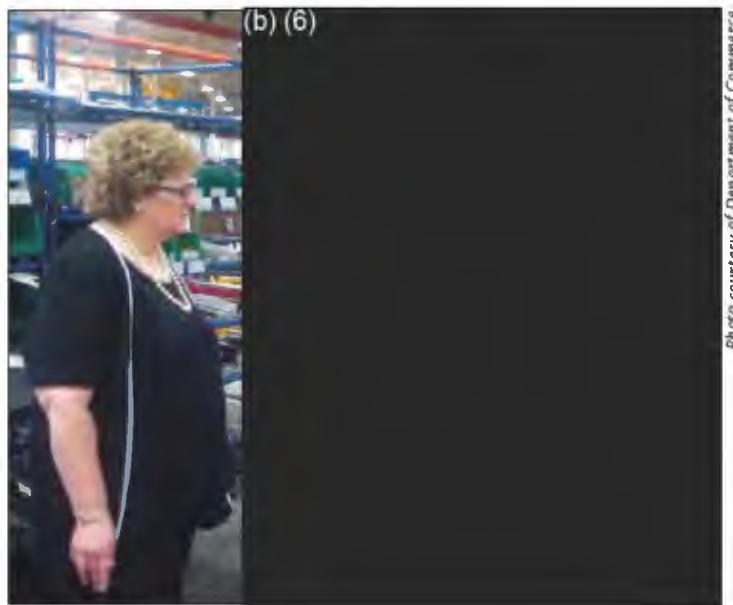
In 2005, Potok moved into the consulting industry and served as chief operating officer at McManis and Monsalve Associates, providing guidance to businesses undergoing major organizational changes.

These positions have helped Potok attain new insights that will bring a fresh perspective to the Census Bureau.

"The work that I did in the private sector provided me with invaluable experience to fall back on," Potok said. "I helped several agencies go through major change management efforts while I was consulting. Even my experience at Commerce has helped me develop many new connections that I think will be beneficial to the Census Bureau."



Nancy Potok addresses employees during the Combined Federal Campaign kickoff event in the auditorium Oct. 25, 2011.



Nancy Potok tours a diesel engine plant in Aiken, S.C., last summer in her position as Commerce's deputy under secretary of economic affairs.

One of the first major initiatives that Potok will oversee is the reorganization of the Demographic Programs area. Designed to operate with greater efficiency and improve customer service, the new hierarchical structure for the reimbursable surveys the Census Bureau conducts will have survey directors appointed to oversee the surveys. These survey directors will then directly report to Potok on each survey's status.

"I believe the reorganization will not only benefit our clients, but it will also benefit the people at the Census Bureau," Potok said. "My experience being a survey director for some household and telephone surveys, as well as managing several survey directors, will help in steering the Demographic Programs Directorate through this transition."

As many federal agencies deal with budget cuts and attrition, the challenge to find ways to improve operational efficiency has become a major focal point of Groves' tenure at the Census Bureau. The closing of six regional offices and reorganization of several directorates at the Bureau are designed to achieve a more streamlined process of providing public service.

"Once folks get the hang of operating in the reorganized fashion, I strongly believe that people will find their jobs more rewarding," Potok said. "I fully share Director Groves' vision of how the surveys and related activities will look and operate in the not too distant future."

In her spare time, Potok serves as an adjunct professor at the Trachtenberg School of Public Policy and Public Administration at George Washington University. She received her doctorate in public policy and public administration from George Washington in 2009.

Potok returned to the Census Bureau on Feb. 6.

Associate Director Matos Ends 33-Year Federal Career

By Monty Wood
Public Information Office

Marilia Matos, as associate director for Field Operations, oversaw the arrival of 3.9 million job applications for the 2010 Census, the filling of 1.4 million positions, the hiring of 585,000 staff during the peak period in 2010, and received the Department of Commerce's Gold Medal Award for her efforts.

For Matos, it was a fitting end to a 33-year career in the federal government, with 25 of those years spent with the Census Bureau. She retired Feb. 3.

"I'm going to go home because I have a lot of house things to do," Matos said at her retirement reception in the Census Bureau headquarters auditorium Feb. 2. (b) (6) [REDACTED]

[REDACTED] Working 24/7, I haven't been able to do that."

More than 200 co-workers, friends and family gathered in the auditorium to honor Matos and to thank her for her service. Many more from the regional offices participated by video conference.

Fernando Armstrong, director of the Philadelphia Regional Office, talked about first meeting Matos in 1978 while working on a census of agriculture pretest in Puerto Rico.

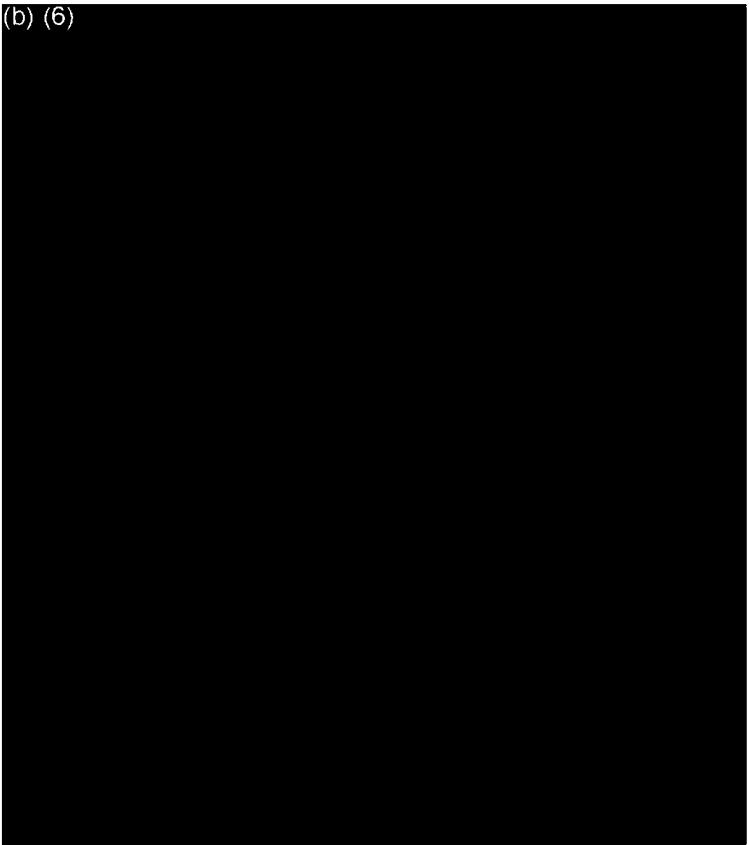
"She came to do a time study, and I thought it might be a distraction for the staff because she would be measuring people doing things," Armstrong said. "The real distraction turned out to be the staff getting so excited to work with the Puerto Rican lady from Washington."

Census Bureau Director Bob Groves pointed out that Matos directed all field operations across the country during the 2010 Census while keeping other surveys going at the same time.

"She's earned every award this organization can give, but that's not why we're here," Groves said after the presentation of a photo montage covering her years at the Census Bureau.

(b) (6) [REDACTED]

(b) (6)



Matos reacts to some comments made during her retirement reception Feb. 2 at Census Bureau headquarters.

"It's because she's instantly lovable. Despite tense and heated moments, she can always find the humor in situations. She is also a woman with a strong backbone and can deliver tough news in a way people can accept and stay true to their principles."

Matos joined the Census Bureau in the late 1970s as a statistician, then became district office manager in Bridgeport, Conn., where she was responsible for taking the 1980 Census in five townships. She returned to headquarters as a personnel specialist. In 1987, she became chief of the Equal Employment Opportunity Office, serving in that capacity until 1994 when she was named chief of Human Resources Division.

During that time, she earned Department of Commerce silver and bronze awards, as well as the Hammer Award for redesigning the hiring process.

In January 1999, Matos went to the National Institute of Standards and Technology to be deputy director for management services. Five years later, she moved to the Department of the Interior where she was responsible for policy matters related to human resources, civil rights and diversity.

In April 2007, Matos returned to Suitland, becoming the Census Bureau's first Hispanic female associate director.

"Marilia is a doer. When she gets an idea, the sleeves go up, the light goes on, and she's like Ricochet Rabbit," said Sandy Duckett, currently the Human Resources Division's assistant division chief for development and evaluation. "When she made a decision, you knew what it was. She was decisive, and we liked it."

Tim Olson and David Hackbarth (NPC director).

(b) (6)

(b) (6)

Privacy Day Raises Awareness of Protecting Sensitive Information

By MONTY WOOD
PUBLIC INFORMATION OFFICE

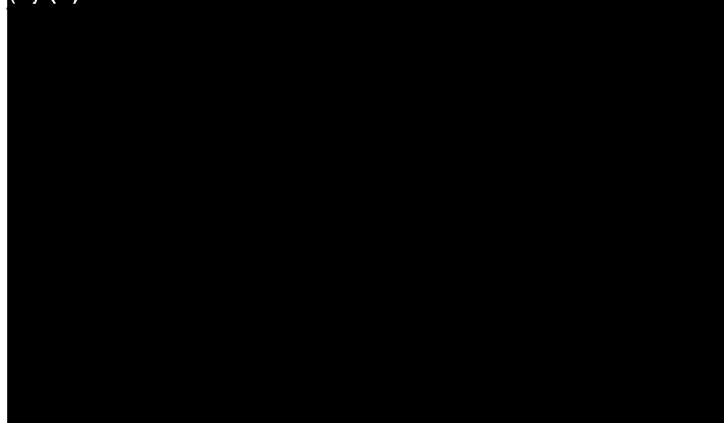
Do you know the four KEYS to protecting employee privacy? If you attended the Policy Coordination Office's first Census Privacy Day activities, you would know they are: Keep employee records locked, Encrypt sensitive information, Yield to requirements on disposal of sensitive information, and Safeguard the transfer of paper materials.

Employee privacy was just one part of Census Privacy Day in the headquarters building Jan. 24. The day featured keynote speaker Steve Toporoff, a Federal Trade Commission attorney specializing in privacy issues, and Census Bureau Chief Privacy Officer Mary Frazier, who spoke about privacy, confidentiality and identity theft. There was a demonstration of the new virtual desktop that could revolutionize telework; a look at safe browsing techniques; and numerous information booths.

(b) (6)



(b) (6)



Sharon Neugebauer of the Policy Coordination Office shows Edmund Coan (SSSD) the privacy awareness wheel game.

"You can protect yourself by disposing of documents you no longer need, making use of a shredder, watching your mail and keeping personal information secure," he said. "Also use strong passwords, be aware of unsecure Wi-Fi hotspots, take care of disposing old computers and cell phones, and updating antivirus software."

Toporoff also mentioned ways to engage and inform employees on privacy issues, such as having a "data breach awareness week," issuing a privacy tip of the week, playing games like "privacy bingo," and sponsoring a file cleanup day.

"A file cleanup day is when you dedicate time to shred documents and purge files of information you no longer need," he said. "You don't need unnecessary information sitting around."

Probably the most anticipated speaker of Census Privacy Day was Chris Fudge, a supervisory iT specialist and tech lead in the LAN Technology Support Office. He gave a bureau-wide demonstration of the new virtual desktop, showing how employees can access most Census Bureau computer features from home — thus greatly increasing telework opportunities.

Fudge said that by the end of March, nearly 600 employees will be able to use the virtual desktop, and by July 1, the number increases to more than 1,500. He emphasized that telework employees will not be able to access Title 26 data.

For more information on privacy and confidentiality, go to <<http://cww.census.gov/priv/>>.

Steve Toporoff of the Federal Trade Commission talks about privacy issues at the first Census Privacy Day on Jan. 24.

"Every time we conduct a survey, we are asking our respondents to allow an invasion of privacy," Director Bob Groves said to employees in the auditorium and on Ethernet TV. "We must make sure that the answers they give will only be used for statistical purposes."

Groves went through the Census Bureau's four privacy principles of necessity (are the survey questions necessary?), openness (do they know why we're asking the questions?), respect (are we considerate?) and confidentiality (is the information secure?).

"We depend on the public's cooperation and trust, and we promise to protect the confidentiality of their information," Groves said. "These privacy principles are the ethical guidelines that remind us of this promise and help ensure the protection of the public's information throughout all of our activities."

Toporoff, who works in the Federal Trade Commission's Division of Privacy and Identity Protection, said a breach of your data can lead to numerous problems, such as depleted bank accounts, false credit card charges, fraudulent loans, credit score problems, damage to reputation, denial of employment and denial of medical insurance coverage.

(b) (6)

Iris Boon and Byron Crenshaw of the Policy Coordination Office's Privacy Compliance Branch tend the System of Records Notices & Privacy Impact Assessment information table.

Forums Focus on Black and American Indian/Alaska Native Populations

A pair of Census Bureau-sponsored forums — one focusing on the American Indian and Alaska Native population and the other on the black population — addressed the national social and economic impact of these racial groups.

The American Indian and Alaska Native forum, held at the National Museum of the American Indian in Washington on Jan. 25, featured a presentation of a 2010 Census brief on the status of American Indian and Alaska Native populations across the country. Nicholas Jones and Tina Norris of the Racial Statistics Branch, with help from Director Bob Groves, revealed numbers that helped provide a portrait of the American Indian and Alaska Native population in the United States.

In 2010, 5.2 million people, or 1.7 percent of the U.S. population, identified as American Indian and Alaska Native. This population grew by 27 percent from 2000 to 2010. The largest number of people who identified with an American Indian tribal grouping, either alone or in combination, identified as Cherokee (819,000). The Navajo tribal grouping had the largest number of individuals who identified with one tribal grouping and no other race (287,000).

(b) (6) then moderated a discussion with an expert panel on the current social and economic

(b) (6)

(b) (6)

The black population forum, held in conjunction with the National Urban League at Black Entertainment Television studios in Washington on Feb. 1, highlighted statistics from the 2010 Census. Tallese Johnson, also of the Racial Statistics Branch, and Jones revealed numbers that showed 14 percent of the U.S. population identified as black. In 2010, 55 percent of the black population lived in the South, and 105 Southern counties had a black population of 50 percent or higher.

(b) (6)

(b) (6)

oversaw the event.

An expert panel featuring (b) (6)

(b) (6)

(b) (6)

(b) (6) discussed the statistics and their implications.

Part of the discussion touched on African-Americans' migration to the South while in search of greater opportunities. Harrison said the direction of politics will have to center more around the formation of multicultural voting blocs founded on common issues.

"Ninety percent of the black and Hispanic agenda overlap," he said. "So there's no reason, as many of these areas and Hispanic populations grow, that you shouldn't be able to form coalitions that would push as effectively for some of the education, housing, health and employment issues that a black population alone has been fighting for for decades."

(b) (6)

Nicholas Jones, chief of the Racial Statistics Branch, discusses population figures from the 2010 Census at the National Museum of the American Indian in Washington on Jan. 25.

impact of the American Indian and Alaska Native populations.

(b) (6)

"The American Indian and Alaska Native youth are transient. They are very mobile," she said. "They may not have contributed to the census, and that is a problem."

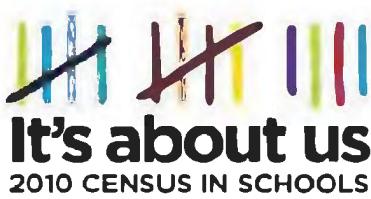
2010 Census in Schools Program Earns Beacon Award

(b) (6)

Steve Jost (left) congratulates the Census in Schools team (l-r): Vicki Glasier, Sonja Prince, Kendall Johnson, Renée Jefferson-Copeland, Beverly Roberts, Michelle Green, Lil Paul Reyes, Stacey Jordan.

The Census Bureau earned yet another award for its 2010 Census Integrated Communications Campaign efforts. The Association of Educational Publishers awarded the Beacon Award for excellence in educational marketing to the "Census in Schools: It's About Us" program.

The Census in Schools program provided educators with resources to teach the nation's students about the importance of the census so children could help deliver this message to their families. The team in the Communications Directorate worked with Scholastic Inc. to ensure students received valuable and enjoyable tools to bring home the 2010 Census message.



"It was such a successful program that it will continue as 'Statistics in Schools' throughout the decade," Associate Director for Communications Steve Jost said.

Team members honored included Renée Jefferson-Copeland, Beverly Roberts, Sonja Prince, Lil Paul Reyes, Vicki Glasier, Kendall Johnson, Burton Reist, Stacey Jordan, Michelle Green and Scheré Johnson-Jordan.

Anchored by a website <www.census.gov/schools> that has links for teachers, kids and teens, the program is comprehensive in scope. The site includes downloadable, standards-based, cross-curricular lesson plans for K-12 students and numerous resources, including large classroom maps, quick-start teaching guides and a monthly educators' electronic newsletter. There are lessons in Spanish for students in Puerto Rico and special teaching modules available for K-8 students enrolled in English language learner classes.

In the spring of 2009, the 2010 Census in Schools program started its outreach to educators across the country with announcement letters, brochures and sample materials in tool kits. Schools participated in a Census in Schools Week in

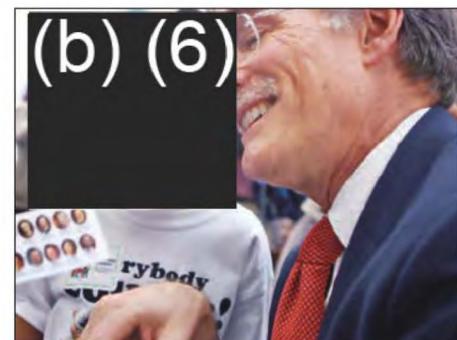
the spring of 2010, when teachers and students applied the lessons and resources made available through the Census in Schools program.

The program partnered with many educational and professional groups that supported and publicized the materials. The National Council for the Social Studies focused its entire March 2010 publication for elementary educators on the 2010 Census. Census in Schools representatives attended all the major professional educational conferences, presenting and sharing exhibit materials with thousands of educators.

"Teachers were enthusiastic about the fun, fresh and free lessons that brought the census to life and enriched existing curriculum," Jefferson-Copeland said. "The fact that curriculum materials, designed for a specific age and grade-level audience, were adaptable meant that census information and data could be used in many curricular areas: math, social studies, reading, civic [education] and geography."

A series of official 2010 Census in Schools program launches in Baltimore; Los Angeles; St. Louis; Chicago; Davie, Fla.; and Wilmington, Del., involved mayors, members of Congress, local leaders, former Secretary of Commerce Gary Locke and Census Bureau Director Bob Groves.

"The census is a vital part of our democracy, and children have historically been undercounted," Locke said to students at Digital Harbor High School in Baltimore. "When local schools decide to include census ideas in their curriculum, kids will learn about the important role the census has played throughout American history and increase their awareness of the upcoming 2010 Census."



Director Bob Groves interacts with a student at (b) (6) launch of the 2010 Census in Schools program.

Photo by Sarah Conard / PR Newswire

Rod Little Selected for Fisher Lectureship and Award

Rod Little, the Census Bureau's associate director for research and methodology and chief scientist, will deliver the Fisher Lecture at the Joint Statistics Meetings in San Diego this summer. The Fisher Lectureship and Award, awarded annually, was established in 1963 by the Committee of Presidents of Statistical Societies to honor the outstanding contribution of a contemporary statistician in statistical theory and applications.

"Rod Little is one of the world's best statisticians and survey methodologists," Census Bureau Director Bob Groves said. "The Fisher Lectureship recognizes meritorious achievement and scholarship in statistical science and the award is a great honor for Rod and the Census Bureau."

The Fisher Lectureship is named for Sir Ronald Aylmer Fisher, who died in 1962 and was well known for his contributions to statistics.

"Building a federal statistical system for the 21st century requires innovative thinking as well as deep knowledge of the best practices, and that is where Rod Little excels," said Katherine Wallman, chief statistician of the Office of Management and Budget. "As the society becomes more complex, we need to make sure our survey methods improve to meet the challenges. The Fisher Award recognizes Rod's bountiful contributions both in academic research and in government applications. He is truly among the best in bridging these worlds."



Rod Little (left) with Director Bob Groves.

Little joined the Census Bureau in September 2010 to lead the new Research and Methodology Directorate. He is on leave from the University of Michigan, where he is a Richard D. Remington Collegiate Professor in the Department of Biostatistics, a department he chaired from 1993 to 2001 and 2006 to 2009. He is also a professor of statistics and research in the Institute for Social Research at Michigan.

CENSUS CounterParts

Vol. 21, No. 3
February 2012

Census CounterParts is published by the Public Information Office.

Steve Jost
Associate Director for Communications

Stan Rolark
Chief, Public Information Office

Monty Wood
Editor

Monique D. Lindsay
Copy Editor

Vikki Porter
Graphic Designer

To submit an article to appear in *CounterParts*, contact the editor:

U.S. Census Bureau
PIO, 8H052F
Washington, DC 20233

Phone: 301-763-6611
E-mail: montgomery.f.wood@census.gov
TTY/FedRelay: 800-877-8339



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU

Newsletter Flashback

Some of the top stories in past Census Bureau employee newsletters:

60 years ago

New Reference Center: Director Roy Peel establishes the Census Bureau Library and names Louise Clickner as librarian, reports the Feb. 1, 1952, Census Bulletin.

55 years ago

Extra Cash: Evelyn Jett of Machine Tabulation Division earns a \$200 bonus for her role in the 1954 Census of Agriculture, says the Feb. 8, 1957, Census Bulletin.

50 years ago

Secretarial Visit: In an address to Census Bureau headquarters employees, Secretary Luther Hodges talks about the Department of Commerce's future, reports the Feb. 2, 1962, Census Bulletin.



45 years ago

Good as Gold: The Commerce Department awards Calvert Dedrick and Walter Kehres with Gold Medal Awards, says the Feb. 24, 1967, Census Bulletin.

40 years ago

Artistic Endeavor: Patricia Confer, James Boykins, Wren Holt and Anthony Smith paint a country scene on the wall of the first HQ employee lounge, reports the Feb. 4, 1972, Census Enumerator.



35 years ago

An Honor: Chicago Regional Office Director Stan Moore receives a Department of Commerce award for supporting minority business enterprise, says the February 1977 Census Bulletin.



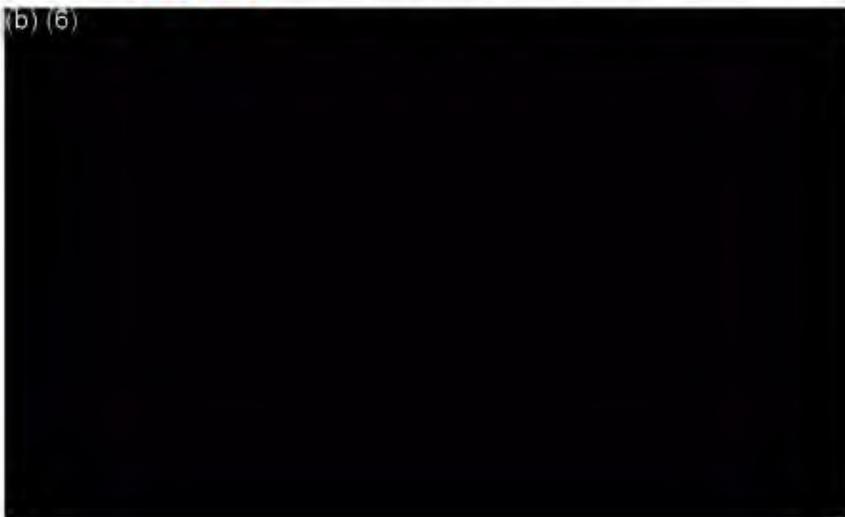
Enclosure

4

CENSUS CounterParts

Secretary Bryson Honors

(b) (6)



By LISA COCHRANE
PUBLIC INFORMATION OFFICE

There is a better way to do our jobs.

This is the mantra of the Commerce Department's Performance Excellence Program. Cutting red tape and endless bureaucracy is the program's lifeblood. Saving millions of taxpayer dollars is at the heart, and employees are the brain trust.

Secretary John Bryson recognized 10 Census Bureau employees Feb. 23 for possessing the creative minds and dedicated hearts to improve the way the federal government does business. Saving \$4.4 million was the ultimate payoff.

"The Performance Excellence Program is a collaboration between the 12 bureaus and a great example of 'breaking down the silos' that get in the way of synergy and

innovation," Bryson said. "These teams used process improvement methods to identify problems and come up with creative solutions to streamline processes and reduce costs."

Four teams — 46 people in all — were awarded the department's Performance Excellence Award by Bryson and Acting Deputy Secretary Rebecca Blank in a ceremony at the Commerce building in Washington. Director Bob Groves and Deputy Director Tom Mesenbourg also attended to cheer on the Census Bureau employees.

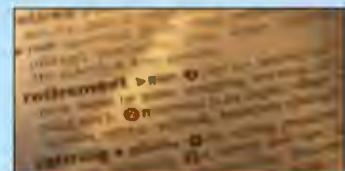
"We have a wonderfully creative set of people at the Census Bureau," Groves said. "They are coming up with ideas on their own in order to improve processes. So, an event like this is a moment in time to honor the real winners, those who went way off the scale, to succeed in this kind of effort."

Vol. 21, No. 4
March 2012

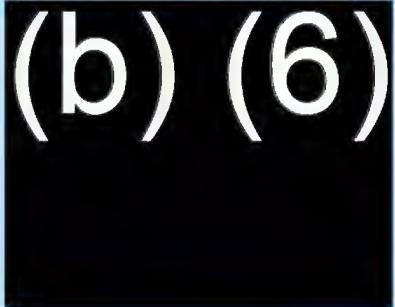
200+ HQ Employees Request Buyouts

By MONTY WOOD
PUBLIC INFORMATION OFFICE

On Feb. 24, the Census Bureau announced its offer of early retirement and up to (b) separation payments for employees who retire from Feb. 29 to April 3 this year. As of March 20, Human Resources Division officials report that (b) headquarters employees have applied for the \$25,000 buyout.



(b) (6)



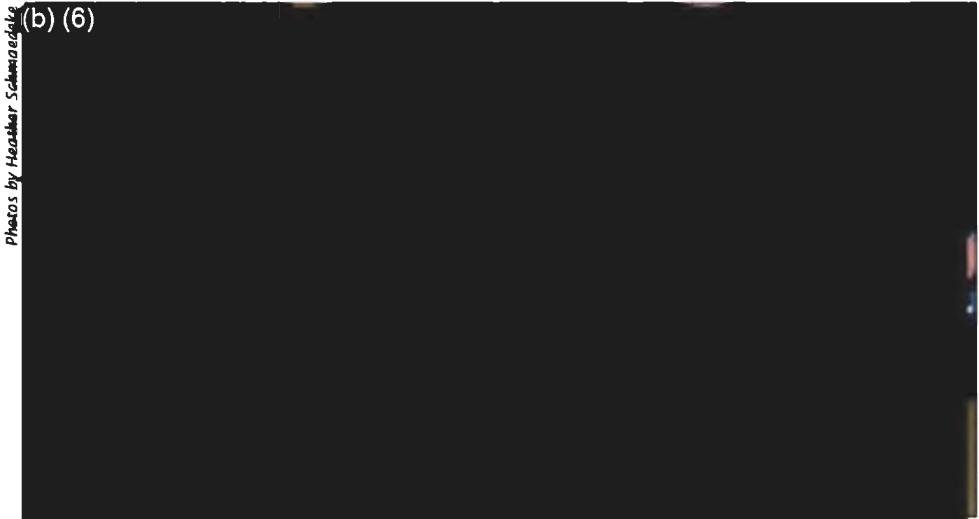
Voluntary Early Retirement Authority, known as VERA and commonly referred to as an "early out," allows employees to retire voluntarily with an immediate annuity before they would otherwise be eligible. Employees with 25 years of federal service are eligible, as well as those aged 50 or over with 20 years of federal service.

The Voluntary Separation Incentive Payment (VSIP)

Continued on Page 2

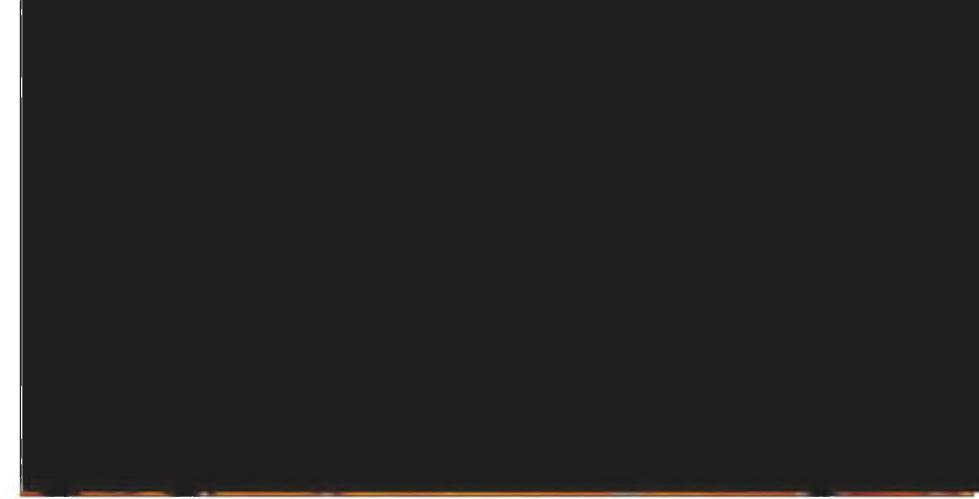
Continued on Page 9

(b) (6)



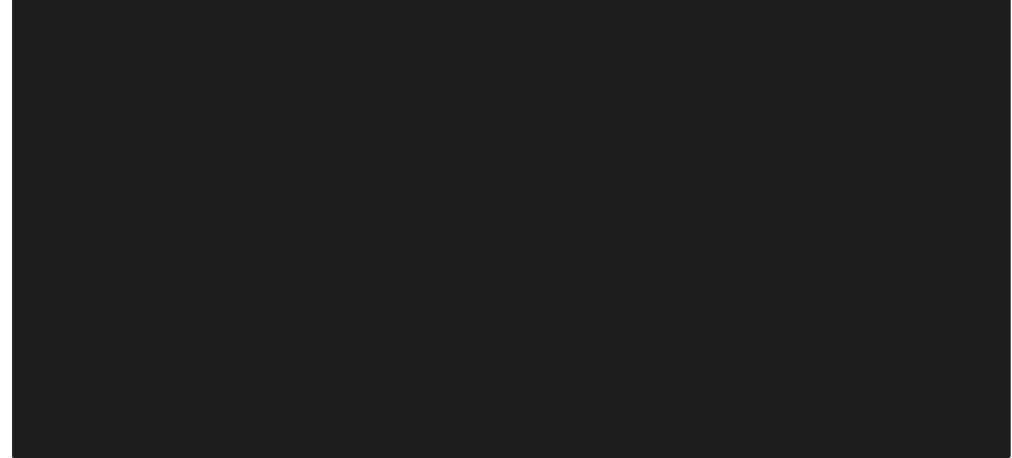
Workers' Comp Cost Team members (front row, l-r) Justine Ameral, George Barnett, John Cunningham, Laurie Dalsgaard, Robert Heitmann and LaVonne Lewis (second row, right) share a moment with Director Bob Groves (far right) during the Feb. 23 award ceremony at Commerce.

(b) (6)



The Census Bureau's Bill Savino (fourth from the right) and Jason Schaufele (third from right) were honored by Secretary John Bryson (far left) as part of the Print Management and Energy Cost Reduction Initiative Team.

(b) (6)



The Census Bureau's Rose Cooper (center, pink shirt) is honored by Secretary John Bryson (far left) as part of the Annual Energy and Environmental Data Call Team.

Photos by Heather Schaufele

The teams' success can be measured in time and money. The Workers' Compensation Cost Containment Program Team improved workers' compensation processes and case management. By implementing the team's recommended changes, the Census Bureau will save more than \$716,500 and generate more than \$29 million in lifetime workers' compensation cost avoidance. But as team member George Barnett explains, the real winners are the employees.

"We recognized that we could do a better job so that injured workers receive the right medical treatment promptly," Barnett said. "[Also,] we could help them come back to work earlier by providing transitional duties that met their needs; and that we could help them return to full employment faster by providing better support."

Barnett's team members included Justine Ameral, John Cunningham, Laurie Dalsgaard, Robert Heitmann, LaVonne Lewis and Katherine Mattingly.

"It's an incredible opportunity to be part of this program in the first place," Lewis said. "But then to receive an award is something special and quite unexpected."

The three other Census Bureau winners collaborated with colleagues at other agencies to make a big difference.

Bill Savino (ACSD) and Jason Schaufele (LTSO) worked on the department's Print Management and Energy Cost Reduction Initiative Team. This team has already changed the way Commerce bureaus print — through grayscale and duplex printing — saving \$3.7 million, and there's more to come. The team's target is to achieve \$6 million in annual savings by the end of fiscal year 2012.

ACSD's Rose Cooper worked on the Annual Energy and Environmental Data Call Team. This was a major collaborative effort across the Department of Commerce to improve the data call system that collects important information on energy use. The team reduced end-to-end cycle time by 48 percent, saving 500 hours of staff time annually.

The Performance Excellence Awards recognize teams every quarter. The next ceremony is expected to be in May. To learn more about the program, visit:

http://home.commerce.gov/Performance_Excellence/.

Brig. Gen. Cleckley Notes Impact of Black Women in History

BY MONTY WOOD
PUBLIC INFORMATION OFFICE

A neighbor asked me why was it necessary to dedicate a month to African-American history," Brig. Gen. Julie Cleckley said to her audience in the Census Bureau headquarters auditorium. "I replied that African-Americans have and continue to contribute to the history and culture of our nation. We do not honor African-Americans enough in American and world history. Until we change the curriculum in all our schools, this month is necessary."

(b) (6)

(b) (6)

That last sentence earned a round of applause Feb. 14 during Cleckley's keynote address for National African-American History Month activities. Supporting the month's theme of "Black Women in American History and Culture," Cleckley talked about some of the important black women in history, such as Harriet Tubman (helped many slaves find freedom), Rosa Parks (civil rights activist), Phillis Wheatley (first black poet) and Cathay Williams (first black woman to enlist in the military).

"Every African-American woman, then and now, has a vision — a dream if you will," Cleckley said. "That dream is to overcome all racism and sexism."

She also recognized women such as Oprah Winfrey, Aretha Franklin, Wilma Rudolph and Michelle Obama.

"Black women are leaders in business, science, education and so much more," Cleckley said. "Black women are doctors, lawyers and physicists. We're running medical institutions, and we're political powers. We are in a better place because of these women."

Cleckley was the first African-American woman to be promoted to brigadier general in the Army National Guard and was the first African-American woman to be named a colonel in the National Guard's Active Guard Reserve program. Some of her other honors include earning the Army's Distinguished Service Medal, becoming the recipient of the National Association for the Advancement of Colored People's Roy Wilkins Renowned Service Award, and earning induction in the Hunter College Alumni Association's Hall of Fame.

Cleckley encouraged women in the audience to motivate and teach others.



Photo by Bruce Cathre

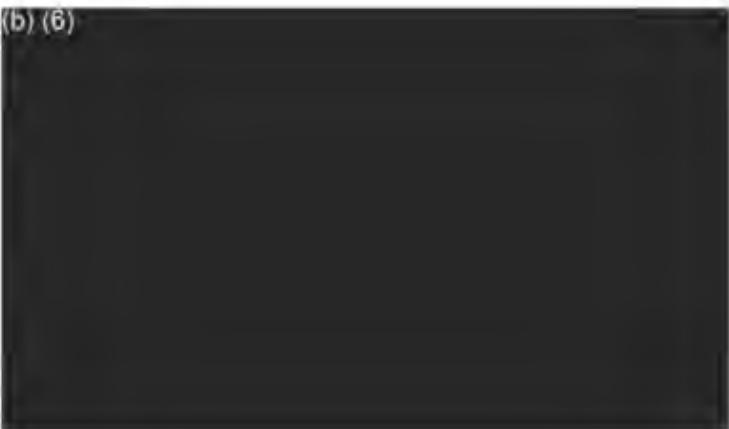
Employees tour the Martin Luther King Jr. Memorial in Washington.

"No one gets where they are going by themselves. Life is not an easy road to travel," she said. "There are few things in life better than watching someone get an opportunity because you helped. It's easier to pull someone up than push them down."

African-American History Month activities included a panel discussion featuring Pamela Moseley, the Census Bureau's information security manager; Terryne Murphy, chief of the Information Systems Support and Review Office; (b) (6)

(b) (6) AM-1650 radio. In a headquarters conference room, they addressed the topic of "Black Women Making a Difference in Our Community."

The National African-American History Month committee sponsored trips to Washington to see the Martin Luther King Jr. Memorial (Feb. 15) and to the Frederick Douglass National Historic Site (Feb. 23). On Feb. 29, the group presented "Brother Outsider," a film about Bayard Rustin, who was an openly gay civil rights activist and architect of the 1963 March on Washington.



Mixed Tour Program Participation Can Lead to Permanent Positions

By MONTY WOOD
PUBLIC INFORMATION OFFICE

Michael DeGroat started at the Census Bureau as a temporary office automation clerk. He's now a permanent employee in the Foreign Trade Division's Commodity Analysis Branch.

Kim Fisher started as a temporary employee in the Demographic Programs Directorate, working for Howard Hogan and Judy Waldrop. She's now a program assistant in the Information Technology Directorate.

Both DeGroat and Fisher started their employment in the Mixed-Tour Program. This program operates as a temporary personnel service and is designed to allow the agency to fill short-term clerical needs based on the agency's fluctuating workloads. The program offers a combination of full-time, part-time and intermittent work schedules (mixed tours) that may be changed based on the Census Bureau's need or at the employee's request.

Both were able to turn their temporary employment into a permanent job.

"The Mixed-Tour Program is an excellent opportunity for someone to become familiar with the Census Bureau's [redacted] (b) (6)

(b) (6)

in Maryland. Although a mixed tour employee's duties are usually clerical, it's still a great way to understand what the other employees do on a daily basis."

