

Complete Count Committee Focus Groups: Final Report

January 2006

On the Road to 2010



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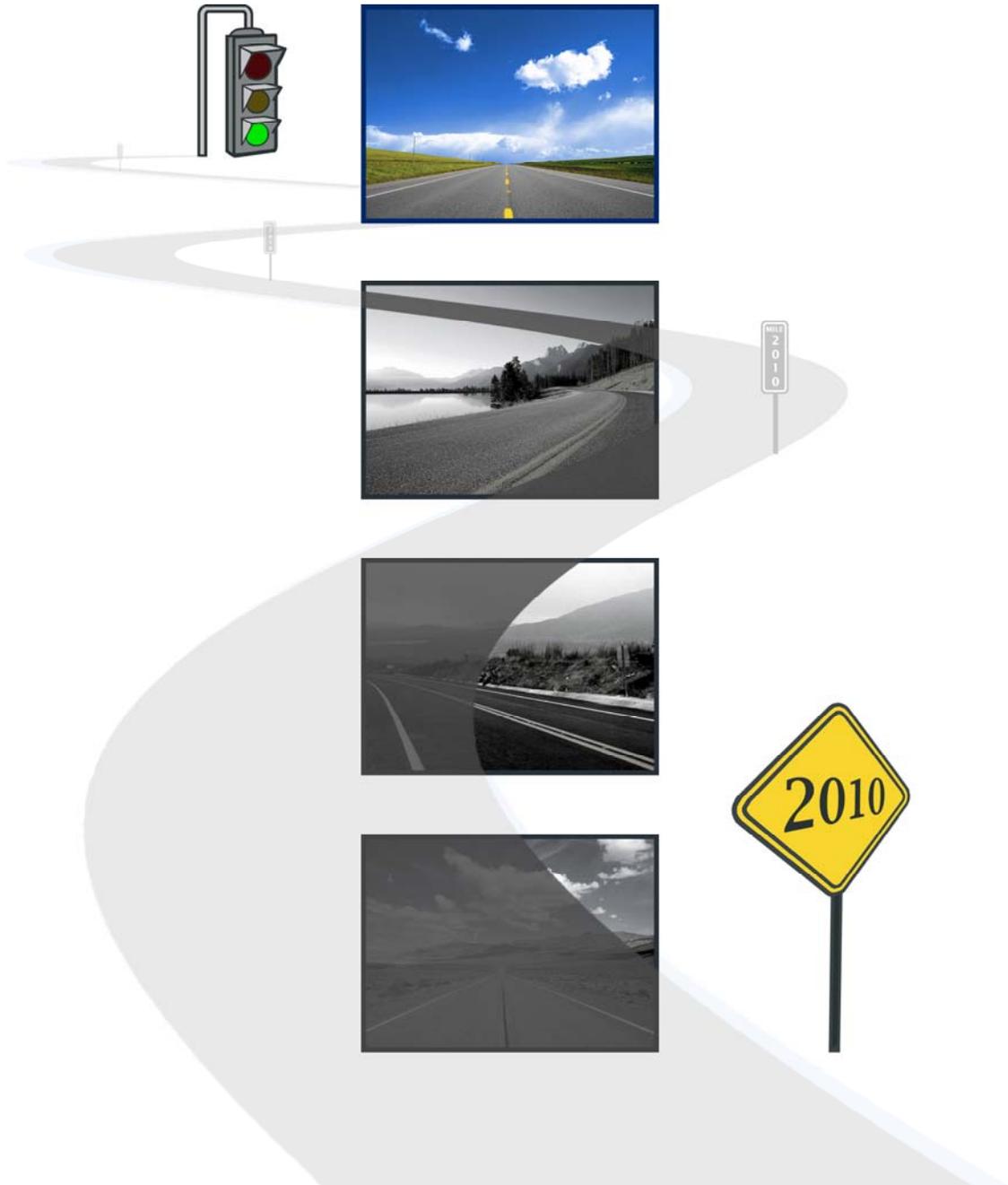
U.S. Census Bureau
Field Division, Partnership and Data Services Staff

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Background and Introduction

As part of the research and development planning efforts for the 2010 Census, the U.S. Census Bureau conducted a series of focus groups on Complete Count Committees (CCCs). The Complete Count Committee Program is a part of the Partnership and Data Services Program in Field Division. The purpose of the focus groups was to obtain information to help plan and implement a new and innovative CCC Program for the 2010 Census.

In August and September 2005, five focus groups were held. Focus groups were comprised of people who served on CCCs during Census 2000 and included elected officials, CCC chairpersons, CCC members and tribal liaisons. They drew upon their experience during Census 2000 to make recommendations for the 2010 Census. The focus group type, locations and dates of the groups are provided in Table 1.

Table 1
CCC Focus Groups, 2005

Focus Group	Location	Date
Tribal Government CCCs	Phoenix, AZ	August 30, 2005
Big City CCCs	Philadelphia, PA	September 13, 2005
Medium to Small City CCCs	St. Louis, MO	September 15, 2005
Community CCCs	Chicago, IL	September 20, 2005
Rural/County CCCs	Chicago, IL	September 22, 2005

Each focus group meeting lasted four and a half hours. The focus groups began at 8:00 am with registration. Shortly thereafter the moderator began with background information and the overview of what was expected. There was a 15-minute break during the focus group, and the session ended at 12:30 pm.

The focus groups were conducted using a moderator guide with 15 questions (16 for the tribal focus group) and two group activities. The information provided was captured on flip charts for many of the questions, on notes, and on audio recordings. Information was validated by providing a summary prior to the break and at the end of each focus group so that participants could correct any misperceptions and/or add information that they omitted at the time of the discussion.

Brenda August served as moderator for four groups and Marilyn Stephens served as moderator for the Community CCCs focus group. Mim Dixon was assistant

moderator for all the groups. She provided the summaries to the groups, analyzed the information, and wrote this report.

At each of the focus groups, there were observers from the Census Bureau in the room. A Census Bureau representative welcomed the group at the beginning and thanked the group at the end. Group members were asked to reserve questions and comments unrelated to CCCs until the end of the focus group when they were afforded the opportunity to meet with a representative of the Census Bureau to respond to their inquiries.

This report is organized with a summary section at the beginning and followed by the individual focus group reports. The summary is divided into five parts: 1) key recommendations for re-designing the CCC Program for 2010; 2) key elements for successful CCCs; 3) CCC activities: most effective, innovative and low or no cost; 4) other findings and recommendations from the focus group; and 5) conclusion.

The information is not reported in the exact sequence and context in which it was offered, but rather it is organized by topic. For the most part, however, the discussions related to a topic were motivated by a specific question, which is referenced in the subheadings.

To reduce redundancy and make the report more readable, comments offered in the discussion of one question may have been moved to another section where the topic is more relevant. For example, confidentiality was usually raised in the discussion of what needs improvement (question 2), but the discussion items were moved to question 14, which focuses specifically on confidentiality. Innovative ideas that were explained in what worked well (question 1) were moved to the subheading on Innovative Activities (question 5) under the topic, Activities.

The names of the participants and the communities that they represent are confidential. To make this report more readable, the Complete Count Committee is abbreviated as "CCC."

Description of the Participants

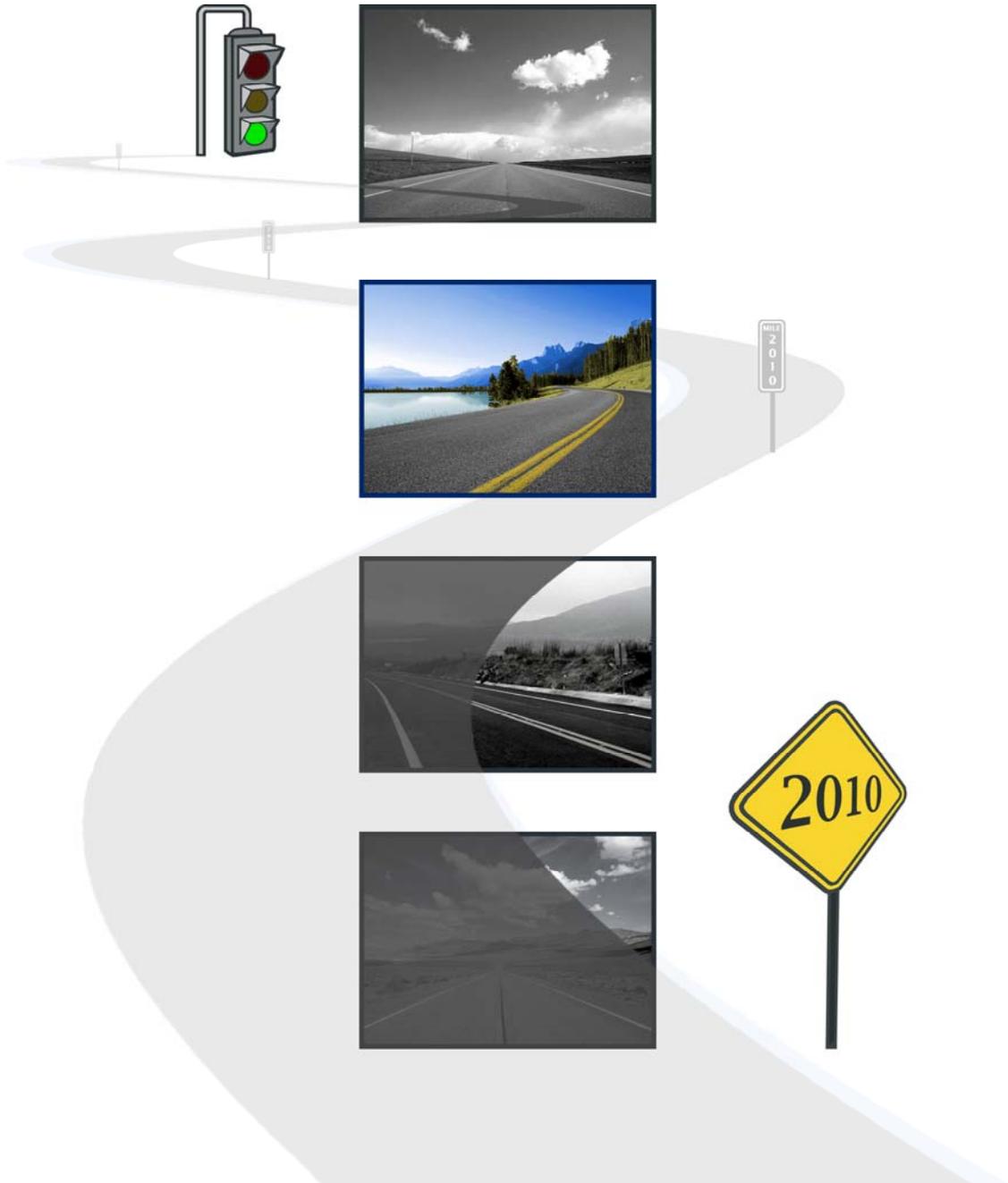
The Census Bureau recruited focus group participants with a target of 10-14 per group. A description of the focus group participant breakdown is given in Table 2.

Table 2
Description of Focus Group Participants

Focus Group	Total Number	Gender		Age Range
		Male	Female	
Tribal Government CCCs	7	3	4	45-62
Big City CCCs	14	10	4	35-68
Medium to Small City CCCs	14	7	7	32-63
Community CCCs	5	2	3	34-61
Rural/County CCCs	7	4	3	29-63
Totals	47	26 (55%)	21 (45%)	

Overall, there was good representation by gender and age. Many areas of the country were represented; however, there was little representation from the Southern states. Some people who were scheduled to participate from Southern states had to cancel due to Hurricane Katrina, which hit Louisiana, Mississippi, Alabama, and Florida at the time of the Tribal and Big City focus groups. The Rural/County focus group was scheduled to be held in New Orleans, LA and had to be moved to Chicago, IL which also reduced participation.

Overall, the focus group participants were informed, experienced and articulate. For most of the groups, the group dynamics were lively and fun. The questions evoked information that was sought by the Census Bureau. The focus group participants remarked that they learned a lot from their fellow participants and often exchanged contact information after the focus group so that they could continue to communicate and provide support for one another. The focus group format was regarded by many participants as a model for information sharing and motivated many of them to begin planning their CCC activities for 2010.



Summary CCC Focus Groups Report

To assist in the process of re-designing the CCC Program for the 2010 Census, information from all five focus groups has been integrated into the following summary. The summary offers 11 key recommendations to guide the re-design process based on focus group comments. It also identifies the elements that most focus group participants regarded as essential for the success of CCCs. In addition, the focus groups were designed to obtain input on some additional issues related to the CCCs that are included in this summary.



I. KEY RECOMMENDATIONS FOR RE-DESIGNING THE 2010 CCC PROGRAM

Some clear direction emerged from the focus groups, these focus group findings are organized into 11 recommendations for the Census Bureau to consider for re-designing the CCC Program for the 2010 Census:

1. Design the CCC Program to reflect the different needs and resources of different types and sizes of governments.
2. Make effective use of the Internet to support CCCs.
3. Use a 3-tier communications strategy in planning and implementing the CCC Program.
4. Make handbooks more “user friendly.”
5. Develop an ongoing program in schools that promotes census awareness.
6. Initiate CCC support activities on a timetable that is coordinated with the lead times needed by local governments.
7. Provide orientation and training for CCCs.
8. Maintain and/or increase the number of Partnership Specialists because of their importance to the CCC Program.
9. Utilize experienced CCCs to provide motivation and support to new and inexperienced CCCs.
10. Provide federal financial support for the CCCs.
11. Continue to provide promotional materials and items to support the CCCs.

These recommendations that were a result of these focus groups are explained in greater detail in this section of the summary.

1. Design the CCC Program to reflect the different needs and resources of different types and sizes of governments.

Different types and size of governments need different types of support for their CCCs. Holding different focus groups for different sizes and types of communities was an effective way to explore their different needs. Some focus group participants provided unsolicited comments that they appreciated that the Census Bureau organized the focus groups in this way. All of the focus groups expressed the opinion that different types of communities have different needs.

The largest cities that were represented in the focus groups tend to be very sophisticated in their organization and strategies for census outreach. They understand that the numbers of people counted have an economic impact for their city and they are highly motivated to achieve a complete count. They have the economic resources and some are willing (and with enough lead time they are also able) to allocate the funding necessary to plan, staff and implement census outreach programs.

In these largest cities, the CCC provides oversight and advocacy for city's census activities. For the most part, paid staff hired by the largest cities are responsible for coordinating the implementation of the plans approved by the CCC. Census outreach is a complex process for large cities involving multiple layers of organization and several levels of approvals. Because census outreach is regarded as a complex project, large cities need more lead time to plan and organize.

Smaller cities do not have the resources that larger cities have. They tend to have smaller numbers of city employees and to experience greater discontinuity when there is turnover in elected local government officials. New mayors of small cities generally do not enter the political arena with an understanding of the value of the census to their communities. Small cities need the Census Bureau to reach out and provide education and orientation to elected government officials and to encourage them to form CCCs.

Small to medium sized cities may have one paid part-time or full-time coordinator for census activities; however, CCCs in small cities tend to rely solely on volunteers both to develop and to implement census outreach strategies. To keep volunteers engaged and motivated, small cities prefer a relatively

compressed timeframe for the CCC. Expenses are a problem for small cities, so they look for low cost ways to do outreach for the census.

The motivations for doing census outreach are different for different sizes of cities. The largest cities are motivated by opportunities for federal funding that are based on population size, such as block grants. The smaller cities are more likely to be affected financially in a different way. Sales tax revenues may be divided among small cities using formulas based on population size.

Another difference is the definition of hard-to-count populations. Cities of all sizes were concerned about Hispanic and other immigrant populations, and all were using the same general approaches, such as working through churches and schools. However, cities of different sizes identified different other hard-to-count populations. Large cities expressed concern about counting the homeless population, while this did not come up in the small to medium size city focus group. The medium and small city focus group talked about university students as posing challenges, while this population did not enter into the discussions in the big city focus group.

Counties have different issues than cities, but there are parallels in the impact of population size. Larger counties with more urban populations have more resources and greater sophistication with regard to census outreach activities. Counties that are more rural and smaller in population probably have the least resources and may want the most help from the Census Bureau.

Tribal governments have unique circumstances that are different from cities and counties. Their motivation for a complete count is related to needs for planning, proposal writing, and formulas for grant programs that are specific to tribes. Many tribal governments do not have resources to commit to census outreach activities. The membership of their CCCs tends to be primarily employees of the tribal government. These and other circumstances related to language, culture and social organization require specialized support.

The Census Bureau's Partnership and Data Services Program has developed the American Indian/Alaska Native Program to provide extra support for tribal governments to do census outreach. Overall, this program appears to be effective and there is a need to continue and enhance it.

Community CCCs were organized in some cities during Census 2000. Many of the strategies developed by cities are also relevant for Community CCCs. However, the Community CCCs have a more narrow focus to reach a defined community group. Because their focus is narrower, information prepared for cities and counties may be too broad and therefore frustrating for Community CCCs to navigate to the information that is most relevant for them.

A theme that comes from all the focus groups is “one size does not fit all.” Thus, the Census Bureau should use type of government (city, county, and tribal government) and size of government (large, medium and small) as it designs its CCC Program, including orientation, training, handbooks and support. This recommendation is an underlying principle in all other recommendations for designing the CCC Program for the 2010 census.

2. Make effective use of the Internet to support CCCs in 2010.

Every focus group was enthusiastic about using the Internet to support CCCs. All of the governments and organizations that sponsor CCCs have access to computers and the Internet. However, some CCC members may not have personal computers and/or Internet access.

Participants said that information currently in the CCC Handbook should be provided on a website in a format that takes advantage of internet capability to help people navigate to the information that is most useful for them. This would allow the Census Bureau to tailor the information for the size of community, the type of government, and other unique circumstances. For example, the focus groups indicated that different types of activities are effective for different types of communities.

It was suggested that the website could provide links with success stories and effective and innovative activities that relate to particular types of communities.

Focus groups also expressed a desire to have materials available on a website that they can download and adapt to their needs. These include such things as translations of census materials into various languages, radio scripts, and other templates that could be used with the addition of local information, local photographs, and local voices. They envision a website where the information does not have to come entirely from the Census Bureau. For example, a CCC in

one part of the country could provide translations to be used by CCCs in other parts of the country so that they don't have to "reinvent the wheel."

Another use of the Internet is to provide an efficient way for CCCs to order promotional materials that are produced by the Census Bureau. Focus group members envisioned this as an on-line catalog that lists all the materials that are available to them. The Census Bureau could keep track of their inventories and CCCs could track the shipping of the materials that they request.

The participants felt that people are comfortable using bulletin boards and chat rooms to ask questions, get technical assistance, and get ideas. The concerns that were expressed were related to the timeliness of posted responses.

3. Use a 3-tier communications strategy in planning and implementing the CCC Program.

The Internet should be part of a larger communications strategy developed by the Census Bureau.

Currently, the Census Bureau has a policy of communicating with the highest elected official to initiate CCC Program participation. While focus group participants thought that this was essential, they also thought it was insufficient. Several focus groups pointed out that often the highest elected official does not know if he/she is receiving the only copy of materials (letter of invitation and handbook) being sent by the Census Bureau, or if others in the administration are also receiving materials. In addition, it was stated that sometimes the highest elected official does not pass the materials on in a timely manner and sometimes not at all.

Several focus groups suggested that the highest elected officials need printed initial contact materials that are designed to engage them with exciting graphics and a minimum of technical information. This should also be sent to the top administrator for the city, county or tribal government. These types of materials can direct people to the CCC website for additional information.

Based on the discussion and in an effort to ensure communication to the coordinator level, a three-tiered approach to communication is suggested by the focus groups.

The first tier is to work on an ongoing basis with national associations that represent cities, counties, and tribal government so that they can assist in the process of census promotion to their constituent governments and groups.

The second tier is for the Census Bureau to engage the elected officials early to stimulate them to establish a CCC and motivate them to provide leadership for the local government budget process to support the CCC.

After a CCC coordinator is appointed, then the third tier is for the Census Bureau to communicate directly with the coordinator and provide technical assistance.

With the national government associations and the elected officials, the communications from the Census Bureau should be more motivational and more face-to-face. For the CCC coordinators and the CCC members, the communication can begin with a face-to-face meeting and then rely more upon telecommunications, including conference calls and the Internet.

