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2010 CENSUS PLANNING MEMORANDA SERIES

No. 196

MEMORANDUM FOR The Distribution List

From: Arnold Jackson *[signed]*
Acting Chief, Decennial Management Division

Subject: 2010 Census Evaluation of National Partnership Research Report

The Census Bureau contracted with ICF International to conduct an independent evaluation of the National Partnerships portion of the Integrated Communications Program for the 2010 Census. Attached is ICF International's Final Report for the 2010 Census Evaluation of National Partnership Research. We are issuing this document in our memo series for the record.

The U.S. Census Bureau conducted other evaluations and assessments pertaining to the Integrated Communications Campaign, such as the Census in Schools, Web Discovery, and the 2010 Census Integrated Communications Program. Those reports are being issued separately.

If you have any questions about this document, please contact Mary Bucci at (301) 763-9925.

Attachment

May 14, 2012

2010 Census Evaluation of National Partnership Research Report

ICF International

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Executive Summary

This report presents the findings from a research project on the Partnership Program for 2010, sponsored by the Census 2010 Publicity Office of the Communications Directorate of the U.S. Census Bureau and conducted by ICF International. The project made use of quantitative data from a number of different sources, including the American Community Survey and the Integrated Partner Contact Database (IPCD), and qualitative data from focus groups and interviews with national partners to collect information about the Partnership Program in addressing the following research questions:

- What is the quantitative impact of the Partnership Program on census mailback rates?
- How can the National Partnership Program be improved, and how can the Census Bureau maintain active national partners in intercensal years?
- What should the metrics be for measuring the impact and value of the Partnership Program?

To address the first research question, the ICF team built a consolidated database of quantitative data at the individual census tract level for a number of regression analyses. To address the second and third research questions, the ICF team conducted four focus groups and interviewed 55 national partners by telephone. The results of these data collection efforts are reported here.

The perspective adopted in the course of this project for research aims 2 and 3 above was a "forward-looking" one. Examining the potential ways in which the National Partnership Program can be improved and identifying the metrics that can be used to assess program success were more important than analyzing the events that took place during the 2010 Census. The data collection protocols were developed so that the topics covered in the focus groups and interviews were not about what happened to the 2010 Census but were more in line with how the respondents think that the National Partnership Program may be best operationalized in the future, including what materials or processes are necessary.

Another focus of this project was on getting the perceptions and opinions from the participants – the actual partners – of the program. The Census Bureau devoted a great deal of resources to developing program materials and supporting all the partners in various ways. Looking to the future, the ways in which the program can be improved not only for the 2020 Census but also for the intercensal years is of great importance to planning the evolution of this program.

Key Findings

The primary purpose of the Partnership Program is to increase mailback rates, especially in those census tracts that are considered Hard-To-Count (HTC). To determine the effects of the Partnership Program on mailback rates, we built 24 different multiple regression models with various independent variables and covariates, as well as using two dependent variables: 1) 2010 Census mailback rate and 2) the change in mailback rate between the 2000 Census and the 2010 Census.

Key Finding:

The number of partners in High HTC census tracts is statistically significant and positively related to increases in the change between the 2010 Census mailback rate and the 2000 Census mailback rate.

Specifically, in high HTC census tracts, every increase in the number of partners (using the categories more fully explained below) results in an **increase of 0.27%** in the change score. The following table shows the potential effect on the change between the 2000 Census and 2010 Census mailback rate:

Category	Number of Partners	Increase in Mailback Rate
1	1	Reference category
2	2	.27%
3	3-4	.54%
4	5-9	.81%
5	10+	1.08%

The focus groups and interviews with national partners provided reactions and perceptions for the following areas of interest to the Census Bureau.

Awareness

- Among business partners, representatives tended to have long-standing experience as Census partners.
- Representatives from Census Information Centers, State Data Centers, and Research Organizations reported regular contact with the Census Bureau, largely from their ongoing involvement in census data collection in the intercensal years.

Important factors for partner participation

- Among focus group participants there was a strong sense that data quality and dissemination of census data was of paramount importance to their participation as partners.
- In telephone interviews, business partners were unanimous in selecting the factor of making people more aware of the importance of the census in their role as a partner.