Fisher, who is a (b) (6)

(b) (6)

(b) (6) She said she "heard great things from friends already employed at the Census Bureau and wanted the opportunity to work with great people."

(b) (6)

"I think the Mixed Tour Program is a wonderful avenue to give the employee and employer a chance to see if the working relationship is a good fit," Fisher said. "Sometimes it works, sometimes it does not. But that's OK, because you are given the opportunity to move to different divisions or directorates until you find what works for you."

The Mixed-Tour Program hired 21 applicants last year. There are currently 109 workers in the program, with 27 of them being in the program for six years or more.

The Mixed-Tour Program traces its roots to a WAE (When Actually Employed) program started at the Census Bureau in 1954. The WAEs were limited to GS-3 clerks or machine operators for assignments lasting less than 90 days. In 1985, the Mixed-Tour Program began, allowing benefits, longer assignments and advancement potential to GS-4.

"In hard economic times, it is great to be working, and under the program you get a chance to see what's available and what's expected in federal service," Fisher said. "My goals for now are to continue to gain federal experience, work along with our other directorates and improve the Census Bureau process wherever possible by being a professional and positive member of the IT Directorate. Being a part of the Mixed-Tour Program has been an invaluable experience that will definitely help me with my future goals and enhance my career."

For more information about the Mixed-Tour Program, contact the coordinator, Zakia Sullivan, at 301-763-6710 or visit http://cww.hrd.census.gov/hrd/emp/mixed_tour/mixed_tour_main.htm.

(b) (6)

Kim Fisher (left) and Michael DeGroat (above) turned their part-time clerical jobs into full-time jobs at the Census Bureau.

New Group Aims to Improve Civility and Business Etiquette

By CHERYL V. CHAMBERS
AMERICAN COMMUNITY SURVEY OFFICE

When most people hear the words civility or etiquette, visions of white gloves, proper afternoon tea and a nod to Emily Post often follow. Yes, that's part of it, but these two distinct concepts cover so much more.

According to business and management professors Christine Pearson and Christine Porath, authors of "The Cost of Bad Behavior: How Incivility is Damaging Your Business and What to Do About It" (2009), the American workplace loses an estimated \$300 billion annually in productivity because of incivility and the resulting employee stress. Consider these statistics: 12 percent of all employees say they've left jobs because they were treated badly. Fortune 1000 executives spend roughly seven weeks per year resolving employee conflicts, and an astonishing 95 percent of Americans say they've experienced rudeness at work.

The Census Bureau Civility and Business Etiquette Group was formed in December 2011 to serve as a resource for employees interested in sharing information, reference materials, best practices, and other ideas aimed at improving workplace relationships, reducing stress and increasing productivity. Currently organized under the Census Bureau Recreation and Welfare Association, the group meets monthly and hopes to become an official affinity group. Executive staff member Nancy Gordon agreed to serve as the group's champion after attending the first two organizational meetings.

"Productivity enhancement is critical in our changing work environment," Gordon said. "This group's work is an important first step to reduce stress and wasted time."

Civility and etiquette are separate, complementary concepts that are critical in the modern workplace. It's not just about saying, "Good morning" or holding the elevator door for a fellow employee (civility), it's also about guidelines for business correspondence, cubicle "do's and do not's," and appropriate public uses of electronic gadgetry (etiquette).

Much of this is not so new. On Sept. 15, 1961, the Census Bulletin published the "10 Commandments of Human Relations."

The Census Civility and Business Etiquette Group recently submitted an improving operational efficiency (IOE) proposal "to develop a website and sponsor activities (e.g. guest speakers, special events, employee challenges, etc.) to educate staff on proper workplace behavior and rules of business etiquette and to foster enhanced cooperation and esprit de corps in our challenging and changing work environment." Further research and consultation with professional development and etiquette experts also were recommended as part of the IOE.

Interested? Maybe you have information or a story to share? You are cordially invited to attend the monthly meetings. Contact Cheryl Chambers at 301-763-3572 or by e-mail at <cheryl.v.chambers@census.gov>. The group wants to expand membership and ensure field and remote office employees are able to participate as much as possible. White gloves are always optional. (Smile!)



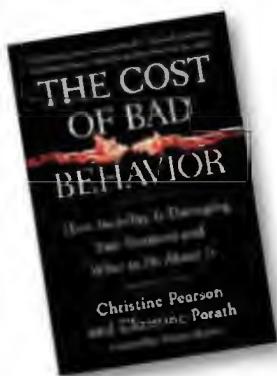
Ten Commandments Of Human Relations

If followed closely, the Ten Commandments listed below will help each of us to be more mature, more productive, and less tense in our daily lives:

1. Speak to people. There is nothing as nice as a cheerful word of greeting;
2. Smile at people. It takes 72 muscles to frown, only 14 to smile;
3. Call people by name. The sweetest music to anyone's ears is the sound of his own name;
4. Be friendly. If you would have a friend--be one;
5. Be cordial. Speak and act as though everything you do is a genuine pleasure;
6. Be sincerely interested in others. You can like almost everybody--if you try;
7. Be generous with praise--cautious with criticism;
8. Be considerate of the feelings of others--it will be appreciated;
9. Be thoughtful of the opinions of others. There are usually three sides to a controversy--yours, the other fellow's, and the right one;
10. Be alert to give service. What counts most in life is what we do for others.

Add to these commandments a sense of humor, plenty of patience, and a dash of humility and you will be rewarded manyfold.

Adapted from:
Jeffersonville Bulletin



Almost 60 years may separate the publications of the "The Cost of Bad Behavior" book and the basic etiquette rules outlined in the Sept. 15, 1961 edition of the Census Bulletin, but these tenets still hold true against the test of time.

By MONTY WOOD
PUBLIC INFORMATION OFFICE

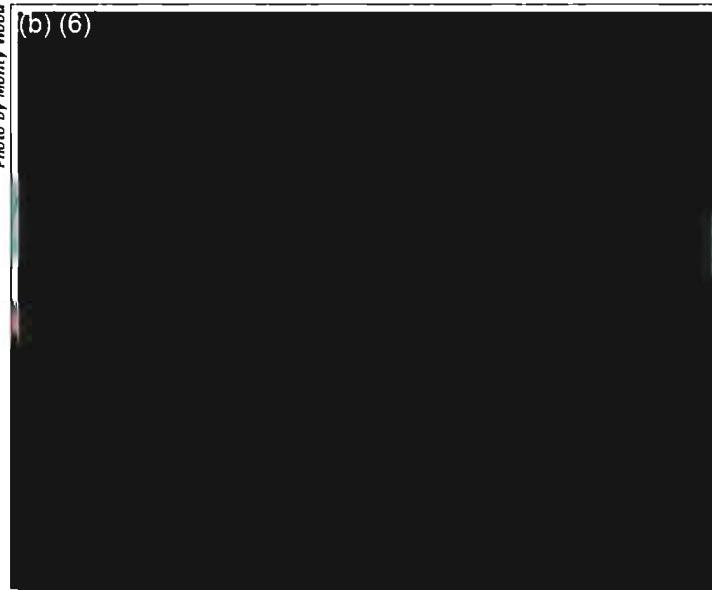
nce a month, (b) (6) and her husband, Chris Rill of the Economic Programming Division, (b) (6)

That ended when she became a mother.

(b) (6)

(b) (6)

Photo by Monty Wood



Women's History Month committee members Delsey Wadley Newman, Tahira Connelly, Jackie Dotson and Linda Olds stand with (b) (6) (b) (6) (center).

(b) (6)

"This is your life. This is not a dress rehearsal, and there is no rewind."

(b) (6)

"This is your life. This is not a dress rehearsal, and there is no rewind," (b) (6) said. "I want to be happy, and I want to leave a legacy. The time to change your life is now. What imprint do you want to leave?"

(b) (6)

(b) (6)

(b) (6)

(b) (6)



Nearly 200 analysts across the Economic Directorate get an introduction to the Account Manager Program.

Account Managers Out to Improve Economic Census Response

BY JAMIE FAULKNER AND KELLIE FRIEDRICH
ECONOMIC PLANNING AND COORDINATION DIVISION

The Census Bureau is gearing up for another economic census — the official five-year measure of American business and the economy. In late fall, nearly 5 million businesses will receive forms that ask about business activity conducted in 2012.

Data for more than 1,000 industries, 15,000 products and services, every state and county, metropolitan areas, and 10,000 cities and towns, Puerto Rico and the U.S. Island Areas are the basis for many of the nation's key economic statistics. In addition to providing basic measures of business activity, the economic census regularly collects data for newly recognized or realigned industries.

The Account Manager Program, one of the main outreach initiatives for the 2012 Economic Census, kicked off March 1 with an event in the headquarters auditorium. The objective of the program is to improve quality and timing of economic census response by providing individual assistance and reducing response burden to a select group of the nation's largest companies. Started in 1992, the Account Manager Program has been a tremendous success. For example, the 2007 program helped large companies achieve a 96 percent response rate, exceeding the goal of 92 percent.

Shirin Ahmed, assistant director for Economic Programs, and Bill Bostic, associate director for Economic Programs, enthusiastically endorsed and introduced the program for nearly 200 analysts across the Economic Directorate.

"The Account Manager Program demonstrates the Census Bureau's commitment to working with the nation's largest companies in meeting requirements for the 2012 Economic Census," Ahmed said. "Account managers work directly with these businesses to help them understand and plan their reporting requirements, to assist them with e-filing and to make them aware of how Census Bureau products and services can help their businesses."

Account managers also welcomed a guest speaker to share her survey respondent perspective. (Her name and company's name are withheld because of respondent privacy concerns.) She discussed her positive previous experience as a participant in the Account Manager Program; her company's process



A key goal for 2012 Economic Census account managers will be to increase electronic reporting.

for preparing government filings; and the challenges she faced as a respondent. She was a knowledgeable and valuable resource.

The 2007 Account Manager Program was so successful, the 2012 program was expanded by nearly one-third this year to include 1,652 companies, accounting for 890,000 business establishments. The companies are assigned to nearly 200 employees from four Economic Directorate divisions. The major role of the account manager is to identify the correct contact at the company, establish rapport, prepare respondents with key dates and access reporting tools to simplify reporting. Since increasing electronic reporting is also a key goal for 2012, account managers will play a key role in ensuring companies are aware of this resource.

In addition to an introduction to the Account Manager Program, training sessions were conducted to acclimate account managers to software used to track company interaction. The account managers also got a look at the Business Help Site, a website providing access to electronic reporting; the Surveyor, an electronic reporting tool that large companies will use to respond; and a review of best practices for company contact.

The 2012 Economic Census Account Manager Team and the Economic Planning and Coordination Division's Customer Respondent Outreach Branch thanked all account managers for their participation and excitement in being a part of this rewarding and challenging program.

Census Health Unit Works to Raise Awareness of Heart Health



Sharon McKinney, the Census Bureau Health Unit's chief nurse, is on a mission. Her goal is for every Census Bureau employee to enjoy a healthy, happy lifestyle — and that includes having a healthy heart.

"Cardiovascular disease is the leading cause of death in the United States," McKinney said Feb. 9 during the Health Unit's annual Healthy Heart Program at the Census Library. "One in every three deaths comes from heart disease and stroke, equaling to 2,200 deaths per day. These conditions are also leading causes of disability, preventing people from working and enjoying family activities."

Cardiovascular disease is also very expensive — together heart disease and stroke hospitalizations last year cost the nation more than \$444 billion in health care expenses and lost productivity. However, McKinney and her staff are on the front lines of the battle against heart disease and stroke.

The Census Bureau Health Unit is making sure it provides employees with as much information and activities one needs to take the necessary steps to minimize threats to the heart.

Frank Ambrose of the Public Information Office's Employee Communications Branch began the Healthy Heart Program at the Census Bureau library by emphasizing the importance of heart awareness.

"Many of us probably have an acquaintance, friend, co-worker or family member who has heart disease or may have died from heart failure — (b) (6)

(b) (6) Ambrose said. "Personally, the program is meaningful to me since today

(b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (6)

"Medical research shows conclusively that a plant-based diet reduces chronic disease risk, so that's something I absolutely encourage my patients to move toward," said (b) (6), who became interested in the connection between diet and health when he went vegetarian as a teenager. "I find that when people are ill, they are very open to adopting practices that will improve their health."

(b) (6)

Other activities for the month included automated external defibrillator (AED) training, body fat analysis, cardiopulmonary resuscitation (CPR) training for infants and the Mary Dole Healthy Heart Month Challenge.

For more information about the Census Bureau Health Unit's services, call 301-763-1673.

Thomas White of the Public Information Office contributed to this article.

HQ Employees Request Buyouts — Continued from page 1

authority, also known as a buyout, allows agencies that are downsizing or restructuring to offer employees lump-sum payments as an incentive to voluntarily retire.

Employees in the following occupational series are eligible: statistics (1530), mathematical statistics (1529), information technology (2210), economist (0110), geography (0150), miscellaneous administration and program (0301), program management (0340), management and program analysis (0343), printing services (1654), human resources management (0201), human resources assistant (0203), accounting (0510), budget analysis (0560), contracting (1102), miscellaneous clerk and assistant (0303), mail and file clerk (0305), secretary (0318) and training instruction (1712).

The offer does not apply to employees in the Office of the Associate Director for 2020 Census, the Office of the Associate Director for Research and Methodology, the 2020 Research and Planning Office, the Chief Technology Office and the Office of Information Security. Additionally, no Senior Executive Service or Senior Technical positions are eligible.

The Human Resources Division Call Center is available to answer questions about the application process. Interested employees are encouraged to call 301-763-4748 or send email to hrd.call.center@census.gov to schedule an appointment with a benefits specialist and obtain the applications. Additional information is available at: http://cww.hrd.census.gov/hrd/emp/vera_vsip/.

CENSUS CounterParts

Vol. 21, No. 4
March 2012

Census CounterParts is published by the Public Information Office.

Steve Jost
Associate Director for Communications

Stan Rolark
Chief, Public Information Office

Monty Wood
Editor

Monique D. Lindsay
Copy Editor

Vikki Porter
Graphic Designer

To submit an article to appear in *CounterParts*, contact the editor:

U.S. Census Bureau
PIO, 8H052F
Washington, DC 20233

Phone: 301-763-6611
E-mail: montgomery.f.wood@census.gov
TTY/FedRelay: 800-877-8339



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU

Commerce Offering \$5,000 for Best App

The Department of Commerce is offering \$5,000 to the winner of its business application challenge.

The contest challenges developers to find innovative ways to utilize Commerce and other publicly available statistics and information to support American businesses. Applicants may design for the Web, personal computer, mobile hand-held device or any platform broadly accessible to the open Internet. A list of developer-friendly data sets can be found on the Business Data and Tools page at <http://www.data.gov/>.

A panel of high-profile judges will evaluate and vote on the entries. The panel includes John Bryson, secretary of Commerce; Vint Cerf of Google; Vivek Kundra of Salesforce.com; Tim O'Reilly of O'Reilly Media; Sheryl Sandberg, an executive with Facebook; and Steven Van Roekel, the U.S. government's chief information officer.

A \$5,000 cash award will be given to the winner. Second place will receive \$3,000 and third place will receive \$2,000. Submissions will be accepted until April 30, 2012. Department of Commerce employees and their immediate family members are not eligible. Complete contest rules and entry requirements can be found at: <http://docbusinessapps.challenge.gov>.

Newsletter Flashback

Some of the top stories in past Census Bureau employee newsletters:

65 years ago

Championship Quest: The Whizz Boys, the Census Bureau's basketball team, defeat the National Labor Relations Board 37-17 to clinch a spot in the government league finals, according to the March 17, 1947, Census News.



60 years ago

From Across the Pond: Seventeen statisticians from nine European countries participate in a Census Bureau-sponsored conference, reports the March 14, 1952, Census Bulletin.

55 years ago

Nice Award: Randolph Ruffin, a project planner in the Machine Tabulation Division, earns a \$200 superior performance award for ingenuity in IBM programming, says the March 8, 1957, Census Bulletin.



50 years ago

Getting Hot: The Silver Hill Fire Department contains a fire in Elzine Carter's car in the headquarters parking lot, reports the March 30, 1962, Census Bulletin.

45 years ago

New Neighbor: The Federal Records Center and its 1 million square feet of floor space prepares to open at the Suitland Federal Center, says the March 10, 1967, Census Bulletin.

35 years ago

Family Tree: George Haley, general counsel of the U.S. Information Agency and brother of "Roots" author Alex Haley, is the main speaker for Black History Month activities, according to the March 1977 Census Bulletin.



Enclosure

5

CENSUS CounterParts

National Archives Releases 1940 Census Records

BY BRIAN LAVIN
PUBLIC INFORMATION OFFICE

In the spring of 1940, John Steinbeck's Pulitzer and Nobel prize winning novel, "The Grapes of Wrath," became a best-seller. The story of the Joad Family's travails through the Great Depression has been read in classrooms for more than 70 years, mainly because of the novel's accurate historical and cultural snapshot of the United States struggling through one of the worst economic climates in its brief 160-year history.

(b) (6)

(b) (6)

and Census Bureau Director
Bob Groves are ready for the news conference.

On the morning of April 2, a similarly historical snapshot of life during the Great Depression became public for the first time. In conjunction with the Census Bureau, the National Archives and Records Administration released the individual survey records of the 1940 Census. Under what is known as the "72-Year Rule," all personally identifiable information captured in a census is released to the public 72 years after collection.

The release of census records is considered extremely valuable for genealogists to trace the roots of their families or the history of other families. Historians get a clearer picture at the individual level of how households were composed and what their typical job functions were. The release is met with great fanfare each decade by many National Archives stakeholders.

"We treasure this partnership," Census Bureau Director Bob Groves said at an April 2 news conference at National Archives headquarters. "In a real way, every census gives a gift to the country twice."

Continued on Page 2

72 Years

to

APRIL

2
2012

1940 Census Records Release

Vol. 21, No. 5
April 2012

Blank Confirmed As Deputy Secretary



Rebecca Blank was confirmed as the Deputy Secretary of Commerce on March 29. From August through

October 2011, between the end of Secretary Gary Locke's tenure and the beginning of Secretary John Bryson's term, Blank served as the acting Secretary of Commerce. As Deputy Secretary, Blank functions as Commerce's chief operating officer, overseeing issues of management, policy and strategic planning for the department's 12 bureaus — including the Census Bureau.

Blank has served in the Department of Commerce since June 2009, when she was appointed as the principal economic adviser to the Secretary in the role of Under Secretary for Economic Affairs and head of the Economics and Statistics Administration.

Prior to arriving at Commerce, Blank was the Robert S. Kerr Senior Fellow at the Brookings Institution and dean of the Gerald R. Ford School of Public Policy at the University of Michigan.

"I could not ask for a better partner in meeting our mission of helping American businesses grow and supporting job creation at this crucial moment in our economic recovery," Bryson said.

It Happened in 1940

- First McDonald's restaurant opens in San Bernardino, Calif.



- First Social Security check issued and received by Ida May Fuller.

- "Rebecca," starring Laurence Olivier, is movie of the year.



- Winston Churchill becomes Britain's Prime Minister.

- Germans begin bombing England.



- Jimmy Stewart wins best actor for "The Philadelphia Story."

- 1940 Olympics in Tokyo is canceled.

72 Years to 1940 Census Records Release



National Archives Releases 1940 Census Records — Continued from page 1

The first gift occurs right after the census is done, where the census helps fulfill the Founders' vision of reapportioning the lower house of the legislature. But then 72 years later another gift arrives, and we wish you good hunting in searching through these records."

In 1940, there was obvious interest in the employment and economic status of households, evidenced by the 1940 Census questionnaire having multiple questions devoted to employment status, income and occupation/industry of each person 14 and older. A sample of 5 percent of the population needed to answer supplemental questions that asked for further detail on their socio-economic status. In total, there were 34 questions asked on the 1940 Census questionnaire, with the 5 percent sample being asked an additional 16 questions.

"The census is a reflection of the time it was taken," Groves said. "The 1940 Census had an unusually large number of questions of economic concern. The data showed that 15 percent of the adult population was unemployed at the time of the census, and 8 percent of the population had a bachelor's degree."

While very few would argue the historical importance of making individual census records public, one of the great ironies of this decennial event that

National Archives conducts is that the Census Bureau goes to great lengths to ensure the confidentiality of a respondent's information, only for that information to become public after 72 years of protection.



Photo by PR Newswire

Census Bureau Director Bob Groves shows evidence of his relatives in Michigan on a 1940 Census schedule.

"This is a very odd day as Census Bureau director," Groves said. "We focus all of our attention on all other days on keeping data confidential. We take this job as a sacred oath, and have laws that protect the answers you give. And it's only on this day, once every 10 years, that we release micro records."

More information on the history of the 1940 Census can be found on the Census Bureau's website at <<http://www.census.gov/1940census/index.html>>.

(b) (6)

National Archives announces the release of 1940 Census records at an April 2 news conference.

1940 vs. 2012: Then & Now

• Population Count

National:	Global:
1940: 132 million	1940: 2.3 billion
2012: 313 million	2012: 7.0 billion

• National minimum wage

1940: 30 cents an hour
2012: \$7.25 an hour

• Price of a First-Class Stamp

1940: 3 cents
2012: 45 cents

• Price of a Gallon of Gas

1940: 18 cents
2012: \$3.85 (as of March 20)

• Average Price of a New Home

1940: \$6,550
2012: \$242,300

• Median Annual Income

1940: \$1,900
2012: \$26,000

• President

1940: Franklin D. Roosevelt
2012: Barack Obama

• Price of a New Car

1940: \$800
2012: \$29,217

• Median Age of First Marriage

1940: Men, 24.5; Women, 21.5
2012: Men, 28.2; Women, 26.1

• Most Popular Baby Names

1940: James and Mary
2012: Jacob and Isabella



• Average Price of a New Home

1940: \$6,550
2012: \$242,300

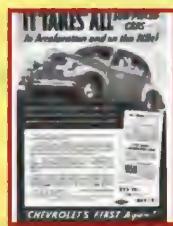


• President

1940: Franklin D. Roosevelt
2012: Barack Obama

• Price of a New Car

1940: \$800
2012: \$29,217



• Median Age of First Marriage

1940: Men, 24.5; Women, 21.5
2012: Men, 28.2; Women, 26.1

• Most Popular Baby Names

1940: James and Mary
2012: Jacob and Isabella

72 Years to 1940 Census Records Release



National Archives Converts 3.9 Million Documents into Searchable Images

BY BRIAN LAVIN
PUBLIC INFORMATION OFFICE

For the first time in the history of census releases, the National Archives and Records Administration made available digitized images of the survey forms captured on microfilm. Connie Potter, an archivist at National Archives, led the arduous task of converting 3.9 million images into searchable images for use on the National Archives' 1940 Census site at <http://1940census.archives.gov>.

"For the last three or more years, we've been working to get the 1940 Census ready for public use," Potter said. "The 1940 Census is amazing. It describes the country during the Depression and reflects all the economic dislocation at the time. There were 13 questions on employment alone."

David Ferriero, the 10th Archivist of the United States, announced the release of 1940 Census records during an April 2 news conference. He put the historical context of the release into place.



David Ferriero, the Archivist of the United States, demonstrates how to search 1940 Census records.

"It's the largest single series of records released online by the National Archives," Ferriero said. "Getting these records ready for today was the responsibility of a dedicated staff of more than 70 people from [the National Archives] and the Census Bureau. We now have access to a street-level view of the country in the grips of a depression and on the brink of global war."

Anticipated demand for access to the 1940 Census release website has been extremely high because of the introduction of searchable images. On the first day of the official release on April 2, National Archives had to temporarily reduce the functionality of the website in order to accommodate the excess traffic that came to search the 1940 Census records.

To make it easier for website visitors to locate records of a certain individual or family, the National Archives tagged each of the 3.9 million images with key terms to assist searching.

"We indexed the images to the enumeration district level, so you can easily find people if you know which enumeration district they lived in," Potter said. "If you don't know the enumeration district number, you can also run a search by typing in geography terms all the way down to the street level."

In the coming months, National Archives will be able to provide searchable indexes by name. This task will be accomplished through the collaboration of many volunteers and organizations.

"As soon as the forms are released, as many as 300,000 volunteers will take part in a crowdsourcing project to create a searchable name index," Ferriero said. "Three leading genealogy organizations — Archives.com, Family Search International and Findmypast.com — will coordinate these efforts. I encourage everyone to join this effort so we can have the searchable name index in place as soon as possible."

#'s and %'s: Fun Stat Facts



The percentage of adults with a bachelor's degree or higher in the 1940 Census was 5% compared to 28%, according to the 2010 American Community Survey (ACS).

The percentage of whites and blacks in the 1940 Census, respectively, 89.8% and 9.8% compared to 72.4% and 12.6% in the 2010 Census.



The number of farmers counted in the 1940 Census was 5.1 million compared to 613,000 farmers, ranchers and other agricultural managers, according to the 2010 ACS.



The number of housing units counted in the 1940 Census was 37.2 million compared to 131.7 million in the 2010 Census.

72 Years to 1940 Census Records Release



Employees Alive in 1940 Share Their Thoughts

By BRIAN LAVIN
PUBLIC INFORMATION OFFICE

On April 2, Census Bureau employees joined the public in searching 1940 Census records and tracing the history of their parents and grandparents. The records give a picture of what life was like toward the end of the Great Depression and being on the verge of a world war.

For the employees who were alive in 1940, the records release reinforces the vivid pictures they have of a simpler time — when economic times were tougher, neighborhoods were more tight-knit, and people were more willing to sacrifice for the common good.

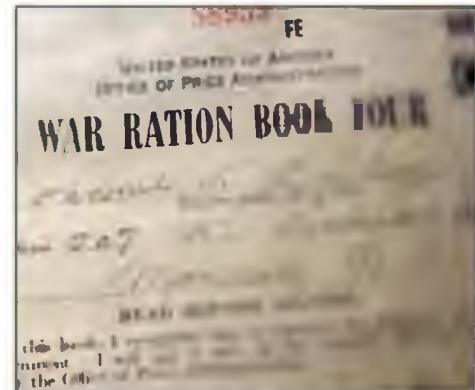
(b) (6) of the Field Decennial Data Collection Branch recounted the time of uncertainty in 1940.

(b) (6)

(b) (6)

(b) (6)

Dee Kowalski in the Human Resources Division remembered the images of sacrifice and patriotism in 1940.



An image of a war ration book containing stamps for various items.

(b) (6)

(b) (6)

(b) (6)

(b) (6)

1940 Census In Action

SIXTEENTH DECENTNIAL CENSUS
By the President of the United States of America

A Proclamation

WHILEAS, pursuant to the act of Congress approved June 11, 1939, 66 Stat. 21, the Sixteenth Decennial Census of the United States will be taken beginning April first, nineteen hundred and forty, and

WHEREAS, the Census, which will mark the one hundredth anniversary of the first decennial census of the United States, will be the appointment among the several States of such as the House of Representatives, and

WHEREAS, the information obtained from the Census this year must present a complete and accurate picture of the Nation's people, houses, families, farms, and other matters the class of the decennial census, and such as may be necessary in the future;

NOW, THEREFORE, I, Franklin D. Roosevelt, President of the United States, do hereby proclaim that it is the duty of every citizen of the United States to furnish all information in his power concerning his family, his place of abode, and to the forms or homes occupied by him or his family, and such other schedules as are required by law, and that any person failing to do so will be subject to penalty;

The object of the Census is to secure general statistical information concerning the population, business activities, and other conditions of each external station. No person will be harmed in any way by furnishing the information required. The Census has nothing to do with taxation, with the regulation of immigration or with the enforcement of any national, state, or local law or ordinance. There is no fear that any disclosure will be made responsible for individual or group action. For the due protection of the rights and privacy of the persons furnishing information, every employee of the Census Bureau is prohibited, under heavy penalty, from disclosing any information which may come to his knowledge.

Life and liberty in a free democracy entail a variety of opportunities for the common good. The prompt, complete, and accurate answering of all official inquiries addressed to each person by Census officials should be regarded by him as one of the requirements of good citizenship.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of the United States of America to be affixed.

DONE at the City of Washington this day of February in the year of our Lord, nineteen hundred and forty, and of the Independence of the United States of America the one hundred and thirty-fourth.


By the President
EDWARD HULL
Secretary of State

Franklin D. Roosevelt

President Roosevelt proclaims April 1, 1940, as the start of the 16th Decennial Census.



An advertisement encouraging participation in the 1940 Census (left) and a snapshot of the actual form (right), with 34 questions.

72 Years to 1940 Census Records Release

APRIL
2
2012

Employees — Continued from page 4



Workers tabulate 1940 Census results at Census Bureau headquarters — located in Washington, D.C. at that time.

When making the connection of a snapshot from 72 years ago, it was only natural for some employees to try to compare technologies, prices of items and clothing styles, among other things, in order to get perspective on how much has changed during that period.

(b) (6)



"Cars were generally much bigger and gas was only 15 cents," said (b) (6) (b) (6) in the Administrative and Customer Services Division. "A common misperception people have is that a lot of those cars back in 1940 didn't get great gas mileage, but a lot of the Ford models with skinny tires and a small engine were actually very fuel efficient."



A census worker enumerates actor Cesar Romero during this promotional photo for the 1940 Census.

"I remember the operators assisting you and the wonderful party lines everyone had," (b) (6) said. "You could actually talk to your neighbors and friends while they were making a call."

As chief of the History Staff, Bill Maury has a definite appreciation for the significance of the 1940 Census release. Bill and his staff have been building awareness of the 1940 release in the past few months through interviews with the media and presentations to the public.

(b) (6)



History Staff members David Pemberton (left) and Michael Snow answer questions about the 1940 Census at headquarters April 2.

"I've given an interview with National Public Radio and given presentations on genealogy to various audiences," (b) (6) said. "My staff and I have been focusing our presentations on how to access the information once it was released and to give some historical background on why certain questions were asked on the census form in 1940."

All the employees interviewed agreed that the main reasons they continue to work at the Census Bureau long after most of their colleagues have retired is because they enjoy the people they work with, and more importantly, they enjoy the work they do.

Photo by Heather Serradell

NPC Employees Overcome Tornado Strike in Indiana

By Monty Wood
Public Information Office

On Friday, March 2, an EF-4 tornado, packing winds of 175 mph, ripped through Henryville, Ind., located less than 20 miles north of the Census Bureau's National Processing Center in Jeffersonville.



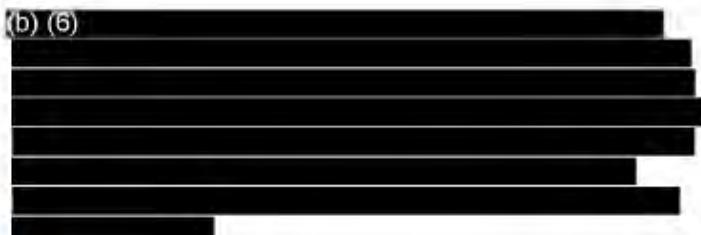
The March 2 tornado destroyed Henryville High School minutes after students left the building.

A number of Jeffersonville employees live in Henryville, and when they returned from work that day, they witnessed the widespread destruction left by the violent storm.



Hailstones the size of tennis balls rained down on Henryville.

Storms that day touched down in at least a dozen states from Georgia to Illinois, killing 19 people in Kentucky, 14 in Indiana, three in Ohio, and one each in Alabama and Georgia.



About two dozen Census Bureau employees suffered damage to their homes and cars. Census Bureau Director Bob Groves encouraged headquarters employees to make a voluntary contribution to the American Red Cross chapter in Clark County, Ind., at <www.clarkredcross.org/Home_Page.php>.

"It's times like these when the Census Bureau family comes together," Groves said. "We thank those of you who want to help and plan to make a donation. And to those affected by the storm, we are keeping you in our thoughts and prayers."

Other employees are helping Henryville residents too. Kathy Tavares of the Procurement Section and Rex Landers of the Maintenance Unit are helping the Henryville High School students keep their prom. The students feared the loss of their school meant all their celebrations leading up to graduation would be canceled.

Donations have been pouring in, so Tavares transformed her kitchen into a designer boutique.

"I started getting calls," Tavares said recently to a Louisville, Ky., TV reporter. "They were saying, 'I've got two dresses, I've got three dresses, and I can bring these over to the house.' Now we have every color, every size, every style."

Since the girls got their dresses, Landers asked, "What about the boys?" He answered his own question by soliciting donations of tuxedos, shoes and socks.



Hazel Heim of the Geography Branch took this picture of Pine Drive in Henryville, Ind., soon after the tornado ripped through the town.

"They've lost a lot, and they're going to come together as friends," Landers said. "They're going to be hugging one another, so it's going to mean a lot to these kids."

There was no damage to the National Processing Center facilities, but employees in other Indiana areas are putting their homes and lives back together.

"We're going to make it," Cleveland said. "We're cleaning up. The flowers are coming up. The town looks like hell right now, but it's getting better."



Shenita Swann and Sharon Edelen pose for a picture during the President's surprise visit to Texas Ribs in Clinton on March 15.

Several Employees Meet President at Area Restaurant

BY MONTY WOOD
PUBLIC INFORMATION OFFICE

On March 15, after delivering a speech on energy policy at Prince George's Community College in Largo, Md., President Barack Obama made an unscheduled lunch stop at Texas Ribs in Clinton.

The restaurant is a popular spot for Census Bureau headquarters employees, and several of them had the opportunity to greet the President and have their pictures taken with him.

Shenita Swann, an administrative assistant in the Economic Programs Directorate, and Sharon Edelen, who is with the Demographic Programs Directorate, were able to pose for a photo.

"He went around and shook everyone's hands and took pictures with everyone. I even got his autograph," Swann said. "It was a once-in-a-lifetime opportunity."

(b) (6)

A group of Foreign Trade Division employees — Wendy Peebles, Eunice Ave, Jacquelyn Mann, Steve Young, Katrina King, Michael Simmons and Courtney Buffington — were attending a retirement lunch at the Fish Market next door. They made their way over to Texas Ribs to meet the President.

Wendy Peebles (purple blouse) of the Foreign Trade Division greets President Obama.

"We were sitting in the restaurant having placed our orders when we noticed the President's limousine and his lengthy entourage of police, Secret Service and the press corps

driving by," Young said. "We quickly lost our appetites, jumped up hurriedly and proceeded out the restaurant to catch a glimpse of the President of the United States."

After being scanned by Secret Service officers, Peebles, Ave, Mann and Young were able to greet the President after he came out of the Texas Ribs restaurant. Peebles got a hug from the President and Young shook his hand. Jim Watson, a photographer with Getty Images, took Young's picture. The photo appeared the next day in the Washington Post Express.

"The President walked over with his usual easy-going nature and began to greet everyone in line with the left hand holding a bag of food and the right hand giving out handshakes," Young said. "He thanked a uniformed woman in the military for her service to our country. One woman screamed because she gave the President a kiss on the cheek."

The President, who was joined by U.S. Sen. Ben Cardin (D-Md.), ordered two slabs of baby back ribs and asked for hot sauce. His order came to \$50.83.

"Everyone was excited, gratified, overjoyed and appreciative to have the opportunity to meet the President," Young said. "For our retirees [Ave and Mann], it was a perfect ending to a stellar career. Like frosting added to a cake — very, very good."

(b) (6)

Jacquelyn Mann (green) and Eunice Ave (blue) take a break from their retirement lunch in Clinton to greet the President.

CFC Contributions of \$754,959 Exceed Goal by 25%



By MONTY WOOD
PUBLIC INFORMATION OFFICE

Census Bureau employees raised \$754,959 during this year's Combined Federal Campaign, exceeding the goal of \$606,141 by almost 25 percent. Last year, when there were more people in the headquarters building because of 2010 Census operations, employees raised \$812,718.

(b) (6)

Director Bob Groves (right) honors Equal Employment Opportunity Office representatives Roy Castro, Patrice Evans and Cynthia Hall for their candy gram fundraiser.

"There is no such thing as a gift too small. There's no such thing as an act of kindness that is too small," said (b) (6)

(b) (6)
(b) (6)

(b) (6) took over as the (b) (6) last October. Her first visit to a Washington-area federal event was the Census Bureau headquarters' CFC kickoff last fall.

(b) (6)

"I feel a sense of closure to this year's campaign thanks to the Census Bureau. You're my beginning and end," (b) (6) at the CFC awards ceremony March 27 in the headquarters auditorium. "You had such a powerful (b) (6)

(b) (6) tornado victims who lost everything but were full of hope."

The National Capital Area CFC raised more than \$64 million this year. Even though the total is a little less than last year, (b) (6) said more of the donated money will make it to charities because of fewer administrative costs. "For every pledge, \$14 more gets donated because of going to a paperless system," she said. "Just in the Department of Commerce, 74 percent of all donations came in electronically, and that has really helped."

Ted Johnson, chairman of the Census Bureau's CFC efforts, noted that Census Bureau employees did not receive a raise last year, yet they still contributed more than three-quarters of a million dollars. "I wasn't sure if we could meet our goal or even succeed it," Johnson said. "This total is especially significant given the state of our economy right now. The generosity of our employees is unheard of. This group of passionate individuals was willing to take on a worthwhile challenge and meet it."

Union President Johnny Zuagar said that exceeding a donation goal by 25 percent is worth celebrating. "The fabric of our organization is serving people, so I put out a challenge to each one of you to do something to change the world," Zuagar said. "Well, you did it. You rocked the world with hope."

Census Bureau Director Bob Groves also thanked employees for their generosity. "You have devoted your lives to public service, but this is going beyond the call of duty," Groves said. "I want you to look at the person next to you and thank them for what they did. You've done good work. You did a good thing, and I want to thank you for it."

Johnson singled out several notable events during the campaign that helped raise money. He thanked the Equal Employment Opportunity Office for its candy gram fundraiser that pulled in nearly \$3,000. He also brought attention to Field Division's Redskins "Fanbulance" event that raised nearly \$600.