4. Make handbooks more “user friendly.”

There will be a need to produce written handbooks even if the material is also available on the Internet. Just as the Internet materials should be designed so that the users can navigate easily to the information that is most relevant to them, different handbooks should be written for specific audiences and topics.

The medium and small city focus group was more acutely aware of this problem than other focus groups. They perceived that the CCC Handbook was designed for big cities and did not work for them. This was not a problem identified by the big city focus group because the handbook met their needs. It was not a problem for the tribal focus group because they had the American Indian and Alaska Native Program with their own handbook.

Individual focus group reports have specific information regarding handbook needs for the audiences represented in the focus group.

In general, all focus groups had these recommendations for improving the handbooks:

- The design should be more appealing and readable, including pictures/graphics, bullets and headlines;
- It needs page numbers and a table of contents;
- Information should be less dense and the handbook should be shorter;
- To make it easier to read, the font should be larger and the print darker;
- Bold print should be used to signal important things; and
- Include telephone numbers for contact people to answer questions.

In addition, the tribal government focus group strongly recommended that there be a special tribal review committee to review drafts of future tribal handbooks and to provide input before they are issued again.

5. Develop an on-going program in schools that promotes census awareness.

All of the focus groups discussed the importance of schools in the promotion of the census. One of the most effective strategies that they identified to reach adults who do not speak English is through their children who often serve as translators. Also, when children get involved in census promotion activities, they often get the attention of friends and relatives, as well as free media coverage to promote the census. A reason to include census materials in school curriculum is to build community understanding of the value and usefulness of census data. In rural areas, teachers are viewed as leaders in the community. A member of the Rural/County focus group perceived teachers as a “big stumbling block” during Census 2000. This perception was that teachers tried to protect undocumented immigrants and did not encourage parents of students to participate in the census.

One of the CCC activities carried out in 2000 was for CCCs to write letters to the school districts encouraging the use of the Census in Schools materials in the classroom. However, this strategy is unlikely to work because the materials need to be incorporated into curricula prior to the formation of CCCs.

School districts usually require at least one year to review and approve changes in curriculum, which means that the process to request the addition of census material must start at least two years before the census. However, many of the

focus group participants thought that this should be an ongoing activity, not just implemented prior to the census. “Young people need to understand the power of the census and the history of the census early on,” said one focus group participant.

While the CCCs tend to be under the jurisdiction of city or county government, some school districts are independent. There are sometimes jurisdictional and territorial frictions that make it difficult for cities and counties to influence the schools.

The Rural/County focus group suggested that school districts, which are treated separate from governmental units, have a special program. One focus group participant suggested that the Census Bureau should work with associations of social studies teachers early (before CCCs are formed) to assure that census education is included in the school curriculum.

6. Initiate CCC support activities on a timetable that is coordinated with the lead times needed by local governments.

Focus groups identified several phases for the CCCs with different time frames depending upon the size and resources of the community. The following is a synthesis of recommendations from all the focus groups.

Awareness about the Usefulness of the Census

Awareness of the importance and usefulness of census data on an ongoing basis will help to build support for specific activities for census promotion during the decennial census. Awareness about the census is regarded as an ongoing process that does not have a beginning or an end.

This can be done by providing data user training workshops and technical assistance. The Census Bureau can expand the number of users of census data at the local level (city, county, tribal, business, non-profit) for activities such as planning, grant writing, formulas for distribution of tax revenues and block grants.

Technical assistance could also be provided to communities and tribal governments to develop reports or monographs that summarize census data and specifically describes their situation.

The Census Bureau should provide on-going education for elected officials in local governments particularly after elections when there is turnover in leadership. This involves the Census Bureau maintaining ongoing relationships and partnerships with governments and organizations.

Local Government Budget Allocation

It takes approximately a year, usually beginning in September, for local governments to develop and enact their budgets for the following fiscal year.

A key element for the success of CCCs is for governments to have a CCC coordinator in the beginning phase. This may be a full-time individual for the large cities and counties, and a part-time individual for the smaller cities and counties. Unless the budget allocates funding for a position, it will be a volunteer position and this is likely to be less successful. The coordinator needs to be hired and to begin planning activities before the CCC is actually formed.

Therefore, for large cities and counties, the budget process needs to start about five years before the Census (2005) and the coordinator should be hired about four years before the Census (2006). For small cities, counties and tribal governments, the budget process should start two years before the Census (2008) and the coordinator should be hired one year before the Census (2009). The Census Bureau must keep these budget lead times in mind when developing the schedule for the CCC Program.

Large cities and counties have a better understanding of the need for accurate census counts, more resources to devote to outreach, and more experience knowing how to plan and budget for a CCC. Smaller cities and counties need more help from the Census Bureau for their elected officials to understand what is expected.

Planning

Once the CCC coordinator is hired, planning for census outreach begins. This includes defining the structure, size and organization of the CCC. It may include analyzing data to identify the hard-to-reach populations.

An important planning activity is to develop a more detailed budget for local government to fund activities, such as local media buys, grants to community-based organizations, consultants, materials and other costs associated with outreach. These will be introduced into the next budget cycle and provide the funding to begin the CCC.

For large cities and counties, the planning phase should begin about four years before the Census (2006). For small cities and counties, this can begin about 18 months to two years before the Census (2008).

CCC Start-up

Sufficient time is required to select CCC members, provide them with orientation and training, and use them as a resource to help develop and refine census outreach plans, develop subcommittees and lay the groundwork for implementation of outreach efforts.

For large cities, this should start about two-three years before the Census (2007). For small cities and counties, this can start about one year before the Census (2009). CCCs with less experience and fewer resources to hire staff and consultants need more time for training. For example, focus group representatives from rural counties said that they need training on how to organize community activities that will penetrate the community and how to do public relations, particularly in an environment where there are limited local media sources.

This start-up period is a good time for CCCs to review the promotional materials available to them from the Census Bureau, plan how they will use the materials, and decide how much they need to order. They also need to decide what materials they will need to develop to augment the materials that are provided by the Census Bureau.

Community Outreach

A few focus group members felt that community outreach should be compressed into a short time to make the greatest impact. "If you present the idea too early and too often, it makes people complacent and resentful," said one focus group member.

For large cities, a year was suggested as the maximum time for a public campaign. For rural areas and counties, it was suggested that a 60-day, short intensive campaign would be more effective than a longer one. One focus group participant said “With information overload in society, people tune out.”

Celebration

A couple of focus groups discussed the need for CCCs to be able to “roll out the results to the community.” It was recommended that there should be a data dissemination plan so that community members can see the results of their census activities. This should be a “celebration” and the community should regard the results as a “win.” To do this effectively, there needs to be timely feedback from the Census Bureau.

7. Provide orientation and training for CCCs.

Some of the largest cities felt that they were able to provide their own orientation and training for CCCs with minimal support from the Census Bureau, but other focus groups said that they wanted the Census Bureau to provide orientation and training for the 2010 Census.

Orientation and training were generally regarded as two separate activities. Orientation gives people information about the goals of the CCC and why the census is important to the community. Training is more about learning specific skills so that the CCC can carry out their objectives.

Orientation is necessary for both elected local government officials and CCC members. Training is intended primarily for CCC coordinators and CCC members.

For both orientation and training, focus group participants want information that is tailored to meet their needs. They want specific census data about their communities to use in orientation sessions. Almost every focus group said that they need to have a dollar figure that represents the value of each additional person counted in their community so that they could convince their elected officials that local funding for census outreach is cost-effective and convince the community that it is important. They want training on methods that worked for communities that are similar to their own.

The following is a summary of topics that were suggested for inclusion in orientation sessions:

1. Historical information about the census
2. Why the census is important
 - “What’s in it for me?”
 - All the different places where census figures are used. Not just federal programs, but also state programs should be included. This should be specific to the county and translated into the dollars per person that are at stake.
 - Congressional re-districting should be explained.
3. Timelines for the Census
4. Employment of Enumerators
 - Describe the recruiting, testing and hiring process.
 - Explain why enumerators are imported from other areas to meet Census deadlines.
 - State the number of census employees in the community.
5. Confidentiality of census information
6. Census Geography
7. Roles and Responsibilities of CCC members
 - What is the CCC supposed to do? What outcome is expected?
8. Resources available from the Census Bureau for CCCs
 - Funding
 - What is available?
 - How is it distributed?
 - What is the process for a tribal government, city or county to receive funding from the Census Bureau?
 - How CCCs can coordinate their planning of activities with funding from the Census Bureau.
 - Staff
 - Roles and responsibilities of Partnership Specialists
 - CCC expectations of Partnership Specialists
 - Promotional items and promotional materials
 - What is available
 - How to access it
9. Frequently asked questions about the census and their answers

In addition to an initial orientation, focus groups said that training was needed for CCCs. Here are some of the training topics suggested:

1. How to develop strategies

- Examples and strategies to mobilize and motivate communities
- How to “penetrate the community” to get the job done within the timeframe.
- Good strategies, what not to do, and lessons learned.
- Innovative and effective promotion and outreach activities

2. Talking points for CCC members and elected officials to use when they are communicating about the census.

Orientation and training should be adapted to the needs of specific groups. For example:

- Tribal governments want government-to-government relationship and tribal sovereignty included in the orientation.
- Rural/County staff said they want training in public relations, because they don’t generally have those skills. Furthermore, they said it needs to be tailored to their situation. For example, there may be no local television or radio stations.
- Community CCCs want leadership training, how to think as a group and work as a team, and how to speak with the same voice and deliver the same message.

8. Maintain and/or increase the number of Partnership Specialists because of their importance to the CCC Program.

Partnership Specialists are regarded as a successful part of the Census Bureau support for CCCs. CCCs may not have succeeded without support from the Partnership Specialists. In some Community CCC cases, the Partnership Specialists assume the role that paid staff coordinators would assume for CCCs in large cities and counties.

Cities and counties with more resources and CCC experience need less help from Partnership Specialists. They say that the Partnership Specialist should help them get their CCCs started by reminding government officials that it is time to start

forming CCCs, and providing orientations and training. After that, the focus group participants say that Partnership Specialists should be available by telephone or e-mail, but they should focus their attention on cities and counties that have little or no experience with CCCs.

Several focus groups said that they want the Census Bureau to hire Partnership Specialists for the 2010 Census who had experience with CCCs in 2000. They want Partnership Specialists who understand their governmental structures and therefore work effectively with them. Ethnic groups that form Community CCCs want Partnership Specialists who can speak their language and understand their communities as well.

9. Utilize experienced CCCs to provide motivation and support to new and inexperienced CCCs.

The focus groups recommended the Census Bureau should facilitate the linking of new CCCs to experienced CCCs. In many cases, the focus groups demonstrated to one another the value of peer support. Nearly every focus group came to the conclusion that if Partnership Specialists were not available, they could obtain needed information from experienced CCCs.

The method for doing this most often recommended was holding regional meetings for cities or counties of similar size to share their ideas. Another approach that was cited in all the focus groups was to document successful case studies and share them.

Other methods suggested were to publish a list of people who had experience and expertise who would be willing to provide assistance or guidance for new CCCs, or for the Census Bureau to hire consultants who have the experience to work with CCCs.

10. Provide federal financial support for the CCCs in 2010.

When asked what kind of support they needed from the Census Bureau, the first response in the focus groups was always financial support for census awareness and outreach activities. Tribal governments said that they even need funding in order to send their staff and CCC members to meetings to get orientation and training about the census.

11. Continue to provide promotional materials and items for the CCCs in 2010.

All of the focus group participants, especially those with the fewest resources, want the Census Bureau to continue to provide materials that they can use for their outreach activities.

Throughout the individual focus group reports, there are examples of effective, creative and inexpensive activities that were used by the CCCs in Census 2000. Often these activities are dependent upon promotional items that were provided by the Census Bureau. When CCCs set up tables at rodeos, festivals, flea markets and other community events, the give-aways are often what draws people to the table to learn more about the census. A focus group member who reported about a speaker's bureau she organized said that the speakers handed out promotional items, thus thanking and rewarding those who listened to the census information. Also, give-aways keep the census message in front of the public.

The communities with the fewest resources rely the most on materials provided by the Census, including banners, posters, printed materials, promotional items (give-aways), and advertising. Often they develop low cost strategies that use volunteer efforts. However, they believe that handing out promotional items provided by the Census Bureau is essential to the success of CCC activities.



II. KEY ELEMENTS THAT DEFINE SUCCESSFUL CCCs

Several questions for the focus groups were intended to identify “the essential ingredients for an effective and successful CCC in 2010.” Responses from these focus groups can be used to help Census Bureau staff as they design the orientation and training that the Census Bureau will provide to CCCs during the formation stage.

As noted, this should not be “one size fits all.” Individual focus group reports may be more useful in shaping the specific information to provide to different types of CCCs. However, some common characteristics and themes run through all the CCC focus groups as described below.

Composition

Different types of communities need different types of CCCs. The roles and responsibilities of CCC members help to define the composition, rather than the

other way around. When cities and counties have the resources to hire staff to support the CCC, the membership in the CCC is more of an advisory role to the local governments. When cities and counties have few resources and are unable to provide as much, if any, staff support, then the CCC members must be “worker bees.”

Four types of CCC members were identified as essential for the success of CCCs:

1. People who know how to reach out, especially to undercounted groups;
2. People who can bring resources to the table;
3. People who can implement ideas; and
4. People of influence and credibility.

Different approaches to selecting CCC members were used by different types of organizations and communities. For example, tribal governments tried to assure that relevant departments in tribal government were represented. The Community CCCs considered their “points of touch” in the community when selecting members. Some counties found it more helpful to organize by geographic area, while most cities used categories that allowed them to tap into organized social, economic, faith-based and political structures.

Size

The size of the CCC depends on the size and type of the community. Advice from the Big City focus group was that cities should “grow” their CCCs over time: “Start small and think big.” A small group should be used for the initial planning activities, and a larger group later. Some thought that 60 was too big, others thought that 50 was too big. The Community CCC focus group thought the size could range from 10 to 45.

Subcommittees

Subcommittees are expected to develop specific strategies to reach designated populations that the subcommittee members represent. In many communities, the subcommittees are organized around characteristics that present barriers to enumeration. For example, there may be separate subcommittees to focus on specific hard-to-reach populations, such as the homeless, migrant workers, and people living in public housing.

A focus group participant from an organization that serves several different ethnic groups suggested organizing subcommittees by ethnic group so that people who participate could speak their own (non-English) language and plan culturally-specific activities. For example, a CCC for an Asian advocacy organization could have a Chinese Subcommittee and a Korean Subcommittee.

Roles and Responsibilities

People who are selected for the CCC and its subcommittees are expected to communicate the importance of the Census to their peer groups and guide them in carrying out pragmatic strategies to increase the count. This process is envisioned to be like a telephone tree, where the CCC member passes information to others who then pass it to others until everybody gets the message.

In small cities and counties, the CCC members are expected to do the work of organizing and implementing activities.

Leadership

The role of elected officials in CCCs was discussed in all the focus groups. Most people felt that it was essential for elected officials to be involved to provide leadership and advocate for funding for the CCC from the tribal government or local government.

The role of elected officials should match what they do best. It was suggested that what they do best is work with the media and deliver resources to get things done, as well as add credibility and influence to the process.

Management

There was general consensus that a paid coordinator is needed for the CCC to be successful. For those with few resources, this can be a part-time consultant on a relatively short contract. For larger cities and counties, this should be a full time individual whose sole task is to help organize and implement the outreach activities.



III. CCC ACTIVITIES: MOST EFFECTIVE, INNOVATIVE AND LOW or NO COST

The main purpose of CCCs is to plan and implement community activities that increase awareness and promote participation in the census. One of the goals of the focus groups was to learn about activities that were effective, innovative, and inexpensive. Focus group participants were excited to share their successful activities. As the individual focus group reports indicate, some types of activities may work better in specific types of communities. While the focus group time was limited and it was possible to capture only very brief descriptions of activities, the groups recommended that the Census Bureau prepare examples of successful activities that could be shared with governments and organizations wishing to form CCCs for the 2010 Census. These examples would provide some of the content for the Internet site in support of CCCs in the 2010 Census.

In addition to identifying activities that worked well in Census 2000, the focus group discussions also provided an opportunity to make recommendations for improvements to the CCC Program for the 2010 Census.

A. Most Effective CCC Activities

Focus group participants were asked to consider activities that were carried out during Census 2000 and to rank the most effective activities. Individual focus group reports provide information about which activities were ranked among the top five for each focus group. Altogether there are about seven activities that were cited among the top five by more than one focus group. This can help guide the Census Bureau in the recommendations they make for CCC activities in 2010.

Public Service Announcements and Advertising Campaign

Public service announcements (PSAs) were ranked among the top five most effective activities by all the focus groups. Many focus groups feel that the Census Bureau should continue to conduct a national advertising campaign, while CCCs should conduct a local campaign that targets the hard-to-reach populations.

Focus groups made the following suggestions for the Census Bureau to improve its advertising campaign and support for CCC media activities:

- The Hispanic media should be used more effectively. More ads should be placed on Telemundo and other Hispanic television channels. Hispanic ads are needed to build trust and counter immigration laws.

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- Some large cities feel that too much time is purchased by the national campaign and this means that not enough resources are available for local media buys. There needs to be more coordination between national and local media campaigns.
 - Radio is an effective medium in many areas. Focus group members would like the Census Bureau to develop radio scripts that could be adapted and used by local radio personalities.

Banners, posters, billboards and benches

Banners, posters, billboards and benches in public places with census messages work best in tribal communities, rural communities, and non-English speaking communities. Focus groups representing these types of communities ranked these materials/activities as the first or second most important materials/activities for outreach and awareness in their communities.

Among the tribal focus group participants, 86 percent indicated that this was among the top five most effective activities. In small communities, there are focal points for messages and these types of signs are effective. In ethnic communities, these census promotional materials can be effective if they are in languages and use graphics that reflected the culture of the intended audience.

A member of the Rural/County focus group said that the Census Bureau sent him ethnic posters that had people who did not look like anyone in his predominantly white community. Therefore, the Census Bureau needs to develop non-ethnic materials for non-ethnic communities.

Another rural representative said that he did not know that materials were available and asked for more comprehensive distribution.

Government and Community Agencies

Distributing census materials in government and community agencies that have public contact services and programs was considered most effective in the ethnic communities by the Rural/County focus group participants. This was ranked as the most effective activity by 71 percent of the Rural/County focus group participants. However, this activity was not ranked highly by focus groups for tribal governments, big cities, or medium to small cities.

Faith-based Organizations

One of the activities that was ranked among the top five by all of the focus groups, except the tribal focus group, was to encourage faith-based organizations to motivate participation in the census among their members by using census-developed materials for faith-based organizations.

While this was a highly ranked activity overall, most of the discussion about it in the focus groups related to outreach to Hispanic populations. Many of the focus groups identified two strategies that were used to reach Hispanic populations: 1) through Catholic churches that have Spanish-language masses; and 2) through their children who are attending schools.

Translations of census materials into other languages

Translations of census materials into other languages were most highly valued by the big cities that have non-English speaking enclaves and by the Community CCCs that serve non-English speaking neighborhoods in those big cities.

However, the focus groups cited unmet needs:

- The Big City focus group said that translation of materials needs expansion to reach additional populations, including people from Burma and Cambodia. More posters are needed in additional languages.
- The Rural/County focus group said they need more help with outreach to Eastern Europeans. This is not a unified community with organized services. They are polarized, and people from various ethnic groups do not work together. They tend to be suspicious of government. They speak many languages and the Census Bureau does not provide translations of materials for them. The materials from the Census Bureau do not relate to them. These factors make it hard to direct CCC activities and count Eastern Europeans. "We don't know how to reach them," said one focus group member.

Local Media Coverage of Census Issues and Promotional Activities

Different types of communities have different ways of effectively using media coverage.

Most focus groups regarded the role of politicians as CCC members as helping to bring media attention to the Census. Some CCCs found creative ways to get free media coverage, often involving programs with youth.