Positive aspects of Partnership Program

- Among CIC/SDC/Research organizations, representatives had fewer positive remarks than business representatives about the partnership program.
- In telephone interviews, some CIC representatives felt that, despite the availability of enormous resources, the Census Bureau was not effective at the local, community level. Some representatives however, did cite the Census Bureau's presentations and trainings as positive aspects of the partnership program that reach community organizations.

Recommendations for improving the Partnership Program

- The most widely cited recommendations from focus group participants for improving the partnership program were in the area of Census Bureau communication.

- Related to outreach with partners, focus group participants cited the importance of setting clear expectations of the role of partners in the program. One suggestion to promote more engagement of partners in the program was the suggestion for the Census Bureau to form a speaker's bureau ("Ask the Expert"), a partnership link on the Census Bureau website, and a Hispanic specific website.

Materials

- In telephone interviews, business representatives conveyed their perspectives that materials in 2020 need to be highly customizable to adapt to community-specific needs.
- Business representatives emphasized the heavy role that networking with other businesses play in their day-to-day operations and that the use of electronic media is crucial to supporting their activities.

Community response to partner participation

- The research community largely felt neutral about a community response to their participation as a Census partner. In some cases, members of academic institutions expressed the opinion that their institutions were already viewed positively by the community and that their role with the Census Bureau was inconsequential to affecting public perceptions.
- Non-business representatives felt their participation as a partner had a very strong impact on a positive community response. As a result of their association with the Census Bureau, these representatives felt the community had a more positive view of the Bureau.

Impact on partner organization of participating

- In response to being asked how well the role of participating as a Census Bureau partner fit with their mission statement and day to day operations, focus group participants stated that the greatest "fit" was seen in the area of marketing.
- For Business partners, representatives felt in large part that their fit with the Census Bureau was different than anticipated. With respect to marketing, almost all business representatives expected a closer fit with the Bureau yet found otherwise after being involved in the program. However, the staff from these organizations were largely positive about their involvement in the program and felt little, if any, added burden as a result of Census activities. Given the relatively larger staff sizes of businesses, this may not be a surprising finding.

Modes of contact, updates and feedback in intercensal years

- CIC/SDC and other research organizations had organizational-specific preferences for mode of communication with the Census Bureau. This finding suggests the need to canvass the particular preferences of the contacts at these organizations to identify the preference of each. Representatives frequently suggested a web-based forum from which information could be exchanged with the Census Bureau such as new telephone numbers, emails, etc., for points of contact as well as among partners.

- Non-business representatives widely expressed the preference for electronic communication, with almost 50% preferring email as the primary mode for exchanges and the Census Bureau website as the primary source of partnership information.

Use of census data

- Just over half of business representatives interviewed by telephone reported active use of census data for such purposes as to obtain family histories.
- Not surprisingly, CIC/SDC and other research organizations reported active use of census data (100%) and some partners voiced the desire for regular, ongoing training by the Census Bureau in data issues and data linkages with other administrative records. Additionally, a web-based help desk function would provide research centers with a resource for additional statistical information

Recommendations

Sixteen recommendations emerged from the research reported here.

Recommendation 1: Ensure that the data fields in the Integrated Partner Contact Database (IPCD) match the Partnership Program's goals and objectives as defined by the logic model to aid in high-quality evaluation efforts.

Recommendation 2: Quantify the actual geographic reach of the partner.

Recommendation 2.1: Develop a small pilot involving several hundred current local partners in HTC census tracts.

Recommendation 2.2: Convert actual geographic reach into data for use in GIS analysis.

Recommendation 2.3: Refine statistical relationships between the actual geographic reach and mailback rates across multiple census tracts in the partners' "catchment" area.

Recommendation 3: In order to handle the total number of partners (over 250,000), triage current partners and prospective partners based on the calculated impact of their efforts.

Recommendation 3.1: Classify partners based on "commitment yield".

Recommendation 3.2: Weight various commitments according to probable impact on target population reach and impact on mailback behavior.

Recommendation 3.3: Develop contact and maintenance strategies for the partners with differential probabilities of impact.

Recommendation 3.4: Continually refine engagement metrics based on empirical findings.