The Combined Federal Campaign's mission is to promote and support philanthropy through a program that is employee focused, cost-efficient, and effective in providing all federal employees the opportunity to improve the quality of life for all. Established in 1961, the CFC conducts more than 300 campaigns throughout the country and internationally to help to raise millions of dollars each year.



(b) (6)

(b) (2), (b) (7)(E)

Time Magazine Says Our Tweets are Among Nation's Best

Time magazine's social media editors recently selected the Census Bureau as one of the 140 Twitter feeds that are shaping online conversation in 2012.

Here's what Time magazine said about the Census Bureau's tweets, <<http://twitter.com/uscensusbureau>>: "We know what you're probably thinking: What's so great about Census data? We'll leave the value of the information up for your discussion, but the bureau's Twitter feed is extremely active. Not only will they take questions via tweet on data-related requests, but they host Twitter chats, pull out interesting and relevant archive content, all for our perusal."

The Center for New Media and Promotions in the Communications Directorate handles the Census Bureau's Twitter, Facebook and other social media accounts. Lisa Wolfisch, Lauren Shaw and Jennifer Smits post several times a day, promoting products such as the advance report on



Snapshot of the Census Bureau's Twitter page.



Lauren Shaw (left), Lisa Wolfisch, and Jennifer Smits of the Center for New Media and Promotions are doing the tweeting on behalf of the Census Bureau.

durable goods, the American Community Survey report on county-to-county migration flows, the 2010 Census brief on the Asian population, the 1940 Census records release and much more.

Some of Time's other top tweeters include actor Steve Carell, astrophysicist Neal deGrasse Tyson, and Anne Marie Slaughter, former director of policy planning at the U.S. State Department.

Space Shuttle Discovery's Final Mission Passes Near Headquarters

Photo by Paul Shaw



The Space Shuttle Discovery, atop a 747, can be seen from the Census Bureau headquarters roof at about 10:30 a.m. April 17 en route to Dulles International Airport.

The space shuttle Discovery made its final flight April 17, and Census Bureau headquarters employees were able to see it.

Bolted atop a modified 747 jumbo jet, the world's most traveled spaceship circled the nation's capital several times before landing at Dulles International Airport. The space shuttle will be placed at the Smithsonian's National Air and Space Museum's Steven F. Udvar-Hazy Center in Chantilly, Va.

Census Bureau employees gathered on the roof and near windows on the upper floors to view the aircraft going by at an easy-to-spot 1,500-foot altitude. Paul Shaw of the Center for New Media and Promotions took a photo of the shuttle when it passed by the Washington Monument.

"It was so incredible to see, it was amazing," said Stacy Gimbel Vidal, a public affairs specialist in the Public Information Office. (b) (6) [Phil Vidal] in Governments Division at the same time to make sure he was seeing it from his offices."

NASA ended the shuttle program last summer after a 30-year run to focus on destinations beyond low-Earth orbit. Discovery — the fleet leader with 39 orbital missions — is the first of the three retired shuttles to be turned over to a museum. It first launched in 1984.

(b) (6)

(b) (6)

(b) (6)

Cherry Blossom Festival celebrates the 100-year anniversary of Japan's 1912 gift of 3,020 cherry trees to the United States.

Pam Garrison, a management assistant in the Documents and Library Management Branch, earned the same honor in 1986!

(b) (6)

(b) (6)

Wendy Button, chief of the Decennial Recruiting and Oversight Branch in Field Division, and the (b) (6)

(b) (6)

(b) (6)

CENSUS CounterParts

Vol. 21, No. 5
April 2012

Census CounterParts is published by the Public Information Oy ce.

Steve Jost
Associate Director for Communications

Stan Rolark
Chief, Public Information Oy ce

Monty Wood
Editor

Monique D. Lindsay
Copy Editor

Vikki Porter
Graphic Designer

To submit an article to appear in CounterParts, contact the editor.

U.S. Census Bureau
PIO, 8H052F
Washington, DC 20233

Phone: 301-763-6611
E-mail: montgomery.f.wood@census.gov
TTY/FedRelay: 800-877-8339



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU

Newsletter • Flashback

Some of the top stories in past Census Bureau employee newsletters:



60 years ago

Hail to the Champs: The Census Bureau men's basketball team is honored for winning the Baltimore-Washington Intercity Championship, reports the April 11, 1952, Census Bulletin.

55 years ago

Time Saver: The Machine Tabulation Division constructs an Interrelated Logic Accumulating Scanner that will save the Patent Office hours in patent search time, says the April 19, 1957, Census Bulletin.



50 years ago

Top Guy: Housing Division Chief Daniel Rathbun is named chairman of the Census Bureau Welfare & Recreation Association, reports the April 27, 1962, Census Bulletin.



45 years ago

Nice Job: McRae Anderson, a Processing Division engineer, receives the largest incentive award in Commerce Department history (\$3,050) for his work in developing an improved optical scanner, says the April 21, 1967, Census Bulletin.

40 years ago

Nice Promotion: Robert Hagan, who began as an interviewer in 1946, is named acting deputy director, reports the April 7, 1972, SESA Inquirer.

35 years ago

Family Tree: Manuel Plotkin, an executive with Sears & Roebuck, is named Census Bureau director, according to the April 1977 Census Bulletin.

Enclosure

6

CENSUS CounterParts

(b) (6)

Recalls Work as 1940 Census Enumerator

BY FRANK PASSIC
DETROIT REGIONAL OFFICE

The Great Depression had not ended yet in Sharon, Pa., when (b) (6)

(b) (6)

(b) (6)

1940 Census form she filled out as an enumerator 72 years ago.

(b) (6)

Vol. 21, No. 6
May 2012

Secretary Bryson to Visit June 11

For the first time since his appointment in October 2011, Commerce Secretary John Bryson will visit the Census Bureau headquarters building. Bryson will be the keynote speaker at the June 11 "Innovation at Work" conference in the auditorium at 9 a.m.



Bryson's primary focus as Commerce Secretary has been on job creation and how innovation can help spur manufacturing and the nation's economy. The conference will focus on some of the key innovative projects at the Census Bureau, including SharePoint and Virtual Desktop (telework).

"We're excited Secretary Bryson can join us for this event to talk about the ways the Census Bureau is innovating for the future," said Avi Bender, chief technology officer and host of the event. "It's also a great opportunity for employees to meet the Secretary and hear his vision."

All employees are encouraged to attend the event or watch on Ethernert TV.

Gary Locke, the previous Secretary of Commerce, last visited June 22, 2011, before becoming the U.S. Ambassador to China. Former Commerce Secretary Carlos Gutierrez visited the building Nov. 29, 2007.

Continued on Page 2

(b) (6)

(b) (6)

The records show that (b) (6) began her enumeration on Tuesday, April 2, 1940, at (b) (6)

She meticulously and neatly wrote down the information column by column, and line by line, even crossing her "t's" and dotting her "i's." The first person she enumerated, (b) (6)

Thus began (b) (6)

"career" as an enumerator. When asked about her training, she recalled: "There was no training. They just gave me the book to do and said 'go and do it.' I loved the job."

Her most memorable visit during her six-week stint involved her neighbor across the street.

(b) (6)

(b) (6) was such a good worker that she was offered additional work for a few days to finish another enumerator's ledger. When her census work was finished, she had earned around \$100 (b) (6) spent the rest of the summer working at a local lady's clothing store at 9 cents per hour, leaving her with around \$250 in total to apply to her schooling.

(b) (6) went back to school and earned her master's degree in 1941 in clinical psychology. She then moved to Detroit, where she worked for the War Labor Department. She also met her

(b) (6)

(b) (6)

(b) (6) recently noticed numerous stories appearing on the internet about the 1940 Census as the time approached for the data to be released after the 72-year restriction.

"Hey, I worked on that," she thought to herself, "and someone should know about that."

(b) (6)

So (b) (6) used the internet while still in India to contact Census Bureau Director Bob Groves and explained to him her role in the 1940 operations.

(b) (6)

(b) (6) interviewed recently by this writer a week after she had returned from India. It was an honor to present to (b) (6) a copy of the first enumeration form she filled out at the start of her work on April 2, 1940. (b) (6) as it does on the other 38 pages of her enumeration district.

Steps Being Taken to Improve Employee Viewpoint Survey Scores

By KATIE McNITT
HUMAN RESOURCES DIVISION

Census Bureau senior management is taking steps to improve the training and development of first-line supervisors. There are also plans to amend and refine the rotational assignment program and the corporate hiring program. Additionally, management has decided to offer new supervisory training on managing employees during the probationary period and managing teleworking employees.

These actions are in response to the most recent results of the Employee Viewpoint Survey, which is sent annually to federal government employees. "The results of the employee survey are important to Census Bureau management," said Andy Moxam, the Human Resources Division's acting chief. "For example, they are used to improve training, both in content and in targeting."

The 2011 survey results show that Census Bureau employees are especially concerned on the use of employee talent, toleration of personal favoritism and arbitrary actions, the opportunity to get a better job, and management's handling of poor performers in the organization.

Starting this month, about 1.8 million employees will get a chance to share their thoughts about federal employment with the 2012 Employee Viewpoint Survey. Last year, the Census Bureau response rate was 55 percent, up from 48 percent in 2010. "The quality of the results is directly related to the thoughtful and full participation of all of employees," Moxam said. "I encourage everyone to answer the survey."

The 2011 results showed that the Census Bureau saw slightly decreased positive ratings on many measures. This deviation from past performance contributed to the Census Bureau decline from 57th to 110th place in the Partnership for Public Service's Best Places to Work rankings.

What agency subcomponent earned the title of best place to work? It was the Department of Justice's Environment and Natural Resources Division, which handles environmental and natural resources litigation on behalf of the United States.

The Federal Deposit Insurance Corporation earned the distinction of best place to work among large agencies. Also known as the FDIC, it guarantees the safety of deposits in its 7,723 member banks. The second-best place to work was the Nuclear Regulatory Commission, followed by the Government Accountability Office and the Smithsonian Institution.

Among small agencies, the Surface Transportation Board (an independent body within the Department of Transportation) was the best place to work. The Defense Nuclear Facilities Safety Board, which oversees the nuclear weapons complex administered by the Department of Energy, was second.

"The rankings hold agency leaders accountable for the health of their organizations and provide a road map for leaders to make workplace improvements and better serve the American people," said (b) (6)

The 2011 Employee Viewpoint Survey results have been posted on the intranet at http://cww.hrd.census.gov/hrd/emp/human_capit/hcsurveys.htm. Employees are encouraged to take a few minutes to review the Census Bureau and directorate level results.



Census Bureau employees will be asked to answer the 2012 Employee Viewpoint Survey this month.



TOP 10 BEST PLACES TO WORK (large agencies)

1. Federal Deposit Insurance Corporation	6. Social Security Administration
2. Nuclear Regulatory Commission	7. Department of State
3. Government Accountability Office	8. Intelligence Community
4. Smithsonian Institution	9. Office of Personnel Management
5. NASA	10. General Services Administration

Census Employees

Get Into The Green Scene

at Earth Day Expo

Employees at the Census Bureau headquarters building celebrated Earth Day on April 18 with a "Getting Into the Green Scene" Expo. More than 20 vendors, from both inside and outside the Census Bureau, provided tips and information for being environmentally friendly — including organic food recipes, electric cars and recycling cell phones. Sunday, April 22 marked the 42nd anniversary of World Earth Day — a day intended to inspire awareness and appreciation for the Earth's natural environment. The day came from reaction to a massive oil spill in waters near Santa Barbara, Calif., in 1969.

Photo by Heather Schmitz/edie.net



Visiting Her Tree

Deputy Director Tom Mesenbourg and Director Bob Groves accompanied former director Martha Farnsworth Riche on a visit to the "Directors Walk" in front of the headquarters building. Every director and census supervisor — from Thomas Jefferson in 1790 to Groves — is honored with a plaque and tree planted by the General Services Administration. Riche's tree is a swamp white oak.

DOC Award Winner

Director Bob Groves congratulates ACSD's Brenda Nolan, one of the winners of the Department of Commerce Alternative Fuel and Fuel Consumption Award.



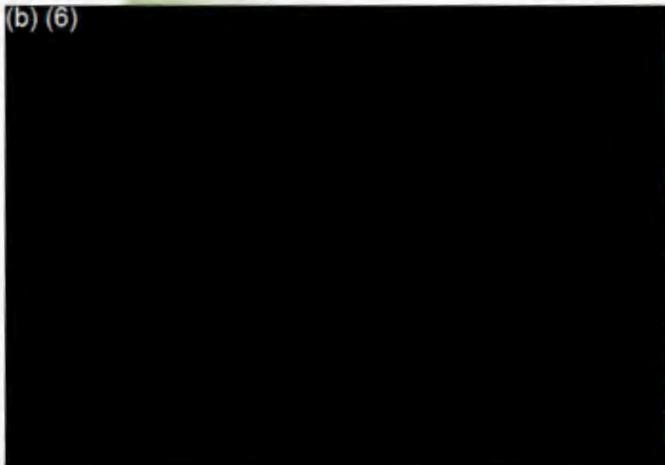
A Popular Spot

(b) (6)



Hundreds of people crowd the headquarters building pre-function area to enter raffles, pick up recyclable office supplies and to learn about telework and vanpools — and to get free popcorn from the union.

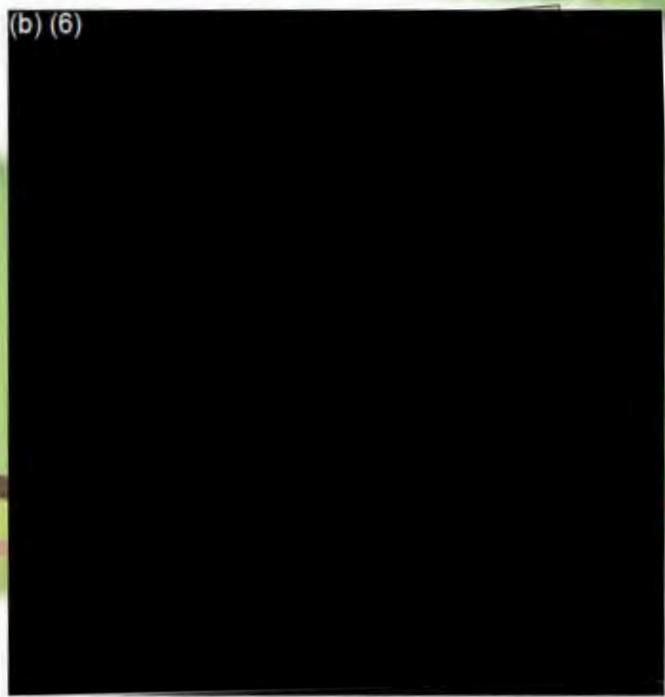
(b) (6)



No Watery Eyes

Allergy sufferers pick up some good tips for battling the environment's spring onslaught from the Census Health Unit's table on Main Street.

(b) (6)



Healthy Foods

Cafeteria vendors such as
(b) (6) give away fruits
and vegetables.



Latest in Transportation

Parked and plugged in the north garage, employees get the chance to check out four different electric or hybrid cars: the Mitsubishi MiEV (courtesy of Ourisman Mitsubishi) and Chevy Volt (courtesy of Ourisman Chevrolet) as well as two government-owned vehicles, the Hyundai Sonata and GMC Terrain.



Photo by Inara Lopez

(b) (6)

(b) (6)

(b) (6)



The first library staff in 1952 (l-r): Jane Rommel, Bertha Seldin, Mayme McNulty, Dorothy Kaufman (assistant librarian), Alberta Sargent, Mildred Jones, Dale Kirsch, Elizabeth Bachman, Norma Pugh, Ruth Griffin, Louise Clickner (librarian), Gertrude Grant, Mary Jane Sutherland.

Library Celebrates 60th Anniversary of Service to Census Bureau

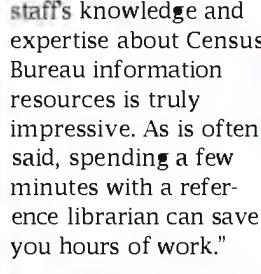
By Monty Wood
PUBLIC INFORMATION OFFICE

Recognizing a long-felt need for a central reference service, Director Roy Peel authorized a Census Bureau library in Building 3 at Suitland Federal Center. This new unit — activated Jan. 21, 1952, on the first floor of Wing 2 — started providing technical library services and facilities for all of the Census Bureau.

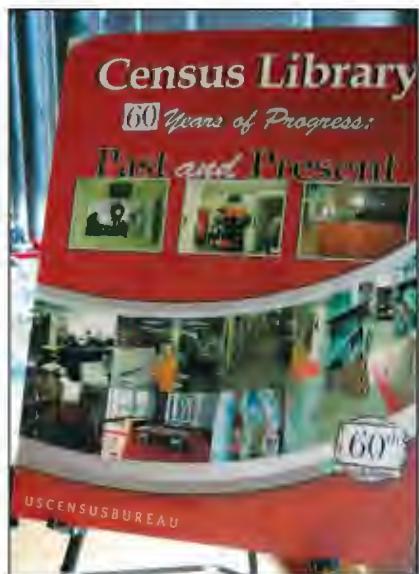
(b) (6)



(b) (6)



The library staff's knowledge and expertise about Census Bureau information resources is truly impressive. As is often said, spending a few minutes with a reference librarian can save you hours of work."



The Census Bureau Library celebrates its 60th anniversary with an open house April 12.

(b) (6) EBSCO Information Services demonstrates a database containing nearly 5,000 full-text journals and more than 3,000 peer-reviewed journals.

Building 3 has been gone for years, but 60 years after its establishment, the Census Bureau Library continues to serve its role of collecting, preserving and providing access to information resources produced by the Census Bureau to employees, government agencies and the public.

As part of National Library Week, the Census Bureau Library celebrated its anniversary with vendor demonstrations and a "then and now" exhibit during an open house April 12 at its present location — the first-floor "red" area of the new headquarters building.

In 1952, the Government's Division's Municipal Reference Service became the nucleus for the new library. The Census Procedures Reference Collection and the International Statistics Collection merged in as well, and Louise Clickner became the new librarian.

(b) (6)



The library's collection began with 80,952 publications in 1952. Today, the library specializes in Census Bureau publications going back to the first U.S. census in 1790 and in subject areas such as economics, population, statistics and survey methodology. In addition to the U.S. collection, the library houses invaluable international census-related resources from approximately 100 countries, with the total library holdings numbering more than 225,000 items.

Consistent with today's increasingly digital world, the library offers access to a large number of specialized and general databases that include access to thousands of full-text journal titles, e-books and government information resources. A digitization project in collaboration with the Library of Congress and the Internet Archive has been ongoing to make key information digitally accessible. Hundreds of print journals, key international newspapers and a few popular magazines round out the library's collection. The Census Library's primary clientele is Census staff but the general public makes extensive use of the library's reference and interlibrary loan services as well.

For more information about the Census Bureau Library, go to <http://www.census.gov/library/>.

Barabba to Receive Honorary Doctorate from Cal State Northridge

California State University, Northridge will confer an honorary doctor of laws degree on former Census Bureau Director Vince Barabba during the university's commencement ceremonies in May.

Photo by Paul Shaw



Vince Barabba (right) meets then-Commerce Secretary Gary Locke before Bob Groves' swearing-in ceremony at Census Bureau headquarters July 22, 2009.

Barabba graduated from the school in 1962 — at that time known as San Fernando Valley State College — with a bachelor's degree in marketing.

"The learning experiences and the actions in which I participated while at [Northridge] contributed to my ability to play a part in a wide range of rewarding activities over the last 50 years," Barabba said. "The recognition associated with this honorary degree for what was accomplished following those experiences and actions is greater than the totality of all the previous acknowledgements. It is deeply appreciated."



Vince Barabba in the 1970s.

President Nixon chose Barabba to be Census Bureau director in 1973. He resigned in 1976 to take a job as manager of market research for the Xerox Corporation. Barabba returned to the Census Bureau in 1979 when President Carter asked him to replace Manuel Plotkin, who resigned shortly before the 1980 Census. Barabba guided the Census Bureau through the collection and tabulation of census data from 1980 before resigning again in 1981.

Barabba served as director of market intelligence for the Eastman Kodak Company from 1981 until 1986. He was then named executive director of market research and planning for General Motors, a position he held until 2003. He is currently chairman of the Market Insight Corporation.

CENSUS CounterParts

Vol. 21, No. 6
May 2012

Census CounterParts is published by the Public Information Office.

Steve Jost
Associate Director for Communications

Stan Rolark
Chief, Public Information Office

Monty Wood
Editor

Monique D. Lindsay
Copy Editor

Vikki Porter
Graphic Designer

To submit an article to appear in CounterParts, contact the editor.

U.S. Census Bureau
PIO, 8H052F
Washington, DC 20233

Phone: 301-763-6611
E-mail: montgomery.f.wood@census.gov
TTY/FedRelay: 800-877-8339



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU

Newsletter

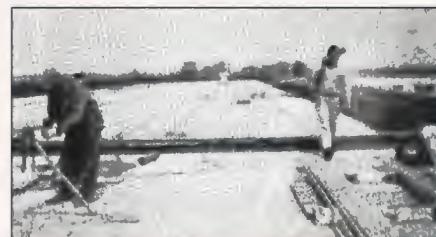


Flashback

Some of the top stories in past Census Bureau employee newsletters:

60 years ago

Top Bowlers: The Administrative Services team of Marian Coleman, Dorothy Nolan, Elizabeth Maynard, Isabel Weimer and Theima Staats is honored as winner of the Census Ladies Bowling League, reports the May 9, 1952, Census Bulletin.



55 years ago

Gearing Up: The Census Bureau orders two UNIVAC scientific computers in preparation for the 1960 Census, says the May 31, 1957, Census Bulletin.

50 years ago

Nice Shot: Jerry Kotwas (Foreign Trade) wins the season-opening golf tournament at Oxon Run Golf Course with a net-60. He received five golf balls as a prize, reports the May 11, 1962, Census Bulletin.

45 years ago

Nice Shower: A grid of sprinklers is going on the Building 3 roof to help cool the interior during the summer, says the May 19, 1967, Census Bulletin

40 years ago

Extra Money: More than 500 employees are eligible for retroactive pay increases lost because of the 90-day wage-price freeze, reports the May 5, 1972, SESA Inquirer.

35 years ago

Two Skill Levels: For the first time, the Census Softball League divides into competitive and recreational divisions, according to the May 1977 Census Bulletin.



Enclosure

7

CENSUS CounterParts

Volume 21, Number 7
June/July 2012

Innovation Day Highlights Technology

By Monty Wood • Public Information Office

The Census Bureau has been known for its innovations. There was the first electric data tabulating machine in 1890. There was the use of statistical sampling in 1940. In 1951, the first commercial electronic computer — UNIVAC — tabulated some of the 1950 Census. Over the last half-century there have been such innovations as FOSDIC (Film Optical Sensing Device for Input to Computers), TIGER (Topologically Integrated Geographic Encoding and Referencing) and CAPI (computer-assisted personal interviewing).

On June 11, the Census Bureau held an Innovation Day to engage and inform staff about the next line of innovative projects — for use both publicly and internally — and show employees how these innovations will enhance their jobs. Some of these innovations include new mobile apps, multimode data collection, crowdsourcing and mapping, virtual desktop, Internet data collection and using SharePoint to streamline work processes.

"Our Innovation Day is a moment to celebrate the successes achieved thus far," Director Bob Groves said. "The real success is giving more and more relevant statistical information to the country."

Stephen Buckner, chief of the Census Bureau's Center for New Media and Promotions, led a panel discussion in the headquarters auditorium on innovation and information sharing. Terry Keyfauver, the assistant division chief in charge of business software services in the Application Services Division, discussed the advantages of SharePoint. Trudy Suchan of the Office of the Senior Advisor for Data Management talked about a new data management system. This new in-house tool provides an enterprise-wide capability to share Census Bureau data sets internally while maintaining appropriate security, controls and monitoring.



Stephen Buckner (right) leads a discussion on innovation and information sharing.

Carolyn Hammersmith, chief of the Website Services and Coordination Staff, talked about a new search tool for the census.gov site and Lisa Wolfisch, chief of the Web and Social Media Branch, introduced development efforts and planned launches of application programming interfaces and mobile apps.

Later in the morning, Barry Sessamen of the Census Bureau's Center for Applied Technology led a panel discussion on innovation in data collection. Michael Thieme talked about the new Center for Adaptive Design, which will manage multimode data collection to complete surveys more quickly and efficiently. Atri Kalluri discussed crowdsourcing and mapping, which centers around a mobile application that allows enumerators to make corrective changes to maps faster and more efficiently. Evan Moffett (Decennial Management

Continued on Page 2



"Our vision is that we will collect data using wireless mobile computing devices, with near-real-time access to secure central files to monitor work assignments," Groves said. "We also believe that the users of our statistical information will similarly be in constant Internet communication with their preferred information sources. We want to be one of those sources. We want to push out our statistics in a form tailored to the needs of the user. We want them to be updated with the latest information as soon as we have released it."

Amelia Tancreto discusses Internet data collection with moderator Barry Sessamen.
Division) and Geof Pejsa (Technologies Management Office) talked about research and testing efforts under way and planned for the 2020 Census. Chris Fudge (LAN Technology Support Office) discussed the new secure virtual environment that allows employees to work from home with all the tools available at the office, and Jennifer Tancreto (Decennial Statistical Studies Division) talked about the in-house tool called Centurion — an enterprise-wide solution for Internet data collection.

Groves, Little Receive Washington Academy of Sciences Awards

Census Bureau Director Bob Groves and Associate Director for Research and Methodology and Chief Scientist Rod Little received Washington Academy of Sciences Awards.

Groves and Little were formally honored with the awards May 10 during the Washington Academy of Sciences' 72nd annual meeting and awards banquet in Washington. Groves and Little are among 10 individuals elected to the academy.

The academy honored Groves for his excellence in behavioral sciences and social science.

"This is a well-deserved honor," said Commerce Deputy Secretary Rebecca Blank. "Dr. Groves is the top survey methodologist in the nation, and his ongoing efforts to improve and inform survey data collection has impacted academic and professional arenas in the U.S. and abroad. His leadership of the Census Bureau has been particularly important in helping to modernize the agency."

The academy honored Little for his excellence in mathematical and computer sciences.

"The breadth and depth of his scientific contributions that he has made as one of the world's best statistical survey methodologists and his advancing discoveries and innovation in statistical research for the benefit of the entire country is remarkable," Groves said.

Little joined the Census Bureau in September 2010 and leads a directorate that focuses on enhancing research and methodology capabilities. Little is on leave from the University

of Michigan, where he is a Richard D. Remington Collegiate Professor in the Department of Biostatistics, a department he chaired from 1993 to 2001 and 2006 to 2009. He is also a professor of statistics and research in the Institute for Social Research at Michigan.

Established in 1898, the Washington Academy of Sciences has been honoring distinguished Washington-area scientists since 1940. The academy's purpose is to encourage the advancement of science and "to conduct, endow, or assist investigation in any department of science."



Rod Little (left) and Bob Groves were recently honored by the Washington Academy of Sciences for work in mathematical and social sciences.

Adaptive Design is the New Way of Doing Business

By Monty Wood • Public Information Office

Even though there is an increasing demand for demographic and economic statistics, the budget to produce this information is shrinking. With survey costs continuing to rise, it's clear the current Census Bureau survey and census methods are unsustainable.

Changes must occur in the acquisition of data and the construction of statistical information for the Census Bureau to succeed. Director Bob Groves says other organizations are going to offer timelier but less accurate estimates from new data sources, and he says the solution rests with mixed-mode data collection.

"We must respond to this changing environment, and we need to act now," he said. "Not doing this threatens our relevance for the future."

Driving this change will be the new Center for Adaptive Design, which offers "a new way of doing business." Michael Thieme, the newly appointed chief from the Decennial Systems and Contracts Management Office, is joined by what is being called a multidisciplinary, diverse and talented group of employees. This team is charged with building adaptive design capabilities for all Census Bureau surveys and censuses.

Deputy Director Tom Mesenbourg has been working with a team of more than 30 members from several directorates to build this new foundation of data collection. During a town-hall-style meeting June 5 in the headquarters auditorium, he introduced management team members Eddie Salyers (EPCD), Stephanie Coffey (DSMD), Anup Mathur (CTO), Peter Miller (CSM), Lou Avenilla (Field), Karen Bagwell (TMO) and Metrica Hester (DCSMO).

"This team is diverse in a number of ways," Mesenbourg said. "First, the team will be responsible for directing the development of a processing infrastructure that supports all of our

surveys and censuses, yet it is located in the Research and Methodology Directorate, a directorate that conducts very few production surveys. The team has members with different experiences, expertise and diverse program knowledge. That diversity is critical to facilitate sharing of best practices across Census Bureau programs and directorates. Many team members will spend all of their time working on this initiative, while some others will expend at least 50 percent of their time working on this important initiative."

Mesenbourg also introduced an architecture management team that will provide support to this initiative. He said the team of Barbara LoPresti (TMO), Sam Jones (EPD), Nat McKee (DSD), Ann Wittenauer (20RPO), Andrea Brinson (DMD) and Nicole Turner (ISSRO) meets almost daily at lunchtime.

"I can't overstate my gratitude to this group of forward-looking, innovative people, and urge all of them to stay involved either directly or as a voice of support for adaptive design and multimode data collection moving forward," Mesenbourg said. "I look at this as one of the key transformative activities of this decade, playing a primary role in the American Community Survey, the ongoing surveys, the 2017 Economic Census and the 2020 Decennial Census."

Groves says the blending of more and more available digital administrative data with Internet responses, mail returns, telephone callbacks and statistical modeling techniques will improve participation rates and efficiencies of surveys and censuses.

"I am convinced that we can succeed and thrive in this new environment because we can gain access to more alternative data sources than most organizations," Groves said. "We have the talent to get from 'here' to 'there.' Getting 'there' will assure our place in the future."



Director Bob Groves and Deputy Director Tom Mesenbourg introduce the Center for Adaptive Design during a town-hall-style meeting June 5 in the auditorium.

Photo by Heather Schmaedeke

Five Employees Honored for 50+ Years of Federal Service

By Monty Wood • Public Information Office

What were you doing in the late 1950s and early '60s? Some employees could have been in diapers and some might not have been born. Heck, some employees' parents might not have been born yet.

For Lou Crossley, Paul Friday, Stan Moore, Steve Potemkin and Denneth Wallace — during that time of listening to Elvis Presley records and watching for space rockets — they were beginning their careers in the federal government.

On May 30, Crossley and Moore were honored for 55 years of service, while Friday, Potemkin and Wallace were honored for 50 years.



Photo by Heather Schmaedeke

Paul Friday (50 years) and Lou Crossley (55 years) receive their length of service plaques from Director Bob Groves and Deputy Director Tom Mesenbourg.

LOU CROSSLEY

Beginning in 1956, Crossley served nearly 13 years in the Air Force. On July 7, 1969, he began work at the Census Bureau as a GS-5 electronic technician. He helped design, build and support data capture equipment for the 1970 Census, and he did it again for 1980 and 1990.

He helped the Canadian government with data capture units for that country's 1971 Census and provided similar expertise to the U.S. agriculture and economic censuses in 1974.

Crossley would go on to work as a computer equipment analyst, computer specialist and information technology specialist at the Census Bureau, earning several letters of commendation, special act awards and performance awards. At age 73, he now works for the LAN Technology Support Office's Computer Systems Branch.

(b) (6)

(b) (6)

Lewis Crossley at work in Jeffersonville, Ind., 1969.

STAN MOORE

After working for the Internal Revenue Service for several years, Moore joined the Census Bureau in 1960. He helped program UNIVAC I, the nation's first commercial computer.

He worked his way up to director of the Chicago Regional Office in 1976, and has been in that job ever since except for a short stint as associate director for Field Operations in the early 1980s. He was the first African-American assistant regional director, regional director and associate director for the Census Bureau.

Moore is the only current employee who has been part of six decennial censuses. Will he stay for a seventh census in 2020? He answers that question on page 7.

PAUL FRIDAY

DENNIS WALLACE

(b) (6)

STEVE ROTEMICK

To see a list of employees with at least 40 years of service, turn to the next page.



55 Years

LAN Technology Support Office
Lewis Crossley

Chicago Regional Office
Stanley Moore

50 Years

IT and CFO
Paul Friday

Economic Programming Division
Stephen Potemkin

Manufacturing and Construction Division
Denneth Wallace

45 Years

International Relations Office
Eugene Vandrovec

Administrative and Customer Services Division
Freddie Mitchiner

Population Division
Delma Frankel

National Processing Center
Betty Altman
Ruby Lawson

40 Years

Administrative and Customer Services Division

Emma Cunningham
Mary Wright

Human Resources Division
Bessie Logan

Information Systems Support and Review Office
Bethel Hill

Telecommunications Office
Cyrus Jackson Jr.

Economic Planning and Coordination Division
Kathryn Scott
Edward Walker

Service Sector Statistics Division
James Millet Jr.

Decennial Management Division
Miguel Perez

New York Regional Office
Duane Martz

National Processing Center

Mary Fetz
Phyllis Hicks
Bunnie McCutchen
Constance Nalley
Lauralee Northington
Sandra Patton
Donna Siegel
Sandra Smith

After 50 Years, Why Am I Still Here?

(b) (6)

Stan Moore talks about the Census in Schools program with Chicago Mayor Richard Daley (right) and the Commerce Department's Rebecca Blank (left) at a Chicago school, Dec. 11, 2009.

My 50-years-plus career has spanned so many important events for the Census Bureau — organizationally, technologically and humanly.

I have had the personal and unique opportunity to participate in areas of change and improvement with how the agency does its critical work across the neighborhoods and communities, and throughout the nation. Four examples illustrate these dramatic changes and the mix of positive and negatives that I have observed.

As I look at the racial and ethnic diversity of the Census Bureau at headquarters and in the regions, I can remember a time during my tenure that I did not think this level of multiculturalism would ever be achieved. With the challenges and inner pain that were generated by the early periods of being invisible, it was the mission of the Census Bureau of collecting quality data that kept me focused on something much bigger than my personal feelings.

You see, both of my parents were federal employees and very dedicated to their work. They emphasized the need for minorities to be an integral part of the federal workforce. My parents challenged me to get passionate about any job I was performing and any position I held.

I was fascinated about not only the amount of data we collected and how it was used by the public and private sectors, but also by the methodologies employed in data collection and tabulating. Often, I would imagine what a great tool these data would be to grassroots community groups, if only they understood their significance.

What I came to realize early in my career was this very important fact: the Census Bureau consistently embraced the technological advances of the day. Moreover, in many respects, we were ahead of the curve and time. Staying provided me with skill development beyond measure and many golden opportunities to make a difference in communities throughout the nation.

I am glad I stayed because I had a front seat to innovation with the historic delivery to the Census Bureau of UNIVAC I, the first commercial computer. It was exciting to be one of the first to work on it and play an active role in history.

However, even with this major career highlight, the plight of minority employees not having the opportunities to advance at a certain rate was disheartening. However, just as I was seriously considering leaving the agency, another historic and innovative opportunity came my way: the development of the TIGER (Topologically Integrated Geographic Encoding and Referencing) system.

What this system has done for cartography as well as pave the way for the Global Positioning System, defies even the most radical visionary. It was because of this innovation that I am such a strong advocate of the many aspects of geography. I shudder to think that if I left just before the development of TIGER, what a missed growth opportunity that would have been. Perhaps, we can find some way to demonstrate this system to high school students in our Statistics in Schools program.

The implementation of Computer-Assisted Personal Interviews (CAPI) elevated field data collection efforts to new heights in the regional offices and the National Processing Center in Jeffersonville. In 21st century America, with the wide use of personal computers, I can look back and say I am glad I stayed to play an active role in this phase of the Census Bureau's foresight on technology and methodology.



In the 1970s, Stan Moore was the only minority Census Bureau regional director.

Out of all of my Census Bureau experience, no program is closer to my heart than outreach/partnership. Our ability to engage elected officials, community leaders, media representatives and faith-based leaders in our surveys and programs is a model in the federal community. Since I have played a major role from the very beginning, I am overjoyed to see how outreach has become a central Census Bureau program.

Continued on Page 8

After the 2000 Census, I decided it was time to retire ... but wait! Although we had a very successful decennial, our surveys seemed to suffer. When I analyzed our survey response rates and our high operational costs, I did not want to leave the region in that kind of state for a successor. I have always believed that it was possible to collect quality data and maintain costs.



(April 1, 2010) celebration at Federal Plaza in Chicago.

After careful thought, I assembled a core team in the regional office with a representative from each unit: surveys (survey stats, clerks, supervisory/field reps), geography, administration, partnership and automation. I showed them the problem (low response rates and high costs) and the desired solutions (increase response rates, lower type-A rates, and reduce costs per case).

I wanted every component of the survey operation on the table to be dissected as many ways as possible. In addition, by putting fresh eyes on the problem, it was possible to see the operation in a new light. I insisted on visuals to map, chart, graph and streamline the problem areas and the productive areas.

The result of this intense intervention was the region's SIB (Survey Interviewing Boundary) plan. Of course, there was some gnashing of teeth at the start. However, within a few months of implementation, the veteran staff expressed how

(b) (6)

pleased they were with the change and how it made their jobs easier and their teams more productive. The new staff did not understand why this was not a standard practice. The SIB plan became a best practice that was scrutinized by headquarters and other regions. I thought, once again, "What if I had decided to leave without tackling this problem?"

While we've tested and experimented with variations of organizational structure, designs and approaches, even introducing automated tools and enhancements, we seem to be nevertheless struggling to find ourselves in all this confusion. For the better part of my career, I have proudly seen the Census Bureau have a clear focus as the nation's data collector, with a field organization that was the model for other statistical organizations around the world. Its ability as innovator in the development of procedures for each survey and training of its staff were unrivaled by any other organization. Its success was embedded in its proven ability to hire, train and supervise a large part-time workforce in the accomplishment of a unique national function, collecting data from households of every possible composition and geography.