- A CCC in a small city formed a student subcommittee that included middle school and high school students. They developed programs for the schools that involved performances at school assemblies. A census “mascot” was invented called “Count Capita,” similar to the Count on Sesame Street. Students were invited to audition to be the mascot. All of the students who showed up for the audition were invited to be in skits that the students wrote to promote the census. One was a rap group called “Census Sisters.” Another was “A Census Carol” Christmas skit put on at the Village Hall that featured the ghosts of census past, present and future. They also had a game show, patterned after “Who Wants to be a Millionaire,” using census trivia. All of the performances attracted the media, which provided free publicity, as well as the excitement that spread to the families and friends of the performers.
- High school students in a small city wrote a “catchy” census song and performed it and recorded it with a video on a CD. The song was played on the radio until everyone in town knew it. The music video was shown on the public access TV station to promote the census.
- Contests were held in the elementary, middle, and high schools in a small city to design census logos and slogan. An awards ceremony was held in the schools to announce the winners. The winning logos were put on T-shirts. They were also made into slides that were projected on the screen at the movie theater before movies, and “kids loved this.” Before the contest was held, the CCC coordinator taught the teachers in the school about the census and gave them a one-page lesson plan to use with students.

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- A Korean Census Newspaper was produced using advertising funds from local businesses.
 - Non-English language newspaper provided a corner for a Question-and-Answer column about the census on a regular basis.

Press conferences are not ranked among the top five most useful activities by people in the Community and the Rural/County focus group. Some rural participants said that they do not have access to the media because they are peripheral to a metropolitan media market. They simply can't command the attention of the media through a press conference.

The ethnic groups in the Community CCC focus group said that they know how to access the media in their languages that reach their communities. Generally, this is limited so there may be no need to hold a press conference.

Using sports and entertainment personalities to promote the census was deemed effective by only two focus group participants. One represented a predominantly African American community. The other was from a small city that is home to many celebrities, including a professional football team, writers and musicians.

The CCC asked these individuals to help promote the census by going to public places, for example to autograph books, and census information would be handed out at the same time. The celebrities drew people to the event and the media provided free advertising.

B. Innovative CCC Activities

The focus groups also identified innovative and unique activities that they felt worked well in their communities. Here is a sample of innovative activities from among the dozens identified by the focus groups which are recommended for consideration for the 2010 Census.

- A city brainstormed with advocates for the homeless to develop a strategy to reach this population. They decided that they could motivate homeless people to participate in the Census by rewarding them with breakfast for one month ("that was what was in it for them"). Census advocates went to places where homeless people go (for example, under bridges) and brought

food and sat to “let them check us out.” They talked to people there to explain the program. Homeless people who participated in the census were given a button that read “I’m important, I’ve been counted.” People with the button showing that they had responded to the census were given breakfast for a month. Leaders among the homeless were the first to get the buttons and they were able to help convince others to participate.

- A homeless outreach project hired homeless people to assist people with their questionnaires and to advise the city about locations in which to find homeless people.
- A tribe made a video about the census in their tribal language. It included historical information about the size of the population and was educational. The video was sent to local communities to be shown in public meetings. The focus group noted that many tribal languages are not written languages and that a video is more effective than the written word.
- Thank you cards were printed that said thank you for being counted and why it is important. These were sent to people in low response areas as a way to motivate those who had not completed the census questionnaire.
- Local commercials were developed with an “us against them” strategy showing a person from another state saying that they would be happy to take the money from the community where the commercial was shown if they didn’t answer the census.
- The census message was printed on paper place mats used in restaurants, such as diners, that cut across all socioeconomic groups. In upscale restaurants, a tent card was used. All of the local restaurants participated in the activity; however, some chain restaurants could not get permission from their corporate headquarters to participate.
- A party was held at a Chinese senior center with food and games. One game was like musical chairs: an envelope like the envelope people receive with their census forms was passed around until the music stopped. The idea was for everyone one see the envelope and handle it, so they would recognize it when it came in the mail for them and not throw it away or refuse it.

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- Local government funds were used as grants to community-based organizations to promote the census to historically undercounted populations.
 - Neighborhood associations were able to compete for a monetary prize in one city. The first prize was \$1,000 and the second place received \$500. This motivated the leaders of the neighborhood associations to increase the number of census questionnaires returned from their neighborhood.
 - Senior citizens and youth from a Chinese community were paired together in an intergenerational “Ambassador” program to go door-to-door to provide census information. Seniors were “scared” to do this without the youth because they were afraid they would knock on the door of a non-Chinese person in their neighborhood and would be unable to communicate.
 - A library bookmobile was converted into a “census-mobile” that traveled around the county to educate people about the census and provide assistance in filling out the census form.
 - One large city organized 500 questionnaire assistance centers in schools, fire stations, churches and community centers where volunteers helped people fill out their census forms. The Census Bureau also provided some staff for this effort.
 - An African American Museum was asked to distribute census information. They expanded their role and developed historical information about the census and the African diaspora.
 - A CCC partnered with a university center for research and economic development to develop materials that showed the benefits of the census, provided useful data from the census regarding leading economic indicators, and helped to promote the census. They also made presentations on different topics at CCC meetings, which kept the meetings “exciting and interesting.”

C. Low or No Cost Activities

Focus groups were asked to identify creative approaches that are not expensive or can be implemented without any cost.

Small to medium size cities and counties with few resources were especially interested and experienced in inexpensive activities. They were eager to take advantage of all the materials that the Census Bureau provided to them free of charge. They talked about the importance of utilizing existing organizations and events. One of the most common strategies they used was inserting messages in utility bills, pay checks and grocery bags.

These are some CCC activities that could be recommended to local governments for the 2010 Census that need little or no financial resources to implement but yet promote awareness and participation.

- Place messages on electronic signs at stadiums and other facilities. Also, utilize large signs at businesses, such as car washes.
- Arrange to have the Post Office cancel stamps with the city's census logo and a special message to remind people to answer the census.
- Develop a Speakers Bureau. Recruit speakers from various segments of the community, including those who speak different languages and provide training. Give speakers a manual, talking points, and materials and promotional items to hand out at meetings.
- For small tribal governments with high poverty rates, participate in a weekly flea market that is well attended by tribal members was recommended. The purpose would be to set up a table with a representative that tribal members can talk to about the census. It should be an outgoing person who has census promotional items to give away. If Tribal Council members sit at the table, people will come to talk with them.
- Reach out with translated information to people who are recent immigrants or non-English speaking citizens at the following places:
 - English classes;
 - Citizenship classes;

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- Drivers License offices;
 - Voter Registration offices;
 - New citizen swearing-in ceremonies;
 - Back-to-school nights and day care meetings; and
 - Enclose in mailings from agencies that serve non-English speaking communities.

- Broadcast “lead-ins” with census promotion messages on public access television prior to the televised City Council meetings.



IV. OTHER RECOMMENDATIONS AND FINDINGS FROM THE FOCUS GROUPS

Two other topics were considered in the focus groups: confidentiality of census information, and the name for the CCC Program. In addition, the tribal focus group was asked about the relationship between the Tribal Liaison Program and the CCC Program.

Confidentiality

All of the focus groups expressed awareness of social and political developments that make it increasingly difficult for the Census Bureau to convince people that their information will be kept confidential. During the discussions of confidentiality, the focus groups identified additional challenges the Census will face in 2010 in communicating its commitment to confidentiality that can be understood and believed. They cited such factors as:

- INS raids coinciding with census activities;
- The Patriot Act;
- The Department of Homeland Security;
- Increased political pressure on undocumented workers;
- Increasingly sophisticated and intrusive computer systems that track everything that people purchase;
- Integration of data bases for commercial and government purposes;
- Failure of organizations to maintain the security of data bases;
- Government intrusion into areas that were previously considered private, such as library records;
- Perceptions that census data was used to put Japanese-Americans in internment camps in World War II;

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- Statements by politicians that even they would not divulge personal information to the census takers;
 - Perception of the federal government as monolithic, without distinctions between departments and agencies; and
 - Rise in poverty forces people to share housing in violation of housing codes and regulations for various assistance programs, and they have greater fear of being evicted and homeless.

The focus group participants provided the following recommendations to assist the Census Bureau in meeting this challenge for the 2010 Census.

1. Become an independent agency separate from the federal government, like the Federal Reserve Bank, with leadership that is not a political appointee of the current Administration.
2. Work with the Immigration and Naturalization Service (INS) to have a moratorium on INS raids during the census.
3. Increase awareness/publish the penalties for violation of confidentiality and be vigorous about enforcing them.
4. Explore ways to collect information that creates more anonymity.
5. Reconfirm the confidentiality of the census through new legislation; for example, specific wording saying that the Patriot Act has nothing to do with the census.
6. Convince people that the benefits outweigh the risks. Currently “the fear factor is greater than the count factor.” A vigorous information campaign is needed to change this perception.

Utilize words like “privacy” and “security”, rather than “confidentiality” in advertising. People are currently getting inundated with information about the federal Privacy Act, and this counters some of the other trends.

Keeping the CCC Name

The focus groups participated in an exercise that asked them to identify key words that were representative of CCCs that could be used by the Census Bureau

to formulate a slogan for the 2010 Census or re-naming the Complete Count Committee.

Many of the tribal governments, cities and counties developed their own unique name for their CCCs, so they found the name that the Census Bureau uses to be not as important.

Focus groups explored alternative names for the CCC and all of them concluded that it was best to keep the name, "Complete Count Committee," because it had achieved a level of name recognition and branding.

However, many people recommended adding a slogan or tag line that would change with each census to keep it fresh and interesting or one that could be specific for their community.

Tribal Liaison Program

The Tribal CCC Focus group was asked whether the Census Bureau should have two separate programs for the Tribal CCC and the Tribal Liaison, or whether these two programs should be combined. There seems to be a perception that the Tribal governments do not think of these as two different programs. Furthermore, they said that the tribal governments do not need two separate handbooks (one for the Tribal Liaison and one for the Tribal CCC), as these could be combined into a single handbook. They made the point that the Tribal Liaison Program must be retained because it is essential to the government-to-government relationship.

V. CONCLUSION

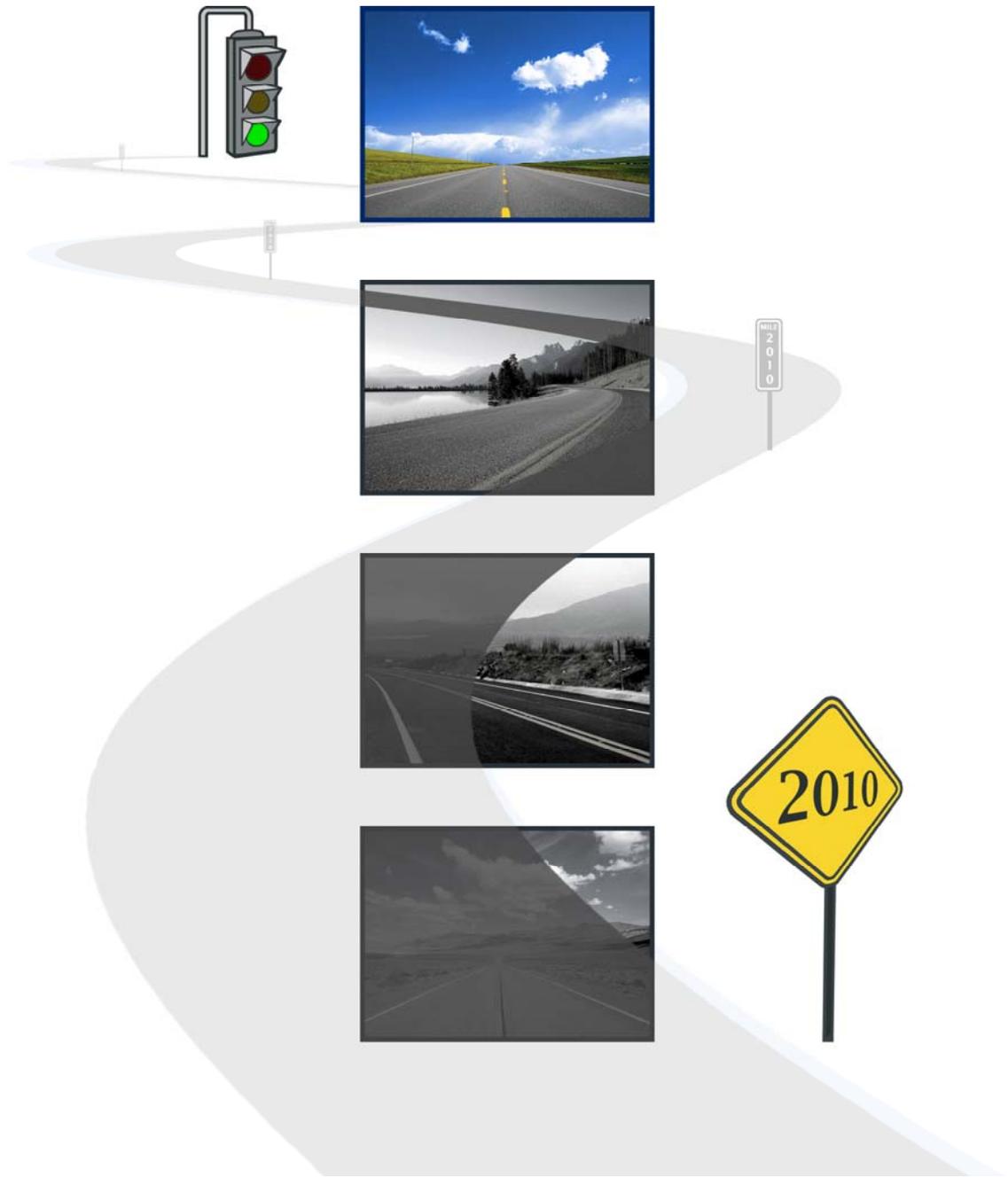
As the Census Bureau designs the CCC Program for the 2010 Census, it should build on the successful aspects of the CCC Program in Census 2000. The focus groups identified the components that should be retained and improved, including Partnership Specialists, promotional materials/items, and outreach activities. Another way to build on the success of Census 2000 is to utilize the experience of CCCs by developing a peer support program, as well as documenting examples of successful activities to share.

The individual CCC Focus Group Reports, in the next section, provide a question-by-question summary of each of the five focus groups.



Individual CCC Focus Group Reports

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Tribal CCC Focus Group

Tribal	Location:	Phoenix, AZ Sheraton Wild Horse Pass Resort and Spa
	Date:	August 30, 2005
	Moderator:	Brenda August
	Assistant Moderator:	Mim Dixon
	No. of Participants:	7

Focus Group Participation

The Census Bureau invited eight individuals to participate in the Tribal Focus Group. One person was unable to participate because Hurricane Katrina.

The focus group participants represented a cross-section of American Indians from five different tribal governments, both large and small tribes, in five states. Three are women and four are men. The group included an elected tribal leader, three tribal employees, and three people who work outside the tribal government in roles related to education, technical assistance, and communications. Participants ranged in age from 45 to 62 years old. The average age and median age was 52.5.

The names of participants and their tribal governments are confidential. However, it is often important to distinguish the experiences of tribal governments that did have CCCs vs. those tribal governments that did not have a CCC.

CCC Success during Census 2000

(Question 1: What worked well for your CCC during Census 2000?)

As the meetings kicked off, the moderator encouraged participants to discuss areas that worked well for their CCCs during Census 2000. Most participants came prepared to talk about their experiences and this generated lively group discussion.

Several of the participants in this group had experience with both the 1990 Census and the 2000 Census. Overall, focus group participants felt that the 2000 Census had been much more successful than the 1990 Census.

Some of the successes that they identified were:

- Good training for tribal governments;
- Good communication between Census Bureau and tribal governments;
- Support from community groups;
- Media involvement; and
- Recruitment of tribal members for census positions.

Focus group participants expressed appreciation for the opportunity for tribal governments to recruit census workers and to be involved in doing their own count. One participant stated, "There is a better feeling for tribal members to talk to people from their own tribe."

The three focus group participants from one CCC that was represented believed that there was a good composition for their CCC, which included five people appointed by the Tribal Council and five appointed by the Tribal President.

The participants believed that it was important to keep both the legislative and the administrative branches of tribal government informed and to have their support. With support from tribal government, they were able to put the CCC in place quickly and have good coordination.

The tribal government with the CCC also had a Tribal Liaison whom they described as "outspoken" and "a good problem-solver" who was able to clarify things both in English and the tribal language.

Focus group members said that tribal governments should have flexibility in setting up CCCs. They noted that reservations are different and have different levels of resources.

Below are some of the comments made by participants:

- One person called it “a complete turn around.”
- One person recalled that in 1990 the Census Bureau staff was not willing to meet with the Tribal Liaison. However, in 2000 the Census Bureau staff came to tribal meetings, listened to concerns, and provided funding for some activities.
- Focus group participants said that the improvement in communications between the Census Bureau staff and tribal governments was due to having more American Indians working in Census Bureau Regional Offices, as well as positive leadership at the Regional Office level.
- The Tribal Partnership Specialist was regarded as a key to success.
- Focus group participants had specific praise for Susan Lavin in the Denver Regional Office, as well as the staff in the Santa Fe Census Office and the Oklahoma City Census Office.
- The focus group participant from Oklahoma appreciated that the Census staff worked to help define Tribal Jurisdictional Areas in Oklahoma and this was helpful to tribal governments.

CCC Improvement Areas

(Question 2: What needed improvement with your CCC?)

By recalling areas that needed improvement in Census 2000, focus group participants were able to make recommendations for a better CCC Program for the 2010 Census.

Though the participants felt that there was a vast improvement from the 1990 Census to Census 2000, there are still areas where they felt could use further improvement.

These five main areas of concern are 1) timeline, 2) funding, 3) employment, 4) education, and 5) messages.

Timeline

The CCC process needs to start earlier. It takes time for tribal governments to pass resolutions, modify budgets, appoint committees, and locate space for offices. "The tribal wheels go slow," said one focus group participant.

It was recommended that the Census Bureau begin the CCC process two years before the Census, which is 6-9 months earlier than what was done with the 2000 Census.

It was suggested that April 1, 2008, be the date to initiate the process, to keep the April 1 date in people's minds for the 2010 Census.

One participant thought that 2 years is "too rushed," and recommended 2 ½ to 3 years prior to the Census. However, others noted that some tribal governments may not be able to start that early and that the Census Bureau should remain flexible and "start as early as convenient for tribes."

Focus group members saw a need to balance the time tribal governments need to take action with the need to have certainty in the Census Bureau plans and forms. One person said that the Census Bureau needs to have forms and "everything" ready before beginning the CCC. Uncertainty creates confusion and makes it more difficult for the CCC to explain and promote the Census.

Also, as the timeline is pushed back, there is more probability of turnover in tribal leadership. Political changes in tribal governments create a need for more continuous education of tribal leaders.

The timeline for the CCC is not necessarily the entire timeline for involving tribal governments. Several people thought that education of tribal leaders and tribal members should be an ongoing process between the censuses.

Funding

Funding for the CCCs is a problem for some tribal governments. Even travel to attend regional meetings or meet with the agency staff can be a hardship for tribal governments.

There is also a problem with sufficient funding for media, including both radio and television.

Education

The process of educating people about the value of the census is one that takes a long time to develop and deliver. A number of strategies were suggested, including programs in the classrooms. Tribal leaders and tribal members need to see reports with census data and to know how numbers of people counted by the census can affect funding for tribal services.

Messages

Some dissatisfaction was expressed with the American Indian posters developed for Census 2000, although the 1990 Census artwork was considered to be collector's items. One participant pointed out that the messages and the artwork need to be more contemporary and appeal to youth.

Also, there needs to be more emphasis on communicating confidentiality of the census.

Essential Ingredients for an Effective and Successful CCC in 2010

(Question 3: Based on your successes and challenges, what do you think are the essential ingredients for an effective and successful CCC in 2010?)

The Tribal Focus Group discussed the ideal CCC for the 2010 Census by identifying essential elements for a tribal CCC. .

The focus group identified and discussed five essential elements for an effective and successful CCC in tribal communities which are: 1) composition, 2) selection of members, 3) support from tribal leaders, 4) orientation and training, and 5) advertising.

Composition

Elected tribal officials are needed to provide support and funding for a tribal CCC and the focus group thought this would be more likely to happen if those elected officials were represented on the CCC. The focus group participants also listed the following type of organizations within tribal governments that should be represented on tribal CCCs:

- Tribal enrollment office;
- Education;

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- Business;
 - Culture commission or other groups that involve elders;
 - Housing; and
 - Media: tribal radio station and/or tribal newspaper

Focus group members said that the most important thing is that CCC members be committed and knowledgeable. They explained that this means the individuals know the value of a good count and know about statistics. Their dedication should be reflected in attendance at CCC meetings.