Recommendation 4: Continue to improve the functioning of the Integrated Partner Contact Database (IPCD) to ensure ease of data entry for users.

Recommendation 4.1: Simplify data entry into the contact management system.

Recommendation 4.2: Periodically perform maintenance on the IPCD so that inactive partners or those organizations that have ceased to exist are moved to an archive to keep the number of partners manageable.

Recommendation 5: Increase the quality of the data by continuous training of staff on data entry field content, expectations, and knowledge and quality control processes.

Recommendation 6: Segment national partners into groups that consider stage of Partnership Program adoption as a basis of the communication and dissemination plan.

Recommendation 6.1: Tailor program efforts by stage.

Recommendation 6.2: Add stage to IPCD.

Recommendation 6.3: Understand and incorporate the increasing level of effort at each stage in setting goals and evaluating program staff efforts.

Recommendation 7: Maintain outreach with partners throughout the intercensal years.

Recommendation 7.1: Establish an earlier timeline for recruiting and securing commitments for the partnership program.

Recommendation 8: Articulate a clear and compelling value proposition for organizations to join and to maintain membership in the program.

Recommendation 8.1: Define different value propositions for different types of partners.

Recommendation 8.2: Pilot test and refine the propositions.

Recommendation 8.3: Implement and then continuously refine and update the value propositions.

Recommendation 9: Provide materials and data that fit partners' needs.

Recommendation 9.1: Provide materials that are customizable.

Recommendation 9.2: Provide multilingual materials that are appropriately translated or provide support for partners to create their own translations.

Recommendation 9.3: Provide training and support for obtaining and using census data.

Recommendation 10: Provide more individualized attention to and communication with partner organizations.

Recommendation 10.1: Provide a dedicated Census Bureau point-of-contact to partners.

Recommendation 10.2: Provide partners with clear expectations and requirements, timelines and a sense of how their activities fit into the overall work of the Census Bureau.

Recommendation 10.3: Identify the preferred mode of communication of partners for receiving and sending Partnership materials and resources.

Recommendation 11: Provide support for partner feedback from their target audience.

Recommendation 12. Take advantage of the expertise that partners have.

Recommendation 12.1: Share best practices of similar partners with each other, especially with newer partners.

Recommendation 12.2: Connect to new partners through existing partners.

Recommendation 13: Develop a complete and comprehensive logic model for the program.

Recommendation 13.1: Pilot test the initial model and begin process of continually refining the model.

Recommendation 14: Develop a measurement model based on the logic model to help operationalize potential metrics.

Recommendation 15: Add the measurement points and data elements to the IPCD for tracking over time.

Recommendation 16: Partition the national partners out of the IPCD and have a separate National Partner Contact Database (NPCD).

1. Introduction

1.1. Scope

This report presents the findings from a research project on the Partnership Program for 2010, sponsored by the Census 2010 Publicity Office of the Communications Directorate of the U.S. Census Bureau and conducted by ICF International. The project made use of quantitative data from a number of different sources, including the American Community Survey and the Integrated Partner Contact Database (IPCD), and qualitative data from focus groups and interviews with national partners to collect information about the Partnership Program in addressing the following research questions:

- What is the quantitative impact of the Partnership Program on census mailback rates?
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To address the first research question, the ICF team built a consolidated database of quantitative data at the individual census tract level for a number of regression analyses. To address the second and third research questions, the ICF team conducted four focus groups and interviewed 55 national partners by telephone. The results of these data collection efforts are reported here.

1.2. Intended Audience

The intended audience for this report includes internal stakeholders at the U.S. Census Bureau, Partnership Program staff, and Census Bureau program chiefs.

2. Background

Through the Partnership Program, the Census Bureau works with educators, businesses, the media, faith-based organizations, associations, community-based organizations, elected officials, and tribal governments to spread the word regarding the census and ensure accurate data are collected. The partners are provided materials, information, messages, and tools to support public education campaigns. In 2000, there were approximately 140,000 partner organizations; in 2010, the count jumped to 267,788.