Stan Moore has 55 years of federal government experience, with more than 50 of those years with the Census Bureau.

Why have I stayed so long? I do not see my tenure in years but in service. How long can I continue to be of service? I love the people who make what we do work and unselfishly give the Census Bureau success after success. Most of them are at the lowest pay grade. They are the ones that are on the frontlines of data collection. They are the ones at the forefront of honoring privacy and protecting confidentiality.

I did not have mentors to guide me along the path of organizational achievement. However, I have always wanted to assist people to develop their potential in the position and move on and up. So, as long as I am contributing to the forward movement of the Census Bureau by continuing to develop the valuable human capital in my charge, then I feel I am moving in the right direction.

Despite the challenges I faced in chronicling many firsts at the Census Bureau, I am thankful for this journey. There is still work to be done with the realignment and changing social and political climate. I stand poised and ready to serve. It is always uplifting to know who you are, where you are, and why you are! This is my motivation and inspiration for staying the course.

95 Employees Honored With a Director's Award for Innovation

The Director's Award for Innovation was established to clearly communicate the priority that the Census Bureau attaches to innovative behavior. This award is designed to encourage, recognize and reward employees and teams who make significant contributions to the work methods and products of the Census Bureau and the accomplishment of our mission.

On May 30, as part of the 2012 Public Service Recognition Award Ceremony, Director Bob Groves presented the award to 10 teams consisting of 95 members.

All photos by Heather Schmaedeke.

FieldSCAPES

Tammy Adams (DSSD)
Catherine Buffington (CES)

This program provided daily survey progress and cost data during Field Division restructuring.

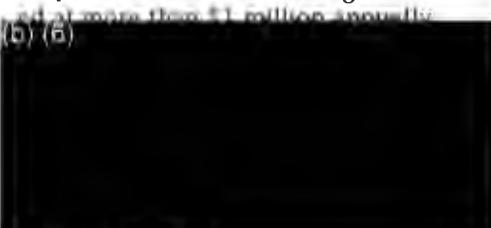


group.

Improving Industry Coding for Household Surveys

Aileen Bennett (ACSO)
Melissa Chiu (SEHSD)
Jennifer Day (SEHSD)
Tina Davenport (NPC)
Gail Denby (ACSO)
Richard Downs Jr. (DSD)
Loretta Hall (NPC)
Mike Kornbau (EPCD)
Traci Least (DSD)
Ana Montalvo (SEHSD)
J. Kent Patterson (NPC)
Jeffrey Rosenthal (EPCD)
Tod Scheil (NPC)
Matthew Thompson (EPCD)
Epaphrodite Uwimana (ACSO)
Julie Vesely (EPCD)

The 2010 IOE Project 7 team is recognized for its American Community Survey industry and occupation auto-coder that reduces clerical burden by 30 percent with a cost savings estimated at more than \$1 million annually.



New Structure for Field Data Collection

Jeff Behler (Detroit RO)
James T. Christy (L.A. RO)
Gabriel Sanchez (Dallas RO)

These three regional directors proposed a radical new organization that consolidates regional offices and reduces the span of control for field data collection supervisors, thereby saving money and improving data quality.

Business R&D and Innovation Survey

Kayia Curcio (MCD)
Thomas Falconer (MCD)
Samuel Fincher (MCD)
Michael Flaherty (MCD)
James Hinckley (SSSD)
Susan Heilig (MCD)
Richard Hough (MCD)
Stephen Keller (MCD)
Vicki Mills (MCD)
Yvette Moore (MCD)
Kristina Schafer (DSMD)
Rebecca Uecker (MCD)
Steven Wilkinson (MCD)

The team's efforts saved large amounts of time and money for the survey sponsor, respondents and analysts.



Center for Applied Technology

Donald Badrak II (ADITCIO)
Susan Boyer (ACSD)
Barry F. Sessamen (CTO)

They are recognized for establishing a new focal point for innovation and collaboration at the Census Bureau.

Dashboard and Search Tool Development

Roderick Asekhauno (SSSD)
Stephen Buckner (CNMP)
Aixandra Figueroa (CNMP)
Robert Marske (OEP)
Matheus Passos (EPD)
Alexander Permison (ASD)
Joseph Poisson (ADEP)
Katherine Thompson (OSMREP)
Adeline Tran (SSSD)
Lisa Wolfisch (CNMP)

The team developed easy access to a searchable database of high-profile economic indicators at a fraction of the cost of other dissemination systems.



Dashboard and Search Tool Development

Continued on Page 10



**Demographic Statistical Methods
Division Data Monitoring**

Rosemary Byrne (DSMD)
Danielle Castelo (DSMD)
Adele Cerreli (DSMD)
Jamie Choi (DSMD)
Deloris Cockrell (DSMD)
Brian Dumbacher (DSMD)
Tremika Finney (MCD)
Patrick Flanagan (DSMD)
Andre Harper (DSMD)
Patricia Hoianek (DSMD)
Kimball Jonas (DSMD)
James Joyner (DSMD)
Lindsay Longsine (DSMD)
Carrie Lynch (DSMD)
Lorenza McCray (DSMD)
Lindsay McMillan (DSMD)
David Montgomery (DSMD)
Reid Rottach (DSMD)
Robyn Sirkis (DSMD)
Christopher Snyder (DSMD)
Mahdi Sundukchi (DSMD)
Noriisa Toribio (DSMD)
Alexander Winstead (DSMD)

In six months, the team developed a program that analyzes data in real time to identify survey issues, problems and solutions.

**Office of External Engagement/
Advisory Committee**

Kimberly Collier (OEE)
Jeri Green (OEE)
Bessie Jones (OEE)
Tom Loo (OEE)
La Joy Matthews (OEE)
Tonja White (OEE)

The group restructured the 40-year-old Advisory Committee process to address new Census Bureau priorities and challenges.

(b) (6)



Office of External Engagement /Advisory Committee

**Seattle RO Improvement in
Participation Rates**

Julio Alfar (Denv RO)
Michael Burns (Sea RO)
Linda Clark (L.A. RO)
Christine Curran (Denver RO)
M. Michaellyn Garcia (Seattle RO)
Pameia Harlan (Seattle RO)
Ralph Lee (Seattle RO)
Jennifer Marshall (Seattle RO)
Jan McStay (Seattle RO)
Thomas Szabia (L.A. RO)

Staff worked with CA Foundations to help improve mail participation rates in hard-to-count tracts in California by 1.5 percent.

Demographic Statistical Methods Division Data Monitoring

Interactive Map Tool

Wesley Basei (SEHSD)
Richard Denby (SEHSD)
Walter Holmes (SEHSD)
Nuggihaili Narendra (DDAS)
John Posey (SEHSD)
Sherry Russell (DDAS)
Zachariah Turner III (DDAS)
Kimberly Wortman (ADDP)

This tool displays the diversity of poverty and health insurance estimates by geography and data universes.

(b) (6)



Interactive Map Tool

Plain Language Improves Communication to the Public

By Karen D. Thompson • Office of Congressional and Intergovernmental Affairs

There is no escaping the fact that it is considered very important to note that a number of various available applicable studies ipso facto have generally identified the fact that additional appropriate nocturnal employment could usually keep juvenile adolescents off thoroughfares during the night hours, including but not limited to the time prior to midnight on weeknights and/or 2 a.m. on weekends.

Did you understand that sentence? I sure didn't! In plain, everyday language, that sentence would read this way: "More night jobs would keep kids off the streets." Big difference, right?

Plain language is communication your audience can understand the first time they read or hear it. It is easy to read, understand and use — and it's the law.

The Plain Writing Act — signed into law by President Obama on Oct. 13, 2010 — calls for writing that is clear, concise and well organized. It aims to send a clear message to the public about what the government is doing, what it requires and what services it offers.

"Plain writing improves public understanding of government communications, saves money, increases efficiency and reduces the need for clarification from agency staff," said Cass Sustein, administrator of the Office of Information and Regulatory Affairs.

The Census Bureau is so committed to improving public understanding of websites that it set up a Plain Writing Working Group under the direction of the Communication Directorate.

"Our mission is to foster a 'dissemination culture' where staff has the tools and motivation to write more clearly, especially for the public," said Neil Tillman of the Center for New Media and Promotions and the group's team leader. "Everyone at the Census Bureau is encouraged to take advantage of plain language and give feedback to the working group. The team

includes representatives from all over the Census Bureau, and it really wants to hear from our co-workers."

The group is developing a glossary to help the public with Census Bureau jargon. The glossary will feature plain language definitions and would be available on every census.gov page.

"The glossary tool will be dead simple to use," said Trudy Suchan of the Office of the Senior Advisor for Data Management. "The glossary content will be a living thing. We want to develop the glossary into a compilation of the 70-plus dictionaries and glossaries on the website now. We want to keep improving the glossary by building a community within the Census Bureau to collectively keep glossary terms and definitions relevant."

The group meets weekly to discuss reports and case studies that show the benefits of plain language, update the plain language intranet pages, and improve training classes. The group plans to roll out its plain language plans this summer.

"The Census Bureau has a special commitment to clear communication," said Tasha Boone, the Census Bureau's plain language officer. "We want to help you improve your skills as a communicator."

The group lists 10 steps to plain writing:

1. Know your audience
2. Organize your thoughts
3. Summarize main points
4. Write short sentences and paragraphs
5. Use every day phrases and words
6. Minimize "census-speak"
7. Use strong subjects and verbs
8. Define uncommon or difficult terms
9. Use headings, lists, tables and graphics
10. Revise and proofread

You can learn more about plain writing, available training and meet the working group at <http://cww.census.gov/adcom/plain_language/index.html>.

(b) (6)

The Plain Writing Group: Front row (l-r) Paula Calavelli LaDuke, Bill Morrison, Neil Tillman, Karen Thompson, Anna Owens. Second row: Ian Russell O'Brien, Lisa Lawler, Rosanna Torres, Erica Olmsted-Hawala, Victor Quach, Jan Ennis. Third row: Greg Pewett, Bob Marske, Rick Levy, Derick Moore, Abraham Zeyohannis, Philip Thompson, Alec Permison. Not pictured: Trudy Suchan, Tasha Boone.

(b) (2)

(b) (6)

(b) (2)

Five Teams Compete in Capital Challenge

Jason Devine from Population Division led 25 Census Bureau employees on five different teams in the 31st Capital Challenge on May 16 in Washington. Devine ran the three-mile course along the Anacostia River in 18 minutes, 35 seconds, which was good for 41st place out of 537 runners.

The Capital Challenge pits teams in the executive, legislative and judicial branches of government, as well as the media, to see who has the fittest team in Washington. This year's Capital Challenge — which returned to Anacostia Park after several years at downtown D.C.'s East Potomac Park — raised more than \$17,000 to benefit the Wounded Warrior Project, a nonprofit group dedicated to helping injured service

members and veterans.

(b) (6)

Team Navy took top honors this year. Brandon Cherry of the Federal Energy Regulatory Commission's We FERC Hard for the Runnin' team was the first male to finish, with a time of just over 14 minutes. Amanda Rice of the Navy's Global Force for Speed team was the first woman, with a time of just over 16 minutes.

We Can Run & Count placed first among the Census Bureau teams, finishing 14th out of 23 teams in the Executive Branch and 38th out of 92 teams overall.

They were followed by the Census Running Totals (16th and 42nd), Demojoggery (20th and 58th), Censless BureauCats (22nd and 82nd) and Census Just Do IT's (24th and 84th). Demojoggery won third prize for best team name.

Census Bureau Results (place, time):

We Can Run & Count:

Chris Farmer (116, 20:45) • Shawna Orzechowski (120, 20:51) • Sonya Curcio (127, 20:56) • Debbie Stempowski (355, 26:49) • Shirin Ahmed (506, 36:25)

Census Running Totals:

John Chestnut (102, 20:14) • Alan Peterson (139, 21:24) • Jim Hartman (189, 22:44) • Jim Farber (330, 25:54) • Nancy Potok (537, 54:41)

Demojoggery:

Jason Devine (41, 18:35) • Amel Toukabri (309, 24:59) • Dave Waddington (321, 25:15) • Howard Hogan (421, 28:47) • Bethany DeSalvo (487, 32:26)

Censless BureauCats:

Barbara Lazirko (296, 24:50) • Nat McKee (205, 23:02) • Steve Mack (358, 26:50) • Tom Mesenbourg (531, 47:35) • Alan Blackburn (436, 29:26)

Census Just Do IT's:

Randy Luten (282, 24:38) • Scott Williams (314, 25:07) • Ellen Kelly (430, 29:13) • Brian McGrath (440, 29:34) • Stephen Moore (475, 31:55).

Census Bureau runners in the 2012 Capital Challenge — Kneeling (l-r): John Chesnut, Alan Peterson, Shawna Orzechowski, Howard Hogan, Sonya Curcio, Jim Farber. First row: Amel Toukabri, Bethany DeSalvo, Ellen Kelly, Steve Mack, Barbara Lazirko, Deb Stempowski, Nancy Potok, Shirin Ahmed, Scott Williams. Back rows: Jason Devine, Brian McGrath, Dave Waddington, Randy Luten, Nat McKee, Stephen Moore, Jim Hartman, Alan Blackburn, Tom Mesenbourg, Chris Farmer.

(b) (6)

CenSAS Users Group and SAS Day Evolve From Simple Discussion

On May 15, the CenSAS Users Group sponsored the first SAS Day at Census Bureau headquarters, bringing together SAS users and experts for lectures and SAS tool demonstrations.

SAS, which once stood for Statistical Analysis System, began at N.C. State University in the late 1960s as a project to analyze agricultural research. SAS is now an integrated system of software products provided by SAS Institute and used by many Census Bureau statisticians.

The CenSAS Users Group began from a simple discussion between Suzanne Dorinski and Terry Pennington in the Economic Directorate in February 2011. The group quickly expanded to the entire bureau as it provides a forum to share knowledge and promote new ideas related to SAS.

(b) (6)



Fuad Foyt (ACSO) discusses the DOW-loop as a SAS programming technique.

SAS Day presentations in the auditorium covered SAS data step functions and procedures, as well as, advanced techniques for programming and code optimization. Speakers included Fuad Foyt of the American Community Survey Office, Ron Coleman and Randy Bencourt of SAS Institute, Bruce Gilsen of the Federal Reserve Board, and Ahmed Al Attar of the Information Systems Support and Review Office.

SAS users are encouraged to take part in the monthly discussions and future events. More information about the group, including copies of the SAS Day presentations, can be found at http://cww.census.gov/econ/sas_group/.

SAS users watch a demonstration of the Statistical Process Automated Review Control System during SAS Day.

CENSUS CounterParts

Vol. 21 No. 1
June/July 2011

Census CounterParts is published by the Public Information Office.

Associate Director for Communications

Stan Rolark
Chief, Public Information Office

Monty W.
Editor

Montgomery F. Lindsay
Copy Editor

Vikki Porter
Graphic Designer

To submit an article to appear in CounterParts, contact the editor:

U.S. Census Bureau
PIO, 8H052F
Washington, DC 20233
Phone: 301-763-6611
E-mail: montgomery.f.wood@census.gov
TTY/FedRelay: 800-877-8339



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
CENSUS.GOV



Newsletter Flashback

Some of the top stories in past Census Bureau employee newsletters:

70 YEARS AGO

Settling In: 1,100 employees complete the move from Washington to the Census Bureau's new headquarters building in Suitland, reports the June 1942 Suitland Sun.

65 YEARS AGO

Census Champs: John Borecki, Chuck Dye, John Napier, Adrian Velthuis, Charles Anderson, Tony Berlinsky and Emmet Welch are honored for winning the 1946 Federal Golf Association championship, says the June 11, 1947, Census News.



60 YEARS AGO

Sweet Treat: Building 4 on the Suitland campus gets an ice cream vending machine, reports the June 20, 1952, Census Bulletin.



45 YEARS AGO

Nice Award: The Census Bureau's Pocket Data Book is judged as the federal government's best technical periodical, says the June 16, 1967, Census Bulletin.

25 YEARS AGO

Float On: Jeffersonville employees enter a float in the Pegasus Parade as part of Kentucky Derby festivities in Louisville, Ky., according to the June 1987 Commerce People.



Enclosure

8

CENSUS CounterParts

Volume 21, Number 8
August 2012

Farewell...



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
census.gov



United States Census Bureau

Census Bureau Says Goodbye to Groves

By Monty Wood • Public Information Office

About three years ago, the media reports about the upcoming 2010 Census were troublesome. Article after article said the census was doomed, and a government oversight office listed it as a program that was most likely to fail.

(b) (6)

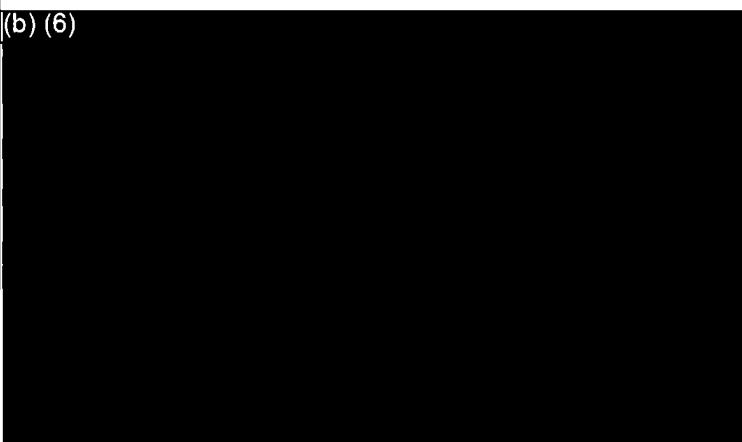


"I hear all these wonderful things that people say Bob did. Bob didn't do those things, you did that," Groves said to employees during his farewell ceremony Aug. 9 in the headquarters auditorium. "Directors come and go. It's your organization. You make it work. You can innovate and you can improve. If you do that, I'll be overjoyed more than I am now. Good luck in the future."

Seven featured speakers spoke glowingly about Groves' leadership over the past three years. Lorena Molina-Irizarry of Human Resources Division talked about how Census Bureau headquarters had nine affinity groups when he became director. There are now 21 groups representing 3,000 employees.

"Your proactive approach has united us in one goal — to make the Census Bureau a better place," Molina-Irizarry said. "We thank you for going above and beyond the call of duty. We wish you much success in the next stage of your career."

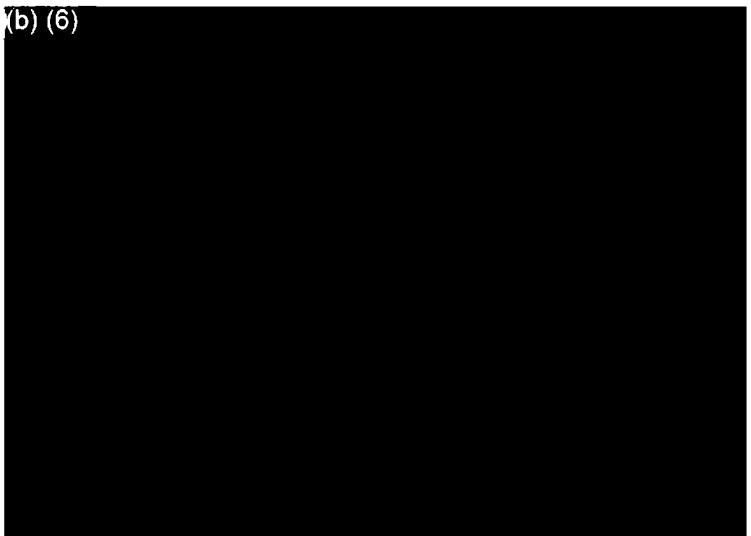
(b) (6)



A cutout of Groves stops the director's support staff.

Bob Groves stepped into a difficult job when he became Census Bureau director on July 22, 2009. Yet in his final days before leaving to become provost at Georgetown University, he was hailed as delivering the most accurate census in American history, delivering a census that came in \$1.9 billion under budget, and leaving the Census Bureau as a better organization than when he arrived.

(b) (6)



Johnny Zuagar, president of Local 2782, looks over his notes.

Johnny Zuagar, president of the employees' Local 2782, gave the most moving speech of the day. Over the previous 20 years, the relationship between the union and executive staff was not always the most cordial.

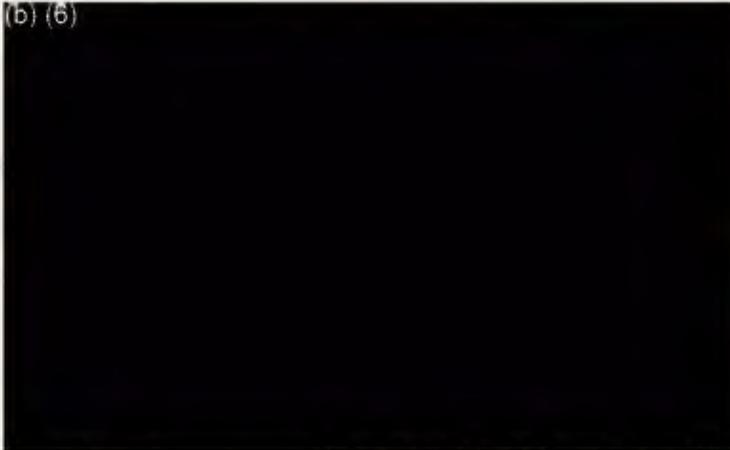
"In 2010, I was 30 years old and became union president. Soon after, I got a note from Dr. Groves," Zuagar recalled. "He said I was a great leader, and he laid out his vision. It was the first time anyone told me I was a great leader. I went back and told the union that we were aligning our vision to his vision. We would have one Census Bureau... Everyone in the union may not have met you, but they love your vision and leadership. I promise we will give 100 percent toward the vision of becoming the best statistical agency in the world."

The farewell program featured an animated data visualization projected on the auditorium screens that showed the director traveling 187,938 miles on 198 flights, and visiting 55 cities, 26 states and four countries.

Eric Newburger, Chonya Davis-Johnson, Melinda Foscato, Monica Wroblewski and Kim Fisher play a little joke with their Groves Receiving Line Adaptive Design Team.

Continued on Page 3

(b) (6)



L.A. Regional Director Jamey Christy (back left), Bob Groves (front left), union president Johnny Zuagar (back center), and former director Ken Prewitt (front right) share a laugh during the ceremony.

Jamey Christy, director of the Los Angeles Regional Office, thanked Groves for the attention he gave to all of the field offices.

"Ten years ago, I became a regional director. For seven years, I wished that the director would pay attention to us," Christy said before showing taped messages from the other 11 regional directors. "You're not just interested in collecting data, but you also care about the people out there knocking on doors in 100-degree heat. They're the lowest paid, but they're the most important. We're so grateful for the attention you've given them."

The program featured a video compilation of many of Groves' travels. It showed him dogsledding in Alaska to enumerate the first person in the 2010 Census. It showed his appearances on NBC's "Today," Fox News Channel, CNN and C-SPAN. The video showed him promoting the census at a NASCAR race, presiding over a center of population ceremony in Plato, Mo., dedicating a totem pole and raising charitable funds while getting drenched in a dunk tank. On his appearance on Comedy Central's "The Daily Show with Jon Stewart," a reporter made fun of Groves' moustache.

Photo by Kaye Evans-Lutterodt



Ken Prewitt, the Census Bureau director during Census 2000, made note of Groves' media coverage.

"When I was asked if he would make a good director, I said, 'I am certain Bob will be a better director than the guy you had in 2000,'" Prewitt said. "I was right. I knew the 2010 Census would be better than in 2000, and it was. What I should have said was that he would be more

photogenic than me. The biggest error I made was not growing a moustache. If I had done that, I would have been more photogenic and had a better census."

Mark Doms, the Department of Commerce's chief economist, and Katherine Wallman, the Office of Management and Budget's chief statistician, both talked about the organizational changes Groves made in his three-year tenure.

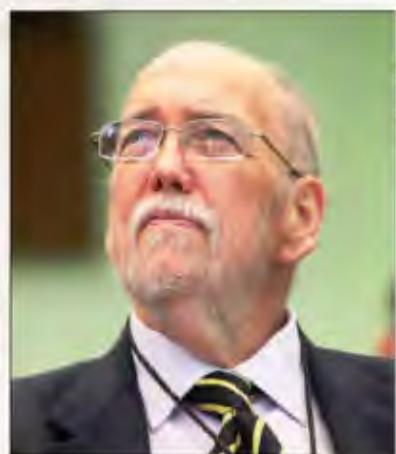
They mentioned the consolidation of the regional offices, and the creation of a Center for Applied Technology and Center of Adaptive Design.

"Bob Groves is probably the only incoming provost at an American university that will find the academic world to be calmer and have fewer crises than the job they are leaving," acting Department of Commerce Secretary Rebecca Blank said in a video message.

Tom Mesenbourg, who had been deputy director but is now a special assistant in the director's office, noted how Groves implemented changes in reorganization, realignment, restructuring and research.

"I have one word of advice for Georgetown," Mesenbourg said. "Prepare for change because change is coming. I know how much you love this organization. You made us stronger, more innovative and better prepared to take on the challenges of the future."

Photo by Kaye Evans-Lutterodt



Former Director Louis Kincannon listens to Bob Groves' final speech as Census Bureau director.



Photo by Michele Freda

What's a farewell party without strawberry cake?

It's All in the (red) Knot...

Former Census Director Ken Prewett jokingly attributed the success of the 2010 Census to Bob Groves' moustache. However, Bob Groves was well known for his selection of red ties. Here are just a few photos of Bob wearing the color well:



Congressman Steny Hoyer (right) likes red ties too.

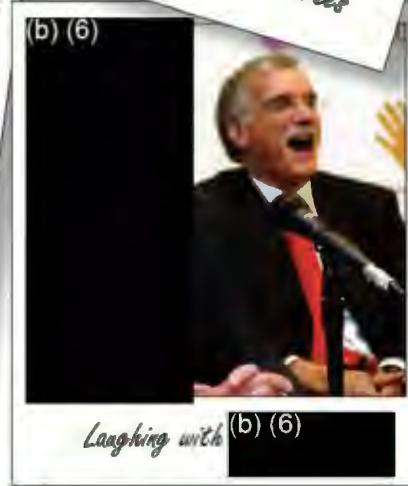
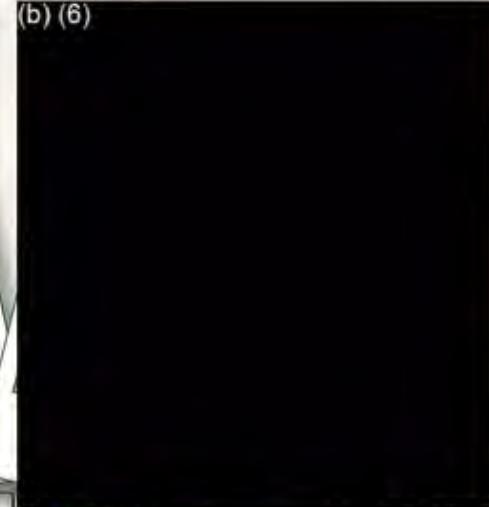
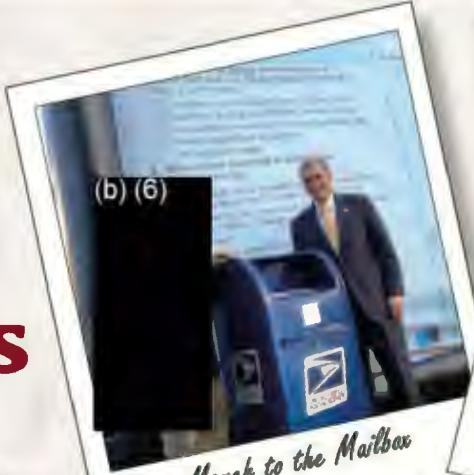


Red works at a Census in Schools event in St. Louis.



The red tie matches the 2010 Census-sponsored No. 16 Ford Fusion.

Groovy Groves Snapshots



CSPAN Program Exposes Census Bureau Statistics to Another Audience

By Monty Wood • Public Information Office

People across the country read and recite any number of statistics.

They read about the poverty rate, or commute-to-work times, or household income. But do they know who collects the data and produces those statistics?

Oftentimes, the answer is no.

"There was a Gallup poll done that asked about statistics and the Census Bureau, and the results showed us that we're not as well-known as we think," Census Bureau Director Bob Groves said. "We go to Congress, and it's obvious that they don't always know what we do. One of our biggest challenges is to get our name out there and connected with what we do."

(b) (6)



Employees who have appeared on C-SPAN over the past 12 months:

Sitting (l-r) — Roberto Ramirez, Nicholas Jones, Kurt Bauman.
Standing — Chris Savage, Tom Mesenbourg, Melissa Chiu,
Chuck Nelson, Lynda Laughlin, Bill Bostic, Bob Groves,
Lisa Blumerman, Marc Perry, Elizabeth Grieco.

One way of doing that is participating in a new TV segment called "America By the Numbers," which is part of C-SPAN's Washington Journal series. Each Friday, C-SPAN's "America By the Numbers" segment features information from the federal statistical system. The program highlights the trends and allows the public to call in or email their views.

Numerous subject-matter experts from the Census Bureau have participated so far, and Groves thanked them at an appreciation breakfast on July 17 in the director's reception area in his office.

"C-SPAN is not the 'silver bullet,' but it's a wonderful thing," Groves said. "C-SPAN's mission statement says that it wants to open Congress to the world. That's our mission; just insert the word 'statistics.'"

Groves honored each of the Census Bureau employees who have appeared on the shows over the past year, including Nicholas Jones (chief of the Racial Statistics Branch), Roberto Ramirez (chief of the Ethnicity and Ancestry Branch), Melissa Chiu (chief of the Industry and Occupation Statistics Branch), Marc Perry (chief of the Population Distribution Branch), Liz Grieco (chief of the Foreign-Born Population Branch), Tom Mesenbourg (deputy director), Lisa Blumerman (chief of the Governments Division), Kurt Bauman (chief of the Education and Social Stratification Branch), Chris Savage (chief of the



Manufacturers' Shipments, Inventories and Orders Branch), Lynda Laughlin (family demographer, Fertility and Family Statistics Branch), Chuck Nelson (assistant division chief, Social, Economic & Housing Statistics Division) and Bill Bostic (associate director for economic programs).

"The subject-matter experts in this room are impressive," Mesenbourg said. "But we can't keep you in this room. We need to share you and have you pass on your knowledge and energy."

Groves said that C-SPAN plans to continue the shows into another year.

"We had a trial run, and they like us," he said. "They were skeptical there would be any interest. But they like us and sealed the deal. It's a 'go.' We have our hour on Fridays. Then who knows? Maybe we'll get our own show ... then maybe we'll have the Statistics Channel."

Some of the topics of the shows included statistics on the black population, children's well-being, the recently arrived foreign-born population, child care arrangements, economic indicators and more.

"[Groves] knew there were people in this building who could do this — not executives but people who could do the work," said Steve Jost, associate director for communications. "And if there ever is a Statistics Channel, we'll know where it all began."



A selection of Census Bureau employees screenshots.

(b) (6)



Andy Maxam, acting chief of Human Resources Division, presents Katherine Wallman, chief statistician from the Office of Management and Budget, a plaque for her keynote speech at the Census Corporate University's 14th graduation ceremony.

Census Corporate University Honors 237 Graduates

Work at the Census Bureau is changing. As technology automates more and more routine work, the remaining work is of a higher level and more complex. As work becomes more complex, knowledge and skill set requirements become more rigorous and specialized. In order to accomplish the new complex work, the workforce is challenged to continuously update its knowledge and skill sets to meet emerging requirements.

In 1998, Census Corporate University was formed to support, enhance, and develop core competencies and provide staff opportunities to develop and prepare for both their current and future roles and responsibilities. In the past 14 years, more than 2,000 have graduated from the programs.

On June 27, the Census Bureau honored 237 of the latest Census Corporate University graduates. Census Bureau Director Robert Groves and Katherine Wallman, chief statistician from the Office of Management and Budget, formally awarded certificates to 103 employees who earned master's certificates in project and IT management, five who earned graduate certificates in leadership and management, and one who earned a master's degree in the Joint Program for Survey Methodology. Others earned project management and business analysis associate citations.

"As we move forward with a multiprong strategy to inspire innovation, realign organizational structures and address immediate mission-critical problems, we must ask each of you to acquire and maintain the requisite competencies that will support a changing and even uncertain business and work environment," Groves said during the ceremony in the headquarters building auditorium. "We believe in developmental programs that challenge the individual, expand organizational capability and sustain the bureau's credibility in the federal management and statistical communities."

(b) (6)



Director Bob Groves honor Lisa Paska for earning her master's degree in survey methodology/social science.

Lisa Paska of Demographic Surveys Division's Current Population Surveys Branch earned a master's degree in survey methodology/social science through a consortium of the University of Maryland, the University of Michigan and Westat Inc.

Shirin Amchin (Demographic Surveys Division), Maria Birnkranner (2020 Census Research and Planning Office), Susan Hostetter (American Community Survey Office), Shannon O'Brien (Administrative and Management Services Division) and Chris Savage (Manufacturing and Construction Division) earned graduate certificates in leadership and management.

American Techniques Help Bangladesh Conduct an Efficient Census

By Brian Lavin ■ Public Information Office

As Census Bureau employees, we can appreciate the logistical challenges that come with the undertaking of counting the nation's population every 10 years. When technologies are developed that can assist employees in meeting our agency's objective of counting America, it is incumbent that we share our technology and best practices with other nations that are still developing methods for conducting an efficient census.

In July 2011, Director Bob Groves announced the Census Bureau had been assisting the Bangladesh Bureau of Statistics for its 2011 population census. Through a partnership with the U.S. Agency for International Development, the Census Bureau has worked with developing countries in improving the content, collection, processing of data, tabulation and dissemination of data in order to deliver a timely census to the nation.

(b) (6)



"What has set the iCADE system apart from other data capture vendors that provide services to the developing countries was that the Census Bureau did not just drop the technology in Bangladesh and leave them to figure it out," said Paul Friday, who is a senior computer scientist in the director's office. "We had our iCADE team on the ground in Bangladesh working side-by-side with their staff to provide capacity building as well as support throughout their data collection cycle."

For the Bangladesh staff to capitalize on all aspects of the iCADE system, there was a technology gap that needed to be closed in order for its employees to set up their IT and telecommunications infrastructure and processing site, and to author their specifications for procurement of hardware, supplies and commercial printing.

"The trust and relationship building between the their staff and the Census Bureau staff had to happen quickly for them to embrace our technology," said Stephanie Studds, a business team lead in the Information Technology and Chief Information Officer Directorate. "Fortunately, once they saw our iCADE system and met our team, they adapted quickly."

Maria Darr, who works out of the National Processing Center in Jeffersonville, Ind., as an international iCADE manager, was one of the Census Bureau employees who worked on the ground with the Bangladesh staff.

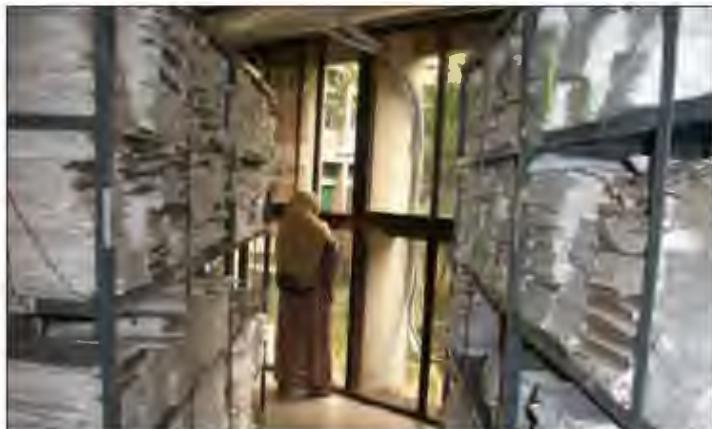
"In Bangladesh, typically managers do not work directly with the employees," Darr said. "I wanted to introduce their management staff to a different way of doing things. It was a definite cultural change for them but one they took to fairly well."

A major complication occurred when the Bangladesh staff incurred a seven-month delay in their procurement process of all of their supplies and hardware. However, Bangladesh's official "Census Day" and the data delivery dates for 2012 did not change.



Census Bureau's Mark Muenchrath, Oliver Fischer and Maria Darr meet Bangladesh President Zillur Rahman in the city of Dhaka.

Sponsored by the Population Division's International Programs Center, a task force of Census Bureau employees from headquarters and the National Processing Center traveled to Bangladesh for intermittent periods from 2009 to 2012. The task force shared knowledge and expertise with Bangladesh statistics staff regarding the use of the Census Bureau's integrated Computer Assisted Data Entry (iCADE) technology. Over the last decade, the iCADE system has provided internal and external Census Bureau customers significant reduction in costs in the processing of many large-scale surveys, while increasing efficiency and reducing errors in the processing phase.



Completed questionnaires from the Bangladesh 2011 census are stacked in the main library in Dhaka.

Continued on Page 9

Bangladesh Census — Continued from Page 8

"In effect, we had to provide more on the ground support and truly capitalize on our network of partners to accelerate our schedule in order to meet the their milestones," Studds said. "Many of the Census Bureau team members spent a considerable number of months in India for printing and in Bangladesh for processing center setup and processing. Those team members missed major holidays with their families in order to ensure adequate capacity building and overall project success in Bangladesh."

The Census Bureau team worked side-by-side with the Bangladesh staff through nine weeks of initial training to create, print and mail Bangladesh census forms before shifting the processing phase and training staff on the iCADE system. The teams were able to meet their stated goal of completing the iCADE data capture of the Bangladesh population by Dec. 31, 2011.

"The ability of each of our groups to build trust and achieve a good working relationship so quickly made it possible for us to successfully achieve our goals," Studds said. "The Bangladesh Bureau of Statistics is so pleased with the outcome that they now want to conduct an economic census similar to the one the Census Bureau does every five years."