The size of the CCC depends on the size of the tribal government. One large tribal government tried several different approaches over the years, but they found that ten is about the right size for their CCC.

Selection of CCC Members

One focus group member noted a problem with tribal leaders appointing people to serve on the CCC without a proper selection process. He believes that prospective members should attend an orientation first so that they will understand the project. Then they should be asked if they are willing to make the necessary commitment. If people don't attend the CCC meetings, then they should be replaced so that a quorum can be maintained.

Support from Tribal Leadership

Elected tribal officials from both the legislative and the administrative portions of the tribal government must be involved with the census. They must introduce legislation to create the CCC and fund its activities. Tribal leaders must understand the need for a complete count so that they can explain the census to their constituents. They must be available to their constituents to do this. Tribal leaders usually can talk with elders and this is important for the success of the census.

Orientation and Training

Both tribal leaders and CCC members need an orientation about the census and the CCC. They need to know where they can go with questions.

Advertising

Advertising is important to get results. It is needed "all the time." It should occur between the censuses and have increased frequency as the time of the census

gets closer. Both radio and television are important channels of communication for advertising in tribal areas.

Roles and Responsibilities of CCC Members

(Question 4: What do you think should be the roles and responsibilities of CCC members?)

The tribal focus group expressed a need for more clarification of the roles and responsibilities for CCC members. Those who had served on a CCC had not been given any guidance about roles and responsibilities. Those members who had not been involved with a CCC did not have a concept of the roles and responsibilities of CCC members. One individual who had served as a Tribal Liaison for a small tribal government during the 2000 Census said that “two people did everything.” They didn’t have set roles and responsibilities.

Below are some of the suggestions/recommendations made by participants:

- They feel that the major role of the CCC is public advocacy for the census. To do this, they believe that CCC members need to have good speaking abilities in both their native language and English. They need to be able and available to “justify” their activities.
- Tribal Council members on the CCC should have the role and responsibility to introduce tribal legislation to create the CCC and provide stipends for members to participate.
- CCC members should also have the role and responsibility of seeking funding from the tribal government for the CCC activities.
- Another role for the CCC members in 2010 should be to advise the manager of the Local Census Office/Census Bureau staff. The Census Bureau staff attended CCC meetings and raised issues for the members to consider and discuss. At the beginning, these meetings were held monthly and later they were bi-weekly.
- Tribal managers who serve on the CCC should have specific assignments. For example, one might assist in getting a Temporary Land Use Permit to locate the Census Office on tribal lands.

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- CCC members with specific talents or contacts in the community might be given assignments related to their other employment. For example, a person representing the media might be assigned some tasks related to media promotion of the census.
 - The primary role of the Chair of the CCC should be to chair the meetings and to participate in publicity activities.

Focus group members thought that the roles and responsibilities of CCC members should be a topic in the orientation.

CCC Activities

(Question 5: Please share just one item that you added to the bottom of the list that you consider to be innovative activities.

Question 6: What specific awareness, outreach and promotional activities can be planned with limited or no financial resources for 2010?)

Feedback about CCC activities was sought by asking focus group participants to rank activities and through further focus group discussions. Below is a summary of the results of the ranked activities and individual comments.

Ranking List of Activities

Focus group participants were provided with a list of activities that were carried out by CCCs during Census 2000. They were asked to indicate the five most effective activities for their communities.

The activities that received the most votes are:

- Arrange to have census banners, posters, billboards and benches in public places in the community.
- Develop, produce and distribute public service announcements (PSAs).
 - Two people wrote notes clarifying that these should be PSAs or paid advertising on tribal media.
- Print and display census messages on products, bags, envelopes, sales bulletins, etc.

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- Write letters to school districts encouraging the use of the Census in Schools materials in the classroom.

All of the other activities received votes from one or two people. However, there were three activities that received no votes from the focus group participants.

These are the activities that received no votes:

- Identify local sports and entertainment personalities to appear on local television and radio stations urging quick response to the census.
- Encourage faith-based organizations to motivate participation in the census among their members by using census developed materials for faith-based organizations.
- Recruit community leaders to organize a “telephone campaign” to be conducted throughout the community.

Innovative Activities

In addition to the list of usual activities, focus group participants were asked to identify innovative activities undertaken by their tribal government in Census 2000. These are the activities they described:

- A tribe made a video about the census in their tribal language. It included historical information about the size of the population and was educational. The video was sent to local communities to be shown in public meetings. The focus group noted that many tribal languages are not written languages and that a video is more effective than the written word.
- A tribe sponsored a Partnership meeting in January, similar to a kick-off. They put announcements in the newspaper and invited civic groups to participate, such as the Kiwanis, Lions and the Rotary Clubs. The Census Regional Office came. The program included the Tribal Liaison and information about recruitment.
- Another tribe held their “kick-off” with a presentation to the Tribal Council.
- A tribe made its own public service announcements in the tribal language for radio and television. They decided that the best spokespersons are a variety of people well-known in the tribal government, both male and

female, of all age groups. The advertisements featured school children, senior citizens, and the chair of the CCC.

- A tribe found that working with the Census Bureau on maps helped to define the land base of the tribal government and establish clear boundaries for districts that had been previously disputed by some tribal members. This process was valuable to the tribal government and provided a clear benefit from the 2000 census.
- The tribal radio station was an effective source of communication. Radio was fully utilized as a medium by one tribal government that aired announcements, talk shows, and live remote broadcasts with key leaders from the tribal government, the Indian Health Service, and the Bureau of Indian Affairs. CCC members made 2-minute tapings regarding the census that were used on the radio.
- It was helpful to make announcements about the census at events where people gathered, including pow-wows and meetings of national Indian organizations, such as the Nation Congress of American Indians (NCAI), the National Indian Gaming Association (NIGA), and the National Indian Education Association (NIEA).
- Census posters were placed in schools, tribal offices, Indian Health Service clinics and offices, housing offices and other public places. If posters are attractive and not too large, people will put them on their walls at home. The recommended size for posters is about 50% or 75% of the size of the flipchart paper that was used for the focus group. The focus group recommended that posters be produced in two sizes: 1) the larger posters would be used in public places and 2) the smaller posters would be given away at tribal fairs and taken home. Tribal governments are different and posters should be developed for different regions using local artists.
- Tribal governments developed products using their own logos along with the Census logo. A focus group member said that pins and cups were desirable products.
- The tribal government that had a CCC provided special recognition of the CCC after the completion of the census count.

The most effective approach, according to the focus group, is a combination of a national campaign and a local campaign.

Low or No cost Activities

The focus group was asked to identify promotional activities that could be planned with limited or no financial resources. They offered three suggestions:

- Tribal Liaisons can coordinate activities on behalf of the tribal government with no additional funding, as their salary is already paid by the tribal government and their time is donated by the tribal government.
- Public education can be carried out in Tribal Council meetings and public meetings.
- A small tribal government that has a high poverty rate has a weekly flea market that is well attended by tribal members. A table can be set up there with someone to talk about the census. It should be an outgoing person who has items to give away. If Tribal Council members sit at the table, people will come to talk with them.

Orientation for CCC Members

(Question 7: Do you feel an orientation or training session would be beneficial for CCC members for 2010?)

Focus group participants liked the idea of an orientation and provided additional feedback relating to who should receive orientation, the topics for orientation and the time and place for orientation.

Who should receive an orientation?

The focus group thought there should be two orientations. The first one should be held before the CCC is formed to encourage tribal leaders to create a CCC. It should be attended by the President or Chairman of the tribal government, representatives of the Tribal Council and the tribal administrator. After the CCC is formed, there should be an orientation for CCC members.

Topics for Orientation

The following topics were identified by the focus group to include in an orientation for the tribal CCCs:

- Government-to-government relationship and tribal sovereignty

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- Historical information about the census
 - Funding
 - What is available? How is it distributed? What is the process for a tribal government to receive funding from the Census Bureau? How CCCs can coordinate their planning of activities with funding from the Census Bureau.
 - Timelines for the Census
 - Employment of Enumerators
 - Explain why tests are given prior to employment. Explain why enumerators are imported from other tribal governments to meet Census deadlines.
 - Geographic Boundaries
 - Discuss what tribal governments want and what the Census Bureau wants.
 - Roles and Responsibilities
 - What has worked well for tribal governments in previous censuses
 - Don't "reinvent the wheel." Learn from previous experience.
 - List of promotional items available from the Census Bureau.

Time and Place for Orientation

Focus group participants said that the orientation for tribal leaders should take place about six months prior to the formation of the CCC. This gives tribal governments the understanding and needed time to organize a CCC. After the CCC is formed, then they need an orientation.

The CCC orientation should be close to home to reduce the expenses for tribal governments and increase attendance. Focus group members felt that the Denver meeting held by the Census Bureau was too large. It would be better to have several smaller conferences within the region that are in driving distance for CCC members.

One participant felt that in Census 2000, the Census Bureau did not understand the relationships and distinctions between some tribal governments. In organizing meetings, there should be more careful attention to these dynamics.

Other comments relating to this question are noted below:

- Only one of the focus group participants said that she had attended a training session for Census 2000. She served as the Tribal Liaison and she said that the workbooks she received at the training were very helpful.
- The CCC members who participated in the focus group said that an elected tribal official went to a regional meeting regarding the census, received a packet of information and gave it to the CCC members.

Evaluation of the CCC Handbooks

(Q8: How many of you saw the handbook during Census 2000?)

Q9: Those of you who are raising your hands, did you find the handbook useful?

Q10: For all of you, what do you think of the handbook?)

During Census 2000 three different handbooks could have been distributed to tribal participants: the “Census 200 Complete Count Committee Handbook for Local Governments,” the “Tribal Complete Count Committee Handbook” with the Census 2000 logo, and the “Tribal Governments Liaison Program Handbook” with the Census 2000 logo.

One focus group member who had served as a Tribal Government Liaison had received and used both the Tribal CCC Handbook and the Tribal Government Liaison Handbook. She said enthusiastically, “These were my two Bibles!” She added, “They gave me guidelines and helped to develop ideas.” She especially appreciated the timelines and checklists.

It is not clear how many other people had actually seen or used each of the handbooks during Census 2000. One person said that the handbooks were issued too late in the process to be useful. They said that handbooks should be available at the first CCC meeting.

All of the focus group participants were provided with copies of all three handbooks prior to the focus group. However, they said that they did not have time to fully review them and provide meaningful input during the focus group discussion.

They strongly recommended that there be a special tribal review committee to review drafts of future tribal handbooks and provide input before they are issued again.

Focus group members did offer a few general comments about the handbooks.

- They liked the Tribal CCC Handbook because it was simplified and easy to follow, compared to the Community Handbook which they thought had too much narrative.
- One person said that he did not like the Census 2000 tribal logo with two feathers making circle because “it looks like the Pepsi logo.”
- The Tribal Liaison and Tribal CCC Handbook covers looked too similar and they need to look different to tell them apart.
- In response to another question, a focus group member said that books are hard to use without an orientation.

Assistance Needed from Census Bureau for CCCs

(Question 11: In addition to the handbook, what other kinds of assistance do CCCs need from the Census Bureau staff in order to successfully plan and implement their activities?)

In an effort to identify additional areas of assistance, the issue of cost of travel to attend meetings was raised again. This time it was suggested that a video tape be prepared that could be sent to tribal governments and used for orientation for tribal CCCs.

It was asked that a uniform process be followed. It was stated that this would make it easier to implement CCCs activities.

Focus group participants also said that there should be better communication between tribal governments and the Census office. There were times when tribal governments felt “pushed aside” by the Census Bureau staff.

It was also recommended that the Local Census Office (LCO) management staff be given American Indian/American Native cultural training for those LCOs with tribes in their area.

Alternative Methods of Communication

(Question 12: Given that the Census Bureau staff member cannot attend every CCC meeting, what alternative methods of communication could substitute for the face-to-face meeting?)

There was unanimous agreement that the Internet was a good tool to use to communicate with tribal governments. All of the tribal governments represented in the focus group had Internet access and were comfortable with this type of communication.

They suggested an Internet bulletin board for tribal CCCs. They felt that monthly communications from the Census Bureau would be sufficient early in the process with more frequent alerts later.

While the Internet can be used with tribal governments, there is still a need to initiate the communications between the Census Bureau and tribal governments with a face-to-face meeting. This initial communication is very important to establish the government-to-government relationship. High level Census Bureau leadership should participate in the initial "kick-off" or orientation meeting. After that, more limited communications using the Internet can occur.

If the Census Bureau develops a tribal list-serve for CCCs, it should also include the Tribal Liaison. Furthermore, a focus group participant said there should be attention to county governments and building their relationships with tribal governments.

Names for the CCC

(Exercise and Question 13: Would you prefer these suggestions, or do you think it is better to stick with the name "Complete Count Committee"?)

Focus group members participated in an exercise in which they identified key words and arranged them to form alternative names for the CCC.

The combinations the participants made included the following names:

- 2010 Tribal Census Committee
- Complete Enumeration Workgroup
- Tribal Accurate Acknowledgement Census
- Tribal Accurate Census Count Committee
- Protect Census Count
- Full Count Committee

The focus group was asked whether any of these names was preferred to Complete Count Committee. They said that “tribal” needed to be in the name. They said the name should be short and simple. They said that local tribal CCCs will develop their own tribal-specific names, so the name used by the Census Bureau is relatively inconsequential.

Confidentiality

(Question 14: How can the Census Bureau best communicate its commitment to confidentiality to respondents in a way that they can understand and believe?)

The focus group discussion of confidentiality of census information began with a statement by a participant that the Census Bureau did not implement previous suggestions by tribal governments regarding confidentiality; however, those recommendations were not detailed by the participant.

The group acknowledged that confidentiality and concern about confidentiality is a problem. They placed the problem in the national context of the “big brother is watching you era” with Homeland Security intruding on people’s privacy. They said that fear of violating confidentiality is probably more prevalent nationally, particularly with regard to illegal aliens.

In Indian Country the biggest concerns are about information regarding the number of people in the household and income. One focus group participant urged the Census Bureau to “see the big picture.” She said that “people are just struggling to make it.” Another participant said that tribal governments are working on controlling confidentiality in other areas in addition to the census information.

Focus group participants said that there needs to be more education on this subject. They need trusted people who are Native speakers to communicate about this topic to overcome the fear.

Utilizing Experienced CCCs to Assist New CCCs in 2010

(Question 15: How can veteran CCCs best assist other CCCs who are considering participating or are participating for the first time?)

Focus group members were enthusiastic about including the advice and stories from experienced tribal CCCs in new guidelines, handbooks, and orientation materials. Here are some of their suggestions:

- Use people who participated in the tribal CCCs in Census 2000 in orientation videos, websites, and other materials.
- Include summaries of what CCCs did in Census 2000.
- List activities that were successful for tribal governments in Census 2000.
- Provide examples of how increased response to the census made a difference in funding from grants and federal programs for tribal governments.
- List people as references to contact for more information.
- The Census Bureau should hire consultants with experience with tribal CCCs and knowledge of statistics and historical data to serve as a resource for new tribal CCCs.
- Distribute publications with tribal-specific census data that can serve as a reference document with standardized information for the tribal government. This will demonstrate the usefulness of census data.

Combining Tribal Liaison and CCC Programs

(Question 16: Is there a need for a separate CCC Program for tribes, or should the typical CCC activities be rolled into the Tribal Liaison Program?)

For the Tribal CCC focus group, an additional question was asked to assess whether the Census Bureau should have two separate programs for the tribal CCC and the Tribal Liaison, or whether these two programs should be combined.

Most of the response to this question came from the tribal government that had a CCC in Census 2000. They said that most people do not perceive these as two different programs.

Regardless of whether the Tribal Liaison is expected to help organize and staff a CCC, or a tribal CCC is organized separately, the Tribal Liaison Program must continue. The implication is that the CCC could be rolled into/under the Tribal Liaison Program, but the Tribal Liaison should not be under the control of the CCC.

Furthermore, they said that the tribal governments do not need two separate handbooks (one for the Tribal Liaison and one for the Tribal CCC), as these could be combined into a single handbook.

They made the point that the Tribal Liaison Program must be retained because it is essential to the government-to-government relationship. The Tribal Liaison is designated by the tribal government to represent them in that relationship.

Big City CCC Focus Group

Big City	Location:	Philadelphia, PA Marriott Philadelphia Downtown
	Date:	September 13, 2005
	Moderator:	Brenda August
	Assistant Moderator:	Mim Dixon
	No. of Participants:	14

Focus Group Participation

The focus group was comprised of 14 people who represented 13 cities in ten states in nine different regions of the Census. The participants included ten men and four women. The participants ranged in age from 35 to 68 with the average age of 52. Four participants speak languages in addition to English, including German, Russian, Vietnamese and Malay.

During Census 2000, four of the focus group participants served as chairs or members of their CCCs, while the others provided staff support.

The names of participants and their communities are confidential.

CCC Success during Census 2000

(Question 1: What worked well for your CCC during Census 2000?)

There was a range of experiences about what worked well. Some cities listed something that worked well for them; while the same topic was listed by other cities as needing improvement.

Many people felt that they had good support from Census Bureau staff, including technical assistance and guidance. Some people said that the Census Bureau staff worked well with the CCC and with specific ethnic groups in some cities. In some cities, the CCC developed strategies and action plans that they negotiated with the Census Bureau staff.

Focus group participants appreciated it when the Census Bureau let the CCCs “run with the ball” and understood that local people know who is influential. Local governments were pleased that they could participate in the LUCA Program for their jurisdiction.

Much of the focus group discussion centered on strategies for hard to reach populations. This group focused on local media campaigns. Some cities made their own public service announcements (PSAs) tailored to their ethnic groups. Funding to make local media buys that target ethnic groups, such as Latino radio stations, was considered effective.

An area that was generally considered successful was translations of materials into other languages – both initial translations and contingency plans to make materials available in additional languages. However, some languages were needed and not provided, such as Burmese and Cambodian.

A common strategy to reach immigrant populations is through their children. Thus, the focus group felt that it was important to have educational materials about the Census for the schools. While focus group participants found this generally successful, they thought the activity needs to be started sooner.

Several of the cities represented worked with advocates for the homeless to develop effective strategies to count the homeless population (see specifics under innovative activities).

For the most part, focus group participants thought that the composition and structure of their CCCs worked well. They thought that political appointees were important to the process. The use of subcommittees was effective. For example, a business subcommittee developed a plan to put inserts in bills, and subcommittees for specific ethnic groups did outreach to those groups.

Some focus group participants felt that the timing and sequencing of CCC activities worked well in Census 2000. One person said that it worked well to start 4 years early (1996) with a technical team and 3 years before the Census (1997) with the CCC. Another participant said that the CCC Media committee met first to develop materials, followed by the kick-off, and then monthly meetings for the CCC and its subcommittees.

Focus group members thought that the Census artwork was good. One city framed the Census posters and hung them in neighborhood city halls. Many of the cities developed city-specific materials showing how the Census affected funding for city programs. Materials produced by the Census Bureau were adapted with city-specific logos, including stickers and pins.

CCC Improvement Areas

(Question 2: What needed improvement with your CCC?)

The problem areas identified by the focus group included 1) timing for activities, 2) support from the Census Bureau for CCCs, 3) confidentiality, and 4) outreach to hard-to-count populations. These are focus areas in Big Cities for the 2010 Census.

Timing

Some participants felt like they started their activities too late (i.e., October 1999) and there was not enough time to get the City Council and County Commissioners involved. They said implementation was too fast. There was general agreement that school programs should be started earlier.

Census Bureau Support for CCCs

According to the focus group participants, Census Bureau staff was not effective for some cities. Some Partnership Specialists did not know the city and who the community leaders are. Some focus group participants felt that the Census Bureau should consult with the cities prior to hiring Partnership Specialists. They said some Partnership Specialists had their own agendas which were not in accordance with the city's agenda.

Some focus group participants felt that the Partnership Specialists assigned to their city did not attend enough CCC meetings and did not follow through on plans. In addition, the location of field staff offices was not ideal for some cities.

Another problem discussed was that negotiations between the CCC and Census Bureau staff regarding ideas was not considered successful by some cities.

Confidentiality

There was general consensus that building trust is an area that needs improvement. CCCs felt undermined when they promoted the confidentiality of the census and then later found out that in the 1940's the census information was used to round up people for internment camps.

People living in housing with rental subsidy programs are a special challenge because they tend to qualify as single female heads of household and it is perceived as a risk if a boyfriend is living there or there are too many people living in the household.

