



UNITED STATES DEPARTMENT OF COMMERCE
Economics and Statistics Administration
U.S. Census Bureau

Regional Census Center
BOTHELL, WA 98011-8227

October 29, 2010

Recommendation Letter for Roberta Armstrong

Dear Tribal Leader:

The 2010 Census operation encompassed a five-State area and employed more than 70,000 individuals. As the Deputy Regional Census Director of the Seattle Region, it is my privilege to be able to recommend Ms Armstrong as a manager who encompassed all the characteristics of a strong leader whose performance and ability far exceeded my expectations.

Few employees are up to the challenge of stringent time lines along with the sheer massiveness of a national Census campaign. Ms. Armstrong, one of the most conscientious employees I have had the pleasure to work with, approached all challenges with utmost celerity and quality.

For the 2010 Census, Ms. Armstrong worked as the Tribal Regional Technician (RT) for the Seattle Regional Census Center with a special focus on American Indians in Urban Areas and American Indian Reservations.

The Tribal Regional Technician is in a unique position. Responsibilities include having field expertise on approximately 15 major field operations that are needed to successfully complete data collection. Ms. Armstrong was assigned as the liaison to our 104 American Indian Reservations and Rancherias scattered across our five State Region. Because of the extensive geography, Ms. Armstrong was required to travel 75% of the time, assisting with the enumeration of Tribal Communities for the 2010 Census.

The Tribal Regional Technician is, in effect, the eyes and ears of the Regional Census Center, ensuring that each Local Census Office is implementing procedures according to Census guidelines. The Tribal RT has the critical role of technical advisor during each field operation of the Census. The Tribal Regional Technician is a technical expert on a myriad of field data collection and office processing procedures. The Tribal RT needs to support the Local Census Office managerial staff to meet critical deadlines as well as respecting the government-to-government relations with American Indian Tribes.

Ms. Armstrong kept a balance, supporting directives from the Regional Census Center (RCC) and providing intercession on behalf of the RCC staff when field operations would experience communication issues within Tribal Communities. She was excellent at relaying concerns from tribal councils so that corrective action could be taken by Census staff to ensure a complete and accurate enumeration of each Tribal Area.

Concisely stated, Ms Armstrong excelled at managing and communicating a series of complex, geographically dispersed operations with our 104 American Indian Reservations and Rancherias.

Ms. Armstrong is an exceptionally talented manager and skilled communicator with whom it was a pleasure to work. Her style is empowering and promotes both innovation and consensus. If you are looking for an individual with impeccable values and public relation skills, someone who is innovative

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and driven, and someone who can be relied upon to make the correct decision with confidence, you need to look no further. Ms. Armstrong is the best Tribal Regional Technician with whom I have ever encountered. Her integrity, skill and professionalism will do any employer a great service. If you need further information, please do not hesitate to call me at (425) 495-3234.

Sincerely,

A handwritten signature in blue ink that reads "Michael P. Burns". The signature is written in a cursive style with a large, stylized "M" and "B".

Michael P. Burns

Deputy Regional Director, 2010 Decennial Census
Seattle Regional Census Center