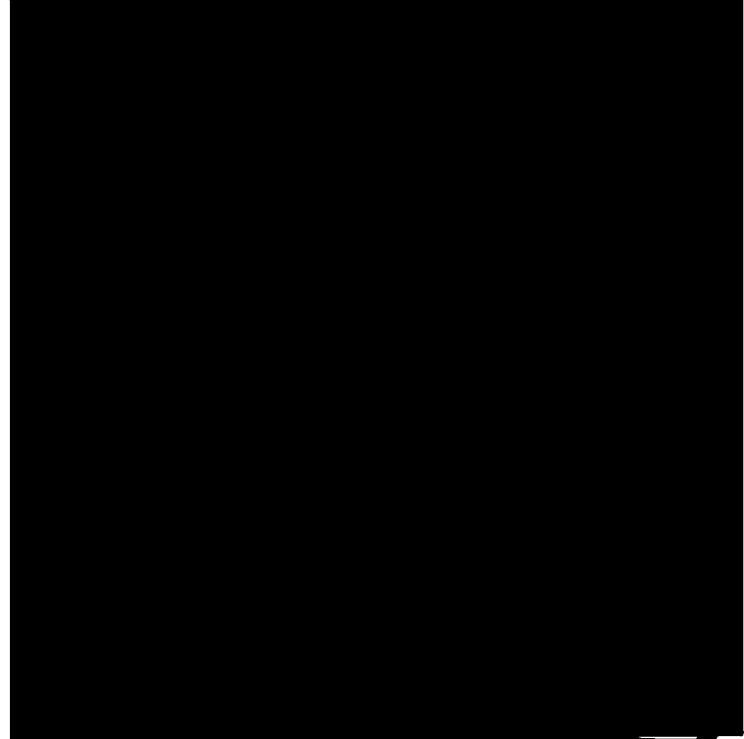
"We really wanted to continue this work with the Bangladesh staff on their upcoming economic census but, unfortunately, funding could not be found," Darr added.

The international iCADE projects provide an extensive platform for learning, advancement and testing of the technology. As a result, the domestic customers capitalize on the new functionality and the increased data quality and cost savings. The results from Bangladesh portend a more efficient, cost-effective solution for all internal and external Census Bureau customers.

"Bangladesh has about half the population of the United States," Friday said. "We were able to provide all of the iCADE technology, training and on-site support, as well as

(b) (6)

(b) (6)



Maria Darr presents Aziza Parvin, director of the Bangladesh computer wing, with a certificate of appreciation.

commercial printing support and other infrastructure to the Bangladesh staff at a cost of only \$4 million."

On July 16, President Zillur Rahman made the final counts of the 2011 census available to the public. This release marked the first time Bangladesh was able to produce the final counts within a calendar year of the census being conducted. For more information on the results, go to the Bangladesh Bureau of Statistics website at <www.bbs.gov.bd/Home.aspx>.

(b) (6)

(b) (6)

(b) (6)

Toland Works Toward Encouraging Vets to Seek Mental Help

By Kathryn Sotolongo • Public Information Office

(b) (6)

(b) (6)

Census Bureau, ~~said~~ as he began speaking about how his passion for improving mental health in the military started.

"At first, he was upset because I ordered him to get help, but he later came back to thank me," Toland said. "The biggest fear soldiers have is being discharged, so they never want to admit they have mental health issues."

Toland stated that his 16 years of service in the Air Force, as well as his research in mental health, compelled him to write his dissertation called, "Improving the Help-Seeking Behaviors of Soldiers Who Have Served in a Combat Area." In it, Toland wrote how an estimated 300,000

U.S. veterans were suffering from mental health issues in 2007, and more than half of all soldiers surveyed perceived getting mental health help as a sign of weakness.

(b) (6)

While currently working at the Census Bureau, Toland still pursues his mental health initiative. He wants to continue researching and has even considered becoming a part-time teacher or mental health counselor. Toland stated that he would love to find a way to incorporate his mental health research into his job at the Census Bureau.

Although he is the first generation of his family to join the military, Toland's family has a love for national service.

(b) (6)

Michael Toland of the Policy Office helps fellow vets with mental health issues and hopes to incorporate his research into his job.

(b) (6)

(b) (6)

(b) (6)

(b) (6) Toland said she was extremely proud he accomplished his goal. When asked who motivated him to continue pursuing his education and mental health research, Toland immediately attributed his influence to his late mentor, (b) (6) (b) (6)

Toland has both a master's degree in public administration and a doctorate in public policy and administration from Waiden University. (b) (6)

(b) (6)

Toland attends a pre-deployment ceremony for his son in December 2011.

"Soldiers do not want to disclose themselves as having a mental health issue, because it has a negative stigma," Toland said. "Research shows that soldiers are not getting adequate mental health treatment, and with the high volume of soldiers coming from the Middle East, there is a lot of help being needed."

The U.S. Army offers a program — called resilience training — that provides services to both soldiers and their families, but the stigma needs to change in order for people to get proper care, according to Toland.



(b) (6)

(b) (6)

(b) (6)

(b) (6)

ORANGE YOU HUNGRY?

Come in, we're

OPEN

A new sandwich shop called the Satellite
(b) (6)
Café opened July 16 in the orange area
on the first floor of the headquarters
building. It is across from the CWET
Shop fitness center.

The café is open weekdays from 10 a.m.
to 2 p.m. and specializes in custom-made
subs. The sandwiches cost \$5.29.

Survey Office buys a cheese steak sub from the
Satellite Café during the shop's first week.

New 'Walk It' Signs Give Distances for Those Taking a Break

By Virginia Hyer • Public Information Office



New "Walk It" paths encourage employees to measure their walking trips.

The "Walk It" paths inside and outside of the Census Bureau headquarters building have given employees like Sheryl Williams and Mary Abadiez a chance to walk away from their desks and stretch their legs.

"It's nice to take a break from sitting at your computer," said Williams from the Budget Division. "The paths give us a chance to exercise and stay healthy during the day."

Four paths have become designated "Walk It" paths inside and outside the walls of the Census Bureau. The paths range from a quarter-mile to about a half-mile in distance. "Walk It" paths can be combined for different walking routines, and the varied distances gives employees options to mix up their own walking routine.

The four paths are the interior path, the yellow path, the red path and the blue path. The yellow, blue and red walking paths are mostly outside with the yellow path leading inside the Census Bureau building for a short time. Combining or walking an individual path multiple times can give each walker the desired distance of his or her walk. The new "Walk It" signs have the amount of feet that one trip down the path equals. If employees mix up their walking paths they can add up the feet they walk and see how many miles it has added up to (5,280 feet in one mile).

The interior walking path is on the main street corridor, where Census Bureau employees have recognized the long hallway as a good place to walk since the opening of the new building. Walking this path 4.65 times is equal to one mile. The interior walking path allows employees to work out while staying away from some of the unfavorable weather conditions, like the recent heat wave that has hit the area.

"I like walking the outside paths when it's cool in the spring," said Abadiez from the Finance Division, "but during the summer, it's nice to stay in the cool building and walk the main street hallway."

Employees walk the "Walk It" paths for many reasons, including health purposes, taking a break from the computer, de-stressing, catching up with co-workers, exercise and more.

"To be consistent with the overall government's health and wellness initiative, we saw the opportunity for the 'Walk It' paths to keep our employees active and healthy," said Francis Graeland Hall, chief of the Administrative and Customer Services Division. "We definitely encourage people to explore and walk the 'Walk It' paths."

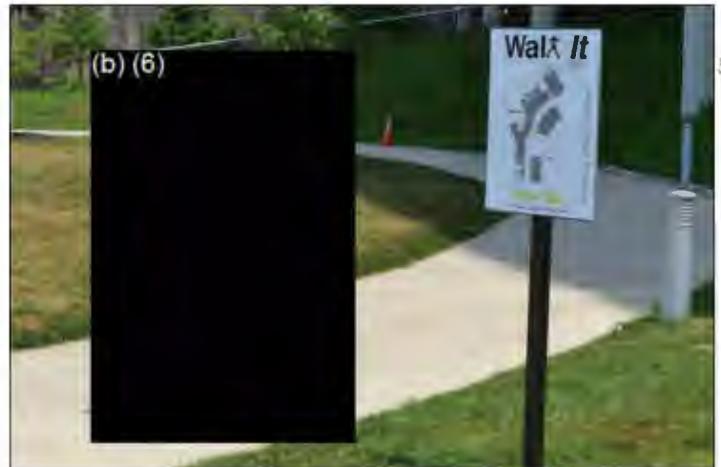
Hall also added, "We also hope that employees take advantage of the Census Walk in addition to the Walk It paths."

The Census Walk is a seven-acre outdoor art project created by (b) (6). The walk draws attention to the history of numbers and the diversity of people in the United States. The Census Walk gives employees another path to walk and mix into their walking routine.

The diverse walking paths in and around the Census Bureau's building are a great way to take a break from the day's work, and the new signs allow employees to monitor their distance as well. For more information about the "Walk It" paths, visit <http://cww.hrd.census.gov/hrd/emp/health_unit/walk.htm>.



The Census Walk provides a leisurely stroll under and around Census Bureau headquarters.



The yellow path is 1,636 feet of walking length.

Former DSMD Employee Wins Funniest Fed Contest

By Monty Wood • Public Information Office

(b) (6)



David Miller, who used to be a mathematical statistician in the Demographic Statistical Methods Division, won this year's Funniest Fed competition. He now works for the Consumer Product Safety Commission.

Nearly two dozen federal employees entered this year's contest to be named the Funniest Fed. Miller made it to the final seven that competed June 22 at the Lincoln Theater in Washington.

His opening joke: "How's everybody doing tonight? I asked that once at a show — 'How's everybody doing tonight?' and some lady in the back yelled out, 'I don't presume to be able to answer for everybody.' That's the last time I let my mom come to one of these things."

It was just a joke, but his mom, Kathy, is also a federal employee — she works in the Census Bureau's Office of Congressional and Intergovernmental Affairs.

"I'm surprised he even did this. He's very shy," Kathy said. "I went to the final round, and I saw a lot of tough competition. I was bowled over when they called his name as the winner."

Five years ago, she saw an article about the contest in a Census CounterParts issue. She encouraged him to look into the contest, and he attended the 2009 finals where the Census Bureau's Shahryar Rizvi placed second.

Miller said he first tried comedy four years ago.

"I have a friend from high school who we always said he should try to be a comic," he said. "So one night we went to a club with an open mike. I said I would do it too."

Now it's Miller who has the title of Funniest Fed, and he received \$500 and a nice trophy from GEICO for his efforts.

"I don't know what this will lead to. I'd like to get better opportunities, but I worry about expectations. I'll just go out and do my best."

The other six finalists included Lisa MacLeod (Justice Department), Carson Gross (Patent and Trademark Office), Nate Johnson (Social Security Administration), Dave Johnston (Office of Personnel Management), Brandy Reece (Congress) and Brett Yellen (Homeland Security).

Another one of his jokes: "I take the Metro a lot. Here's a question. Why do they even build 'no passengers' trains?"

He also got big laughs when he appeared to disregard his personal information: "I went to the ATM machine and punched in my PIN number, (b) (6) It's easy to remember because it's the last four digits of my (b) (6)

(b) (6)

David Miller earns the title of Funniest Fed.

Commerce Officials Tour Headquarters Building

On July 19, Acting Secretary Rebecca Blank and top officials from the Department of Commerce toured the Census Bureau headquarters building — highlighted by a visit to the new Center for Applied Technology (CAT) on the first floor.

"I was struck by the CAT lab and how it redesigned the workplace," said David Kappos, director of the U.S. Patent and Trademark Office. He remarked how the center has changed

the culture of the workplace by ridding itself of cubicles and having an open workspace that "promotes collaboration and the exchange of ideas."

"It renovates the type of work as well," he said.

Commerce Chief of Staff Bruce Andrews said that the building was "definitely an improvement" over the now-demolished Building 3, the former Census Bureau headquarters building on the Suitland, Md., campus.

(b) (6)

CENSUS CounterParts

Vol. 21, No. 8
August 2012

Census CounterParts is published by the Public Information Office.

Steve Jost
Associate Director for Communications

Stan Rolark
Chief, Public Information Office

Monty Wood
Editor

Monique D. Lindsay
Copy Editor

Vikki Porter
Graphic Designer

To submit an article to appear in *CounterParts*, contact the editor:

U.S. Census Bureau
PIO, 8H052F
Washington, DC 20233

Phone: 301-763-6611
E-mail: montgomery.f.wood@census.gov
TTY/FedRelay: 800-877-8339



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
census.gov



Newsletter Flashback

Some of the top stories in past Census Bureau employee newsletters:

60 YEARS AGO

Getting Ready: The nine members of the Census Advisory Committee meet to discuss the 1953 Economic Census, reports the Aug. 1, 1952, *Census Bulletin*.

55 YEARS AGO

Greenest Thumb: Bob Rountree earns \$10 for having the best garden on the Suitland campus, says the Aug. 9, 1957, *Census Bulletin*.



45 YEARS AGO

More Counting: The U.S. House of Representatives passes a bill calling for a census to be conducted every five years beginning in 1975, says the Aug. 25, 1967, *Census Bulletin*.

40 YEARS AGO

Daylong Leader: Annie Chalfant, a high school honor student from Idaho, serves as "Director for a Day," reports the Aug. 18, 1972, *SESA Inquirer*.



35 YEARS AGO

Taking Charge: Debra McCormack, a high school honor student from New Hampshire, serves as "Director for a Day," according to the August 1977 *Census Bulletin*. She's now a dentist in Bedford, N.H.

20 YEARS AGO

Au Revoir: Deputy Director Louis Kin-cannon leaves to become the first chief statistician of the Organization for Economic Cooperation and Development in Paris, says the August/September 1992 *Census CounterParts*.

Enclosure

9



CENSUS CounterParts

Volume 21 • Issue 9
SEPTEMBER 2012

Mesenbourg & Potok
Acting Director &
Deputy Director

Census Launches
a NEW APP

Nancy Gordon
Retires



Mesenbourg and Potok Take Over Senior Leadership Positions

By Monty Wood
Public Information Office

*'I am confident
these two strong
leaders and your
remarkable
efforts will keep the
Census Bureau
on course'*

— Bob Groves

Tom Mesenbourg, who had been the Census Bureau deputy director since 2008, has been named the Census Bureau's acting director. Nancy Potok, formerly the associate director for demographic programs, is the new deputy director.

These moves come in the wake of Bob Groves' departure. Groves, who had been Census Bureau director since 2009, left Aug. 10 to become provost of Georgetown University.

"Tom and Nancy have decades of deep and broad experience across the spectrum of Census Bureau operations, and I am confident I am leaving the bureau in excellent hands," Groves said. "Tom's willingness to take on this new role in order to maintain continuity after my departure is a tremendous boon."

Mesenbourg will remain the acting director until a new director is nominated by the U.S. President and confirmed by Congress. After that, he will become senior adviser to the director. He served as acting director from January to July 2009 — from the time Steve Murdock left as director until Groves' arrival.

"Tom has the well-deserved respect of our colleagues at Commerce, at the White House and on Capitol Hill for his unimpeachable character and ability to lead," Groves said. "His advice, guidance and constancy will be critical to the continuity of operations, purpose and mission."

Since he started as a survey statistician and economist with the Census Bureau in 1972, Mesenbourg has helped lead the Census Bureau's programs and mission.



Photo by Pat Fisher

Tom Mesenbourg opens a 2010 Census data capture center in Essex, Md., on June 29, 2009, during his previous stint as acting director.



Photo by Lauren Brenner

Nancy Potok at Harvey Monk's retirement on July 29, 2010.

He became chief of the Economic Census Staff in 1986 and was responsible for the planning and processing of the 1987 Census of Agriculture and 1987 Economic Census.

He became chief of the Economic Census and Surveys Division in October 1991, directing the planning and processing of the 1992 Census of Agriculture and 1992 Economic Census. During his time as division chief, he was chairman of the Statistics 2000 Task Force, a multiagency group that identified opportunities for reducing business reporting burdens, cutting costs and improving efficiency. He also planned and organized the 1991 International Conference on Classification that led to the development of the North American Industry Classification System.

He served as the assistant associate director for economic programs from 1994 to 2005, managing eight divisions, 1,300 employees and an annual budget of more than \$230 million. In 2004, he was the recipient of a Presidential Rank Award for Distinguished Senior Executives, the government's highest award for career executives.

Potok has more than 30 years of public, private and nonprofit senior management experience, serving at the U.S. Department of Transportation, the U.S. Office of Management and Budget, the Administrative Office of

the U.S. Courts, and the U.S. Department of Commerce. She has also served as senior vice president and director of the Economic, Labor and Population Studies Department at the National Opinion Research Center at the University of Chicago and as chief operating officer of McManis & Monsalve Associates, a management consulting firm.

Potok previously served as the Census Bureau's principal associate director and chief financial officer and was in charge of Field Operations, IT and Administration during the 2000 Census. She returned to the Census Bureau on Feb. 6, 2012, to become the associate director for demographic programs, where she has been leading the realignment of survey design, implementation and management in the directorate, a key initiative in the larger effort to design and conduct surveys faster, better and at a lower cost.

Potok was a Presidential Management Fellow and is an elected fellow of the National Academy of Public Administration.

"I am confident these two strong leaders and your remarkable efforts will keep the Census Bureau on course, continuing to innovate and pursue the cost efficiencies that we have been achieving over the past three years, while providing our fellow Americans with the information they need to fuel their decisions," Groves said.



Rod Little delivers the Fisher Lecture at the Joint Statistics Meetings in San Diego on Aug. 1.

Little Gives Fisher Lecture; Louis to Lead Research Directorate

By Monty Wood
Public Information Office

Rod Little, the Census Bureau's chief scientist as well as the associate director for research and methodology, delivered the Fisher Lecture at the Joint Statistical Meetings in San Diego on Aug. 1.

Titled "In Praise of Simplicity, Not Mathematistry! Ten Simple, Powerful Ideas for the Statistical Scientist," Little spoke about simple and powerful ideas that have shaped his research and practice of statistics, including examples in the areas of statistical modeling, missing data, causal inference and survey sampling.

"Rod Little is one of the world's best statisticians and survey methodologists," said Bob Groves, the former Census Bureau director who is now the provost at Georgetown University. "The Fisher Lectureship recognizes meritorious achievement and scholarship in statistical science and the award is a great honor for Rod and the Census Bureau."

The annual Fisher Lectureship and Award was established in 1963 by the Committee of Presidents of Statistical Societies to honor the outstanding contribution of a contemporary statistician in statistical theory and applications.

"Building a federal statistical system for the 21st century requires innovative thinking as well as deep knowledge of the best practices, and that is where Rod Little excels," said Katherine Wallman, chief statistician of the Office of Management and Budget. "As society becomes more complex, we need to make sure our survey methods improve to meet the challenges. The Fisher Award recognizes Rod's bountiful contributions both in academic research and in government applications. He is truly among the best in bridging these worlds."

Little has been on leave from the University of Michigan, where he had been a professor in the Department of Biostatistics and a professor of statistics and research in the Institute for Social Research. Little will return at the end of the year, and the Census Bureau has already taken steps to continue its high level of research.

On Aug. 10, it was announced that Johns Hopkins University professor (b) (6) (b) (6) will join the Census Bureau through an interagency personnel agreement as the new associate director for research and methodology and chief scientist. This becomes effective Jan. 7, 2013.

"I am overjoyed that we were able to attract a world-class scientist to lead the research directorate," Groves said. (b) (6) will add to the innovation Dr. Little brought to the position over his successful leadership. He will, no doubt, increase the rate of scientific discoveries, which permits the Census Bureau to do its work more efficiently."

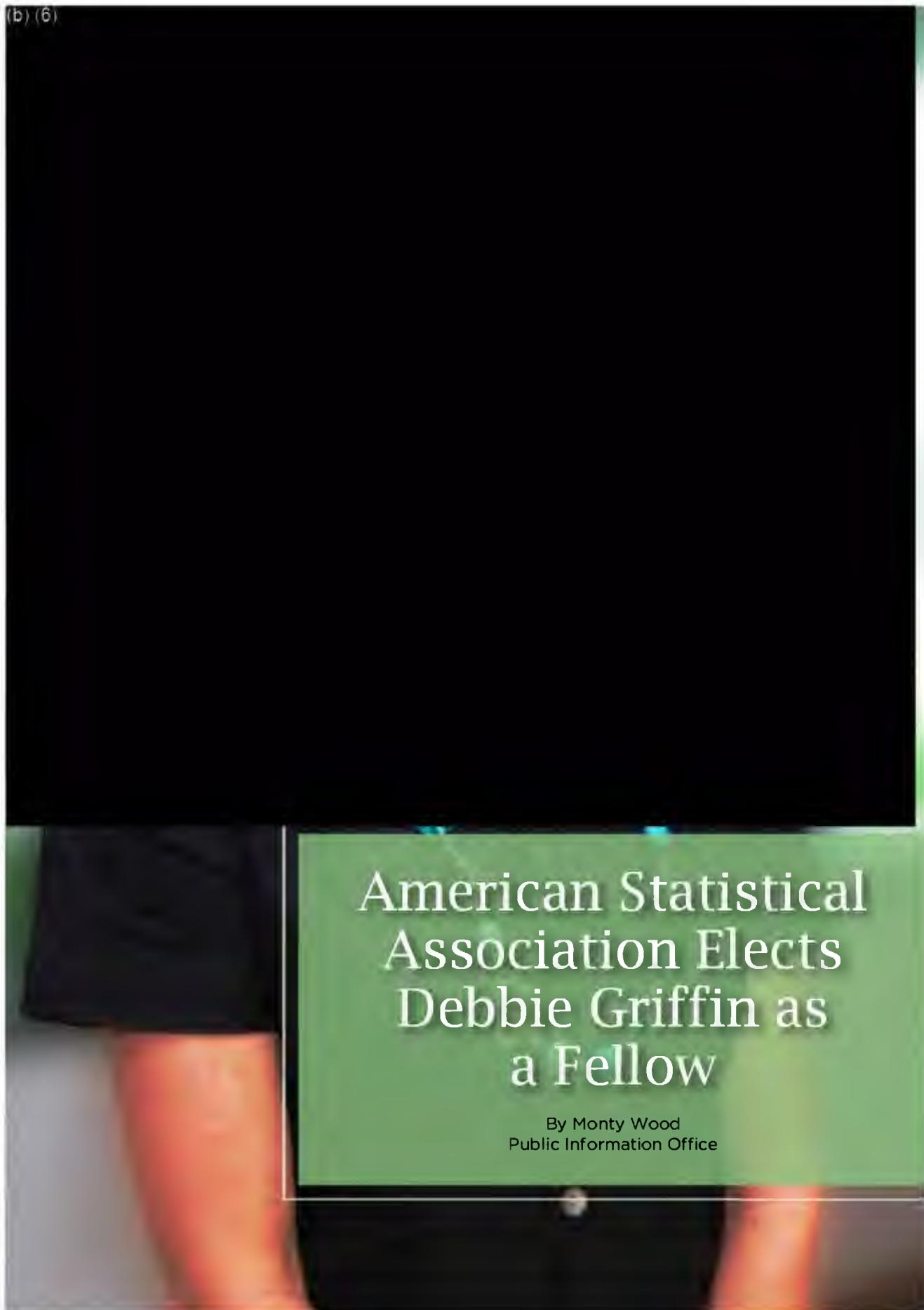
(b) (6)

(b) (6)

the future of social and economic statistical information. In that regard, the position leads key capacities for innovation in all the key statistical programs of the Census Bureau. The centers change over time as research needs evolve. The centers currently include the Center for Adaptive Design, Center for Administrative Records Research and Acquisition, Center for Disclosure Avoidance Research, Center for Economic Studies, Center for Statistical Research and Methodology, and Center for Survey Measurement.

(b) (6)

(b) (6)



American Statistical Association Elects Debbie Griffin as a Fellow

By Monty Wood
Public Information Office

The American Statistical Association, the nation's preeminent professional statistical society, elected the Census Bureau's Debbie Griffin as a fellow.

Griffin, a senior adviser in the American Community Survey Office, is one of 2,490 who have earned the honor over the past 98 years.

On July 31, Griffin and 47 others were recognized for outstanding professional contributions and leadership in the field of statistical science. She received her certificate in a ceremony at the annual Joint Statistical Meetings in San Diego.

"The individuals honored as 2012 fellows represent an extraordinary set of accomplishments within the field of statistics," said (b) (6)

(b) (6) "Their selection signifies that they and their work have earned the admiration of their peers, and I congratulate them on behalf of our association."

The 2012 fellows are from 18 states and six countries, however, only three are from the federal government.

The association honored Griffin specifically for "notable and sustained contributions to statistical user education and the advancement of survey methods through methodological improvements in the collection, dissemination, documentation, and quality of data from the American Community Survey and the decennial census."

Griffin said being named a fellow held special meaning.

"I am incredibly honored to receive this award and to be in the company of so many people that I have so much respect for," Griffin said. "Being recognized for the work that I have done by colleagues both inside and outside of the Census Bureau is especially meaningful to me."

"I feel that as an ASA fellow, I am in the company of so many outstanding statisticians and key managers from the federal statistical system, specifically the Census Bureau, and that is quite humbling. The fact that the fellows that shepherded this award reached out to people that I have huge respect and admiration for makes the award especially meaningful."

Griffin joined the Census Bureau's Statistical Methods Division (now Decennial Statistical Studies Division) in 1977 as a mathematical statistician from the University of Connecticut.

During the 1980s, she worked as a branch chief in the Decennial Planning Division (now Decennial Management Division) and received her first Department of Commerce Bronze Medal Award for her role in developing the workflow for the 1990 Census.

After a return to the Statistical Methods Division, she made the move in 1999 to become part of the team charged with the implementation and evaluation of the American Community Survey. She earned her second Bronze Medal Award in 2006 for her work producing

special data to aid Gulf Coast areas impacted by Hurricane Katrina. In 2009, Griffin was named to the Federal Committee on Statistical Methodology.

The designation of fellow has been a superlative honor for nearly 100 years. Individuals are nominated for the honor by fellow members and must have an established reputation and made outstanding contributions in some aspect of statistical work. The election committee evaluates the candidates' contributions to the advancement of statistics, giving due weight to publications, the positions held by the candidates in the organizations in

which they are employed, activities within the association, membership and accomplishments in other societies, and other professional activities.

Some former Census Bureau employees who have earned the honor include former Census Bureau directors Ross Eckler (elected in 1950), Vince Barabba (1976), Richard Scammon (1976), Bob Groves (1982), Martha Farnsworth Riche (1995) and Barbara Everitt Bryant (1998). Other notable fellows include former employees such as Morris Hansen (1947), Conrad Taeuber (1952), Edwin Goldfield (1958), Joseph Waksberg (1964), Shirley Kallek (1972), Jay Waite (2000) and many others.

The American Statistical Association, a scientific and educational society founded in Boston in 1839, is the second oldest continuously operating professional society in the United States.

(b) (6) honors Debbie Griffin at the Joint Statistical Meetings in San Diego on July 31.

Census Bureau Releases Its First Mobile App

By Suzette M. Martinez
Center for New Media and Promotions



'The Census Bureau is trying to increase awareness of the vast amount of data it makes available'

— Mark Wallace

In this era when technological advances come quickly, people want the information they need immediately and to access it anywhere.

To meet that need, the Census Bureau developed its first mobile device application. It's called America's Economy, and it provides real-time updates for 16 economic indicators from the Census Bureau, Bureau of Labor Statistics and the Bureau of Economic Analysis. Government agencies and the public use these monthly and quarterly snapshots for economic forecasts, market research and financial decision-making. The economic indicators track monthly and quarterly trends in bellwether industries such as housing construction, trade and manufacturing.

Steve Jost, the associate director for communications, said the Census Bureau needs to create public awareness of these economic statistics.

"If people are aware of the type of data that the Census Bureau deals with, they will be more likely to cooperate when they are asked to complete one of our surveys," Jost said. "Any kind of improvement in cooperation we can get, even if it's just 1 percent more, will increase the quality of our data."

Jost said taking advantage of emerging technology, such as this mobile app, can help save millions in dollars being spent on survey form follow-up.

"As a data user, this app will benefit me because I will have the information handy," Jost said. "This benefits us because it creates positive attitudes toward the Census Bureau and will make our jobs easier. It will make things more cost-efficient in the long run."

Stephen Buckner, chief of the Center for New Media and Promotions, said the America's Economy mobile app is a big step for the Census Bureau.

"This app delivers our commitment to create a platform for innovation by opening our data," he said.



Buckner said the app is part of the Census Bureau's Digital Transformation Project.

"Our users are not only changing how they want our statistics, they're changing how they access them," Buckner said. "The point is, while we are excited about some of the changes we are making to the census.gov website, they are all meaningless if they don't meet the needs of our users."

The America's Economy app will enable economists, planners and policy makers to have greater access to key indicators about the health of the U.S. economy. In addition to economists, it is expected that this app will be used by small businesses, the construction industry, the banking industry, journalists and everyone who wants to keep up with the economy.

Mark Wallace, chief of the Service Sector Statistics Division, noted the cooperation between the Economic and Communications directorates in creating the app.

"The Census Bureau is trying to increase awareness of the vast amount of data it makes available on America's people, places, and its economy," Wallace said. "Making it easier for data users to get the economic data, right at their fingertips on their phone just as the numbers come out, seemed like a great way of increasing awareness of the economy."

"Moreover, in the interest of creating embeddable, shareable content, the indicator results can be shared on social media. When an economic indicator comes out, I can easily post results to my wall on Facebook and then all my friends can 'like' me."

The app became available Aug. 7 for Android and iOS devices. America's Economy is the first of three planned apps that will be made available over the next several months. Each app will be available for Apple and Android smartphones.

As of Sept. 13, there have been 44,738 total downloads of the app.

News Conference Reveals Results from 2010 Census Research on Race

By Monty Wood
Public Information Office

Since the first census in 1790, we have been measuring race and ethnicity. As new immigrant groups came to the country, the ways we measure this race and ethnicity has changed to reflect the nation's changing composition.

Since that change is never ending and America grows more and more diverse with each decade, how we understand, how we collect, and how we tabulate this information is continuously open to change.

The concepts and labels for race, ethnicity and ancestry reflect the social, economic and political climate at the time.

The latest research on the collection of race and ethnicity came from the 2010 Census Race and Hispanic Origin Alternative Questionnaire Experiment, which provided a comparison of different census questionnaire design strategies.

On Aug. 8, the Census Bureau released findings from the 2010 Census research at a news conference at George Washington University. Nicholas Jones (chief of the Racial Statistics Branch), Roberto Ramirez (chief of the Ethnicity and Ancestry Statistics Branch) and Joan Hill (chief of the Census Experiments Branch) presented the results and conducted a technical briefing for the media.

"We designed experimental questionnaires that tested different strategies," Jones said. "We had options that tested modified examples for race and Hispanic origin groups. We tested removing the term 'Negro' in the black, African American or Negro response category. We tested allowing the reporting of multiple responses to Hispanic origin. We tested strategies for Asians and for Native Hawaiian and Other Pacific Islanders. We also tested design strategies that experimented with removing the term race from the question itself."

The results showed that a higher number of individuals were more likely to respond to a combined race and Hispanic origin question than to separate questions. The results also showed that removing "Negro" from the questionnaire had no effect on the final numbers, and that many white respondents and black respondents will provide detailed information if given the option to do so.

"The findings from this research provide promising strategies to address the challenges and complexities of race and Hispanic origin measurement and reporting issues in our rapidly diversifying society," said

Photos by Kaye Evans-Lutterodt

Bob Groves, the provost of Georgetown University who was Census Bureau director at the time of the news conference. "This is another step in an ongoing discussion about how we can better understand the changing diversity of our nation. The results will guide upcoming research as the Census Bureau looks toward the 2020 Census."

The Census Bureau follows federal standards for collecting data and presenting statistics on race and Hispanic origin established by the U.S. Office of Management and Budget. This research tested questionnaire strategies with the goal of increasing the reporting in the race and ethnic categories, decreasing nonresponse, increasing the accuracy and reliability of the results and eliciting responses for detailed race and ethnic groups.

The results will guide further research on the collection of race and ethnicity throughout the decade.

This research is the largest quantitative effort ever on how people identify their race and ethnicity to start off the planning cycle for the once-a-decade census. The study mailed experimental questionnaires to 488,604 households during the 2010 Census, reinterviewed respondents and conducted 67 focus groups across the United States and in Puerto Rico with nearly 800 people.

For more detailed information on the research and its results, view the report online: <<http://2010.census.gov/news/press-kits/aqe/aqe.html>>.

*"I love
seeing
new places
and being on
the ship."*

Photo by Meshel Bitter

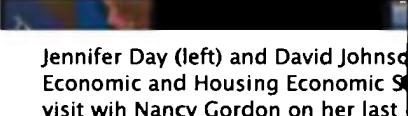
Nancy Gordon Retires and Resumes Global Travels

By Monty Wood
Public Information Office

With packing boxes stacked high around her, Nancy Gordon reminisced with co-workers about accomplishments over the past 16 years at the Census Bureau. With a wide assortment of chocolates scattered on a nearby table — and cheese, crackers and fruit at her office entrance — she mentioned funding for the American Community Survey, implementation of the Longitudinal Employer-Household Dynamics program, "HotReports" and improvements in data dissemination, especially on the Internet.

(b) (6)

(b) (6)



Jennifer Day (left) and David Johnson, Economic and Housing Economic Statistician, visit with Nancy Gordon on her last day at the Census Bureau.

(b) (6),

Gordon earned her bachelor's degree in economics and statistics from the University of California, Berkeley in 1964 and her doctorate in economics from Stanford University in 1970. She became an assistant professor in Carnegie Mellon University's Graduate School of Industrial Administration in 1970 and a senior research associate at the Urban Institute in Washington in 1976. She went to the Congressional Budget Office in 1980, where she spent 15 years as senior economist and assistant director for health and human resources.

In 1995, Gordon became the Census Bureau's associate director for demographic programs, where she oversaw a \$300 million budget for four divisions and 800 employees. She was the Census Bureau's principal spokesperson on demographic matters, which included testifying before congressional committees, participating in expert panels and forums, and representing the United States at the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean.

Before heading out the door for the last time, Gordon tried to sum up her years at the Census Bureau. "I've worked with a wonderful group of people here at the Census Bureau," she said. "Nothing is done by one person. It's been a group of people working together, willing to go the extra mile, that has enabled us to accomplish so much."

SAHIE Exhibits at 2012 International AIDS Conference



Lucas Schaeffer, Holly Stock and Julie Atwell staff an exhibit booth at the 19th International AIDS Conference in Washington.

The Census Bureau's Small Area Health Insurance Estimates (SAHIE) team staffed an exhibit booth and shared information at the 19th International AIDS Conference from July 22 to 27 at the Washington Convention Center.

The conference is the largest in the world that addresses a health or development issue. More than 25,000 delegates from around the world attended the conference, which provides a forum for the AIDS community to discuss the global epidemic. According to the United Nations, 34 million people live with HIV or AIDS worldwide — with 1.2 million of them in the United States. The U.S. Department of Health and Human Services estimates that nearly 30 percent of Americans affected by HIV and AIDS lack health insurance coverage.

The SAHIE team shared information on health insurance coverage estimates at the state and county level. During the exhibition, SAHIE members showed how the program's statistics can help government leaders identify and target vulnerable populations that do not have health insurance coverage. The SAHIE staff answered questions about Census Bureau statistics from delegates who represented organizations from government, non-profit, the private sector and academia.

Members of the SAHIE team — Holly Stock, Jasen Taciak, Julie Atwell, Tamara Lee, Lucas Schaeffer and Lauren Bowers — said they were glad to participate in this important international conference.

"The experience of exhibiting at the International AIDS Conference was a great opportunity to see how people who track HIV/AIDS use Census Bureau statistics," said Bowers, a summer intern in the Social, Economic and Housing Statistics Division's Small Areas Estimates Branch.

The SAHIE program releases single-year estimates of the number of insured and uninsured individuals for the nation's 3,100-plus counties and 50 states. SAHIE is the only national source of this information. The SAHIE team produces the model-based estimates by combining health insurance coverage data from the American Community Survey with other Census Bureau and administrative data.