Hard-to-count Populations

Focus group participants said that more time and effort is needed for undercounted communities. "Buy-in takes dialogue," said one participant. Better methods are needed to reach immigrants and poor people. A large population cannot be reached through utility bill inserts and other traditional outreach methods, because they may not be paying utility bills. Also, reading levels can be a problem. A focus group participant said that the Census Bureau should hire more people from undercounted neighborhoods.

Census materials are too complex. A simple one-page fact sheet is needed to answer these questions: What is it? When is it? What's in it for me? There was general agreement that census materials are okay for people who would fill out the census anyway, but not for undercounted communities. Materials are needed to explain the benefits of the census to poor and working class people (for example, child care funding).

Translation of materials needs expansion to reach additional populations, including people from Burma and Cambodia. More posters are needed in additional languages.

The Hispanic media should be used more effectively. More ads should be placed on Telemundo and other Hispanic television channels. Hispanic ads are needed to build trust and counter the anti-immigration state laws.

Focus group participants said that the national media campaign can be improved. The national media campaign is too generic and should focus more resources on hard-to-reach populations. Too much time is purchased by the national campaign

and this means that not enough time is available for local media buys. There needs to be more coordination between national and local media campaigns.

Essential Ingredients for an Effective and Successful CCC in 2010

(Question 3: Based on your successes and challenges, what do you think are the essential ingredients for an effective and successful CCC in 2010?)

Focus group members identified the following eight elements that are essential for the success of CCCs.

1. Timing
2. Data and Statistics
3. Funding
4. Ideal Size of the CCC
5. Composition of the CCC
6. Subcommittees
7. Leadership of CCCs
8. Marketing Strategies

Timing

Bigger cities need more time to organize a census campaign, compared to smaller cities. A range of start times was suggested from five years to two years before the 2010 Census. There is a dilemma in addressing the need to start early vs. the additional staffing costs to do so.

If CCCs start too early, there may be turnover among city political leaders and the political appointees from a previous administration may not be representative of the current administration. Also, it is hard to keep volunteers motivated over a long period of time.

It was recommended that cities sequence activities in stages or “waves”, for example:

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|------------------|--|
| Five years out: | Technical work. |
| Three years out: | Form CCC and subcommittees, develop education strategies, begin to share the message “It is coming.” |
| One year out: | Public involvement/Community outreach. |

One participant advised not to start with public involvement until the last year or “people will get bored with it.”

Data and Statistics

Cities will not put up money for CCC activities unless they are convinced that increased census counts lead to increased funding for the city. Also, information is needed to focus efforts on need in specific areas.

Funding

Focus group participants said there must be funding for staff to work with the CCC because volunteers will not do the “grunt work.” Local government must commit to funding early on.

Ideal Size

Most felt that cities should “grow” their CCCs over time: “Start small and think big.” A small group should be used for the initial planning activities, and a larger group later. Some thought that 60 was too big, others thought that 50 was too big.

Composition

Four types of CCC members were identified as essential for the success of CCCs:

1. People who know how to reach out, especially to undercounted groups.
2. People who can bring resources to the table.
3. Staff to implement ideas (and also to develop programs and bring them to the CCC for review).
4. Persons of influence and credibility.

It was noted that CCC members should be people with a vested interest in census outcomes.

One person asked how to identify leaders of ethnic groups to participate in the CCC or its subcommittees. Another experienced CCC leader said that the Latino neighborhoods have churches, festivals, and Spanish-speaking schools. People who organize activities for these institutions are the leaders that should be invited to participate on the CCC.

Subcommittees

There was consensus that the CCCs should have subcommittees. One participant said that needs and goals should drive the organization of subcommittees.

Another person recommended that subcommittees should include political leadership so that community volunteers know that the city is listening to their ideas and their work is not in vain. It was suggested that five members is a good size for a subcommittee.

Leadership for CCC

A focus group participant said that a central leader is needed: "Democracy doesn't work." CCCs need to have good coordination with the Census Bureau. At this point in the focus group, it was stated that for the CCC to be effective, the Census Bureau staff must participate in CCC meetings.

Marketing Strategies

A representative of the business community recommended that the CCCs use marketing principles to develop their strategies: "Identify who the customer is and how you can reach them." He stated that it is important to segment markets and develop materials for the segmented markets that tell: 1) how the census impacts you, and 2) what are the rewards.

Another participant added that it is important to identify people who won't answer the census, including those who have "angst toward the government."

Roles and Responsibilities of CCC Members

(Question 4: What do you think should be the roles and responsibilities of CCC members?)

The focus group participants believe that different types of members have different roles in the CCC. Business and philanthropy members are there to "lend their names and provide resources." Those who represent the underserved populations are expected to "walk the streets."

Subcommittee members are there to use existing structures and to reach out to others who fit the description of the subcommittee (for example, labor or clergy). One example that a focus group participant cited was a subcommittee for clergy - a Christian minister was able to reach out and bring in a Buddhist religious leader to join the subcommittee.

CCC Activities

(Question 5: Please share just one item that you added to the bottom of the list that you consider to be innovative activities.

Question 6: What specific awareness, outreach and promotional activities can be planned with limited or no financial resources for 2010?)

Feedback about CCC activities was sought by asking focus group participants to rank activities and through further focus group discussions. Below is a summary of the results of the ranked activities and individual comments.

Ranking List of Activities

Focus group participants were provided with a list of activities that were carried out by CCCs during Census 2000. They were asked to indicate the five most effective activities for their communities.

The activities that received the most votes are:

- Write letters to school districts encouraging the use of the Census in Schools materials in the classroom.
- Develop, produce and distribute public service announcements.
- Encourage faith-based organizations to motivate participation in the census among their members by using census developed materials for faith-based organizations.
- Arrange to have census awareness/promotional materials translated into other languages as needed and distributed in the community.
- All of the other activities received votes from one to five people, except for one activity that received no votes from any of the focus group participants.

The activity that received no votes is:

- Recruit community leaders to organize a “telephone campaign” to be conducted throughout the community.

Innovative Activities

In addition to the list of usual activities, focus group participants were asked to identify innovative activities undertaken by their city in Census 2000. These are some of the activities they described:

- A city brainstormed with advocates for the homeless to develop a strategy to reach this population. They decided that they could motivate homeless people to participate in the Census by rewarding them with breakfast for one month (“that was what was in it for them”). Census advocates went to places where homeless people go (for example, under bridges) and brought food and sat to “let them check us out.” They talked to people there to explain the program. Homeless people who participated in the census were given a button that read “I’m important, I’ve been counted.” People with the button showing that they had responded to the census were given breakfast for a month. Leaders among the homeless were the first to get the buttons and they were able to help convince others to participate.
- A homeless outreach project hired homeless people to assist people with their questionnaires and to advise the city about locations in which to find other homeless people.
- At a church with a predominantly Hispanic congregation, 500 cell phones were provided to parishioners after mass on Sunday and they were given a telephone number to call where they could respond to the telephone census survey in Spanish. This helped to increase the count for this city by 15,000 to 20,000 people.
- One city organized 500 questionnaire assistance centers in schools, fire stations, churches and community centers where volunteers helped people fill out their census forms. The Census Bureau also provided some staff for this effort.
- To motivate students to read materials about the Census, one community developed T-shirts with school’s names on them that were given to high school students who read the Census materials. This student outreach was important because kids translate for their parents who do not speak English.

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- To involve youth, the CCC sponsored poetry and rap contests.
 - Neighborhood associations were able to compete for a monetary prize in one city. The first prize was \$1,000 and the second place received \$500. This motivated the leaders of the neighborhood associations to increase the number of census questionnaires returned from their neighborhood.
 - Block clubs and other groups pledged to get 100% participation in the Census.
 - A one-page summary was developed to use for inserts in bills and grocery bags that provided the following Census information: What is it? When is it? What's in it for me?
 - A CCC partnered with a university center for research and economic development to develop materials that showed the benefits of the census, provided useful data from the census regarding leading economic indicators, and helped to promote the census. They also made presentations on different topics at CCC meetings, which kept the meetings "exciting and interesting."
 - Thank you cards were printed that said thank you for being counted and why it is important. These were sent to people in low response areas as a way to motivate those who had not completed the census questionnaire.
 - The management philosophy for the census used by one CCC was "Must be present to win." This meant that the CCC and the city must be present in the community for the city to win at the goal of getting a complete census count. Using this philosophy, they went to places where community members were likely to be as a captive audience, including beauty shops, barbershops and nightclubs. They kept a calendar of events for their community, as well as nearby communities, to build on what was already scheduled, such as festivals, labor meetings, and marches. At these events, they set up tables with CCC members promoting the census.
 - Local commercials were developed with an "us against them" strategy showing a person from another state saying that they would be happy to take the money from the community where the commercial was shown if they didn't answer the census.

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- Culturally-sensitive radio ads were developed using a well-known local personality.
 - It was very effective for a CCC to engage the disabilities community in planning, volunteer and community activities, as they are very well organized and helpful. They appreciated being acknowledged and included.
 - Because an accurate address list is important for a complete census count, one city provided census LUCA training for city clerks.
 - A mayor challenged churches to have a “Census Sunday.”
 - Participation in Census-related activities was used as criteria for performance evaluations for city employees.

Low or No cost Activities

The focus group was asked to identify promotional activities that could be planned with limited or no financial resources.

Some members of the focus group were incredulous at the idea that a city would not have the funds to promote the census. At minimum, they thought it was imperative that cities provide the funding for staff to coordinate the efforts. If a city didn't have funds for this, one participant said, they should go to the state government to get funds.

Focus group participants said that by building relationships, CCCs could get a lot done for no cost to the city. One person said that it was very effective to bestow honorary titles on people. For example, the mayor could call a host of a popular radio show and tell him how important he was to the community and ask him to be an “Honorary Census Ambassador.” The radio personality would then use his show to promote the census.

Effective use of the media without paying for advertising was a theme of the discussion. People in the focus group who work for mayors said that it is important to get the topic of the census on the agenda for the mayor. “The mayor is talking to the media every day,” said one participant, so he will talk about the census if it is a priority for him. It was also suggested that the CCC or

the mayor's staff meet with the editorial boards of local newspapers and ask them to run articles about the census on slow days and slow months (such as August).

Many cities have television channels that can be used to promote the census at no additional cost to the city. For example, "lead-ins" with census promotion messages can be used on public access television prior to the televised City Council meetings. The mayor and City Council members in one city all have call-in shows on their local access channel that could be used for census promotion. One city represented in the focus group has a contract with a cable television company that requires them to air public service announcements.

Other ideas suggested by the focus group that do not have direct costs for cities include:

- Speakers Bureau with city staff talking to chambers of commerce and community groups.
- Place messages on electronic signs at stadiums and other facilities.
- Insert messages in utility bills and grocery bags.

It was also suggested that smaller communities may want to build on civic pride and competition between communities. Recognition, such as providing a blue ribbon to a winner or highlighting winners in the media, can help motivate people. State legislators wore buttons promoting their community's census efforts to the legislature. For example, the button might proclaim that their community "knows how to count."

Orientation for CCC Members

(Question 7: Do you feel an orientation or training session would be beneficial for CCC members for 2010?)

There was a difference of opinion in the focus group about the value of an orientation for CCC members. One person said, "It won't hurt, but it won't make a difference." Others thought it would increase the effectiveness of a CCC, particularly if it presented information using census data. One city created a 28-minute video that they used to train the CCC and later broadcast on public television.

Many of the cities represented in the focus group have a history of working with their CCC in ways that are effective. They did not regard the concept of an orientation as a training session. There was a suggestion near the end of the focus group that regional meetings be held for cities to share their successful strategies with one another.

While there was a statement that the orientation should be a partnership between the Census Bureau and the city, there was a definite desire that the information presented be customized for the city. For example, it was suggested that maps could be presented showing growth in the community.

Also, numbers are needed to show how much the city gets back for each person counted. This will vary from city to city. It can be calculated using block grants and prevention funding per person. Numbers should be multiplied by 10 and shown for the 10-year period between censuses.

Focus group members thought that city staff and elected officials should attend a census orientation. It was suggested that the orientation could offer talking points for CCC members and elected officials to use when they are communicating about the census, so that the message will be consistent. They need to be able to say, "This is why it's important to our community." Different issues resonate with different people because they depend upon different types of services. For example, some will be interested in traffic lights, while others may be interested in buses, subsidized child care, or free vaccinations.

It was also stated that local and regional Census Bureau staff need training about the city. One participant said that the city she represents is more motivated to see a complete count than the average census enumerator who is making minimum wage.

Evaluation of the CCC Handbooks

(Question 8: How many of you saw the handbook during Census 2000?)

Question 9: Those of you who are raising your hands, did you find the handbook useful?

Question 10: For all of you, what do you think of the handbook?)

The common perception was that the CCC Handbook was sent to the highest elected official who then passed it along to the person designated to coordinate CCC activities. For the most part, it was not distributed to CCC members. One

participant who had used the handbook liked it and said it had “good ideas.” Another said it provided “a nice foundation” for CCC activities.

One person said the information was too dense and bold print should be used to signal the important things.

Focus participants did not ask for much additional information in the CCC Handbook, but they did suggest that separate handbooks may be needed for specific topics, such as:

- Group homes, foster homes and similar institutions;
- Prison populations; and
- Special Enumeration Day to count homeless people.

In the 2010 Census, it is suggested that new technology be used, keeping a balance between the old and the new. For example, people thought that the CCC Handbook should be available on a Census Bureau website.

Assistance Needed from Census Bureau for CCCs

(Question 11: In addition to the handbook, what other kinds of assistance do CCCs need from the Census Bureau staff in order to successfully plan and implement their activities?)

Focus group participants thought that the Internet provided an opportunity for the Census Bureau to support CCCs. They recommended that materials developed for CCCs reflect the size of the community, with separate web pages for small, medium and large cities. Testimonials and examples of approaches used by cities of similar size would be helpful.

Some focus group participants said that promotional materials, particularly translations of census materials, arrived late, so the city spent money on translating and creating materials for non-English speaking populations. They suggested putting translations of materials on the web so that cities can download these materials and not duplicate this expense. Using web-based information, cities can mix and match materials to create their own census promotional materials.

During the census, cities need feedback on response rates. Some focus group participants said that they got the information they needed in a timely way on the web, while others said that they felt the information posted on the web was not timely or complete. The largest cities did not trust the accuracy of website reporting and worried about the disposition of questionnaires that were filled out at assistance centers. One suggestion was a card to be mailed back by the Census Bureau confirming that they received the completed questionnaire.

Focus group participants said that there needed to be more support from a wider range of federal agencies. For example, if people are receiving assistance from federal programs, their checks could be withheld until they fill out the census form.

Alternative Methods of Communication

(Question 12: Given that the Census Bureau staff member cannot attend every CCC meeting, what alternative methods of communication could substitute for the face-to-face meeting?)

This question raised concerns that the Census Bureau was cutting back its staffing. Focus group participants said that they did not want to see the Census Bureau reduce its staff. However, they said that staff should be focused on the high need areas.

One person said that he preferred face-to-face coordination. Another focus group participant said that the 2000 model worked well: “Get you started and cut you loose.” After the initial contact to set up the CCC, this participant said that the census staff was available by telephone. If this is explained up front, the participant said, it does not create any problems.

Other approaches were suggested for communication including:

- Weekly or bi-weekly conference calls;
- Internet sites where a technical team responds quickly and posts answers to frequently asked questions (FAQs); and
- Peer sharing of information between cities.

Names for the CCC

(Exercise and Question 13: Would you prefer these suggestions, or do you think it is better to stick with the name “Complete Count Committee”?)

Focus group members participated in an exercise in which they identified key words and arranged them to form alternative names for the CCC. Using these key words, they formed the following combinations for possible names:

Census Outreach Team
Complete 2010 Census Count Committee
Count Everyone Committee
Census Outreach Partnership
Critical Count Community
Accurate Local Response
Census 2010: Why be Counted?
Local Census Partnership Committee

Most cities had developed customized names and slogans for their CCCs and found the Census Bureau use of a program name not as important.

Confidentiality

(Question 14: How can the Census Bureau best communicate its commitment to confidentiality to respondents in a way that they can understand and believe?)

Participants indicated that it is becoming harder to persuade people that census information will be kept confidential because of three factors:

- The Patriot Act;
- Illegal immigration; and
- Government agencies are exchanging information more and more

“If library books aren’t confidential, how will people believe that the census is confidential?” asked one person rhetorically.

A focus group participant said, “The fear factor is greater than the count factor.”

There was some discussion about the census activities being politicized. One focus group participant expressed the opinion that the Administration does not

want a complete count because it could increase federal expenditures for social services. The question was raised, "Can the Census Bureau leadership be strong enough to keep the census from being politicized?"

The suggestion was made to separate the Census Bureau from the federal government, similar to the Federal Reserve Bank. Another suggestion was that the head of the Census Bureau should be appointed for a longer term and not be a political appointee for the current Administration.

A participant asked if information could be collected in a manner that creates more anonymity. For example, could the questions on the form be asked in a different way?

It was suggested that new legislation is need to reaffirm the confidentiality of the census. For example, there should be specific wording saying that the Patriot Act has nothing to do with the census.

Most focus group participants felt that nothing could be done to overcome the fear of people that their confidentiality would be violated if they were engaged in some illegal activity, such as being an illegal immigrant or having too many people in the house in violation of housing codes and housing subsidy regulations. However, some felt that there should be messages assuring people that census information would not be used in a punitive way.

There was some discussion about the need to address the fears regarding confidentiality in census advertising. For example, the highest officials could say "we work together on some things, but census information is not shared." A focus group member jokingly suggested the following message: "We can't find Osama, so how are we going to find you?"

There was general agreement in the focus group that a media campaign is needed to stress that the benefits outweigh the risks for the census.

Utilizing Experienced CCCs to Assist New CCCs in 2010

(Question 15: How can veteran CCCs best assist other CCCs who are considering participating or are participating for the first time?)

Many people in the focus group said that they learned from others in the focus group. They liked the idea of peer sharing. They suggested that focus group participants (and others) be contacted to see if they would agree to talk with people from other cities and CCCs. Their contact information could be posted on the Census Bureau website. It was also suggested that the Census Bureau have regional workshops and invite those individuals to speak. Another suggestion was to hire them as consultants.

Medium to Small City CCC Focus Group

Medium to Small Cities		St. Louis, MO Chase Park Plaza Hotel
	Date:	September 15, 2005
	Moderator:	Brenda August
	Assistant Moderator:	Mim Dixon
	No. of Participants:	14

Focus Group Participation

The focus group was comprised of 14 people who represented medium to small cities in 12 states in 10 different regions of the Census. The cities ranged in size from about 8,500 to 230,000. While the largest city represented had nearly 230,000 people, the next largest city had a population of about 126,000. Half the cities represented had populations less than 50,000. Half the participants were men and half were women. The participants ranged in age from 32 to 63 with the average age of 47. Two participants speak languages in addition to English.

In the 2000 Census, eight of the focus group participants served as chairs of their CCCs, while four provided staff support, and two worked for the Census Bureau.

The names of participants and their cities are confidential.

CCC Success during Census 2000

(Question 1: What worked well for your CCC during Census 2000?)

Many of the participants in the focus group were enthusiastic about the accomplishments of their CCCs and brought sample materials and final reports to share with the group. Some of the innovative activities they described are included in this report in a later section regarding activities.

Several people remarked that the attitude of Census Bureau personnel in 2000 was different from 1990. They said that the Census Bureau was more responsive and returned their phone calls in 2000. They appreciated that Census Bureau staff came to CCC meetings. CCC members said that Census personnel encouraged them and kept their momentum high. They also said that they appreciated the Census Bureau staff looking professional when they attended CCC meetings by wearing a jacket and a tie. This signaled to them that the Census personnel thought the CCC was important. There was general agreement with the statement, "The Partnership Specialists were great! They were an excellent resource!"

Focus group participants also said that they believed they did a better job in the hard to enumerate areas in 2000, as compared to 1990. One focus group member said that the city's response rate in hard to enumerate areas went from 47% to 79%. Members of this focus group identified the hard-to-enumerate populations as Hispanics and other minority groups, students at local universities, and people on military bases.

They identified a number of reasons their performance improved in Census 2000 with regard to hard-to-reach populations, including:

- The county provided funding for the city's outreach efforts.
- The Census Bureau recruited and hired people from the hard-to-reach populations.
- CCCs had subcommittees that developed strategies to focus on hard-to-reach populations.
- The Census Bureau provided materials that were translated into various languages.
- CCCs worked with groups that were trusted by these populations, such as neighborhood organizations.
- Nearly every focus group member felt that the Catholic Church was the key to reaching Hispanic populations and they developed specific strategies around this.

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- Small cities in rural areas did outreach to the rural population which was described as “generally apprehensive.” For example, one CCC engaged the leader of the local Wool Growers Association. Another city built relationships with farm workers and began early to educate them about the census.
 - Cities that participated in reviewing the census address files were able to increase the number of addresses used by the census, particularly for farm workers.

Another successful aspect of the 2000 census discussed by the focus group was effective use of the media. One focus group participant said that the CCC assumed that the Census Bureau would reach the mainstream American population, so the CCC focused media attention on the hard to enumerate populations. Another participant said that the CCC involved the media early on and had excellent press coverage. “We were in the paper all the time,” said the participant who had invited the media to all CCC meetings.

In addition, they had good cooperation from the media in running public service announcements (PSAs) and press releases. Also, the city cable television station ran a video on the census and local call-in shows featured the census. Another participant said that the CCC activities in the schools that involved students putting on shows increased media coverage for the census.

The census was “visible everywhere,” said one focus group participant. Not only did media make a difference, but also focus group participants thought that banners were effective and handouts that were provided by the Census Bureau. One person remarked that they liked the Census tour bus and used it effectively in conjunction with other activities.

There was a range of experience in the focus group with regard to timing of CCC activities. While some felt that they started too late, others said that their timing was good. One participant said that it worked well for them to have two phases, with the first starting in 1988-89, and the second phase in 1990. Another focus group member said that it worked well for her small city to start with a part-time staff position and to increase the funding for a fulltime staff position closer to the time for the census.

Many of the small and medium sized cities developed their own logos and slogans for the census. However, they were on generally tight budgets and they relied on materials already developed by the census. When they ordered these materials, they were shipped promptly and received in a timely way.

There was a range of experience with regard to funding for the CCC and their activities. One participant said that their CCC had a budget to provide committee support and to fund activities that were itemized in a plan. Other participants indicated that their funding was much more limited or non-existent.

Most of the focus group participants felt that the composition of their CCCs worked well.

CCC Improvement Areas

(Question 2: What needed improvement with your CCC?)

The areas needing improvement identified by this focus group included 1) communications, 2) timing, 3) budget, 4) engaging hard-to-reach populations, and 5) mixed messages.

Communication

One participant from a local government in a rural area said that they received no information from the Census Bureau, did no planning, and didn't know that grants were available to help them.

Another participant said that their CCC was not started until January or February of 2000 because there was a change of city administration near the time of the census and the new mayor did not know the importance of the census. The focus group participant said that small cities need a reminder from the Census Bureau to prompt them to form CCCs.

Timeline

One participant said there was a short window in which to do census outreach and that the city needs more time. "Internally, it was dumped on us last minute," the participant reported.

Two timelines were discussed. One was the timeline for the city to allocate funding for the CCCs in their budgets, and the other is the timeline for CCC activities. Some focus group representatives said that there is a longer timeline to get the budget process rolling and to get census materials in the school curriculum, and then a shorter timeline for the CCC to do its work.

According to the focus group participants, the process should start three years before the census, because it takes at least one year to “get the wheels rolling” and get buy-in from the city council. The regular city budget process begins nearly a year before the budget is passed. The CCCs operated on very small funding from their cities and relied primarily on the work of volunteers and donations from the community. Regardless, some funding is needed. One focus group participant said that it took along time to get money from the city for the CCC.

“If you start too soon, it becomes old,” said one participant who fears that there would be a drop off in participation if the process was started too early. One participant remarked that there was “dead time” between kick-off and the Census community outreach public involvement.

Budget

Participants remarked that little towns did not budget for census outreach, but rather they depended on the Census Bureau. Several people said that they found out too late about grants available from the census bureau. One focus group participant who was new to the idea of city funding for census promotion asked, “How do you determine a figure for the budget?”

A representative from a city that did provide funding for their CCC in 2000 commented, “We can’t look to local government for the same amount of money in 2010.”

Hard to Reach Populations

While many of the focus group participants stated that they had success with hard-to-reach populations in Census 2000, others said that this is an area that needs improvement. One city with populations of Hispanics, Chinese, Pakistanis, and people from India was unsuccessful in recruiting representatives from these groups to serve on their CCC. A community with a large Armenian population said that it would have been easier to motivate Armenians if the census

questionnaire had designated them as an ethnic group. Despite trying many approaches, focus group participants said that it was difficult to get Hispanic populations to respond to the census because of fear regarding confidentiality of information.

The comment was made that the Census Bureau should translate materials into more languages.

Focus group members discussed challenges of enumerating college students who may never have participated in the census before and need more education about why it is important.

Schools

While some focus group participants had excellent success working with the schools, others found obstacles there. One focus group participant said that schools did not cooperate with the CCC plans for census promotion. Another person remarked that the process for developing and approving the curriculum for schools takes a long time. For a city that started its CCC late, a participant noted that it is hard to “plug the census information into the curriculum that late.”

Mixed Messages

Focus group members said that political leaders on the national level undermine the goal of the census when they make public statements criticizing the census questionnaires. One focus group participant reported that President Bush (Governor at the time) said he would not fill out his census form because it was “too personal.”

Essential Ingredients for an Effective and Successful CCC in 2010

(Question 3: Based on your successes and challenges, what do you think are the essential ingredients for an effective and successful CCC in 2010?)

For small and medium size communities, the CCC is considered a working group. The prevailing opinion was that size doesn't matter as much as caliber of members.

These are the essential ingredients identified for an effective and successful CCC in 2010.

Composition of the CCC

The following types of organizations were identified by focus group participants that should be represented on the CCC:

1. People with access to hard-to-count populations
 - a. Salvation Army
 - b. Achievement Centers (after school programs)
 - c. Boys and Girls Clubs
 - d. Mexican American Legal Defense Fund
 - e. Armenian National Committee
 - f. Literacy, Adult Basic Ed, GED programs (new immigrant populations use these services)
 - g. NAACP
 - h. Community Improvement Associations
 - i. Organizations that serve or represent other ethnic groups, such as American Indians, Vietnamese, Chinese

2. Ministers
 - a. All denominations
 - b. Catholic important for Hispanic population

3. Business
 - a. Power Company
 - b. Gas Company
 - c. Chamber of Commerce
 - d. Banks
 - e. Realtors

4. Government

5. Universities and Colleges

6. County Schools
 - a. Grade schools
 - b. Middle schools
 - c. High schools

7. "Movers and shakers" in community

A strategy that was used successfully was to divide the community into neighborhoods and have the mayor ask one person from each neighborhood to serve on the CCC. It was considered an honor to be asked by the mayor and the people who accepted felt important.

Another source of leadership and participation identified by one focus group participant was people who had run for political office but had not been elected. These are people who care about the community and are willing to work hard. Also, they have the incentive of getting publicity for their next run for political office.

Leadership

One person said that the city Mayor should chair the CCC to send a message of commitment. This was met with general agreement from the focus group, including the mayor who had served as chair of her CCC and participated as a focus group member.

The CCC needs a staff person, either part-time or full-time, who is totally dedicated to census promotion and does not have other assignments. It was suggested that every subcommittee have a facilitator.

Other

During the discussion of the essential elements for a successful CCC, there was a statement that the Census Bureau staff should be at every CCC meeting “cheering us on.” Later, in response to another question, this position was modified.

One CCC that started rather late felt that an essential ingredient to their success was regular frequent meetings. They met weekly from 6:00 pm to 7:30 pm from February through May.

Roles and Responsibilities of CCC Members

(Question 4: What do you think should be the roles and responsibilities of CCC members?)

As discussions state, the roles and responsibilities of CCC members are critical in improving the CCC Program for the 2010 Census.

Generally, the cities represented in this focus group had not more than one staff person to work with the CCCs. Staff members were more involved with coordination, while the CCC members did the planning and implementation.

Thus, small and medium size cities need CCCs with members who are “worker bees” not “figure heads.” CCC members should be people who are empowered to make decisions and make things happen. “We don’t want deadbeats,” said one focus group member.

Leaders should tell CCC members what the expectations are: “This is what I need from you. . .” For example, “I need you to get a bus to a certain place at a certain time.” There should be an action in which everyone has a job to do.

Each subcommittee should have a plan, action steps and a timetable. For example: If there is going to be a table at a festival, then CCC members should be signed up to sit at the table and hand out literature and materials.

Reports and minutes of meetings are helpful and can provide accountability to assure that CCC members follow through on their commitments.

In addition, people who are selected for the CCC are expected to communicate the importance of the Census to their peer groups and give pragmatic strategies to them to increase count. This process is envisioned to be like a telephone tree, where the CCC member passes information to others who then pass it to others until everybody gets the message.

CCC Activities

(Question 5: Please share just one item that you added to the bottom of the list that you consider to be innovative activities.

Question 6: What specific awareness, outreach and promotional activities can be planned with limited or no financial resources for 2010?)

Feedback about CCC activities was sought by asking focus group participants to rank activities and through further focus group discussions. Below is a summary of the results of the ranked activities and individual comments.

Ranking List of Activities

Focus group participants were provided with a list of activities that were carried out by CCCs during Census 2000. They were asked to indicate the five most effective activities for their communities.

The activities that received the most votes are:

- Arrange to have promotional messages and materials included in business and local government employee paychecks and utility bills.
- Encourage faith-based organizations to motivate participation in the census among their members by using census developed materials for faith-based organizations.
- Develop, produce and distribute public service announcements.
- Hold community events such as parades, fairs, ethnic festivals and other gatherings and distribute census information and promotional materials.

All of the other activities received votes from one to six people, except for three activities that received no votes from any of the focus group participants.

The activities that received no votes are:

- Identify local sports and entertainment personalities to appear on local television and radio stations urging quick response to the census.
- Include census messages on local Internet sites and create links to the Census Bureau's Internet site.
- Recruit community leaders to organize a "telephone campaign" to be conducted throughout the community.

Innovative Activities

In addition to the list of usual activities, focus group participants were asked to identify innovative activities undertaken by their city in Census 2000. These are the activities they described:

- A CCC formed a student subcommittee that included middle school and high school students. They developed programs for the schools that involved performances at school assemblies. A census “mascot” was invented called “Count Capita,” similar to the Count on Sesame Street. Students were invited to audition to be the mascot. All of the students who showed up for the audition were invited to be in skits that the students wrote to promote the census. One was a rap group called “Census Sisters.” Another was “A Census Carol” Christmas skit put on at the Village Hall that featured the ghosts of census past, present and future. They also had a game show, patterned after “Who Wants to be a Millionaire,” using census trivia. All of the performances attracted the media, which provided free publicity, as well as the excitement that spread to the families and friends of the performers.
- High school students wrote a “catchy” census song and performed it and recorded it with a video on a CD. The song was played on the radio until everyone in town knew it. The music video was shown on the public access TV station to promote the census.
- Contests were held in the elementary, middle, and high schools to design census logos and slogan. An awards ceremony was held in the schools to announce the winners. The winning logos were put on T-shirts. They were also made into slides that were projected on the screen at the movie theater before movies, and “kids loved this.” Before the contest was held, the CCC coordinator taught the teachers in the school about the census and gave them a one-page lesson plan to use with students.
- To engage university students, pizza parties were held in student housing. The “price of entry” to the pizza party was completing the census form.
- The city Registrar coordinated election activities with census promotion. The voting machines were programmed with messages to remind people to fill out their census forms.

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- The Post Office cancelled stamps with the city's census logo and a special message to remind people to answer the census.
 - A library bookmobile was converted into a "census-mobile" that traveled around the county to educate people about the census and provide assistance in filling out for
 - The census message was printed on paper place mats used in restaurants, such as diners, that cut across all socioeconomic groups. In upscale restaurants, a tent card was used. All of the local restaurants participated in the activity; however, some chain restaurants could not get permission from their corporate headquarters to participate.
 - Merchants were asked to put census information in their businesses. If they participated, they were given a special sponsor button to wear.
 - A brunch was held between two Sunday services in a church attended by Hispanics. At the brunch, bi-lingual assistance was available to help people fill out their census forms.
 - Census information was printed on paper cut to hang on door knobs. People were organized to walk through their neighborhoods wearing T-shirts that identified them as census volunteers. They passed out the information in these "neighbor-to-neighbor" walks. If someone was not home, the card was hung on their door knob. Boy Scouts, city workers, Fire Departments, and other civic organizations helped to distribute the information. This was done like a political campaign, including trucks with speakers that broadcast messages in the neighborhoods.
 - The St. Patrick's Day Parade had a convertible car with a character riding in it who was a caricature of a census taker. The CCC passed out balloons and carried a banner with a census message.
 - In a town parade, the CCC marched with alpacas "dressed in census garb" and handed out chocolate coins imprinted with a census logo and message
 - A census questionnaire assistance center was placed in City Hall.
 - Friday was designated as Census Day for city employees and green was selected as the color for the census. So city employees were encouraged to wear census T-shirts or wear green on Fridays.

In addition to the above activities, people reported on kick-off parades, Christmas parades, block parties, cable television announcements, recruiting university students as volunteers, and other strategies.

Low or No cost Activities

This focus group was very interested and experienced in low or no cost activities. They were eager to take advantage of all the materials that the Census Bureau provided to them free of charge. Some said that it took more lead time than they had available to co-brand the national census materials with their own city logos and slogans.

A common strategy was to ask every business to donate money or other types of support for census promotion activities and then acknowledge them as a sponsor. However, this approach has limited effectiveness because businesses are often reluctant to contribute. It was pointed out that businesses in small towns are asked to sponsor all kinds of activities and the census is not “a pet project for businesses.”

These are some of the other approaches that focus group participants described and feel could be used again for the 2010 Census:

- A Speakers Bureau was developed using the philosophy that it is most effective to convince people with one-on-one contact. Speakers were recruited from various segments of the community, including those who spoke different languages. Eight 2-hour training sessions were provided for the speakers. The training sessions included such topics as warm up activities, short versus long forms, how to answer the race question, confidentiality, and “what’s in it for me.” Speakers were given a manual, talking points, and materials and promotional items to hand out at meetings.
- Businesses with large signs, such as car washes, were asked to put census messages on their signs until the community was saturated with messages.
- A CCC coordinator ordered a banner in English and Spanish that was larger than she expected, so she had to consider a place to put it. She put it on the transit center where the city has both buses and trains.

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- Census posters were put in storefronts.
 - Slides were put in movie theaters before the movie begins.
 - A city that is home to many celebrities, including a professional football team, writers and musicians, asked these individuals to help promote the census. They would go to public places, for example to autograph books, and census information would be handed out at the same time. The celebrities drew people to the event and the media provided free advertising.

Orientation for CCC Members

(Question 7: Do you feel an orientation or training session would be beneficial for CCC members for 2010?)

Focus group participants thought that orientations were very important. They distinguished between two types of orientations. The first would be provided by the Census Bureau to train elected officials and the city coordinator for the CCC. The second would be provided by the city for CCC members.

Two approaches were discussed for the Census Bureau orientation for the elected officials and CCC coordinators. The first approach involves having the Census Bureau representative come to the city and explain why the census is important and explain the support the Census Bureau will provide to the city. The second approach is a meeting involving several local governments in a geographic area, which would provide the same types of information, but also allow local governments to share their experiences and coordinate their activities. The regional meetings could also cover a variety of topics related to the census, such as geography programs. In addition, it was suggested that there be training about how to do outreach to ethnic minorities.

With either approach, the focus group participants said that they want the Census Bureau to take the leadership to get things started for CCC census activities. They said that elected officials may not have the buy-in needed to begin planning, budgeting and organizing CCCs. With turnover in elected officials and their staff, small and medium sized cities may not have continuity from one census to the

next. They need the orientation as a reminder to start the process and to motivate city officials to provide the leadership needed for CCCs to be successful.

One of the motivations cited for small and medium size cities to obtain a complete census count is that population size is used in the formula for dividing sales tax revenues between local city and county governments. Another motivation is representation in state legislatures. A focus group member said her city become more motivated to participate when the mayor received telephone calls from U.S. Senators stressing the importance of the census.

A focus group participant shared the agenda for the orientation that was provided for CCC members in Census 2000. The topics included the importance of the census to the city government with regard to representation in Congress and funding for the city, confidentiality, and a description of national and regional campaigns.

Evaluation of CCC Handbooks

(Question 8: How many of you saw the handbook during Census 2000?)

Question 9: Those of you who are raising your hands, did you find the handbook useful?

Question 10: For all of you, what do you think of the handbook?)

In this three part question, eight of the focus group participants said that they had seen the CCC Handbook during Census 2000. Some focus group participants said that it went to the highest elected official and it did not get passed along to the CCC coordinator in a timely way. They said it would be better to send a letter to the mayor and then wait until a CCC coordinator is appointed and send the handbook to that individual.

Another approach suggested was to send out two copies of the handbook – one to the mayor and another to the CCC coordinator.

It was also suggested that the state demographer could be a better channel for communication than mayors. There was general agreement that mayors are too busy to read such a large booklet and that it slows things down if he/she wants to review it before sending it to the designated census staff person.

One participant said that the handbook was “too prescriptive.” She said, “It makes you feel like you are out of compliance if you don’t do it that way.” Others said that they selected what would work for their community, but “didn’t use the whole cookbook.” One person said they used only two pages of the handbook. Another said that “the timelines in the handbook scared us because we started too late.”

There was a general perception that the handbook was designed to be used by large cities. It would be more helpful if different handbooks were prepared for different sizes of municipalities.

It was recommended that the handbooks be more user friendly by making them more visual with more graphics. People thought that 46 pages was too long. They want a quick read, condensed version with the “nuts and bolts.” Also, people would like to see success stories from other communities of similar size included. A spreadsheet with timelines and suggested activities in a graphic presentation was recommended.

There was strong support in this focus group for putting the CCC Handbook on the Internet. The format could be interactive, allowing users to select information appropriate for their size of community. There could be links to success stories. A chat room was also suggested for people to share their questions and ideas.

If the Internet is used, then there could be a very small printed summary that is sent to mayors and CCC coordinators that directs them to the website.

Assistance Needed from Census Bureau for CCCs

(Question 11: In addition to the handbook, what other kinds of assistance do CCCs need from the Census Bureau staff in order to successfully plan and implement their activities?)

Focus group participants wanted the Census Bureau to maintain the same level of support that they received from Partnership Specialists in Census 2000.

Promotional items (give-aways) were important to this group. Their comments included: “People like things,” “it gets the message everywhere in front of people,” and “it motivates people to come to events.” Occasionally they found problems with products, such as markers that were dried up. They said that the timeliness of getting materials was excellent.

The focus group participants identified two areas where they would like additional assistance from the Census Bureau:

- The Census Bureau should work with social studies teachers associations early (before CCCs are formed) to assure that census education is included in the school curriculum.
- Cities need to know if funding opportunities are available earlier in the process.

Alternative Methods of Communication

(Question 12: Given that the Census Bureau staff member cannot attend every CCC meeting, what alternative methods of communication could substitute for the face-to-face meeting?)

Focus group members liked having Partnership Specialists at their CCC meetings. They regarded their role as “cheerleading” and said they brought “momentum” and “energy” to the CCC.

Initially, when the focus group discussed the essential ingredients for the successful CCC, one ingredient cited was have a Partnership Specialist as every CCC meeting. However, when they were told that Partnership Specialists may not be able to attend every CCC meeting and asked about alternative methods of communication, there was a shift in attitude. The focus group participants said that the Partnership Specialist should “kick-off” the CCC and then “stay by the telephone.”

So many good ideas were presented by participants in the focus group, that there was a growing enthusiasm for peer-to-peer assistance. At the end of the focus group, people were exchanging telephone numbers and e-mail addresses. They expressed the opinion that they could work closely with nearby CCC coordinators to get technical assistance if the Partnership Specialist was not available.

Names for the CCC

(Exercise and Question 13: Would you prefer these suggestions, or do you think it is better to stick with the name “Complete Count Committee”?)