For all states, estimates of people with and without health insurance coverage are provided for:

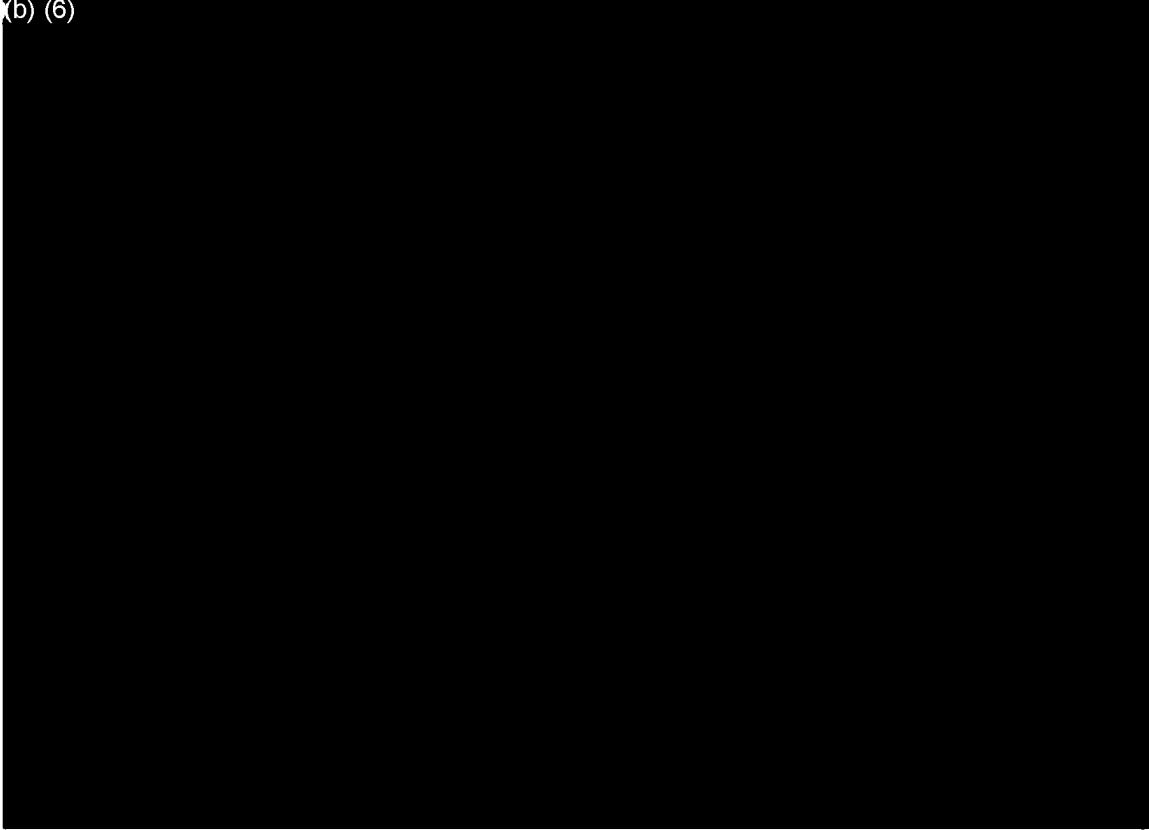
- Ages 0-64, 18-64, 40-64 and 50-64
- Female, male and both sexes
- All races, white alone (non-Hispanic), black alone (non-Hispanic) and Hispanic (any race)
- All incomes less than or equal to 138, 200, 250 and 400 percent of poverty
- A special estimate for the 0-18 age group for both sexes and all incomes less than or equal to 138, 200, 250 and 400 percent of the poverty threshold
- Measures of uncertainty of the estimates

For all counties, estimates of people with and without health insurance coverage are provided for:

- Ages 0-64, 18-64 and 40-64
- Female, male and both sexes
- All incomes and less than or equal to 138, 200, 250 or 400 percent of poverty
- A special estimate for the 0-18 age group for both sexes and all incomes less than or equal to 138, 200, 250 or 400 percent of the poverty threshold
- Measures of uncertainty of the estimates

The next biennial International AIDS Conference will be in Melbourne, Australia, in 2014.

(b) (6)



The Census Bureau's Peter Miller accepts the New York AAPOR's outstanding achievement award.

Peter Miller Receives Achievement Award from N.Y. AAPOR

Peter Miller, chief of the Center for Survey Measurement, received the Harry O'Neill Outstanding Achievement Award from the New York American Association for Public Opinion Research (AAPOR) for his career-long contributions to the profession of public opinion research.

Miller accepted his award in New York on June 25. He talked about the Census Bureau's new Center for Adaptive Design that oversees the development and processing infrastructure that supports Census Bureau surveys and censuses.

Others to win this award have been former Census Bureau directors Kenneth Prewitt (2001) and Bob Groves (2009).

Miller began his career at the Census Bureau in September 2011. He leads the Center for Survey Measurement, which helps serve the

Census Bureau's mission to collect information through multiple modes of communication in cost effective ways.

He has also served as chairman of the Department of Communication Studies and associate dean of the School of Communications at Northwestern University (1983-2011), as well as editor of *Public Opinion Quarterly* (2002-2008) and president of the National AAPOR (2009-2010).

Since 1979, the New York chapter of AAPOR has offered members and the research community a ground to "debate methodological, ethical and substantive issues" relating to the research field. NYAAPOR includes members from both academic and commercial research backgrounds who "engage in methods, application and findings from public opinion research."

Newsletter Flashback.

Some of the top stories in past Census Bureau employee newsletters

65 years ago

Break the Chain: Employees are subject to criminal prosecution if they forward chain letters, says the Sept. 15, 1947, Census News.

60 years ago

New Branch: The Transportation Statistics Branch is created to conduct the census of transportation every five years, reports the Sept. 12, 1952, Census Bulletin.



55 years ago

Nice Shot: Phil Siemer of Business Division wins the Census Bureau 72-hole medal play title at Langston Golf Course in Washington, says the Sept. 6, 1957, Census Bulletin.



50 years ago

Clean Machine: There were 3,600 windows in buildings 3 and 4 on the Suitland campus, and this truck helped keep them clean, reports the Sept. 14, 1962, Census Bulletin.

45 years ago

Great Escape: Marvin Towne, on a field assignment with the Jordanian Department of Statistics, narrowly escapes the country before the Six-Day War, says the Sept. 8, 1967, Census Bulletin.

40 years ago

Well Played: Foreign Trade defeated Gramax (NOAA) 6-5 to win the Commerce Department softball championship, reports the Sept. 29, 1972, SESA Inquirer.



35 years ago

Doing All Right: In the September 1977 Census Bulletin, Kurt Sayenga writes about his internship in the Public Information Office. He is now a writer, director and producer in Los Angeles specializing in documentaries.



30 years ago

Big News: Census Bureau researcher Barry Kostinski appears on TV and newspapers across the world when he reveals Soviet trade statistics during a news conference, reports the September 1982 Commerce People.



25 years ago

Rest in Peace: Thousands attend memorial services for Commerce Secretary



20 years ago

Good Job: Boston Regional Office Director Art Dukakis thanks classical singer Marian Anderson for her work in promoting the 1990 Census, says the August/September 1992 Census CounterParts.



CENSUS
CounterParts
Volume 21 • Issue 9
SEPTEMBER
2012

Census CounterParts is published by the Public Information Office.

Steve Jost
Associate Director for Communications

Stan Rolark
Chief, Public Information Office

Monty Wood
Editor

Michele Freda
Cover Photo

Meshel Butler
Graphic Designer

To submit an article to appear in CounterParts, contact the editor:
U.S. Census Bureau
PIO, 8H052F
Washington, DC 20233

Phone: 301-763-6611
E-mail: montgomery.f.wood@census.gov
TTY/FedRelay: 800-877-8339



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
census.gov

Enclosure

10



CENSUS CounterParts

Volume 21 • Issue 11
NOVEMBER/DECEMBER 2012



Secretarial Visit
Blank Meets with Staff

Executive Award
Mesenbourg Honored for Service

A \$14,000 Prize
Software Developer Wins
Return Rate Challenge

for a photo (l-r): Jerry Maples, Sonya Rastogi, Alicia Walker, Lisa Frid, Harold Dawson, Ilene Tayman, Lauren Shaw, Josue Delarosa, Dolly Garcia, Rosanna Torres, Jacob Acosta, Jennifer Ortman, Jaime Castello, Logan Powell.



Acting Secretary Blank Visits Census Bureau HQ

By Monty Wood
Public Information Office

Rebecca Blank is no stranger to the Census Bureau.

She oversaw the Census Bureau as the Commerce Department's under secretary for economic affairs and as the deputy secretary. She has been the acting Secretary of Commerce since June 2012, and she has been making a point of visiting all of the department's bureaus.

On Nov. 1, Blank and Mark Doms, the department's chief economist, visited the Census Bureau headquarters building.

Acting Director Tom Mesenbourg, Deputy Director Nancy Potok and the associate directors — including Wayne Hatcher, the newly appointed associate director for field operations — met for about 30 minutes with Blank and Doms. The executive staff began with describing the initial meeting of the new National Advisory Committee on Race, Ethnic, and Other Populations in October.

The staff also talked about the impact of Hurricane Sandy on Census Bureau data collection operations in the Northeast. Several of the regions were hit hard by Sandy, and the Census Bureau faced data collection challenges in New York City, New Jersey and other areas, but most importantly, no Census Bureau employees were injured.



Rebecca Blank answers questions from young staffers Nov. 1 in a headquarters conference room.

“What you do here at the Census Bureau is critically important to the nation, and it could not happen without the contributions of all of our employees — young and old.”

— Secretary Blank

“We also released the Quarterly Housing Vacancy Survey, a principal economic indicator, as scheduled on that Tuesday at 10 a.m.,” Mesenbourg said. “Staff were able to report to the office on Tuesday morning, but even if they hadn’t been able to come to the headquarters building, the Virtual Desktop Infrastructure [telework system] would have permitted us to remotely release the report.”

Michael Thieme, Peter Miller, Anup Mathur and Benjamin Reist described the work going on in the new Center for Adaptive Design. Reist, the survey director for the National Science Foundation-sponsored Survey of Recent College Graduates, described how that survey is experimenting with mode switching and other key capabilities of adaptive design.

“The secretary shares our belief that we must transform the way we do business, and she was very interested in the exciting and groundbreaking work we have under way,” Mesenbourg said.

Thieme is chief of the Decennial Systems and Contracts Management Office. Miller is chief of the Center for Survey Management. Mathur is the senior computer scientist and enterprise solutions architect in the Chief Technology Office.

Christopher Goetz, a recently hired economist in the Center for Economic Studies, shared preliminary results from his dissertation, “Falling House Prices and Labor Mobility: Evidence from Matched Employer-Employee Data.” Using data from the American Community Survey, the Local Employer Household Dynamics program and house sales price information from Zillow, the paper answers the question whether decreases in house values lower the probability that workers relocate for new jobs.

“This paper is a great illustration of how linking multiple Census Bureau data sets and leveraging external data can provide new insights about what is happening in our economy,” Mesenbourg said.

(b) (6)



The Commerce Department’s Rebecca Blank and Mark Doms (far left) listen to Logan Powell (back, center) talk about his work in the Center for New Media and Promotions.

Blank spent the last 40 minutes of her visit talking with a group of young staffers representing all the Census Bureau directorates. Staff described what they were working on and got the chance to ask questions of the acting secretary. Those questions covered the gamut from career advice, work-family balance, assessing Census Bureau performance and describing her most challenging job.

“I want to thank everyone for their important public service,” Blank said. “What you do here at the Census Bureau is critically important to the nation, and it could not happen without the contributions of all of our employees — young and old.”



Rebecca Blank, the acting Secretary of Commerce, pauses for a picture with Christopher Goetz after hearing about his research.

imagine during your first month on the job being asked to present your dissertation to not only executive staff at the Census Bureau but also to the acting Secretary of Commerce. Christopher Goetz, an economist in the Center for Economic Studies, turned a potentially intimidating situation into a golden opportunity on Nov. 1. Acting Secretary Rebecca Blank and Department of Commerce Chief Economist Mark Doms visited the Census Bureau, and after receiving various updates from senior staff, they settled in to hear about Goetz's research and to offer him advice. Following is his account of the experience.

Young Economist Gets an Audience with Acting Secretary

By Christopher Goetz
Center for Economic Studies

When my supervisors told me that they wanted me to brief acting Secretary Rebecca Blank on my research about labor mobility and the housing market, I was a little surprised, but excited for the opportunity. After all, I had just started as an economist in the Center for Economic Studies about a week before I received the assignment. Since this study is part of my dissertation, I know the subject well and have presented on it many times, but never in such a formal setting in front of so many important people.

My first job was to condense my years of work into a 20-minute presentation, which was no small task, but my supervisors, Lucia Foster and Shawn Klimek, helped me through the process. Next, we scheduled a dry run with acting Director Tom Mesenbourg and Deputy Director Nancy Potok — quite a first meeting! While I was initially nervous, they immediately put me at ease and prepared me for the kinds of questions that I might get during the meeting with the secretary.

The day of Dr. Blank's visit, I was feeling a little anxious but definitely prepared. Entering the room and seeing the acting secretary, the chief economist of the Commerce Department and all the directors and associate directors was intimidating, as you can imagine. But once I began speaking, I became more comfortable. The conversation flowed with Dr. Blank and Dr. Doms asking some interesting questions, and they even offered some good suggestions on things to follow up on in my research.

I'm defending my dissertation in the spring at the University of Maryland and getting to talk to a well-respected economist (and former professor) like Secretary Blank about my work was definitely good practice.

(b) (6)

Mesenbourg Receives Award for Executive Leadership

American University's School of Public Affairs presented Tom Mesenbourg, the Census Bureau's acting director, with the Roger W. Jones Award for Executive Leadership in a ceremony Oct. 22.

Since 1978, American University's School of Public Affairs has granted this prestigious award to more than 60 federal career executives in recognition of their exceptional federal service and dedication to the work and goals of government.

The Roger W. Jones Award for Executive Leadership honored Mesenbourg for applying innovative solutions to the challenge of measuring America's diverse and evolving population and economy. Under his leadership, the Census Bureau released its first mobile app, "America's Economy," which provides real-time updates for 16 key economic indicators released from the Census Bureau, Bureau of Labor Statistics and Bureau of Economic Analysis.

"Our employees have demonstrated that they can be engines of innovation," Mesenbourg said. "Over the past several years, they have submitted hundreds of great ideas that save money and improve products and processes."

Mesenbourg has been the acting director of the Census Bureau since Aug. 12. Mesenbourg served as the deputy director and chief operating officer of the Census Bureau from May 2008 until August 2012. As deputy director, he was responsible for directing all of the Census Bureau's diverse programs as well as its administrative functions. Prior to becoming deputy director, Mesenbourg served as associate director for economic programs. In 2011, he was the recipient of the (b) (5) Memorial Award for Economic Statistics. In 2004, he was the recipient of a Presidential Rank Award, the government's highest award for career executives. He joined the Census Bureau in 1972.

Tom Mesenbourg (fourth from left) (b) (6)

(b) (6)
(b) (6)

(Dept. of Defense), Mark Doms (Dept. of Commerce), (b) (6)

(b) (6) and Elizabeth McGrath (Dept. of Defense).

David Wennergren

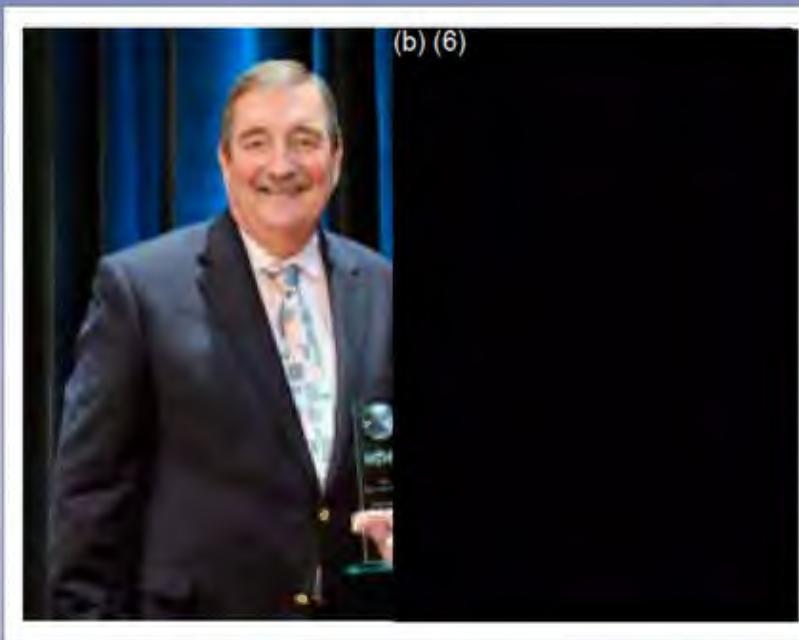
"I believe that a democracy is driven by data," Mesenbourg said. "As the nation's fact finder, the Census Bureau provides the facts that policymakers and other stakeholders need to make informed decisions. The experience of leading the 2010 Census reinforced for me the importance of building the next generation of leaders. We must ensure that future leaders have the opportunity to work on different programs, face different challenges and have diverse experience they need to face an ever more challenging future."

David Wennergren, the assistant deputy chief management officer with the U.S. Department of Defense, was also honored with the Jones Award.

"The superior leadership demonstrated by Thomas L. Mesenbourg and David Wennergren has led to the improved quality of government services to Americans," said (b) (6)

(b) (6) Additionally, they have guided the careers of the next generation of federal employees, assuring that the high performance they exemplify will carry forward into the future. They epitomize dedication to public service, and we challenge our students to strive to emulate these two outstanding individuals as they embark on their future careers."

The award is named for Roger W. Jones (1908-1993), a leader in federal government for more than four decades. Jones served as chairman of the Civil Service Commission, deputy under secretary of state for administration, and senior consultant and special assistant to the director of the Bureau of the Budget. His service was distinguished by his ability to lead change based on the belief that government can mobilize human talents to accomplish goals.



The Census Bureau's Tom Mesenbourg (left) accepts an award from (b) (6) (b) (6) on Oct. 3 in Portland, Ore.

GIS Hall of Fame Inducts Census Bureau

The Urban and Regional Information Systems Association (URISA) inducted the U.S. Census Bureau into the Geographic Information Systems (GIS) Hall of Fame in a ceremony on Oct. 3 in Portland, Ore.

The Census Bureau was chosen because of its substantial contributions to the GIS community and profession. The URISA Board of Directors and the GIS Hall of Fame Nomination Committee unanimously approved its inauguration into the hall of fame.

"The U.S. Census Bureau is honored to be inducted into the URISA GIS Hall of Fame, which recognizes the achievements of Census Bureau staff for technological innovations in making GIS data available to the nation," said Tom Mesenbourg, the Census Bureau's acting director.

The Census Bureau's geographic work allows for a more effective collection, tabulation and dissemination of census and survey statistics. For example, the Census Bureau established TIGER (Topologically Integrated Geographic Encoding and Referencing), a database that defines the location and spatial relationships of various census geographic areas to one another and to other map features such as streets, rivers, railroads and other geographic features. This database became the cornerstone for the geographic information system industry in

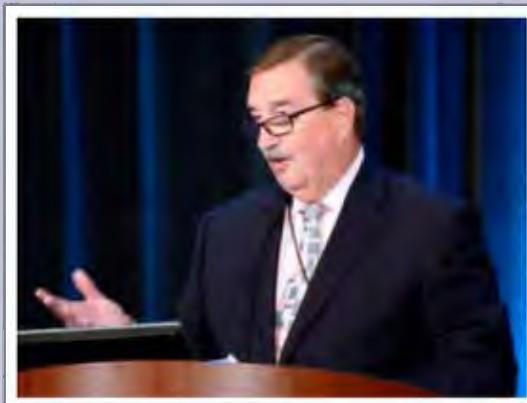
the 1990s, and it helps police and emergency responders develop their 911 systems and aids transportation officials in planning. The Census Bureau has also created a national housing address list, which is the basis for collecting census and survey data. In looking to the future, the Census Bureau is undertaking an initiative to improve address coverage, to update spatial features continuously and to enhance quality assessment and measurement.

URISA established the GIS Hall of Fame in 2005 to recognize and honor the most esteemed leaders of the geospatial community.

"To be considered for the GIS Hall of Fame, an individual's or an organization's record of contribution to the advancement of the industry demonstrates creative thinking and actions, vision and

innovation, inspiring leadership, perseverance and community mindedness," (b) (6) (b) (6) said. "Hall of fame inductees are individuals or organizations whose contributions and accomplishments have moved the geospatial industry and user community in a better, stronger direction."

Along with the Census Bureau, other inductees this year were the National Aeronautics and Space Administration, the U.S. Geological Survey, Natural Resources Canada and Statistics Canada.



Mesenbourg talks about innovations at the Census Bureau during the GIS Hall of Fame induction in Portland, Ore.

(b) (6), (b) (2)

Health Care Official Reveals Challenges of Today's Urban Indian

By Monty Wood
Public Information Office

In 1950, 84 percent of the nation's American Indians lived in a rural area, such as a reservation. In 2010, just 22 percent did.

That means about 78 percent today live in urban areas, and that presents unique health care challenges for American Indians.

(b) (6)

(b) (6) spoke about these challenges during the 2012 American Indian and Alaska Native Heritage Month opening program Nov. 6 at Census Bureau headquarters.

"The poverty rate and health care are much worse for urban Indians than the rest of the nation," (b) (6) said. "About 25 percent of urban Indians live below the federal poverty level and another 25 percent live barely above it. Our communities are struggling. Our health care is struggling."

(b) (6) said that infant mortality rates over the past decade have been dropping for Americans but not for American Indians and Alaska Natives. He said that sudden infant death syndrome is twice as prevalent for urban Indians than for the rest of the country.

"Studies show that 30 percent of American Indians and Alaska Natives suffer from depression, and we believe that's even higher for urban Indians," said (b) (6) (b) (6)

(b) (6) "It's disappointing that we have no data for depression among urban Indians, and there is no plan to fund such research."

However, American Indians who live in urban areas do have access to health care through Urban Indian Health Programs. There are 35 locations across the country, with eight in California and five in Montana. Three are in East Coast cities: Baltimore, Boston and New York.

(b) (6)

(b) (6)



Krysten Mesner's first-place photo in the annual Hispanic Heritage Month photo contest.



Herman Alvarado's second-place photo.

Daniel Eklund's third-place photo.



David Ferriero, who heads the National Archives, talks libraries and their new digital strategies.

Census Library: 60 Years of Keeping Pace with Technology

By Kimberly Higginbotham and Aundrea Lewis
Public Information Office

Organized libraries have been in existence in the United States for more than 300 years with basically the same goal: Create a literate society, with focus on training patrons on what information is available, how to find the information and then how to use the information. The challenge facing both public libraries and special libraries like the Census Bureau's has been how to continue to achieve this goal in a digital age.

On Oct. 18, the Census Library held an open house to show off its 60 years of facing those challenges. Front and center was guest speaker David Ferriero, the 10th (and current) archivist of the United States. Rod Little, the Census Bureau's associate director of research and

methodology and chief scientist, led the introductions.

The influence of the digital age was quite evident as each presenter cited Wikipedia as a source of information. In fact, the frequency of references to Wikipedia became the running joke throughout.

"As an academic, it is amazing to have instant access to a vast array of scholarly articles with the click of a mouse," Little said.

Ferriero began by talking about how his introduction to a library consisted of several bookshelves in a space shared with the local florist in Beverly, Mass. Sitting on the floor and choosing his books ignited a lifelong

passion with libraries and in particular the role the actual physical space plays.

Prior to his current position, Ferriero served as the Andrew W. Mellon Director of the New York Public Libraries, where he was part of the leadership team responsible for creating the largest public library system in the United States and one of the largest research libraries in the world.

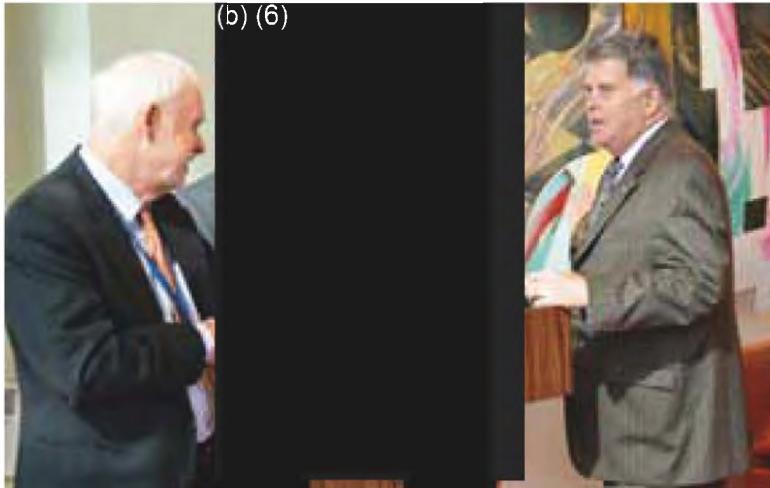
Ferriero said his first impression of the New York system was "this is worse than Starbucks. There is a library on every corner." However, he soon realized all those libraries served very different population groups with very different needs. One of his key responsibilities in New York was the development of its digital strategy, a project he also headed at the libraries for both the Massachusetts Institute of Technology in Cambridge, Mass., and Duke University in Durham, N.C.

Though his background was in public and academic libraries, it was the current administration's commitment to open government that really fueled his interest in working for the federal government.

Ferriero said, "good records management is the backbone of an open government," and he plans to use his position as archivist to help ensure that the Presidential Memorandum on Managing Government Records (<http://www.whitehouse.gov/the-press-office/2011/11/28/presidential-memorandum-managing-government-records>), which calls for all agencies to manage their permanent records in electronic format by 2019, is fully implemented. Ferriero used his nomination hearing to express that the National Archives is at a "defining moment with regard to our existing electronic records, social media communications and emerging technologies being used throughout government offices."

The release of the 1940 Census records was a great example of the use of technology and federal records. 1940 Census data was transferred electronically to the National Archives, making the data available almost instantaneously to researchers, historians and genealogists across the world.

(b) (6) — a reference archivist for the National Archives, provided a human element to the 1940 Census data when she talked about a record for (b) (6) — whose information was obtained from a



Rod Little (associate director), Steve Taylor (branch chief), and Scottie Cochrane (head librarian) talk with David Ferriero (National Archives) during the Census Library's Oct. 18 open house.

neighbor. (b) (6) said the 1940 Census data is fascinating, "don't just rely on the indexing — read the census."

Ferriero also noted that the use of technology does pose some challenges, such as the increased need for critical thinking skills. The paper publishing process

helps ensure that documents are valid and accurate, but anyone can post on the Web.

"How do you know if the information is credible?" he asked, saying, "Users must now take on the burden of ensuring information is accurate."

Ferriero is the first librarian to serve as archivist of the United States, and as such brings a unique perspective as the chief official overseeing the operation of the National Archives and Records Administration — safeguarding and making available for study all the permanently valuable records of the federal government. This massive job encompasses 44 facilities nationwide, 12 billion pieces of paper and 500 terabytes of electronic information. He is also a key participant in the Digital Public Library of America, a large-scale effort to develop a portal that brings together digital content for all.

Steve Taylor, chief of the Administrative and Customer Services Division's Documents and Library Management Branch, read the Wikipedia definition of a library in his welcome remarks: "A library (from French *librairie*; Latin *liber* = book) is an organized collection of resources made accessible to a defined community for reference or borrowing. It provides physical or digital access to material and may be a physical building or room, or a virtual space, or both."

"Point and click research is no longer the wave of the future, but rather firmly embedded into the very foundation of information availability," Taylor said.

First established in January 1952, the Census Bureau Library is a full service "special library" that has moved beyond printed magazines and books to now offering digital resources. The library has a collection of 180,000 books, as well as journal subscriptions, databases and thousands of full-text electronic resources.

For more information about the Census Bureau Library, its collections or services, call 301-763-2511 or go to <http://www.census.gov/library/>.

Kenyans and Zambians Come to Suitland to Learn About Data Stewardship and Dissemination

By Mitali Sen
Population Division

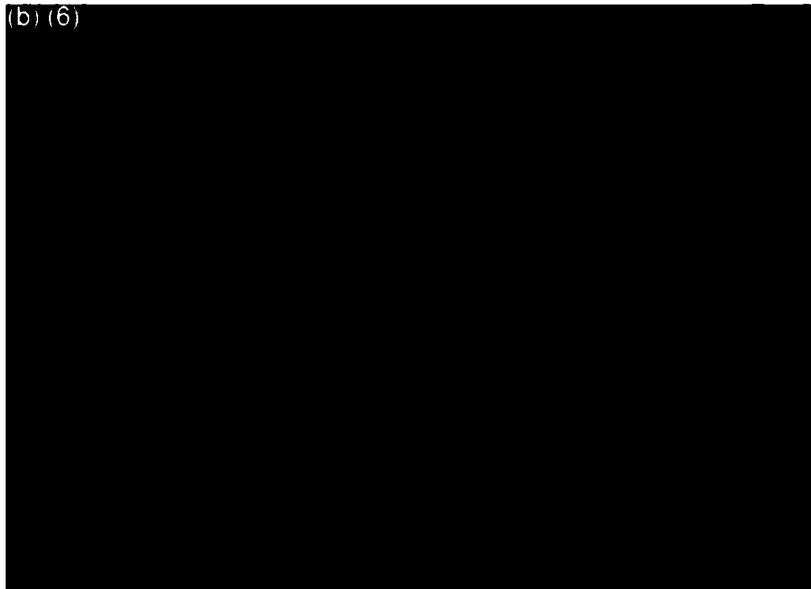


An eight-member delegation of senior managers, demographers and IT specialists from Zambia and Kenya came to Census Bureau headquarters in late August for a work-study experience on dissemination and archiving.

Census Bureau employees shared expertise on U.S. data stewardship practices, dissemination products and communication programs as part of the weeklong international assistance program.

The Kenyan and Zambian guests in turn shared their dissemination experiences and challenges over the course of the week.

Through dynamic presentations and group discussions, Census Bureau experts were able to apply lessons from U.S. programs to the needs of the work-study participants. Sessions during the busy program for the guests covered topics from data swapping and cell suppression to publishing reports and hosting press events. Multiple



Glenn Ferri (a Population Division assistant division chief) hands a certificate of appreciation to (b) (6) of the Zambia Central Statistical Office.

directorates participated in this program, including senior staff from Research and Methodology, Decennial Programs, Demographic Programs, 2020 Census, Information Technology and Communications.

This work-study was organized by the Population Division's International Programs Center for Technical Assistance and the International Relations Office as part of ongoing projects with the Kenya National Bureau of Statistics and the Zambia Central Statistical Office.

The foreign participants say they appreciated the Census Bureau's ongoing capacity-building efforts and look forward to continuing the partnership.

"We learned a lot from the study tour and from the presentations — there is a lot that we can do together," said (b) (6).

(b) (6) at the Kenya National Bureau of Statistics. "We have already started working on the program document that will highlight the possible areas of collaboration with the U.S. Census Bureau."

For the delegation, visits to a state data center and census information center in nearby Washington inspired ideas for disseminating information in new and innovative ways. The presentations by the D.C. Office of Planning and the National Congress of American Indians sparked a discussion on how to develop similar programs in Kenya and Zambia. The Census Bureau hopes to work with the two countries to support these new dissemination structures and activities.

"The trip was fine though too short," said (b) (6).
(b) (6)
(b) (6)

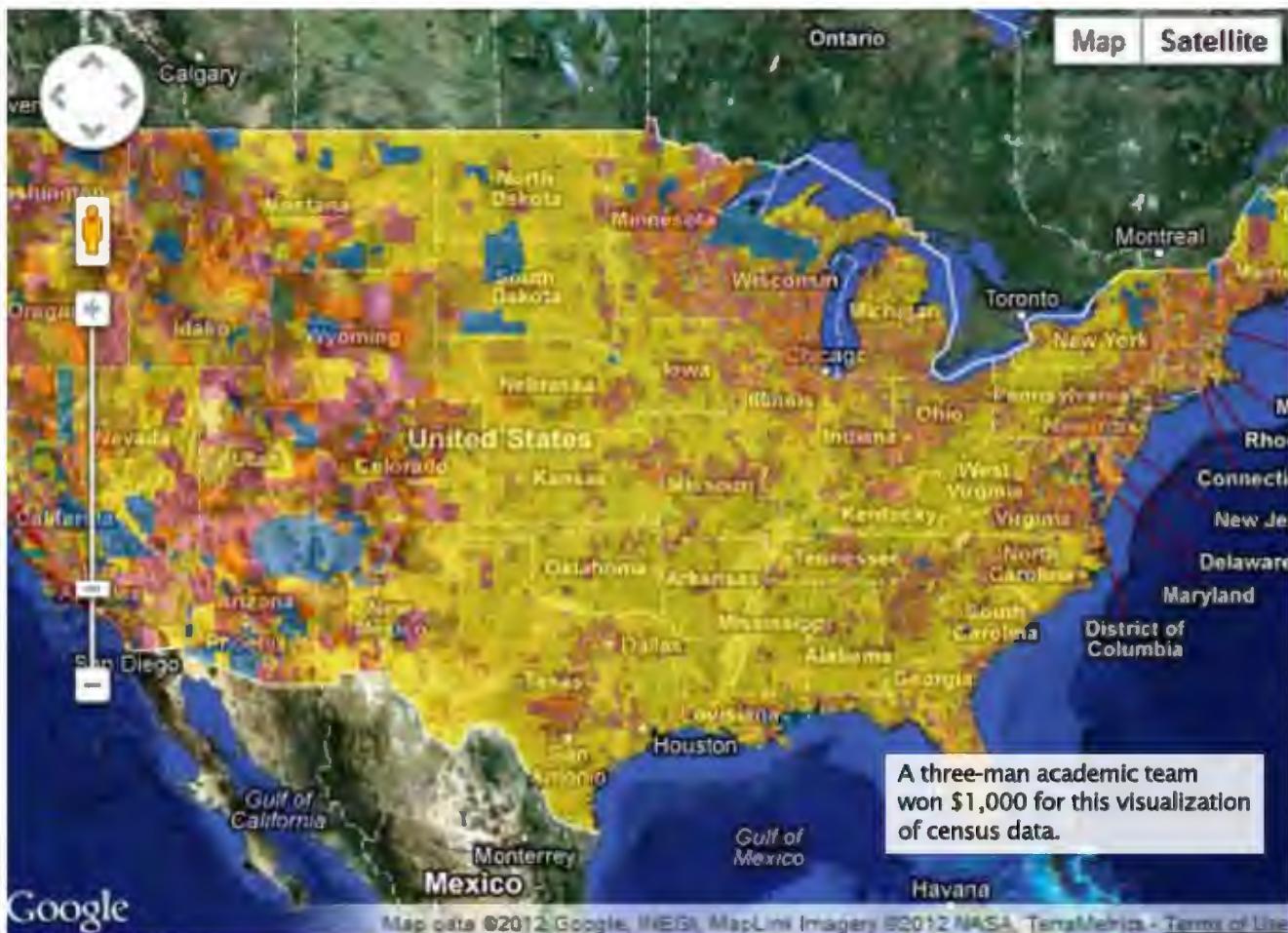
(b) (6) "I enjoyed the training and the stay. I learned a lot about the [American Community Survey] and how it supplements the census. I was also keen on reports about the aging population, as it is a topic I would like to pursue more. I also appreciated the intercensal activities that we can heavily learn from."

The Census Bureau has been working with Kenya since 2007 and Zambia since 2009, providing technical assistance on their respective censuses. The assistance to Kenya to build their statistical capacity was wide ranging, from questionnaire design to data capture and processing, data evaluation and dissemination.

In fact, using the Census Bureau's iCADE (integrated Computer Assisted Data Entry) scanning system and CSPro (Census and Survey Processing System) software, Kenya was hailed as one of the first countries in Africa to capture and process its census data in one year. Similarly, the Census Bureau helped build Zambia's statistical capacity for its 2010 census and provided technical assistance to help the Zambians disseminate their census results in keeping with international best practices.

"All of the topics had relevance to statistical operations in our countries and provided insights on how we can improve," said (b) (6).
(b) (6) "It has been a good learning experience."

The international assistance given by the Census Bureau is mostly sponsored by the U.S. Agency for International Development. Several Census Bureau staff members have spent time in Zambia and Kenya to support census activities.



(b) (6)

(b) (6) was selected as the winner of the Census Bureau's Census Return Rate Challenge. The challenge, conducted from Aug. 31 to Nov. 1, asked contestants to create the best statistical model predicting 2010 Census mail return rates at block group level geographies based on their demographic characteristics.

The contest attracted 244 entries.

"During the 2010 Census, the Census Bureau saved an estimated \$85 million in operational costs for every percentage point increase in the nation's participation rate by mail," said Tom Mesenbourg, the Census Bureau's acting director. "Utilizing the winning model will help the Census Bureau create robust scoring metrics to identify hard-to-count areas and populations in the 2020 Census and save more money."

(b) (6) won the \$14,000 top prize with a model that came within 2.59759 percent of predicting the actual 2010 Census mail return rate of 79.3 percent. The return rate is the percentage of people who mailed back their census questionnaires. (b) (6) of Boston earned \$7,500 for his second-place model at 2.59872 percent. (b) (6) of Bellevue, Wash., and (b) (6) of the Czech Republic teamed up for the third-place entry and earned \$2,500.

Two entries had a higher prediction rate than (b) (6), however, the contestants did not qualify for a share of

the \$25,000 in total prizes. The contest rules state that prize money can go only to U.S. citizens or permanent U.S. residents.

"Interactive Visualization of Census 2010 Response Rates," created by the team of (b) (6) of Bethlehem, Pa., and (b) (6) of Boulder, Colo., was chosen as the most interesting and insightful visualization of census data, winning \$1,000. The three first met as grad students in San Diego.

"Crowdsourcing solutions to technical problems is one way we are driving innovation and greater efficiency," said Rod Little, the Census Bureau's associate director for research and methodology. "The Census Bureau and other federal agencies, while constantly looking for ways to innovate and be more efficient in their operations, will be using information from this challenge to determine how to allocate data collection resources."

The competition was conducted on Kaggle.com, a platform for data prediction competitions, under Section 105 of the America COMPETES Reauthorization Act of 2011.

To view results of the modeling competition and the methodologies used by the prize-eligible winners go to <<https://www.kaggle.com/c/us-census-challenge/leaderboard>> and <<https://www.kaggle.com/c/us-census-challenge/forums>>.

Dajani, Fox Win Fast Forward Toastmasters Fall Contests

On Sept. 13, the Fast Forward Toastmasters Club held its Fall Table Topics and Humorous Speech contests. Fast Forward Toastmasters is based at Census Bureau headquarters.

Table topics contestants answered a previously unknown question within one to two minutes. The contest question was 'What person (real or fictional) would you change lives with? And why would you regret it later?' Maya Fox's (HRD) winning response expounded on Marie Antoinette's enviable shoe collection and gruesome demise.

The Humorous Speech contest required participants to prepare an original speech of five to seven minutes. The speech had to be thematic in nature, not stand-up



Elizabeth Love earns a runner-up award for her humorous speech at an area Toastmasters contest.

comedy. Contest winner Aref Dajani (DSMD) delivered a satire of speech contest procedures titled 'The Chief Judge Briefing I Always Wanted to Give.'