Focus group members participated in an exercise in which they identified key words and arranged them to form alternative names for the CCC. Using these key words, they formed the following combinations for possible names:

- Census Community Count
- Complete Count Committee
- Information Partnership Outreach
- Community Partnership Committee
- Census Community Partnership
- Community Census Participation Committee
- Community Census Involvement Committee
- Census Leadership Committee
- Information Outreach Partnership Community
- Everyone Counts

When these ideas for names were compared to Complete Count Committee, there was little enthusiasm for changing the name. One person said that the word “community” is important for the title. However, most people thought that CCC was branded and it should not be changed.

They felt that they could change it at the community level, or add a tag line that would customize it for their community.

Confidentiality

(Question 14: How can the Census Bureau best communicate its commitment to confidentiality to respondents in a way that they can understand and believe?)

There was consensus that confidentiality was a “major challenge” in getting people to respond to the census. Focus group participants expressed the opinion that confidentiality was a greater problem for the long form compared to the short form. They wondered how the American Community Survey will change things.

Focus group participants said that illegal immigrants have too much at risk to answer the census. They are scared and don't believe that the information will be kept confidential.

They talked about general trends in society, including media reports of supposedly secure data bases being compromised. One person said, "The media demonstrates almost daily that secure information isn't secure." They related this to the Patriot Act and the perception that the government will get information if they want it.

They said that people perceive the federal government to be a monolith without distinctions, so it is hard to convince them that the Census Bureau is different.

Furthermore, when Congressmen make negative comments about personal information in the census (as happened in Census 2000), it hurts the process.

Utilizing Experienced CCCs to Assist New CCCs in 2010

(Question 15: How can veteran CCCs best assist other CCCs who are considering participating or are participating for the first time?)

There was enthusiasm for utilizing experienced CCCs to assist new CCCs. Focus group participants offered the following suggestions to accomplish this goal:

- Develop a mentorship program.
- Hold regional or sub-regional "focus groups" to share information in the manner that was done with this focus group.
- One participant said that she is part of a consortium of 21 cities in her area that have monthly luncheons rotated between the cities to share ideas about their census activities.
- Use the Internet for networking to connect people with others from similar size cities. Have a national bulletin board with success stories.
- Develop a directory with names and e-mail addresses of people who have successful experience to share.
- Hold teleconferences.

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- The Census Bureau should have an evaluation process that identifies successful programs.
 - Use people who were in this focus group to participate in the training for CCCs.

Community CCC Focus Group

Community	Location:	Chicago, IL Hotel Monaco
	Date:	September 20, 2005
	Moderator:	Marilyn Stevens
	Assistant Moderator:	Mim Dixon
	No. of Participants:	5

Focus Group Participation

Eight people were scheduled to attend this focus group; however, three people were unable to attend at the last minute. The group was comprised of five participants, four people from one city and one person from another city.

Four of the focus group participants had been members of community CCCs in Census 2000 and at least one had also participated in the 1990 census. One focus group member had been a Community Partnership Specialist during Census 2000.

Three people were executive directors of non-profit organizations that provide services to people from specific ethnic groups. One person was a director of a museum. One person was involved with media, including hosting a bilingual television show and publishing a bilingual newspaper.

The ethnic groups represented by the focus group participants included Chinese, Korean, Thai and African American. There were three women and two men. They ranged in age from 34 to 61 with an average age of 52. Four of the five focus group participants spoke language in addition to English, including Thai, Chinese, Korean, and French.

The names of participants and their cities are confidential.

CCC Success during Census 2000

(Question 1: What worked well for your CCC during Census 2000?)

Focus group participants felt that they had done a good job of outreach to their communities during Census 2000.

They felt that they had good networks within their communities that were utilized effectively. Bringing groups together to design outreach plans worked well and had the added benefit of promoting collaboration among people who don't usually work together.

They felt that the community groups brought resources to the table to assist the census outreach process.

There was good communications between the community CCCs and the Census Bureau, according to focus group participants. They appreciated the Partnership Specialists. The Partnership Specialists had good training by the regional office of the Census Bureau to clarify their mission and give them skills to do their job.

Focus group participants felt that weekly press releases from the Census Bureau were helpful. The census items to give away and banners were effective. They said that having an advertising budget for newspapers was important. The advertising campaign was needed to address "security issues" (i.e., confidentiality).

Focus group participants said that it worked well to hire bi-lingual census enumerators and to have the census forms translated into languages other than English.

CCC Improvement Areas

(Question 2: What needed improvement with your CCC?)

According to this focus group, many of the things that worked well in Census 2000 could be improved. Some of the suggestions and comments are listed below.

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- Community groups need more resources. One participant said they need “working capital.” Another said that they depend on local businesses for contributions, but those businesses are asked too often to sponsor community activities. Focus group participants said that they need more money for advertising.
 - The Census Bureau should use community input as they hire bilingual enumerators. While bilingual enumerators were a successful aspect of the 2000 census, the Census Bureau was perceived as acting too slow to hire them. Focus group members perceived that one obstacle to hiring bilingual enumerators was the tests used in the hiring process. They said the tests that the Census Bureau has to screen enumerators are not adequate to identify the people who would be most effective working in the communities.
 - The Census Bureau needs more Partnership Specialists that speak more languages. One suggestion was to have a Partnership Specialist for each ethnic group that speaks their language.
 - The Census Bureau should put out more press releases and stories, particularly as the time for the census draws closer. Promotional materials should be sent out earlier to the community to have a wider distribution.
 - There needs to be more work with children and more community education. Census in the Schools should be an ongoing program. “Young people need to understand the power of the census and the history of the census early on,” said one focus group participant. Promotional materials should have more faces of local people who are known and respected in the community.
 - People need more examples of the impact of the census and the success stories that come from a complete count. One museum that did an exhibit on the history of the census could have had a more effective exhibit if it also included information about “why I should do this,” the impact of the census on the community in both numbers and dollars, and the success of the census for the community.
 - Participants said that the CCC should start earlier. Fear that confidentiality would be violated was also identified as an area for improvement.

Essential Ingredients for an Effective and Successful CCC in 2010

(Question 3: Based on your successes and challenges, what do you think are the essential ingredients for an effective and successful CCC in 2010?)

Size, composition, subcommittees, and timing are the essential ingredients identified by this focus group for an effective and successful CCC in 2010.

Size

Focus group participants said that the size of the CCC depends on the size of the community. Larger communities need larger CCCs. One person said the size could range from 10 to 30 people. Another participant suggested that 30-45 people were needed to reach her community. "More is better to complete the job," said a focus group member.

Composition

A focus group member said that "all points of touch" should be included in the CCC. Representation from the following groups was recommended:

Youth

Education

Religious institutions

Women

Athletic groups

Media

Business (entrepreneurs, small business, chambers of commerce)

Subcommittees

A focus group participant from an organization that serves several different ethnic groups suggested organizing subcommittees by ethnic group so that people could participate by speaking their own language. For example, a CCC for an Asian advocacy organization could have a Chinese Subcommittee and a Korean Subcommittee.

Timing

Participants felt that they should start "yesterday" to work on the 2010 Census. "Sooner is better," they said. They felt that they should start now with training, planning their workload, and identifying the resources that would be needed.

They saw the census activities as occurring in phases, with the first phase being the start up phase, followed by another phase, and then the “full court press.”

A focus group participant said that she thought she should start now to communicate with her constituency: “Every opportunity I have to speak about it, I will.”

Roles and Responsibilities of CCC Members

(Question 4: What do you think should be the roles and responsibilities of CCC members?)

According to this focus group, the Community CCCs should have both “do-ers” and “leaders.” The “do-ers” are the “worker bees who get things done.” The leaders get others involved. Leaders are expected to appoint someone to attend the CCC meetings regularly to speak for them, and to implement ideas. Leaders are needed to access volunteers and bring in more help.

The CCC is envisioned as a “multi-level marketing” arrangement, in which CCC talk to others, who in turn talk to others. “We need tentacles to go out into the community,” explained one focus group member. For example, there might be a representative from a Senior Council and a representative from a Youth organization on the CCC. Each of those CCC members would go back to their respective organizations to share information and organize volunteers. CCC members should be strong leaders who can reach out and make things happen.

There was some discussion about how people can help with census outreach without being a CCC member. For example, some first generation immigrants are working many hours and do not have enough time to serve on a CCC. University students may be better able to help.

It was pointed out that CCC members should receive recognition for their efforts.

CCC Activities

(Question 5: Please share just one item that you added to the bottom of the list that you consider to be innovative activities.

Question 6: What specific awareness, outreach and promotional activities can be planned with limited or no financial resources for 2010?)

Feedback about CCC activities was sought by asking focus group participants to rank activities and through further focus group discussions. Below is a summary of the results of the ranked activities and individual comments.

Ranking List of Activities

Focus group participants were provided with a list of activities that were carried out by CCCs during Census 2000. They were asked to indicate the five most effective activities for their communities.

The activities that received the most votes are:

- Arrange to have census awareness/promotional materials translated into other languages as needed and distributed in the community.
- Develop, produce and distribute public service announcements.
- Arrange with local newspapers and publications to feature community leaders promoting participation in the census.
- Include census promotional materials on the importance of the census in mailings to community residents.
- Arrange to have census banners, posters, billboards, and benches in public places in the community.
- Distribute census promotional materials in all government and community agencies that have public contact services and programs.
- Encourage faith-based organizations to motivate participation in the census among their members by using census developed materials for faith-based organizations.
- Write letters to school districts encouraging the use of the Census in Schools materials in the classroom.

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- Call special public meetings to help increase community awareness of participation in the census.

The activities with no votes are:

- Hold press conferences to talk about the importance of responding to the census.
- Work with tenant and homeowner associations to distribute materials and encourage return of the questionnaire.
- Hold ceremonial kickoff to publicize the mail-out of the census questionnaire.

Innovative Activities

In addition to the list of usual activities, focus group participants were asked to identify innovative activities undertaken by their city in Census 2000. These are the activities they described:

- A Korean Census Newspaper was produced using advertising funds from local businesses.
- A party was held at a senior center with food and games. One game was like musical chairs: an envelope like the envelope people receive with their census forms was passed around until the music stopped. The idea was for everyone one see the envelope and handle it, so they would recognize it when it came in the mail for them and not throw it away or refuse it.
- An African American Museum was asked to distribute census information. They expanded their role and developed historical information about the census and the African diaspora.
- Senior citizens and youth from a Chinese community were paired together in an intergeneration “Ambassador” program to go door-to-door to provide census information. Seniors were “scared” to do this without the youth because they were afraid they would knock on the door of a non-Chinese person in their neighborhood and would be unable to communicate.

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- Contests were held in grade schools, middle schools, and high schools to develop bilingual drawings, essays and slogans to promote the census. Local businesses donated cash prizes for the winners. There was media coverage and the winning slogans were used in the community.

An idea that was suggested in the focus group, although it was not attempted in Census 2000, was to ask cell phone companies to put a census message on the start-up screen that people would see when they got a new cell phone.

Low or No cost Activities

The focus group identified many of the activities that were included in the list as low or no cost activities, such as putting messages in paychecks and utility bills, and having booths at festivals.

They also identified the following places to reach out with translated information to people who are recent immigrants or non-English speaking citizens:

- English classes;
- Citizenship classes;
- Drivers License offices;
- Voter Registration offices;
- New citizen swearing-in ceremonies;
- Back-to-school nights and day care meetings; and
- Enclose in mailings from agencies that serve ethnic groups.

Other ideas suggested included:

- Have Community CCC members volunteer as spokesperson to be interviewed on cable television programs that are broadcast in the languages of the target group.
- Provide Non-English language newspapers with a corner for a Question-and-Answer column about the census on a regular basis.
- Show videos produced by the Census Bureau in community meetings.
- Hold a potluck party in a park and provide census materials.
- Conduct slogan contests in the schools.

Orientation for CCC Members

(Question 7: Do you feel an orientation or training session would be beneficial for CCC members for 2010?)

For the most part, focus group participants did not recall orientations for Community CCCs during Census 2000. A focus group member said she had no training last time, “but I think we need it.” Others said they could have used ideas regarding the “nuts and bolts” of CCCs.

These were some of the topics suggested for an orientation for community CCCs:

- Leadership training;
- How to think as a group and work as a team;
- How to speak with the same voice and deliver the same message;
- Examples and strategies to mobilize communities;
- How to develop strategies for community outreach;
- Roles and responsibilities of CCC members; and
- Frequently asked questions about the census and their answers.

It was suggested that an orientation could bring communities together to share what they are doing and provide an opportunity for different groups to collaborate.

Evaluation of CCC Handbooks

(Question 8: How many of you saw the handbook during Census 2000?)

Question 9: Those of you who are raising your hands, did you find the handbook useful?

Question 10: For all of you, what do you think of the handbook?)

Two of the people participating in the focus group had seen the handbook during Census 2000.

Other focus group participants received the handbook prior to the focus group and offered these observations:

- It needs page numbers and a table of contents.

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- It is too “wordy”, too thick.
 - To make it more readable, the font should be larger, there should be more graphics and pictures, and darker print should be used.

To stress the point that it should be smaller, one person said, “Good things come in small packages.”

Several alternative approaches were suggested for the handbook. One was to create separate handbooks for different ethnic groups with strategies that have been proven to work in their communities. Another approach was to include information designed for specific ethnic groups as an addendum to the handbook.

Another person suggested that the Census Bureau provide a CD with all the resources and a sample of all the materials available from the Census Bureau, because “We don’t know what’s out there until the very end.”

The discussion of handbook concepts began with focus group questions specifically about the handbook and continued through the discussions related to assistance from the Census Bureau and alternative forms of communication.

As the focus group progressed the concept of a handbook was transformed from a written document to a website where handbook-related information is shared, as well as materials, including translations.

Assistance Needed from Census Bureau for CCCs

(Question 11: In addition to the handbook, what other kinds of assistance do CCCs need from the Census Bureau staff in order to successfully plan and implement their activities?)

The first type of assistance mentioned was additional funding for census outreach activities.

Focus group members suggested that the Census Bureau have a secure website for people who help to coordinate CCC activities. They said that community residents who are CCC members may not have access to computers, but all of the non-profit agencies have computers and Internet access.

CCC coordinators could go to the website to get information, such as the information that was in the handbook. The website could serve as a clearinghouse for materials that the CCCs could download and print. It could help communities find out what others are doing. They could also use the website to provide feedback to the Census Bureau about what is happening with their CCCs.

This focus group represented different groups that do not speak English and was especially interested in having access to bilingual translations of census materials done by other regions. They said that other communities are producing materials locally and they don't want to "reinvent the wheel." Currently, they don't know who to ask for these materials. A website could solve that problem, according to the focus group participants.

Overall, focus group participants said that organizations with more experience need less help from the Census Bureau, while organizations that are new to census outreach need more help.

One type of assistance that was discussed by this focus group was help for the CCCs to be able to "roll out the results to the community." There needs to be a data dissemination plan so that community members can see the results of their census activities. This should be a "celebration" and the community should regard the results as a "win." To do this effectively, there needs to be timely feedback from the Census Bureau.

Alternative Methods of Communication

(Question 12: Given that the Census Bureau staff member cannot attend every CCC meeting, what alternative methods of communication could substitute for the face-to-face meeting?)

This discussion was really about supplemental methods of communication. The focus group participants said that the Community CCCs must have strong leadership and enough training to give them the skills to conduct meetings to function without Census Bureau staff present. They said that "a strong CCC needs less support."

If the Partnership Specialist cannot attend the CCC meeting, then there should be telephone calls before and after the meetings to assure that the agenda stays on course and to arrange follow-up. The focus group participants said that the

Partnership Specialist should initiate these phone calls. Furthermore, the phone calls are needed regardless of whether the Partnership Specialist attends the CCC meetings. E-mails and conference calls were also suggested between CCC meetings. Another suggestion was that the Partnership Specialist could call in during the CCC meeting if he/she could not be there.

A focus group member pointed out that a representative of the Census Bureau should be present to hear concerns and answer/respond so there is not a delay of action items before the next meeting. Another person said that they didn't want to have every CCC meeting have the refrain repeated, "We have to check with the Census Bureau." This would create a negative climate in which they would lose volunteers.

"I don't want this discussion to end with the conclusion that we don't need more Census Bureau staff," a focus group participant said.

Names for the CCC

(Exercise and Question 13: Would you prefer these suggestions, or do you think it is better to stick with the name "Complete Count Committee"?)

Focus group members participated in an exercise in which they identified key words and arranged them to form alternative names for the CCC. Using these key words, they formed the following combinations for possible names:

- Participation Numbers Count
- Community Counting Itself
- Community Counting Itself Fair and Complete
- United Results Benefit
- Community Counting Accurate

When asked whether it was better to keep to old name or use a new name, one person advocated for keeping the old name because it was familiar. Three people advocated changing the name to be more descriptive and to create more excitement and curiosity. One person suggested linking the old with the new to achieve both continuity and excitement, similar to a "new season" or the "NEW Oprah Show."

Confidentiality

(Question 14: How can the Census Bureau best communicate its commitment to confidentiality to respondents in a way that they can understand and believe?)

This focus group tended to use words like “privacy” and “security,” rather than “confidentiality.”

There are a number of comments included below on how this group felt the Census Bureau could best communicate its commitment to confidentiality.

- One focus group participant said that the Privacy Act would have a positive impact on encouraging people to complete the 2010 Census. Another said that the Privacy Act had impact because the word “Act” gives more power to it. One suggestion was to change the words used by the Census Bureau to discuss this issue from “confidentiality” to “privacy.”
- When asked how the Census Bureau could communicate its commitment to confidentiality to the public, one focus group member said half-jokingly, “Arrest some people!”
- One focus group participant said, “I don’t recall people not understanding confidentiality, but some don’t believe it.” She added that meetings and events help people to believe it. Educating people and making them aware of the history of the Census Bureau was one approach suggested.
- A focus group participant said that the census information was used to put Japanese Americans in internment camps during World War II and that the government should make a statement that “this history will never be repeated again.”
- Another person pointed out that it is a matter of benefits versus perceived risks. She said that people have no problem giving their name and address for a contest they might win.
- The community organizations that were represented in the focus group were interested in obtaining and using the information from the long form and the American Community Survey. Some of their constituents, however, probably prefer the short form.
- A focus group participant said that the immigrant populations they serve operate on “blind faith.” They need to lean on community organizations

and leaders that they trust for advice. Census advertising should be bilingual and the speaker should be a person they trust.

- At the end of the focus group, one person suggested a button be given to people who complete the census that says: "I was counted – and it was confidential."

Unlike other focus groups, this focus group did not mention the Patriot Act or the concerns of illegal immigrants in their discussions of confidentiality. When questioned about this during the summary of the focus group, they said that the groups they serve are mostly (but not entirely) documented immigrants from Asia and there are fewer undocumented immigrants than in the Hispanic population.

Utilizing Experienced CCCs to Assist New CCCs in 2010

(Question 15: How can veteran CCCs best assist other CCCs who are considering participating or are participating for the first time?)

A focus group member pointed out that CCC members from Census 2000 would be 10 years older in the next census and that there should be an appeal to them to "prepare the country for the next generation to do the count." It was suggested that this is a "legacy job" that involves "mentoring the next generation."

The focus group suggested that advisory groups be formed at both the national and local levels for experienced people who don't want to be "hands on" in the 2010 Census. They would provide a connection to the past without actually serving on a CCC.

Some roles that were envisioned for these advisors included being speakers in a Speakers Bureau, and answering questions for the CCCs based on their past knowledge of the process.

Rural/County CCC Focus Group

Rural/County	Location:	Chicago, IL Omni Ambassador East Hotel
	Date:	September 22, 2005
	Moderator:	Brenda August
	Assistant Moderator:	Mim Dixon
	No. of Participants:	7

Focus Group Participation

The focus group was comprised of seven people who represented counties in six states in three different regions of the country. The population size of the rural/counties represented ranged in size from 14,000 to 1.7 million with a mix of participants representing each.

Three of the focus group participants are women and four are men. They range in age from 29 to 63 years old, with a median age of 50. English was the first language for all the participants; however, one reported speaking another language as well.

During Census 2000, two of the focus group participants served as members of their CCCs, while five provided staff support. The focus group included one elected official, one county administrator, a planning director, two planners, a special projects coordinator, and a contractor.

The names of participants and rural areas/counties represented are confidential.

CCC Success during Census 2000

(Question 1: What worked well for your CCC during Census 2000?)

The largest counties had very different experiences compared to the smallest counties. Most of the successes that were recounted in the focus group came from the largest counties. These are the areas that focus group participants from some counties said worked well:

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- The Census Bureau had good staff and provided needed support to many of the counties. Census Bureau promotional materials (give-a-ways) increased the participation in events. Canvas bags were cited as an example of a give-a-way that was effective. The media, including television and radio, were considered effective, particularly for the largest counties.
 - Many of the county CCCs had support from the county government and other institutions in the county. There was support from elected county officials, including a budget for CCC activities for the largest counties. In smaller counties, the county staff was able to penetrate the community. In some counties, the elected officials got constituents involved.
 - Some counties had support from teachers and principals and were able to use materials provided by the Census Bureau in the schools. The CCCs had support from the largest employers in the county. One county that included American Indian tribal governments had good participation from the tribal governments. Maps from the Census Bureau helped in this process. Some counties were effective in getting the involvement of businesses, faith-based organizations, and cultural groups.
 - Most of the participants reported improvements in reaching hard to count populations. In the largest counties, grants to community-based organizations created more effective outreach. In one county, the Hispanic count went from 1% in 1990 to 11% in 2000. When this information was shared with the community, it validated the usefulness of the Census and the CCC.
 - Several people said that Census 2000 data was better utilized by their counties. One county reported that it had hired a demographer and was better able to use census data.

CCC Improvement Areas

(Question 2: What needed improvement with your CCC?)

The diversity in counties represented led to the identification of problems that were specific to types of counties and not universal. Here are some examples:

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- In small, rural counties, the value of the census was not understood by local officials and it was not a priority for them. They regarded the CCC as an “unfunded mandate” and they resented the additional workload. One person who reported that the county “did not appreciate the benefits of the census,” stated that they “saw it as a burden, not an opportunity.” “The federal government needs to understand that rural communities have no money to put into the census,” a participant stated, adding that they resent using local money for state and national mandates. “You can’t get blood out of turnips,” she said. Only a few of the departments in county governments actually use census data, such as the planning department and the health department, so there is little bottom-up support. At the time of Census 2000, one of the counties represented was concerned with cutting budgets. A focus group participant said the CCC “was passed around by county staff like a hot potato.”
 - One focus group participant stated that it did not receive adequate support from the Census Bureau. The participant did not know about materials that were available to them. One focus group member said the only thing their county got from the Census Bureau was five posters.
 - Another focus group representative said that their county did not have a formal CCC, so they had “no common mission” and “no esprit de corps.”
 - The smallest counties represented in the focus group never heard of Census in the Schools.
 - Another small county without resources did not know about grants from the Census Bureau.
 - Small county governments do not have a lot of staff or a lot of depth in the staff. When the elected officials do not follow through, the staff has to do the work. However, the staff were “not encouraged to spend time on the census” because it was not a local issue. One focus group member said nobody had time for the CCC and it “died on the vine.”
 - County governments have problems with coordination, particularly when the county has a government structure without a single person to take responsibility, such as a mayor. One county had about 3,400 elected

officials, including school board members. The elected county officials are rather territorial and it is difficult to coordinate with all of them. Even when they are represented on the CCC, they may not work well together. In one case the chair and the co-chair of the CCC “were not on the same page for the CCC.”

- There are some structures in place to coordinate local governments, such as a Council of Governments, for activities such as transportation planning. The Census Bureau should do more to work with these types of organizations.
- Cities and counties are separate governments and don’t necessarily work together well. A focus group participant said that county officials often won’t admit that they don’t understand issues. They said the Census Bureau should do more to work through states to explain the importance of the census to local governments. States can explain such things as the role that the census plays in population numbers that are used in formulas for revenue sharing.
- Counties that perceive themselves as homogeneous with a predominantly white population did not appreciate the materials that were developed for racial and ethnic groups. They felt that the Census did not define hard-to-count populations as broadly as they could. One participant said that the perception in county government was that “the federal program is only concerned about counting minorities.” Materials and posters were “rejected due to multiculturalism.”
- Larger counties experienced problems with counting the homeless population. One county that brought in advocates and agencies for the homeless to make recommendations to reach this population felt that the Census Bureau did not listen to their advice. As a result, the homeless count was “atrocious” and this affects funding for services to the homeless.
- Counties need more help with outreach to Eastern Europeans. This is not a unified community with organized services. They are polarized, and people from various ethnic groups do not work together. They tend to be suspicious of government. They speak many languages and the Census Bureau does not provide translations of materials for them. The materials from the Census Bureau do not relate to them. These factors make it hard to direct CCC activities and count Eastern Europeans. “We don’t know how to reach them,” said one focus group member.

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- Some census materials were underappreciated. One focus group member reported that their county received a case of pencils. “It seemed like a superficial approach and a waste of resources,” he said. However another participant indicated that they would have appreciated and utilized the case of pencils.
 - For relatively unsophisticated rural populations, the national media campaign developed by the Census Bureau felt “too polished” and “too distant.” They needed television ads with local scenery and local people. For both TV and radio ads, there needed to be local voices. The small, rural counties did not have resources to produce these local ads.
 - People are suspicious of government. To be motivated to answer the census, they need to know “what’s in it for me.” It is not enough to talk about federal funding for programs.
 - Concern was expressed that the American Community Survey will make it even more difficult to educate the public.
 - In areas with low unemployment, it is necessary to bring people from outside the communities to work as enumerators. The enumerators did not know the community, and this does not build trust.
 - There was some dissatisfaction expressed with the people that were selected by the Census Bureau to be Partnership Specialists. Some of the people selected did not understand country governments or the local communities. One person said that the Partnership Specialist used that position to make contacts to run for School Board.

Essential Ingredients for an Effective and Successful CCC in 2010

(Question 3: Based on your successes and challenges, what do you think are the essential ingredients for an effective and successful CCC in 2010?)

Some of the following areas are essential ingredients mentioned by this group that would increase the effectiveness and success of the CCC Program for the 2010 Census.

Clarity of Mission

Focus group members from counties both large and small said that the Census Bureau should do a better job to clarifying the mission of the CCC. “Is it about underrepresented populations? Is it everyone?”

Leadership and Staff

Focus group members said that there needs to be buy-in from elected officials. To get that buy-in, they need to be educated about the census. It was recommended that an elected official serve as the chair of the CCC. However, it was also suggested that the role of elected officials should match what they do best. It was suggested that what they do best is work with the media and deliver resources to get things done. It was stated that often elected officials do not want to deal with details.

For a CCC to be effective, someone needs to coordinate the efforts. In larger counties, this should be a dedicated person who can provide technical assistance. In smaller counties, it may mean a person with time to devote to the CCC to make it work.

Composition

Depending on the characteristics of the county, the approach to composing a CCC can be very different. For example, in one county with many small communities, geographic representation was seen as the most important organizing element. For many other counties, representation was recommended from the following groups:

- Faith-based
- Business
- Ethnic groups
- Elected officials

To make the size of the CCC more manageable, it was suggested that individuals be selected for the CCC who can represent more than one constituency. For example, an individual may be selected because they can represent an ethnic group, a geographic area, and an organization.

A focus group member suggested that it may be less important to select people by their characteristics than by their skills. Another suggested that the CCC include “different faces than the public sees all the time – they may stand out more and get more attention.”

It was stressed that people have to be able to work together. “If we won’t get along in the kitchen, we won’t get along in the bedroom either,” is the way one focus group participant expressed it. He explained that unresolved issues between the county and Tribal governments unrelated to the census made it difficult for them to work together on the census.

One approach suggested was to interview prospective CCC members to assess whether they will be cooperative and see the big picture. The goal is to select people who will engage others in their community. They must be “willing to step out of their box.” People who are trusted by their community are not necessarily the elected politicians.

Some communities have leadership training programs. These offer pre-selected groups of individuals who understand the communities and can provide leadership. It was suggested that this may be a source from which to recruit CCC members.

Subcommittees

Larger counties had larger CCCs with subcommittees. They recommended that subcommittees be organized around hard-to-count populations. One focus group member recommended subcommittees for hard-to-count, homeless populations, and ethnic groups.

Timelines

Larger counties need longer time to plan for the census, compared to smaller counties. Larger counties also have more resources and are more willing to devote their resources to this effort over a longer period of time.

There was a high degree of consensus that the public involvement in the census should be not longer than one year. Most of this time should be for the CCC to receive training and plan their campaign, but the messages to the public should be delivered in a compressed time frame. “If you present the idea too early and too often, it makes people complacent and resentful.” It was suggested that a 60-day, short intensive campaign would be more effective than a longer one. “With information overload in society, people tune out,” said one focus group participant.

In addition to the timeline for CCC activities, the focus group discussed the need for on-going activities to raise the awareness of the value of the census. For example, there is an ongoing need to educate county commissioners about the importance of the census. This should be done by sharing census data and talking about how it is useful in land use planning and other activities. “By explaining the usefulness of census data, the value of the census works its way into people’s subconscious.” Another area recommended for ongoing activities is Census in the Schools. These types of activities should occur before the CCC is formed. The Census Bureau should also work with the Association of Counties to reach county elected officials and administrators. Working through these types of organizations will increase the credibility of the census among small, rural counties that currently regard it as a burden.

Roles and Responsibilities of CCC Members

(Question 4: What do you think should be the roles and responsibilities of CCC members?)

Smaller counties often have a small number of employees whose job descriptions are fairly limited. These small counties may not have the staff who can be assigned to coordinate the CCC. Also, they may not have the resources to hire a coordinator. As a result, the small counties may have a volunteer coordinator and the CCC is expected to do more work.

Larger counties are more likely to have paid CCC coordinators. They are able to have larger CCCs and can incorporate people who do not have time to be active. For example, one focus group member said that their county CCC had 60 members and about 24 were active.

Elected officials have a special role in the CCCs. They can bring credibility to the process, chair the CCC, and motivate and empower community people.

CCC members are expected to help recruit subcommittee members. Both the CCC members and the subcommittee members are expected to do outreach to various groups.

CCC Activities

(Question 5: Please share just one item that you added to the bottom of the list that you consider to be innovative activities.

Question 6: What specific awareness, outreach and promotional activities can be planned with limited or no financial resources for 2010?)

Feedback about CCC activities was sought by asking focus group participants to rank activities and through further focus group discussions. Below is a summary of the results of the ranked activities and individual comments.

Ranking List of Activities

Focus group participants were provided with a list of activities that were carried out by CCCs during Census 2000. They were asked to indicate the five most effective activities for their communities.

The activities that received the most votes are:

- Distribute census promotional materials in all government and community agencies that have public-contact services and programs.
- Arrange to have census banners, posters, billboards, and benches in public places in the community.
- Develop, produce and distribute public service announcements.
- Encourage faith-based organizations to motivate participation in the census among their members by using census developed materials for faith-based organizations.

These activities received no votes:

- Hold press conferences to talk about the importance of responding to the census.
- Identify local sports and entertainment personalities to appear on local television and radio stations urging quick response to the census.
- Recruit community leaders to organize a “telephone campaign” to be conducted throughout the community.

Innovative Activities

In addition to the list of usual activities, focus group participants were asked to identify innovative activities undertaken by their rural CCC/county in Census 2000. Four of the seven focus group participants could not identify any innovative activities by their counties. These are the innovative activities described by other focus group members:

- A large county had eight subcommittees. Five of the subcommittees held huge events on April 1, “Census Day.” There was an American Indian Pow-Wow, a “Day to be Recognized” sponsored by the Chinese Family Center, and a Latino Festival with music. Local funds were used as grants to community-based organizations to promote the census to historically undercounted populations.
- Leaflets were printed and distributed to employers to put in paychecks.
- A Hawaiian cultural group held a “Hula Day” and put census messages in coconut half shells which they distributed.

Low or No Cost Activities

Below are comments from this group relating to low or no cost activities that worked for their communities.

- The group talked about the importance of utilizing existing organizations and events. This worked for some counties where “there are parties every weekend” and “people like free things.” However, a person from an

agricultural county said that all the festivals are related to the harvest in the Fall and did not coincide with the time for the census.

- Another type of existing structure identified is the committee structure for land use planning that can be tapped into for census outreach.
- There was also discussion about the media. There was a general consensus that the radio is an effective media for rural counties. People said that it would be more effective for the Census Bureau to provide scripts and let local talent do the radio spots, rather than having “an announcement from the Secretary of Commerce.” One focus group participant recalled working with a local university to develop a television spot.
- Some focus group participants felt that universities provided a source of volunteer labor for the CCCs. They are “hungry to throw people at you” for internships, said one participant.

Orientation for CCC Members

(Question 7: Do you feel an orientation or training session would be beneficial for CCC members for 2010?)

Focus group members said that they needed technical assistance and education throughout the process, “not just dump and run.” Some people said that the Census Bureau needs to give direction to elected officials, because they will listen to the Census Bureau better than to their own staff. Others said that rural counties think that “federal programs don’t affect us.”

Here are some of the topics that were suggested for orientation and training:

- What is the CCC supposed to do? What outcome is expected?
- How census data is used and where to find it?
- Rural/County staff wants training in public relations, because many staff may not have those skills. It needs to be tailored to their situation. For example, there may be no local television or radio stations.
- CCC members need training on how to “penetrate the community” to get the job done within the timeframe.

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- Provide good examples, as well as examples of what not to do, and lessons learned.

Orientation and training should be flexible and “not too prescriptive.” It was suggested that after there is an orientation, there should be a follow-up training session. People who come to the second session are more committed.

Evaluation of CCC Handbooks

(Question 8: How many of you saw the handbook during Census 2000?)

Question 9: Those of you who are raising your hands, did you find the handbook useful?

Question 10: For all of you, what do you think of the handbook?)

Six of the seven focus group participants indicated that they had seen the CCC Handbook during Census 2000. One person said that their county CCC used it to help decide about subcommittees and work plans. Another said it provided a broad understanding and what “staff wanted me to do.” Another said it was helpful as a guideline and suggested activities.

The focus group had a number of suggestions to improve the handbook. These include:

- Make it shorter – or make a shorter version for elected officials. A summary with large print was suggested.
- Elected officials should receive it in the Fall of 2008 as they begin the process for the budget that will be finalized in June 2009.
- The front cover is boring. A cover that is “too glossy” would be regarded as a waste of money. The title needs to speak to the intended outcome, with a slogan such as “A Day to be Counted.”
- The design should be more appealing and readable, including pictures, bullets and headlines. It should explain “what you are asking me to do.”
- Graphically and conceptually, the handbook should “hold people’s hands.” To build interest, it could include sealed envelopes with additional information.

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- Handbooks need to be segmented to correspond to the size of the county/government.
 - Small counties need more guidance about how to recruit business participation in CCCs.
 - Include telephone numbers for contact people who will answer questions.

There was extensive discussion about the problems of disseminating the CCC Handbook. When the top elected official receives a copy, they don't know if they are getting something that everyone else is getting or if they are getting the only one. If they think that everyone else has it, they may be reluctant to pass it along to the people who need to see it.

It was suggested that the chief administrator get it along with the top elected official. However, each of these individuals needs different kinds of information. The elected official needs a short version with information about the impact of the census to get their attention. The elected official needs something like a media kit, with "eye candy" and not too much detail. The administrator needs more technical information and a longer version is more appropriate for this individual.

It was also suggested that a separate handbook should go to school district superintendents. Schools need to get it one year before the Census goes into the curriculum (i.e., 2008).

Use of the Internet was considered preferable to other forms of dissemination because people can pick and choose the information that they need. It should increase access to the information and save money for the Census Bureau. Further more, counties can download scripts and other ideas and adapt materials to their local communities.

Assistance Needed from Census Bureau for CCCs

(Question 11: In addition to the handbook, what other kinds of assistance do CCCs need from the Census Bureau staff in order to successfully plan and implement their activities?)

The first thing that focus group participants said that counties needed from the Census Bureau was money. They said, "Counties do the same things as cities but with much less money."

Focus group members asked the Census Bureau to provide templates that they could adapt to meet their local needs. They suggested that the Census Bureau "empty out their warehouses" and put the materials to use.

Focus group members said that they wanted the Census Bureau to come to meetings with the counties and answer questions before 2008 for the 2010 Census. Larger counties had access to a lot of assistance from Partnership Specialists, but the people selected for those positions did not always understand the county government, the communities, and their needs. In the 2010 Census, they want the Census Bureau to hire people who worked on the 2000 census with experience, knowledge, and a more complete understanding of the process.

There was a great deal of discussion about school districts. Often school districts are separate from city and county governments. The Census Bureau should consider school districts as a separate government entity. They need to be involved in the census for more reasons than inclusion of census materials in the school curriculum. In rural areas, the teachers are the educated part of the community and they are leaders in the community. One participant believed that teachers were perceived as a "big stumbling block" during Census 2000. The perception was that teachers tried to protect illegal immigrants and did not encourage parents of students to participate in the census.

Alternative Methods of Communication

(Question 12: Given that the Census Bureau staff member cannot attend every CCC meeting, what alternative methods of communication could substitute for the face-to-face meeting?)

Focus group members said the Census Bureau should focus on county governments that did not have CCCs last time and help them get started.

There was consensus that the Internet should be used for communications and distribution of information. “Isn’t that automatic?” said one participant. Every participant said that they had access to computers and the Internet. They said that supplies should be ordered on-line. They said that it takes less time to communicate through e-mail than by telephone.

It was suggested that the Census Bureau “deputize people” to act on their behalf to do orientations and training for the CCCs. Regional trainings were suggested using local people with experience coordinating successful CCCs.

Another suggestion was monthly meetings with the Census Bureau and other counties in the area to share ideas.

Names for the CCC

(Exercise and Question 13: Would you prefer these suggestions, or do you think it is better to stick with the name “Complete Count Committee”?)

Focus group members participated in an exercise in which they identified key words and arranged them to form alternative names for the CCC.

Using these key words, they formed the following combinations for possible names:

- Stand Up and Count
- Up Funding
- Funding Together Partnership Important
- Funding Together Cooperation
- Funding Together Partnership
- Funding Together Collaborate
- Prepare Partnership Focus
- Collaborate Recognized
- Focused Relationship Contribute

Most people thought that the Census Bureau should keep the name Complete Count Committee because local governments are just getting exposed to this name. However, they thought it should be built upon and “spiced up” by adding a slogan that is catchy and explains the mission.

Confidentiality

(Question 14: How can the Census Bureau best communicate its commitment to confidentiality to respondents in a way that they can understand and believe?)

The focus group identified issues that affect perceptions of confidentiality of census information. They said people think all of government is interconnected. Also, they believe that all government databases are interconnected. "They have computer systems that track everything, including what you buy," said one participant.

If the Immigration and Naturalization Service (INS) takes action at the same time that the census is occurring, then people assume that census information has been shared with the INS. To avoid this perception, the Census Bureau should work with INS to have a moratorium on INS activities during the census. The Census Bureau should make a clear statement that "People will not be reported to the INS." One focus group participant questioned whether names have to be used to conduct the census.

Focus group members said that the Census Bureau should use a "straightforward" approach and "be up front" about confidentiality issues. The focus group said that the Census Bureau should explain the penalties for violating confidentiality. They should cite court cases where the Census Bureau refused to release information.

Utilizing Experienced CCCs to Assist New CCCs in 2010

(Question 15: How can veteran CCCs best assist other CCCs who are considering participating or are participating for the first time?)

The focus group participants suggested that the Census Bureau organize people from similar size counties to talk to one another. This could be done through regional meetings, or in conjunction with existing meetings, such as Planning District Commission meetings. The people with experience with CCCs could be invited to speak at those meetings.

Another approach is to document examples of successful activities and lessons learned.

Conclusion

The U.S. Census Bureau, Partnership and Data Services, Field Division would like to thank all of the participants in the Complete Count Committee Focus Groups. They all provided valuable input that will assist the Census Bureau in developing a new and innovative Complete Count Committee Program for the 2010 Census. The Census Bureau looks forward to working closely with state, local, and tribal governments and community organizations on the Complete Count Committee Program for the next census.

The information from this report will be used in the following ways:

- To motivate state, local, and tribal governments to participate in the CCC Program in 2010;
- To provide technical assistance and guidance to governments as they go through the CCC development and implementation process;
- To develop and implement a more targeted orientation/training program for CCCs;
- To help the Census Bureau develop a more realistic time line for planning and implementing CCC activities;
- To develop a more useful CCC Handbook and other support materials for use by governments; and
- To refine the dissemination process for the CCC Handbook and other materials.

If you have any questions about this report or would like to request additional copies, please contact:

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