Both went on to represent Fast Forward Toastmasters at Toastmaster International's Area 53 contests held Sept. 27 at Census Bureau headquarters. Hosted by Area 53 Governor Art Cresce (SEHSD), the event featured champions from five local clubs: Focused Achievers Meeting Excellence (FAME) and Spring Speakers, both of Largo, Md.; and Fast Forward, Presidential Speakers and Suitland Federal, all from Suitland.

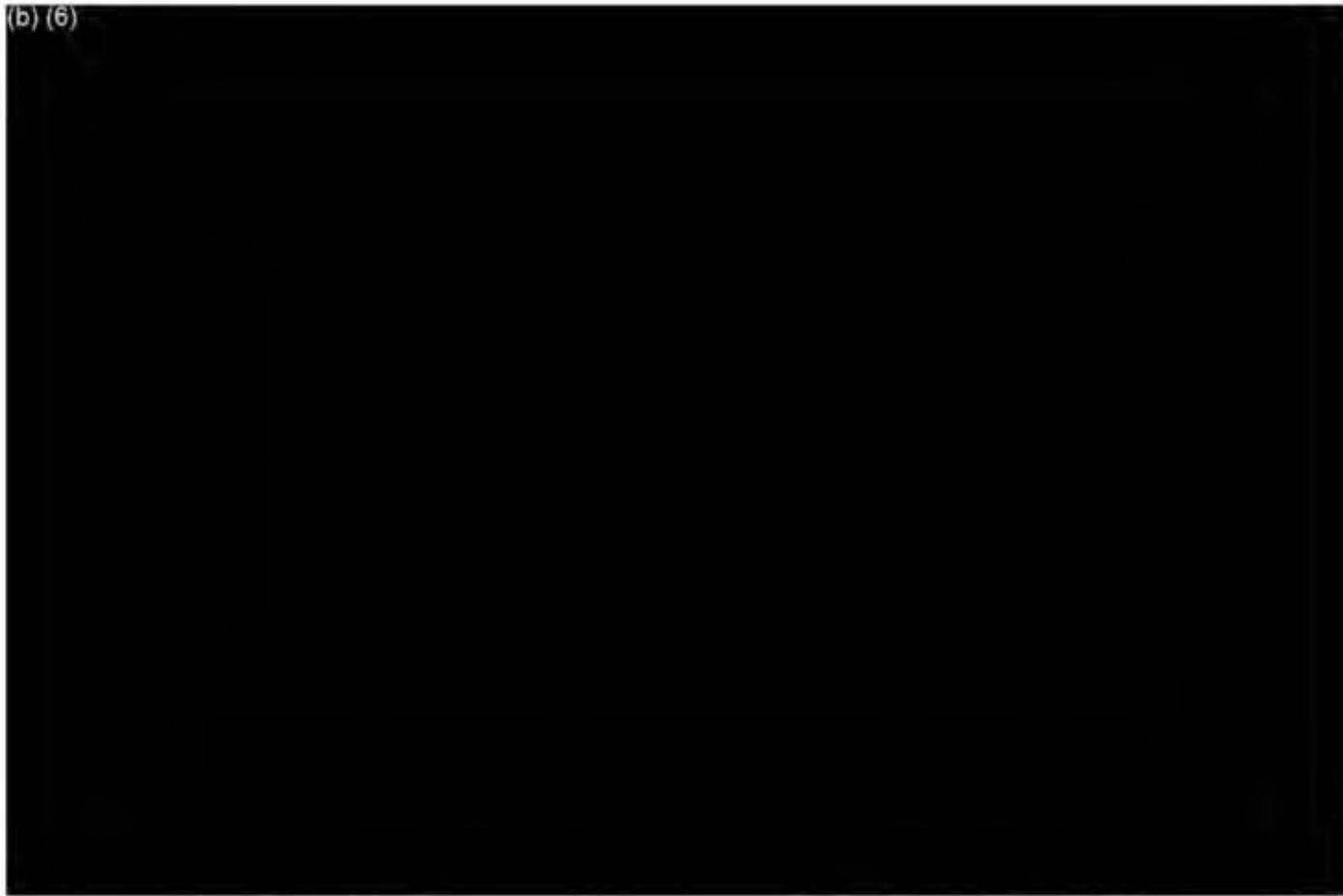
Dajani's humorous speech captured first place once again, and the runner-up was Suitland Federal's Elizabeth Love (GOVS), who delivered, "Humor Where You Least Expect It." Fox's response to the table topic question, "If I knew then what I know now. What words of wisdom or advice would you give to your 20-year-old self?" earned her a second-place trophy.

Jennifer Ferguson of FAME placed second in the Table Topics category at the Division E contest on Oct. 6 at the Calvert Library in Prince Frederick, Md.

Toastmasters International is a nonprofit educational organization that operates clubs worldwide for the purpose of helping members improve their communication, public speaking and leadership skills. Through its thousands of member clubs, Toastmasters International offers a program of communication and leadership projects designed to help people learn the arts of speaking, listening and thinking.

Guests are welcome at any of the Census Bureau's three clubs: Suitland Federal Toastmasters, which meets Tuesdays; Presidential Speakers, which meets Wednesdays; and Fast Forward Toastmasters; which meets Thursdays.

(b) (6)



Winners and co-sponsors of the Census Bureau Manufacturing Day trivia contest (l-r): Jane Comstock (ISSRO), Mary McKoy (ADEP), Randy Becker (CES), Mikhail Belgorodsky (GEO), Bob Struble (MCD), Bob Marske (ADEP).

Census Bureau Builds Recognition for National Manufacturing Day

By Kimberly Hollingsworth
Office of Economic Planning and Innovation

The first-ever National Manufacturing Day was held Friday, Oct. 5, and the Census Bureau played an important role in promoting it. The event was designed to help dispel myths and misconceptions about manufacturing and to highlight manufacturing's role in the economy and the excellent job opportunities it offers. Approximately 250 organizations helped launch this initiative, and plants across the country invited the public in for tours and open houses.

Local high school and community college students, members of the media and job seekers, as well as the public at large, were allowed to see firsthand the safe, high-tech and innovative work environments that await those who pursue careers in manufacturing. National, state and local dignitaries and business leaders marked National Manufacturing Day by participating in ceremonies throughout the United States.

In Evanston, Ill., the Census Bureau's Shirin Ahmed (assistant director for economic programs) joined U.S. Rep. Jan Schakowsky (D-Ill.), State Rep. Robyn Gabel (D-18th), Evanston Mayor Elizabeth Tisdahl and many other dignitaries in a ceremony Oct. 3 at a metal lubricant plant.

(b) (6)

(b) (6)

(b) (6)

students about the need for skilled trade workers during a Manufacturing Day event in Fort Myers, Fla.

(b) (6)

during a Manufacturing Day event in Charlotte, N.C.

More than 100 students tour the manufacturing facilities of Dresser-Rand, a global supplier of rotating equipment and aftermarket parts, in Olean, N.Y.

(b) (6)

(b) (6)

(b) (6)

Students, educators and others interested in manufacturing career opportunities tour Waukesha Metal Products, an international metal stamping and fabrication supplier, in Sussex, Wis.

Cerritos College students demonstrate machining, welding, plastic/composite technologies, engineering and woodworking during a Manufacturing Day event in Norwalk, Calif.

(b) (6)

holds an automotive part made using his company's products during a Manufacturing Day event in Evanston, Ill.

Mendel Gayle, chief of the Manufacturing and Construction Division, participated in a Manufacturing Day event held at the Workshop for Warriors in San Diego on Oct. 5. Workshop for Warriors is a nonprofit organization dedicated to providing free job training and certification to veterans.

A goal of Manufacturing Day is to expand public knowledge about the manufacturing sector. The Economic Directorate saw this as the perfect opportunity to share with Census Bureau staff a little about what they do. Messages were placed on the Intranet home page and the first-floor monitors, and broadcast emails were sent out each day containing in-depth information and trivia questions on manufacturing statistics produced by the Census Bureau.

A Manufacturing Day trivia contest asked participants to be the first to answer two questions daily. Clues about economic statistics helped competitors locate the correct answers. The winners were Randy Becker of the Center for Economic Studies, Bob Struble of the Manufacturing and Construction Division, and Mikhail Belgorodsky of the Geography Division.

The overwhelming responses to the Manufacturing Day trivia contest prompted the Economic Directorate to randomly select two more winners: Phyllis Singer of the Demographic Statistical Methods Division and Jane Comstock of the Information Systems Support and Review Office.

For more information on Census Bureau-related Manufacturing Day materials, visit <<http://www.census.gov/manufacturing/mfgstat/>>. Visit the official Manufacturing Day site at <<http://www.mfgday.com>>

Newsletter flashback.

Some of the top stories in past Census Bureau employee newsletters

60 years ago

Bright Future: An exhibit at the Waldorf Astoria Hotel in New York City features a light that comes on every 13 seconds to indicate the rate of gain in the U.S. population. Business executives are told that this "golden light of opportunity" denotes one potential new customer with each flash, reports the Dec. 5, 1952, Census Bulletin.

55 years ago

Healthy Crowd: Dr. Timothy O'Donovan and head nurse Helen Mattare vaccinate 798 Census Bureau employees against the Asian flu in one hour and 15 minutes. An additional 174 employees are vaccinated the next day, says the Nov. 29, 1957, Census Bulletin.

50 years ago

A Future in Computers: The Census Bureau's 1963 budget of \$21.2 million includes \$4 million for "the modernization of computing equipment," reports the Dec. 7, 1962, Census Bulletin.

45 years ago

International Relations: The "How'd You Neighbor" column in the Nov. 3, 1967, Census Bulletin introduces two visiting

statisticians from abroad. Malka Kantrowitz, a deputy director in the Central Bureau of Statistics in Jerusalem, works here in the Statistical Methods Division. Jae Kwon Limb, a section chief at the Bureau of Statistics, Economic Planning Board in Korea, is studying sampling and survey methods here.

40 years ago

Election Year: James Sullivan, national coordinator of Lawyers for McGovern-Shriver, and Daniel Lungren, director of the Special Programs (Youth) Division of the Republican National Committee, headline a lively political discussion at Census a few weeks before the presidential election, according to the Dec. 8, 1972, SESA Inquirer.

30 years ago

Explore Your Roots: The December 1982 issue of *Commerce People* reminds employees that they can now more easily research their ancestors (and anyone else's) with this year's release of 1910 Census records. The Census Bureau's Age Search program can provide age, relationship and place of birth information from census records for a fee and with authorization.

25 years ago

Happy Birthday: The nation's population reaches 243,636,172 at noon

on Sept. 17, the 200th anniversary of the signing of the Constitution, says the October 1987 issue of *Commerce People*.

20 years ago

Ohge Honored: Bill Ohge, a mail clerk, is named Outstanding Citizen of 1992(b) (6)

(b) (6) for his "dedication, superior fundraising ability and his willingness to accept new challenges," says the December 1992/January 1993 *Census CounterParts*.

15 years ago

Get Moving: The Census Weight and Endurance Training room, or CWET Shop, opens Dec. 23 featuring Cybex "selectorized" weight-training equipment, aerobic equipment and classes and professional trainers, according to the December 1997/January 1998 *Census CounterParts*.

10 years ago

Just Like Being There: Video teleconference technology is helping to train staff in the regional offices for such things as taking equipment inventory and taking proper fingerprints, reports the November 2002 *Census CounterParts*.

Census CounterParts is published by the Public Information Office.

Steve Jost
Associate Director for Communications

Stan Rolark
Chief, Public Information Office

Monty Wood
Editor

Donna Gillis
Copy Editor

Michele Freda
Cover Photo

Meshel Butler
Graphic Designer

To submit an article to appear in CounterParts, contact the editor:
U.S. Census Bureau
PIO, 8H052F
Washington, DC 20233

Phone: 301-763-6611
E-mail: montgomery.f.wood@census.gov
TTY/FedRelay: 800-877-8339



U.S. Department of Commerce
Economics and Statistics Administration
U.S. CENSUS BUREAU
census.gov

CENSUS
CounterParts

Volume 21 • Issue 11

NOVEMBER/DECEMBER

2012

Enclosure

11

SPECIAL EDITION

100

CENSUS CounterParts

Volume 21 • Issue 12

DECEMBER

2012

90 Years in the Field

The Story of the
Census Bureau's
Regional Offices

Field Directorate Begins New Era



Eighteen months have passed since we first announced the planned December 2012 closure of six regional offices and a significant change in how we manage survey data collection through our 7,000 field interviewers. Our goal was to reduce costs and improve data quality by allowing local home-based field supervisors to manage a trained, professional staff who know their communities and are experts in eliciting responses from sometime reluctant households.

This realignment was a complex, demanding undertaking with an aggressive schedule. This task was even more challenging in that it resulted in the loss of jobs and a major realignment of office and field responsibilities. Many other organizations have failed in implementing even more modest proposals, but the Field Directorate, as always, accomplished this mission and did it in a superb manner.

Regional offices in Boston, Charlotte, Dallas, Detroit, Kansas City and Seattle will close on Dec. 31. Our six regional offices in Atlanta, Chicago, Denver, Los Angeles, New York and Philadelphia will assume responsibilities for all data collection using reconfigured regional boundaries that now more evenly balance the field workload.

We knew this realignment would not be easy. Yet managers and staff in the regions and headquarters rose to this challenge and performed amazing feats under trying circumstances. Even though staff in the closing offices were facing the loss of their jobs or earlier-than-planned retirements, while the remaining offices were expected to absorb double the work, the regional office staff performed professionally and exceptionally. In the midst of significant change, the staff continued to meet our ongoing survey requirements, even as they changed the way we conduct and manage surveys. Just as was the case with the 2010 Census, the mission came first and the Field delivered.

Just during the past 12 months, more than 625 home-based field supervisors were hired and trained, survey data collection databases were reconfigured to support the new boundaries, and new technology was deployed that permits home-based supervisors to have full and secured access to Census Bureau systems through our telework technology. Throughout the realignment process, ongoing data collection has continued without interruption and data quality has never suffered.

As this 50-year era of 12 regional offices ends and an even more demanding era begins, I want to sincerely thank each of our regional staff for their unparalleled professionalism and inspiring "get it done" work ethic. Through your effort, dedication and sacrifice, the Census Bureau is well positioned to adapt to a rapidly changing future that demands new ways of doing business both in the regions and at headquarters. The Field Directorate has shown the rest of the Census Bureau how to implement transformational change professionally, on time and under budget.

The ongoing effort to transform how we manage our reimbursable surveys and the work being done by the Center for Adaptive Design rely on your innovations. The entire organization owes each and every one of you that worked on this Field realignment our gratitude and respect.

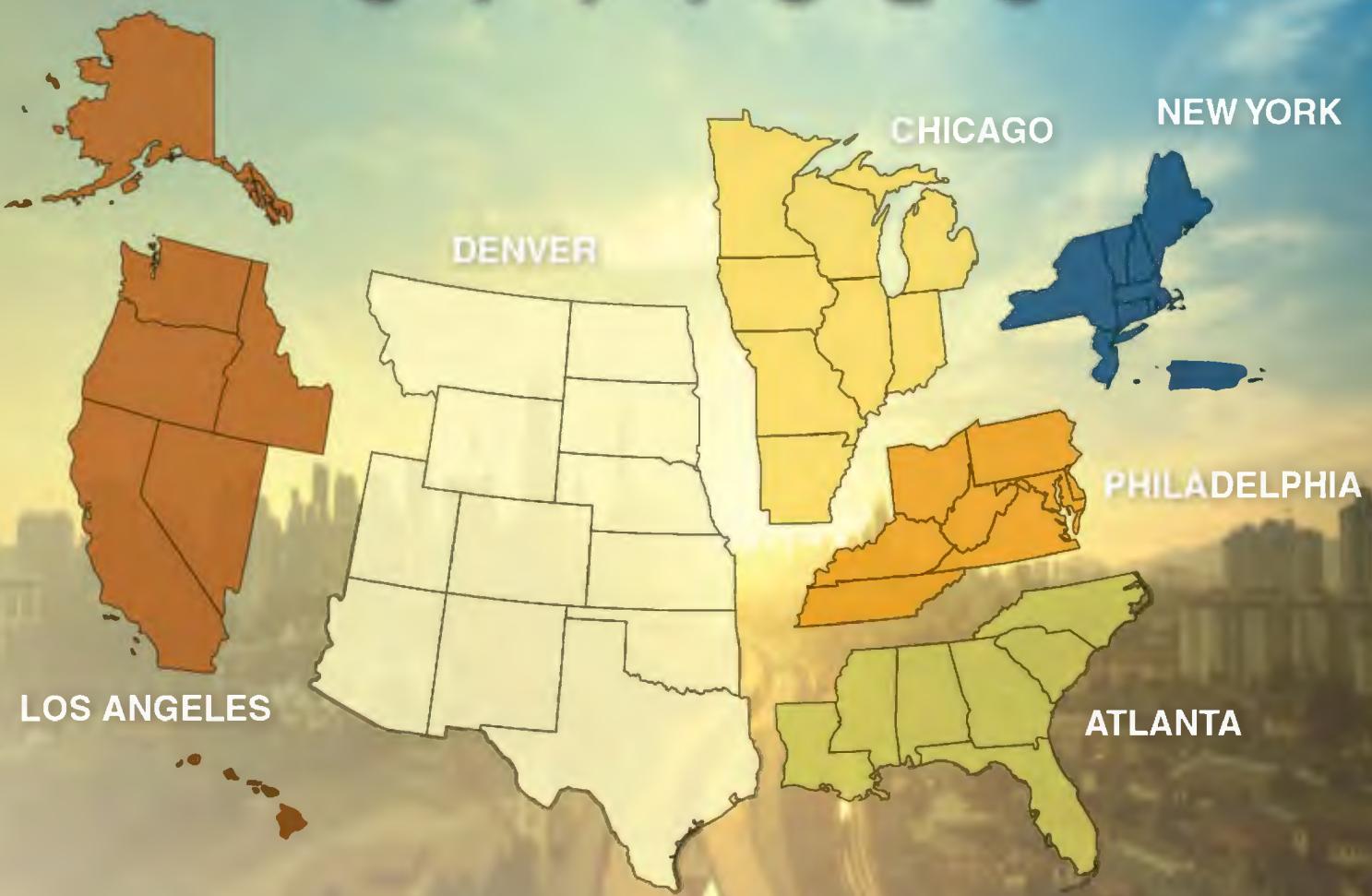
Finally, a special thanks to all the employees that worked in one of the six closing offices. This realignment was especially difficult for you. While we were able to find jobs for many of you in other Census Bureau locations, or assist others finding jobs in your local area, others are retiring or still looking for employment. Yet each one of you carried out your responsibilities throughout the realignment.

Thank you for your notable accomplishments and your many years of dedicated service. I wish each and every one of you only the best.

— Tom Mesenbourg

Acting Director, U.S. Census Bureau

THE SIX REMAINING REGIONAL OFFICES



- The Census Bureau has realigned its regional office structure to reduce costs and improve the quality of the hundreds of surveys the Census Bureau conducts annually.
- By realigning the field infrastructure, the Census Bureau is saving taxpayer money and keeping pace with the innovative changes in how surveys are conducted worldwide.
- The Census Bureau is committed to finding the best possible outcome for each affected employee in a closing office.
- The move to a new six-region design was featured by the GAO as a “best practice” model of government infrastructure consolidation.

Remaining Regional Office Directors

(b) (6)



Atlanta Regional Director
George Grandy, Jr.

Chicago Regional Director
Stanley D. Moore

Denver Regional Director
Cathy Lacy

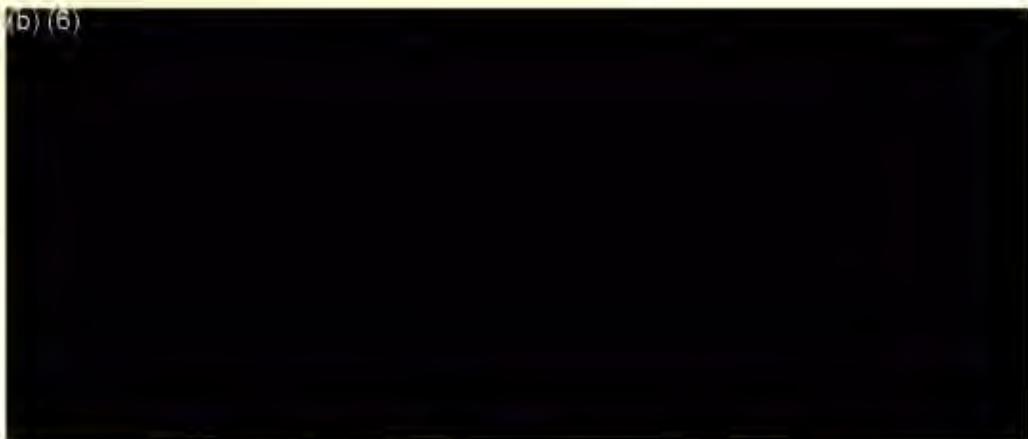
(b) (6)



Los Angeles Regional Director
James T. Christy

Philadelphia Regional Director
Fernando Armstrong

(b) (6)



New York Regional Director
Lester Farthing

New York Regional Director
Jeff T. Behler
Effective January 2, 2013



KANSAS CITY

DETROIT

BOSTON

SEATTLE

THE SIX CLOSING OFFICES

DALLAS

CHARLOTTE

2010
CENSUS
COUNTDOWN

(b) (6)



Boston Regional Director
Mario T. Matthews

Assistant Regional Director
Heather M. Polo



(b) (6)

The Boston Regional Office served Connecticut, Maine, Massachusetts, New Hampshire, upstate New York, Puerto Rico, Rhode Island and Vermont. You can't discuss the Boston Regional Office without mentioning Art Dukakis, who led the office through five decennial censuses. Boston also had the first female coordinator, Marilyn McKenna.

Much of New England is rural, and interviews can happen almost anywhere. On one occasion, a field representative was supposed to meet a respondent in a barn. When the FR got to the barn, she did not find the respondent but she did find a pregnant cow. The cow began to deliver her calf while the FR was there. The FR was able to alert the respondent that a new calf was on the way. The FR did not stay for the entire "blessed event," but she was able to complete her interview.

Every regional office has countless stories of the extraordinary dedication of its employees. During the 2010 Census, the Warwick (R.I.) Local Census Office was part of a severely flooded area. Key staff moved to other local census offices, and by the time flood waters subsided, the Warwick office was so damaged that even the interior walls had to be rebuilt. At the height of the flooding, the LCO's assistant manager for administration used a rowboat to reach the office and rescue all sensitive data concerning LCO employees. Even in virtually impossible conditions, Boston's employees never stopped doing everything necessary to complete their work.

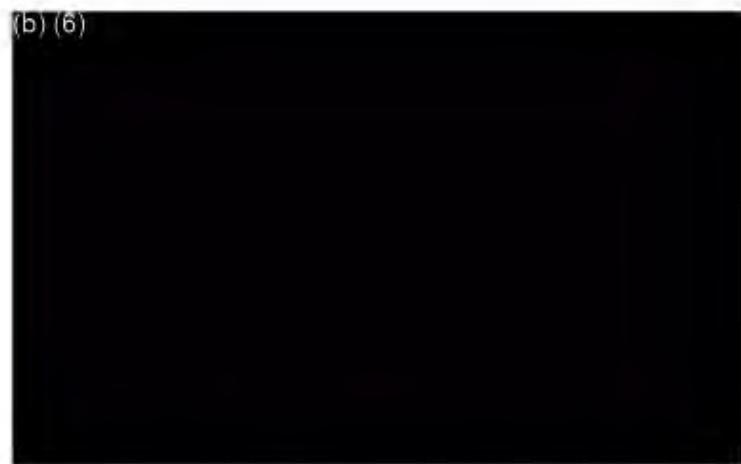
(b) (6)



(b) (6)

(b) (6)

(b) (6)



Charlotte Regional Director
William W. Hatcher Jr.

Assistant Regional Director
Somonica L. Green



Soon after the completion of the 1950 Census, the Charlotte Regional Office opened in July 1953, initially in the role of a census district office. The office consisted of two rooms for three career employees and 10 enumerators in the field. Three surveys — the Current Population Survey, the Current Business Reports and the Cotton Survey (a semi-monthly report on bales of cotton ginned) — were conducted out of the office at this time. The creation of the Charlotte office was a result of the consolidation of the former Asheville and Raleigh district offices. The Charlotte District Office was originally located in the Sanatorium Building until 1957, when it was redesignated as a regional office. In 1987, the regional office boundaries were again modified to the regional configuration that existed until 2012 to allow the Charlotte Regional Office

(b) (6) to service North Carolina, South Carolina, Virginia, Kentucky and Tennessee. There have been five regional directors of the Charlotte Regional Office over the almost 60 years it has been in operation.

Three months before the office was to close, two field representatives from Kentucky, Mary Beth Dunn and Michael Fondern, prepared a special surprise luncheon for all of the staff working in the Charlotte Regional Office. On their own time and initiative, they prepared a full Kentucky feast (without the bourbon whiskey), froze the meal, drove eight hours the night before, came into the office and served a feast for the 30 remaining office staff. The appreciation luncheon included specialties such as Kentucky hot brown casserole, country ham and biscuits, cheese grits, corn pudding, Kentucky Derby pie and peach cobbler. After the luncheon and some chocolate bourbon balls signaling an end to the feast, they packed up their car and drove the eight hours back to Louisville. Their generosity and selflessness touched each person in the Charlotte Regional Office and moved some staff to tears.



(b) (6)

(b) (6)





Dallas Regional Director
Gabriel A. Sanchez

Assistant Regional Director
Shirley J. Dale

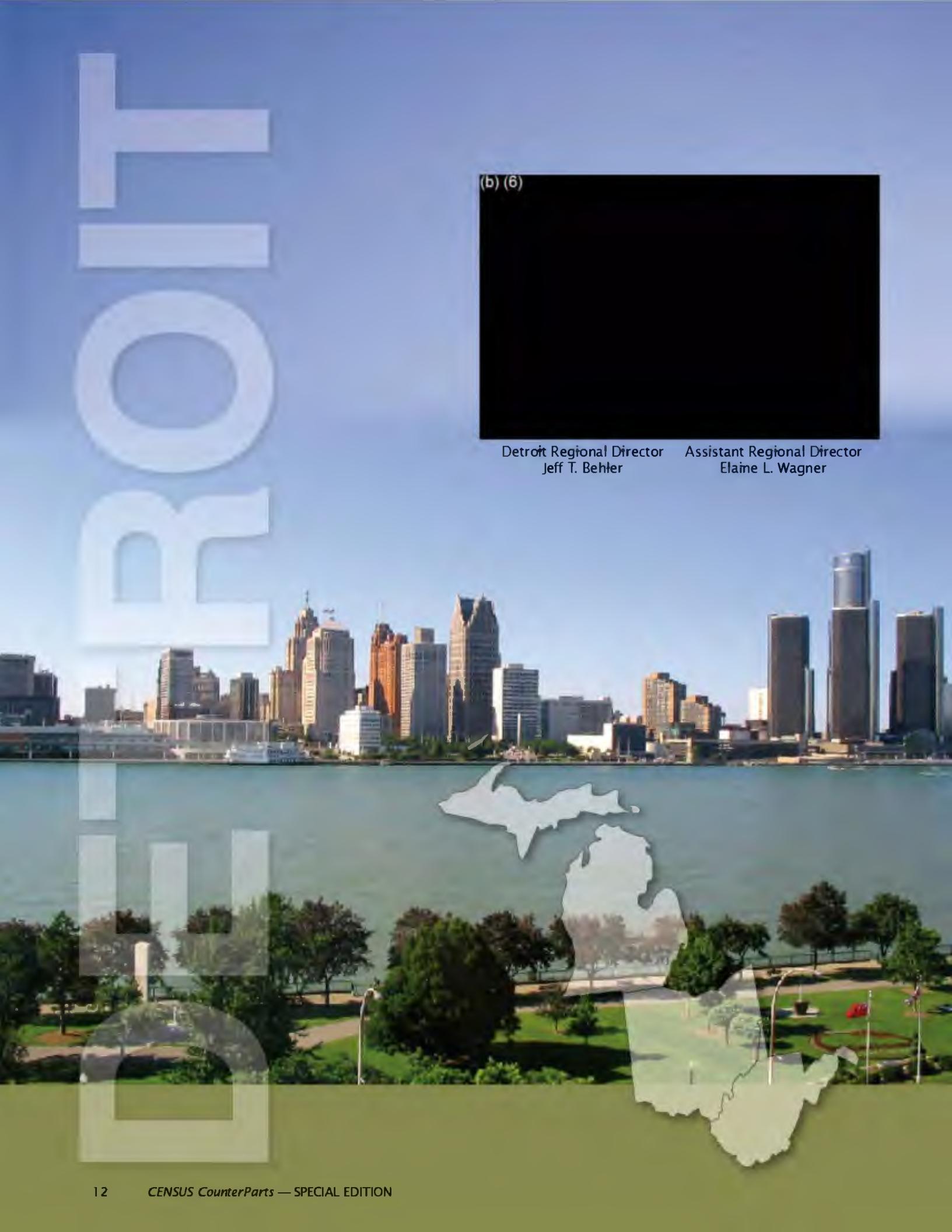
The Dallas Region served Louisiana, Mississippi and Texas. Along with Jeff Behler of the Detroit Regional Office and Jamey Christy of the Los Angeles Regional Office, Dallas Regional Director Gabe Sanchez was one of the three regional directors who over a period of many months turned an early "six regional office" concept into the design that became the final selection of the Census Bureau director. With support from two key Dallas staff, the Dallas RO served as the location for a number of daylong meetings fleshing out the new concept and developing mitigation strategies for every potential risk such a design might entail. In particular, Sanchez and his staff played a key role in rethinking and restructuring the earlier matrix-management style of the regional office coordinators and statisticians to support the new plan.

Still, the closure of the Dallas Regional Office is poignant. Dallas was one of the five regional offices established to support the 1940 Census, and a regional office has been in the Dallas-Fort Worth area for more than 70 years. As Sanchez notes, "In the end, a regional office is the people working there. In Dallas, we have 21 people retiring, so more than 500 years of combined Census Bureau experience is walking out the door in one region alone. The realignment is an event that will not only change how we do things, but (a time for) recognizing the retirees and years of experience and expressing gratitude at their service for the bureau and their country."



(b) (6)





(b) (6)

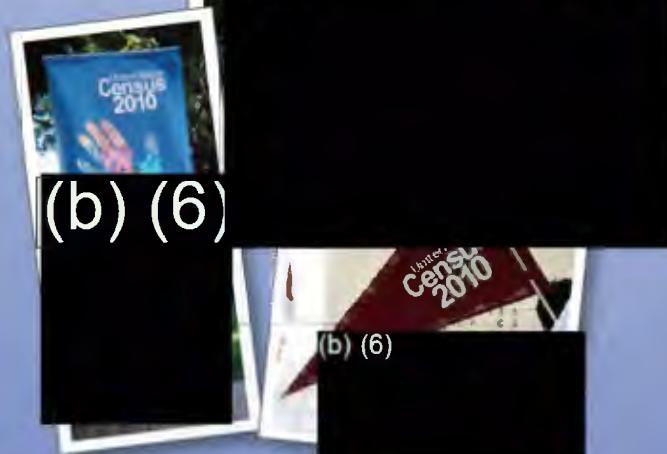
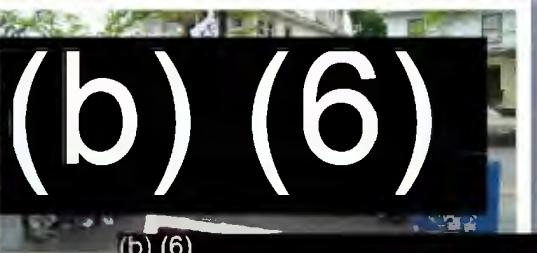
Detroit Regional Director
Jeff T. Behler

Assistant Regional Director
Elaine L. Wagner

(b) (6)

For more than 60 years, the employees of the Detroit Region have taken pride in their commitment to public service, their belief in a collective effort and the strength in knowing the best ideas come from within. Detroit was the first region to form teams of interviewers in the field in the mid-1960s and helped to develop the role of the supervisory field representative. The decisions and practices in the Detroit Region foreshadowed many aspects of the current realignment. The Detroit Regional Office serviced Michigan, Ohio and West Virginia.

The word "family" has been heard frequently throughout the realignment process as employees move on to other phases of their careers and lives. And while we remember the fine results from the surveys, the meaningful relationships built and developed over the many years with our partners and the many employees that worked here before us and are now retired or elsewhere in federal service, we will always remember the camaraderie we had. We loved to party and any reason was good enough to party, potluck, tailgate or picnic. Whether it was for the American Community Survey having the best response rate that month, a retirement, a baby being born or just a change in weather, and now the World Series, we loved to celebrate. There were cookouts in the parking lots, a candy shop sponsored for Valentine's Day, luaus for retirements, winterfest celebrations, and rainy Tigers baseball games for office staff appreciation. And everyone would get a cake on their birthday along with a boisterous "Happy Birthday" sung by all in the office. —Lisa Ghiardi





Kansas City Regional Director
Dennis R. Johnson

Assistant Regional Director
Sydnee Chattin-Reynolds

Kansas City was originally established as a regional office for the 1950 Census. After the 1960 Census, it became a suboffice for the St. Paul (Minn.) Regional Office. In 1973, Kansas City reopened as a full-sized office with the closure of the St. Paul office. Regional Director Rex Pullin opened the Kansas City office with a handful of employees from St. Paul, Suitland headquarters and new hires from the Kansas City area. In so doing, he not only opened an office, he started a family of closely knit professionals.

The Kansas City Regional Office eventually covered the states of Arkansas, Iowa, Kansas, Minnesota, Missouri and Oklahoma. The Kansas City region is proud to say that it has an unbroken record for participating in the annual Days of Caring in the Kansas City community. The sentiments of closing the office were summed up by one of its employees: *"Over the years, many things have changed. Some of the names have changed; some of the faces are different. What did not change over the years is that I worked with good people; good people that I spent more waking hours with than I did my own family. People I talked to everyday, people I laughed with, people I cried with and people who became my family too,"* —Craig Best

Another longtime employee expressed it this way: *"This is an emotional time. It is a time to recognize the legacy of the FRs, SFRs and decennial field staff who worked tirelessly in service to a country that is proud of the work that they have done each and*

every day. Now is our time to stand up and express with pride, I belong to the Kansas City Census family, and for that I will be eternally grateful,"

—Lisa Conaway

(b) (6)



(b) (6)

(b) (6)



(b) (6)



(b) (6)

Seattle Regional Director
Ralph J. Lee

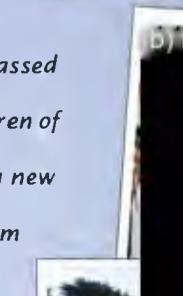
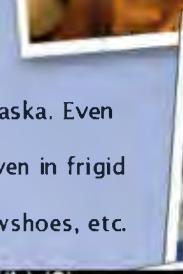
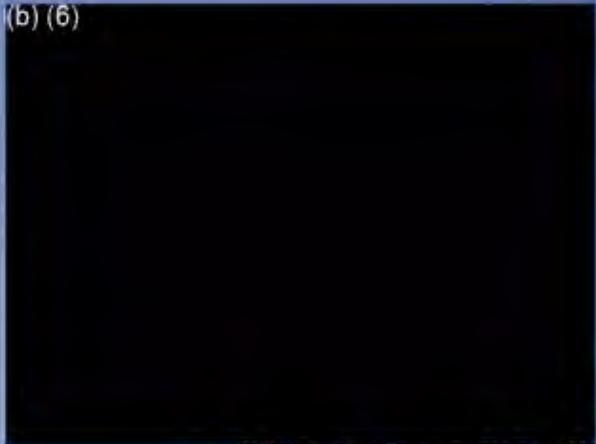
Assistant Regional Director
Dorothy M. Ballard

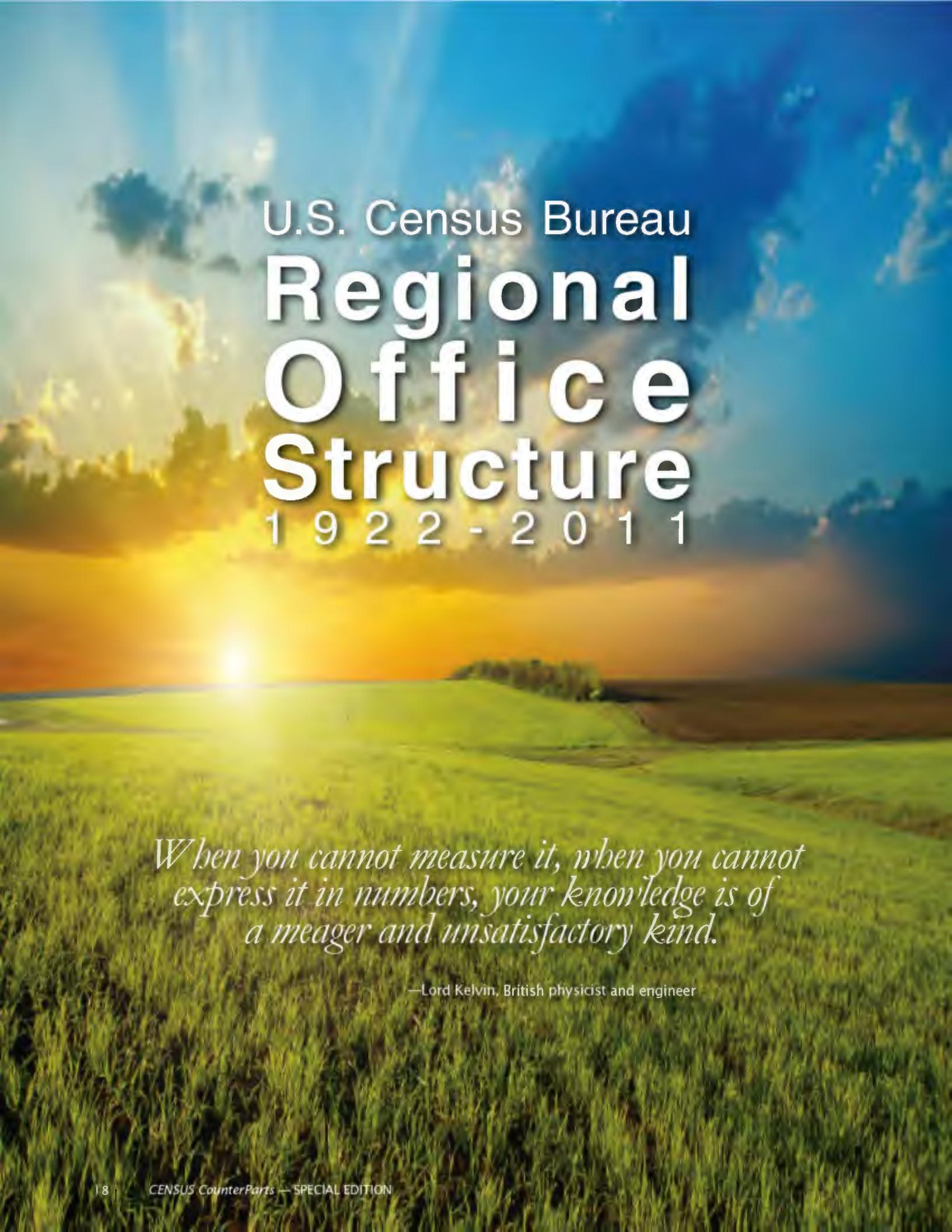
(b) (6)

Seattle served as a regional office for the 1950 Census, was then downsized to a district office, and finally became a permanent office to support the 1960 Census. Early on, the office was located in the old Federal Building in downtown Seattle. In the early 1970s, it was relocated to Westlake Avenue with a view of Lake Union. In the late 1980s, the office moved across from Seattle's Pike Place Market. In the late 1990s, the office moved to the 51st floor of Key Tower with a panoramic view of Puget Sound, the Cascade Mountain range to the east, the Olympic Mountains to the west, and downtown Seattle and Mount Rainier. Finally, in November 2005, the office relocated to Union Street in downtown Seattle.

The Seattle Region served Alaska, Northern California, Idaho, Oregon and Washington. One cannot mention the Seattle Region without thinking about the challenges that faced the field staff in Alaska. Even in winter, field staff always managed to get to their sample areas, even in frigid weather conditions using snowmobiles, floatplanes, dog sleds, snowshoes, etc. Like all regions, Seattle faced unusual difficulties during the decennial census. In 2010, one of their nonresponse follow-up enumerators was chased by an angry respondent driving a bulldozer.

Like the other regions, staff have worked together so long that *they* feel like family. *"We have seen one another's children grow up and become responsible citizens. A person forgets how much time has passed until the toddler is all grown up, gotten married and is having children of their own. For me, as a supervisor, the greatest reward was hiring a new field representative, training them and through the years watch them blossom into a professional and respected representative for the Census Bureau"* —George Whitaker.





U.S. Census Bureau

Regional Office Structure

1922 - 2011

When you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind.

—Lord Kelvin, British physicist and engineer

B

efore the Census Bureau had a permanent field structure, there first had to be a permanent Census Bureau. But even though our first census was taken in 1790, there wouldn't be a Census Bureau until 1903.

The idea of a census certainly wasn't new. The first for which records exist were taken in Egypt more than 5,000 years ago. There were censuses in ancient Greece, ancient Israel, China, India and Rome. The first European census may have been the one ordered by William the Conqueror in 1086, which gained fame as the "Domesday Book," now housed at the National Archives of the United Kingdom in London. In the Americas, the Inca Empire took a regular census, at least as early as the 15th century, counting by means of knots tied in llama or alpaca hair. Generally, the purpose of all of these censuses was the same: Governments wanted information for military conscription and for taxation.

Our 1790 Census wasn't even the first one taken in what's now the United States. At least 38 different censuses occurred before 1790, by the British to facilitate trade and taxation in the colonies, and after the revolution to determine how to share the war's financial burden. The 1790 Census, of course, was different. Its results aided the distribution of taxation and provided military information, but it also carried the mandate of the Constitution to provide for an accurate congressional apportionment to facilitate representative government.

The 1790 Census was the first of 12 taken without the benefit of a permanent organization to conduct them. Each decade, the government established temporary organizations, with the first six carried out under the



auspices of the Department of State and the next six by the Department of the Interior.

Before 1900, several European nations had established permanent National Statistical Organizations, including Germany, Norway, Hungary and the Netherlands. The case for a permanent U.S. Census Bureau — and the coordination of the statistical work of the federal government — was being made at least as early as 1844. By 1900, the American Economic Association and the American Statistical Association were strongly expressing this need to Congress. In March 1902, the "Permanent Census Act" was adopted.

The field organization made it possible for the first time to administer efficient probability samples representing the full census universe.

— A. Ross Eckler,
former Census Bureau director

The Census Bureau became part of the Department of Commerce and Labor in 1903. When Commerce and Labor became separate departments 10 years later, the bureau remained part of Commerce. Its primary focus in its early years remained the decennial census.

The 1890 Census was the first to use the punch card tabulating machine developed by Herman Hollerith. A statistician, Hollerith had



A punch-card machine in use at the Census Bureau

been part of the temporary census organization in 1880 and spent the interim period developing the technology for large-scale application in the 1890 Census. It was used again, with minor modifications, in 1900. The new Census Bureau — now preparing for the 1910 Census — considered the rental contracts of Hollerith's "Tabulating Machine Company" to be inordinately expensive, established a Census Machine Shop and began building its own equipment. The Machine Shop (later the Engineering and Development Laboratory) produced an astonishing array of cost-effective data capture and processing equipment over the subsequent decades that benefitted the bureau and other federal agencies. Hollerith's firm later merged with three others to form IBM.

The Field Division of the Census Bureau was created in 1922 to help realize greater economies and more efficient procedures in the field phase of bureau operations and established the Census Bureau's first three permanent regional offices — New York, Chicago and Los Angeles — in preparation for the 1930 Census.

Meanwhile, Secretary of Commerce Herbert Hoover (serving 1921-1929), himself a member of the American Statistical Association, sought to increase the scope of responsibilities for the Census Bureau. Viewing the agency as the central statistical agency in the federal government, Hoover directed the Census Bureau to compile various series of business statistics and publish them as the monthly "Survey of Current Business."

Hoover was elected President in 1928 and took office in March 1929. Three years later, in the midst of the Great Depression, Congress passed the "Economy Act of 1932," which, through a number of strategies, sought to reduce the size of the federal government. This caused the relatively new Census Bureau to dramatically

reduce its staff after the 1930 Census: By 1933, the agency had only three employees with doctorate degrees and only one professional employee under the age of 45. This also marked the first downsizing of the agency's field structure.

I think the bureau had an unusually good combination of people, but I also believe that the agency had unusually good opportunities. The time was right to strike, and we did.

— Morris Hansen, former associate director for research and development, on the Census Bureau's "Golden Age"

By 1937, as the Census Bureau began planning the 1940 Census, Congress mandated a national unemployment census, conducted under the auspices of the Works Progress Administration. This was actually a "voluntary registration" — postal carriers delivered forms to all residential addresses, and unemployed workers were supposed to fill out the forms and mail them in. Some of the leading statistical scientists of the time, including Calvert Dedrick (then chief of the Census Bureau's Statistical Research Division) and Morris Hansen (who had started his career in the bureau's Personnel Division in 1935, subsequently earning a master's degree in statistics in 1940), believed that unwillingness to answer this "census" would create enormous accuracy problems. They pushed for a 2 percent sample — a personal interview of households to accompany the unemployment census.



Three of the "Golden Boys" — Hansen, Deming, and Dedrick

While the idea of sampling for population estimates had been utilized at least since the 1600s, it was in 1895 that Statistics Norway implemented what is now considered the beginning of modern survey sampling theory and methodology. By 1934, the methodology had become sophisticated enough to utilize concepts of random sampling and confidence intervals for the measurement of survey accuracy. The 2 percent unemployment sample led to an estimate of 11 million unemployed workers in 1937 — compared with fewer than 8 million responding to the "census." Both the media and the Roosevelt Administration accepted the 11 million figure. W. Edwards Deming, then head of the Department of Agriculture Graduate School, joined Dedrick and Hansen at the Census Bureau to plan the first use of a sample long form in the 1940 Census.

Five regional offices supported the 1940 Census: New York, Chicago, Atlanta, Dallas and Los Angeles. By then, the Works Progress Administration had initiated a monthly "Sample Survey of Unemployment," conducted by its workers in the field. In 1942, the survey was transferred to the Census Bureau and renamed the "Monthly Report on the Labor Force." The five regional offices were kept in place to support the survey, and 125 permanent district offices were established to support the geographic sampling areas (counties

and independent cities) — each office in effect represented a primary sampling unit. These district offices were very small, generally consisting of two professional and one clerical staff.

In 1948, the survey was renamed the Current Population Survey. Interviewers earned 87 cents per hour. Through the merging of many of the permanent district offices, the survey was redesigned around 68 primary sampling units supported by 12 regional offices — the Census Bureau's second field downsizing, even as the number of sample households in the survey continued to increase. At headquarters, which relocated in 1942 from Southwest D.C. to Suitland, Md., the agency had three associate directors and 17 divisions and offices.

Other prominent members of the "Golden Age" included William Hurwitz, Leslie Kish, Ross Eckler, Howard Grieses and Conrad Taeuber. The original idea for a "rolling census" that later became the American Community Survey was developed in this time period. In 1947, President Truman established the Hoover Commission, led by the former President, to make recommendations to improve the organization of the federal government. Among 273 recommendations were ones that established the statistical structure of the federal government that exists today:

DEMING

Deming later became the most widely known proponent of statistical quality control. He made a significant contribution to Japan's post-war reputation for innovative high-quality products and its economic power. He is regarded as having had more impact upon Japanese manufacturing and business than any other individual not of Japanese heritage. He was awarded the National Medal of Technology by President Reagan, and received the Distinguished Career in Science Award from the National Academy of Sciences.



A single agency, qualified for economical mass enumeration and the efficient use of sampling procedures, serving the public and other agencies of government in repetitive and large-scale tasks of primary collection and tabulation.
...A small number of agencies devoted to research and analysis in specialized fields calling for highly specialized knowledge of subject matter.
...The Bureau of the Census designated the service agency of the Government for the primary collection and tabulation of statistics...

As part of the experience necessary for planning for censuses and surveys, we should seriously think of staff development using special censuses or a survey. It may be health, it may be housing, or something else. Take people out of Washington and tell them you're going to spend four weeks in Dayton, Ohio, and you've got 100 households to interview. When you've finished, come home.

— Art Young, former chief, Housing Division,
U.S. Census Bureau

In preparation for the 1950 Census (of Population, Housing, Agriculture, Irrigation and Drainage), the bureau established 12 regional offices in addition to the 68 permanent district offices used to facilitate current survey programs.

The original 12 regional offices of the Field Division (with Philadelphia used as a processing center) were Atlanta, Birmingham, Boston, Chicago, Dallas, Detroit, Kansas City, Los Angeles, New York, Salt Lake City, Seattle and St. Paul.

Census Bureau headquarters main-

tained its 17 offices and divisions, now led by five associate directors. The 1950 Census was particularly notable for the bureau's use of UNIVAC I, the first computer used for nonmilitary purposes. Leon Truesdell, the agency's chief demographer, was not completely convinced that the new technology would be useful to the Census Bureau. With UNIVAC coming by water to the Census Bureau, Truesdell wondered aloud to future director Ross Eckler if it might be desirable for the computer to fall while being loaded and dropped into the river. In spite of his misgivings, UNIVAC I was a success and helped usher in the computer age.

Immediately following the 1950 Census, the regional office structure was cut in half, with New York, Atlanta, Chicago, Kansas City, Dallas and Los Angeles kept in place. At the same time, the number of permanent district offices was again cut by half, this time reduced to 34. This represented the agency's third major downsizing of the field structure since the Field Division was established in 1922.

During preparations for the 1960 Census, the bureau disbanded the permanent district offices entirely and established 17 regional offices in 1957.

In 1958, the former Army quartermaster depot in Jeffersonville, Ind., located across the Ohio River from Louisville, Ky., became a temporary Census Bureau facility to support the processing of the agriculture and economic censuses and the 1960 Decennial Census. Renamed the Data Preparation Division and then the National Processing Center several years later, it became a permanent Census Bureau facility, taking on additional responsibilities for data processing and eventually for managing several telephone center operations.

The 17 regional offices in 1960 consisted of Atlanta, Boston, Charlotte, Chicago, Cincinnati, Dallas, Denver, Detroit, Kansas City, Los Angeles, New Orleans, New York, Philadelphia, Pittsburgh,

Seattle, St. Louis and St. Paul.

In 1961, the field structure was downsized for a fifth time, with the regional structure reduced again to 12, and without the re-establishment of the permanent data collection offices. The regional offices that closed included Cincinnati, Kansas City, New Orleans, St. Louis and Pittsburgh.

The number of regional offices has remained constant at 12 since 1961, even though some regional boundaries have changed and subregional offices were used over the last few decades.

The first example of a subregional office was the small one in the Kansas City, Mo., Federal Building. The St. Paul Regional Office opened that office in the mid-1960s. The Kansas City office was used to conduct telephone interviews for business surveys and the Current Population Survey. The rationale for conducting the telephone work from Kansas City instead of St. Paul was because of the federal telephone system. Long distance telephone calls to a nongovernment telephone number, originating from U.S. government offices not located in a federal telephone city had to be dialed by a federal telephone operator. These operators were only located in selected cities around the United States (such as Kansas City). It was more efficient to have the interviewer staff make calls from the small office in Kansas City than have the staff from St. Paul call the federal operators in Kansas City and have them place calls to other locations in Missouri, Kansas, Iowa, Wisconsin, Minnesota, etc.

During roughly the same period, the St. Paul Regional Office also maintained suboffices in Milwaukee and St. Louis. All of these suboffices remained open until the St. Paul office closed in 1973, at which time it was replaced by the Kansas City (Kan.) Regional Office. The Kansas City Regional Office continued to maintain a small office in St. Louis

until the late 1980s, used by one of their longtime supervisory field reps to make and distribute interviewer assignments for the staff in the area.

Other regional offices also utilized subregional offices for a variety of reasons during the last several decades. During the 1970s and 1980s, the Seattle Regional Office maintained a small office in San Francisco that was used by the regional office and the local interviewer staff for coverage of the Bay Area and Northern California. During the 1980s, the Charlotte Regional Office maintained an office in the New Carrollton, Md., area, to cover the District of Columbia and the Maryland suburbs. Also in the mid- to late-1980s, the Atlanta Regional Office opened an area office in Tampa, Fla., to test the concept of operating a "paperless office" for data collection and field support.

By the 1970s in Suitland, the agency had five associate directors but had increased the number of divisions and offices to 25, employing more than 1,000 professional staff complemented by roughly an equal number of clerical positions.

During the 1972-1973 timeframe, a new organization was set up at the Department of Commerce: the Social and Economic Statistics Administration (SESA). Organizationally, the bureau now reported to SESA. One of SESA's initiatives was to realign the bureau's regional office structure to be more consistent with the "10 Standard Federal Regions" established by the Office of Management and Budget. Oddly, one result of this initiative was to change the title of "regional office" to "data collection center." This is also why St. Paul was relocated to Kansas City, Kan. In 1976, the nomenclature reverted to "regional office." SESA is now known as the Economics and Statistics Administration.

By 1980, while retaining five associate directorates, the size of the staff at Suitland headquarters had



The Charlotte Regional Office began as a permanent district office, originally located in the city's Sanatorium Building.



FOSDIC in use for the 1970 Census

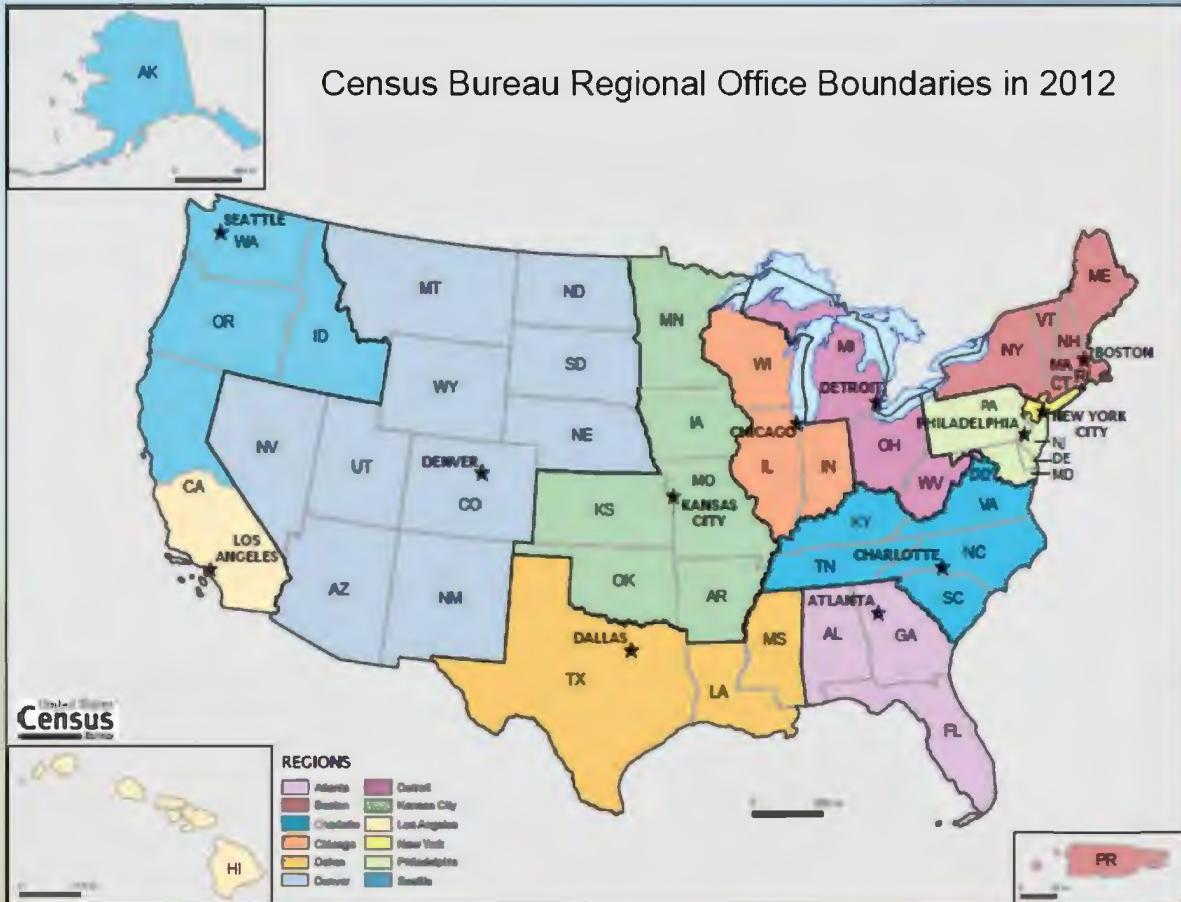
grown to 2,800. The Census Bureau had long since developed its own automatic microfilming cameras, as well as FOSDIC – the Film Optical Sensing Device for Input to Computers. FOSDIC took census and survey questionnaires that had been photographed onto microfilm, “read” blackened dots opposite the appropriate answers and transferred that data to magnetic tape. These tapes constituted the input for the Census Bureau’s computers. One important result of this process was the elimination of most discrepancies in data records sent for processing. First used to process 1960 Census results, FOSDIC played an integral part in the Census Bureau’s data processing system into the mid-1990s. In the early 1990s, the Census Bureau and the National Institute of Standards and Technology began working on Optical Character Recognition.

While the number of regional offices did not change during the late 1980s, Field Division made a number of changes to the regional office boundaries in an attempt

to balance the workloads for the upcoming 1990 Census, as well as current survey workloads. These included:

- Atlanta lost Tennessee to Charlotte, and Puerto Rico to New York;
- Charlotte lost the District of Columbia to Philadelphia and gained Kentucky from Detroit;
- Chicago gained Wisconsin from Kansas City;
- Dallas lost Arkansas and Oklahoma to Kansas City, and New Mexico to Denver; and
- Detroit gained West Virginia from Philadelphia.

These regional boundary changes remained essentially unchanged until 2012.



The regional structure went from 17 regional offices established in 1957 to 12 regional offices in 1961. There have been boundary shifts over the years, however.

A Summary of Changes in the Field Structure

Time Period	Key Events	Number of Regional Offices	Number of Permanent District Offices	Total Number of Field Offices	Downsizing Number
1903	Census Bureau established as a permanent agency				
1922	The Field Division established				
1929	First regional offices established	3	0	3	
1933	The "Economy Act of 1932"	0	0	0	1
1939	Regional offices established to support the 1940 Census	5	0	5	
1942	The "Monthly Report on the Labor Force" transferred to the Census Bureau	5	125	130	
1948	"Permanent district offices" merged	12	68	80	2
1951	The number of regional offices and district offices reduced following the 1950 Census	6	34	40	3
1957	The permanent district offices disbanded entirely; regional offices established for the 1960 Census	17	0	17	4
1961	The number of regional offices reduced to 12	12	0	12	5
2012	The number of regional offices reduced to 6	6	0	0	6

The background of the entire page is a photograph of a highway curving through a city at sunset. The sky is a vibrant blue with scattered white clouds. The city skyline is visible in the distance, and the overall atmosphere is one of a bright, forward-looking future.

FIELD REALIGNMENT

2009 - 2012

Basically, the Field Division has always felt you have a job to do, you do it and that's it.

— Art Young, former chief,
Housing Division, U.S. Census Bureau

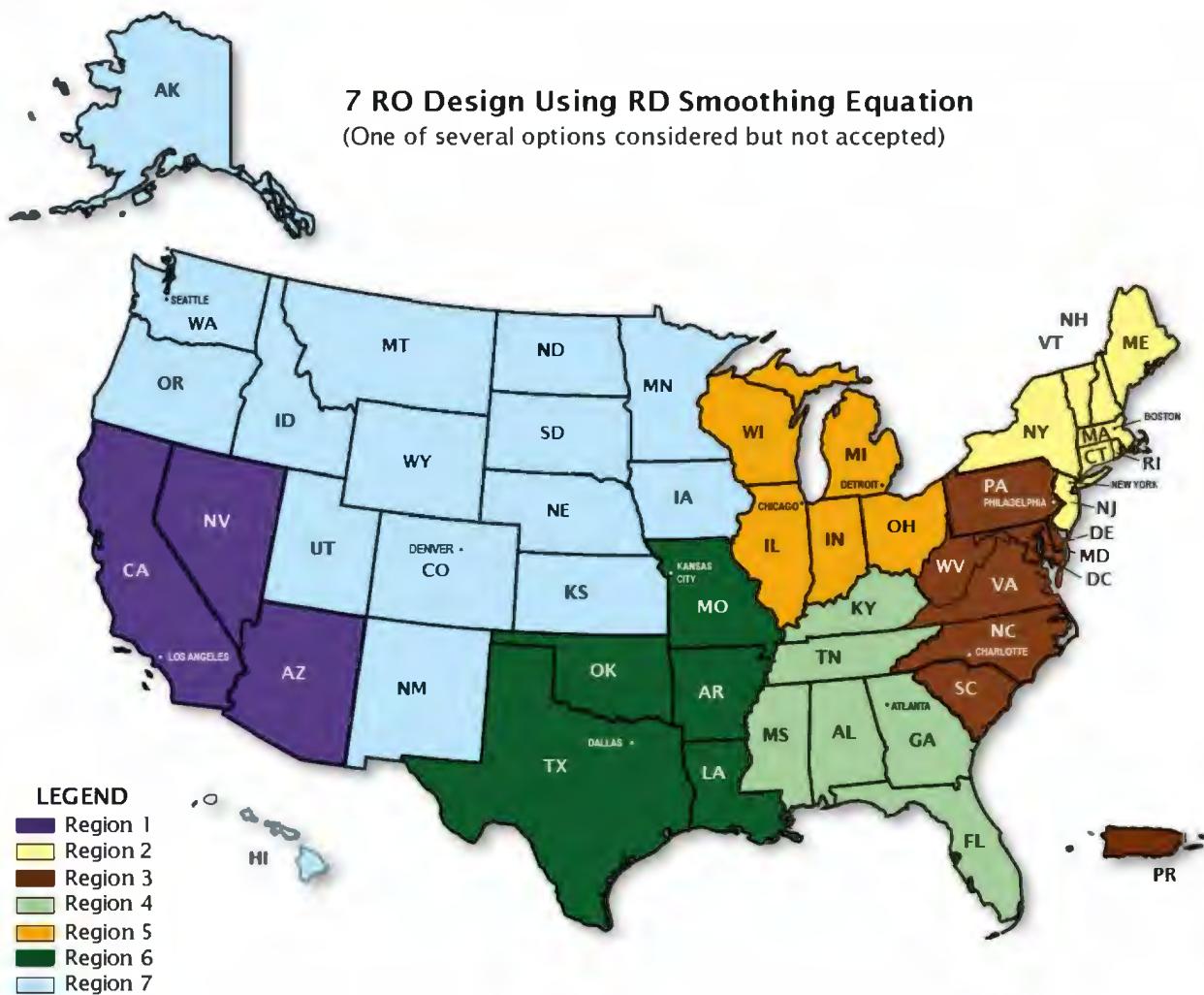
As it has done with every decennial census, the Field Division began a review of its regional office structure in September 2009, with the objective of considering postdecennial changes.

Early work included initial reviews of the current structure, comparisons with national statistical office field structures in other countries, an assessment of the history of the Census Bureau's field structure, the analysis of other federal government and private sector survey organizations, a full assessment of current regional office functions, and studies of the potential implications of new technologies for regional office design.

By August 2010, the division's regional directors had developed an initial set of criteria for assessing alternative designs and, importantly, agreed on a quantitative process for "smoothing" regional office boundaries. In the preceding 20 years, the nation's population had shifted both south and west, affecting the size of survey workloads and the number of field

representatives. It also was well understood that other factors — such as nonresponse rates and other "hard to count" measures — had important implications for the difficulty of the survey and census work by region. An equation of six variables was developed for workload smoothing. The regional directors also determined that there was a substantial benefit in keeping whole states intact in drawing regional boundaries. Numerical scores were calculated for each of these variables and a "composite score" was developed. As the standard deviation and coefficient of variation across regions were reduced through different associations of states and regions, this equalized both the amount and difficulty of the work to ensure an optimal distribution of states by region.

This process was used, with ArcGIS and Microsoft Excel software, to examine and depict a number of alternative regional office designs in October 2010 — including options as diverse as having one to 13 regional offices, and even a concept of one small office serving each state.



In November 2010, the Census Bureau's director and deputy director began working with the Field Directorate and the regional directors to establish specific goals for a new regional office design. These included:

- Minimize cost;
- Create an information intensive environment to inform management decisions, and allow the use of responsive design and paradata to increase survey efficiencies;
- Support special initiatives/one-time surveys/innovation/trials/tests;
- Support concurrent and sequential mixed-mode surveys;
- Leverage local knowledge and facilitate outreach;
- Allow effective preparation for the next decennial census;
- Minimize vulnerability; and
- Maintain/improve data quality.

In effect, all eight goals could be subsumed under the target of producing the highest data quality on regional office products at the lowest possible cost. As more than 20 design alternatives were assessed — over a series of meetings — against these goals, the most competitive designs were fully fleshed out by teams of regional directors, and the goals were weighted. Assigning the weights required a vision of the future. The expectation that the Census Bureau and our client agencies would face severely constrained budgets for the foreseeable future demanded rigorous attention to cost efficiencies on our part. So too did the expectation of increasing difficulty in successfully contacting and gaining the participation of the U.S. public for surveys, putting extreme cost pressures on methods using interviewers in general and field interviewers specifically.

Based on this vision, cost minimization and data quality were the most heavily weighted goals.

The risk management process allowed us to develop mitigation plans for critical risks and provided a more complete assessment of the likely cost of each design.

— Robert Groves,
former director,
U.S. Census Bureau

During the design selection process, a "risk register" was developed for the "status quo," as well as for the final two alternative designs (10 regional offices and six regional offices) as other candidates were removed from the process during iterations of assessments against goals. Later, a risk management plan would be utilized to help guide the implementation phase of the field realignment, and the use of risk management would become an agency "best practice" for project management.

Ultimately, the Census Bureau selected a new structure that would reduce the number of physical offices to six, while changing the management structure in the field. Two assistant regional directors would be necessary in each of the six offices to oversee the increased workload. Four program coordinators would be utilized to manage all surveys, along with all office

and field staff. A new position, survey statistician (office) would be necessary to manage survey workloads and provide operational analyses. Home-based survey statisticians (field) in strategic locations around the country and field supervisors responsible for newly created geographic supervisory areas would be utilized to manage the agency's thousands of field representatives — the door-to-door interviewers who remain responsible for the major component of the Census Bureau's data collection. These managerial changes allow a greater presence in more locations while retaining field experience and expertise.

Cities that already have a regional office in place are likely to always be cost-beneficial selections over new cities, due to the high cost of employee transfer, and the city must be located within the (new) region that it serves.

— Robert Groves,
former director,
U.S. Census Bureau

The Census Bureau director established eight criteria for regional office city selection within each of the six new regions:

- Population of the city (it is advantageous to the Census Bureau to have significant presences in the nation's largest cities);
- Locality pay for the federal work force (from a business perspective, higher locality rates will increase cost while lower rates will reduce them);
- Lease costs;
- Difficulty (using measures of difficulty of interviewing/ enumeration — the objective was to have offices in the most difficult areas to support effective work there);
- Geographic centrality within the region (for improved

- management and reduced transportation costs);
- Population centrality within the region (given the application of survey samples, again this offers improved management and reduced transportation costs);
- Percent of the city population college educated (for recruiting from the local labor force); and
- Transportation hub (for travel efficiency, measured by relative levels of air traffic by city).

After establishing these eight values for each of the current

12 cities, the results were standardized for comparison by use of the statistical "z-score" technique. These standard scores were developed by subtracting the mean across all cities for one variable from the individual value for the city and then dividing the result by the standard deviation across all values for that variable. These results (without weighting the variables) were then summed for each city (with negative variables, such as higher cost of living and higher rent, considered as negative values in the summation). Scores for the cities in each region were compared, and the highest score for those cities yielded the selection of the regional office for each of the new six regions.

Agencies should have an implementation plan that includes essential change management practices such as active, engaged leadership of executives at the highest possible levels; a dedicated implementation team that can be held accountable for change; and a strategy for capturing best practices, measuring progress toward the established goals of the consolidation, retaining key talent, and assessing and mitigating risk.

— Government Accountability Office

The decision to move to a six regional office structure, with offices in New York, Philadelphia, Atlanta, Chicago, Denver and Los Angeles, was announced on June 29, 2011. An ambitious 18-month schedule was set for what was actually a multipronged transition. The Census Bureau wasn't simply closing six regional offices. It was changing its field management structure, transferring employees and aiding others in the retirement and job search process,

closing six physical structures that had been in place for decades, changing the technologies used to manage field activities, and doing all of this while continuing its current work and maintaining the quality of its products. Normally, any one of these changes might have been a major, stand-alone activity undertaken over a three- or four-year period. To conduct them all concurrently, in a short period of time, is a testament to the work of many hundreds of people.

In its external performance review, the Census Bureau listed the current field realignment first among the agency's fiscal year 2012 accomplishments.

In its May 2012 report on streamlining government, the GAO cited the bureau's regional office restructuring numerous times as an example for other agencies facing the consolidation of management functions and physical infrastructure.

What we all still do remains the same, regardless of which regional offices remain — gathering high quality data at the best possible price. Regardless of which offices remain and which close, the challenges remain the same. In the time that I have been working for the Census Bureau, I have seen geography and boundaries change. On many levels, restructuring is not completely new to the Census Bureau. Our staff will be working in partnership and coordination with other regional office staff to ensure as seamless and smooth a transition as possible. I cannot emphasize enough the cross-regional interaction, interchange, discussion, and cooperation that needs to take place in order to complete a smooth, organized and well-executed transition.

— Wayne Hatcher, former regional director, Charlotte Regional Office; associate director for field operations

With Gratitude and Appreciation for their Years of Service to the Census Bureau

Name Length of Service
(Years)

BOSTON
 Arthur J. Bakis
 Emily Barnes
 Josephine Beals
 Susan J. Burn
 Linda L. Ceruti
 Joseph F. Coelho
 James H. Cormier
 David S. Fallon
 Paul A. Fast
 Adrienne M. Golson
 Francisco Jimenez
 Rita A. King
 Phyllis Knopf
 Kathleen Ludgate
 Deborah A. Mason
 John J. McLaren
 Carole A. Moore
 Tamara Ng
 Janet O'Connor
 Gayle E. Pisari
 Clara I. Rojas
 John W. Stack
 Michael F. Svirsky
 Karen S. Vass
 Melissa Ann Wong

CHARLOTTE

J. Brevard Alexander Jr.
 Jess A. Avina
 Jerry Diana Barrett
 James M. Berkemeyer
 Deborah T. Cherry
 Robert J. Conti
 Ida Dolan
 Roberta P. Duff
 Jennifer M. Dyson
 Kim Frahn
 Martha A. Frederick
 Catherine J. Friedenreich
 Earnestine Gilliom
 Sononica L. Green
 Deloris E. Hager
 Ora L. Harvey
 Vernell G. Heath

Name Length of Service
(Years)

Wanda W. Holland
 Melanie Y. Jones
 Rosa H. Little
 Dianne Maddock
 Abigail Marquez Padua
 Alvetta L. Massenberg
 Brenda L. McDowell
 Tammy S. Milner
 Patrice J. Pappas
 Zona M. Peine
 Craig Pickett
 Freddie H. Pickett
 Pamela V. Robertson Cousin
 Helen F. Rouse
 Wanda L. Scales
 Lucindia E. Scurry Johnson
 Christine M. Taylor
 Yuzahara E. Velez
 Renae T. Wallace
 David H. Wiggins
 Susan Yancey

DALLAS

Linda Sue Baker
 Tyrone Bell
 Sherry Elaine Brown
 Barbara L. Caldwell
 Doris J. Camp
 Nancy Cano
 Debra G. Crowder
 Shirley J. Dale
 Richard D. De La Garza
 Willie Houston Deberry
 Martha Jean Green
 Vivian A. Hardwick
 Eloy G. Hernandez
 Brigid M. Kelly
 Lillian R. McCullough
 Margaret Susan McDermott
 Angela Medrano
 Vernita Morris
 Francisco Otal
 Michael D. Patterson
 Romulo G. Ramirez
 Vanessa Robertson

Name Length of Service
(Years)

Barbara Vogler
 Holly Westergaard
 Gwendolyn R. Williams
 Paula K. Wright

DETROIT

Zelma D. Akins
 Virginia A. Barz
 Janet L. Butler
 Dena M. Cavazos
 Kelly S. Clem
 Lourdes R. Colina
 Elizabeth Damberg
 Felicia Davis
 Kim Y. Estmond
 Lisa L. Ghiardi
 Brenda E. Hart Prince
 Janice E. Irvine
 Robert Karr
 James Klotz
 Joseph H. Kogelmann
 Vincent L. Kountz
 Kenyotta N. Lewis
 Sylvia L. Morson
 Desiree S. Norville
 George G. Rector
 Lolita M. Waters
 Toni R. Watkins
 Julie White
 Bridgitte L. Wyche McGee
 Rhue Hope Yates

KANSAS CITY

Barbara Antrim
 Jacqueline R. Barnett Bey
 Janet R. Carter
 Elizabeth A. Conaway
 Norma L. Conaway
 Dennis F. Deeney
 Kevin W. Gibson
 Delores J. Hagey
 Stephanie A. James
 Randall Jennings
 Dennis Ray Johnson
 Cheryl V. Jones

Name Length of Service
(Years)

Karen Sue Kawa
 Elda R. McCarthy
 Matthew S. Milbrodt
 Annette M. Nash
 Carol A. Nicholson
 Ernest L. Oliver
 Tammie Rowles
 Richard W. Taegel
 Donnetta L. Watson
 Martin Wilson

SEATTLE

Nathan W. Anderson
 Dorothy M. Ballard
 Vicki Ann Bateson
 Joanne Bown
 Michael P. Burns
 Daniel L. Claussen
 Cheryl A. Condon
 Frederick E. Conner
 Charlotte M. Daehler
 Kathleen J. Doblle
 Harold M. Dorish
 Patricia A. Farnam
 Linda J. Garms
 Joshua Houk
 Ruth Anne Johnson
 Sonya E. Jorgensen
 Ralph J. Lee
 Eric M. Lewis
 Kay Irene Long
 Jan R. McStay
 Teresa Ann McVey
 Gale M. Nelson
 Barry Dean Nichols
 Larry Rolph
 Karla J. Seather
 Lynn Sorgenfrei
 Sydney Spade
 Sonya J. Suggs
 Karen J. Sy
 Angel M. Tibbs
 George Whitaker



CENSUS
 CounterParts

Volume 21 • Issue 12
 DECEMBER
 2012

*Census CounterParts is published
 by the Public Information Office.*

Steve Jost
Associate Director for Communications

Stan Rolark
Chief, Public Information Office

Jay K. Keller, PhD
Writer

Monty Wood
Editor

Meshel Butler
Graphic Designer

*To submit an article to appear in
 CounterParts, contact the editor:
 U.S. Census Bureau*

PIO, 8H052F
Washington, DC 20233

Phone: 301-763-6611
E-mail: montgomery.f.wood@census.gov
TTY/FedRelay: 800-877-8339



U.S. Department of Commerce
 Economics and Statistics Administration
 U.S. CENSUS BUREAU
 census.gov