2.1. Goals and Purpose

The 2010 Partnership Program's mission was to develop an aggressive and comprehensive program that would directly encourage national and regional organizations and corporations to assist in increasing the response to the 2010 Census. As with other components of the Integrated Communications Campaign for the 2010 Census, the Partnership Program had three overarching objectives:

- Increase the mailback rate
- Improve the accuracy of the census and reduce differential undercount
- Improve cooperation with the enumerators in the field conducting follow-up activities

It was particularly important to reach people who would most likely not respond to the Census and those in hard to count (HTC) areas by engaging in a number of activities targeting those populations. The goals of the program included getting organizations to 1) publicize the 2010 Census to encourage employees and constituents to support it; 2) encourage organizations to request that their staff assist on Complete Count Committees; and 3) engage in collaborative activities. In addition, partnership staff at the Census Bureau provided promotional materials and services to established local partners.

The Partnership Program was one of the components of the Integrated Communications Campaign (ICC) for the 2010 Census. Other components included paid advertising in 28 languages, the Portrait of America Road Tour, the use of social media, public relations, the Census in Schools program, and interactive resources via the World Wide Web.

Of the approximately 267,000 partners involved in the program, the vast majority were considered "local" or "regional" partners. The program involved approximately 800 partners that were national in reach and in scope; national partners are the focus of the qualitative research in this study.

At its peak in 2010, the Partnership Program was supported by a small group of Census Bureau Headquarters staff and contractors who managed the national partner outreach and communication efforts, while approximately 1,000 partnership specialists and approximately 3,000 partnership assistants at the Census Bureau regional offices worked with the local partners.

2.2. Research Objectives

In September of 2010, the Census Bureau awarded a Task Order to ICF International to conduct research on the National Partnership Program. The initial Task Order articulated five objectives that the research would address. These were later modified to three as part of a contractual modification.

The overall research aims of this project included:

1. Analysis of existing information available to assess whether the Partnership Program, including local and regional partners, had a measurable effect on mailback response rates
2. Identification of ways in which the National Partnership Program can be improved
3. Identification of metrics that can be used to monitor future Partnership activities and program impacts

As will be explained below, our methodological approach involved analysis of extant data available from the Census Bureau and primary data collection using focus groups and telephone interviews of national partners around the country.

The perspective adopted in the course of this project for research aims 2 and 3 above was a "forward-looking" one. Examining the potential ways in which the National Partnership Program can be improved and identifying the metrics that can be used to assess program success were more important than analyzing the events that took place during the 2010 Census. The data collection protocols were developed so that the topics covered in the focus groups and interviews were not about what happened to the 2010 Census but were more in line with how the respondents think that the National Partnership Program may be best operationalized, including what materials or processes are necessary.

Additionally, the focus of this project was on getting the perceptions and opinions from the participants – the actual partners – of the program. The Census Bureau devoted a great deal of resources to developing program materials and supporting all the partners in various ways. Looking to the future, the ways in which the program can be improved not only for the 2020 Census but also for the intercensal years is of great importance to planning the evolution of this program.

3. Methodology

This chapter describes the methods used to address the research questions. It consists of the following sections:

- **Research Questions** – describing the questions to be answered by this research
- **Key Assumptions** – listing the assumptions held prior to data collection
- **Data Sources and Methods** – discussing the main sources of data
- **Methods of Analysis** – summarizing the manner in which the quantitative and qualitative data were analyzed

3.1. Research Questions

The methodological approach was driven by the specific research questions that needed to be addressed in this project. Exhibit 3-1 below lists the individual research questions and the methodological approaches designed to address them.

Exhibit 3-1: Research Questions and Methodological Approach

Research Question	Methodological Approach
1. What is the quantitative impact of the Partnership Program on census mailback rates?	▪ Use census tract level data from the American Community Survey, Hard-To-Count score data from the 2010 Census Planning Database, and partner data from the IPCD to examine the relationship between partnership presence and degree of activity on census mailback rates at the census tract level, co-varying out other key factors. ▪ Make a quantitative assessment of the effects of these variables on mailback rates
2. How can the Partnership Program be improved, and how can the Census Bureau maintain active Partners in intercensal years?	▪ Conduct focus groups comprised of current national partners in selected cities. Recruit participants from national partner organizations that target a number of different racial/ethnic groups and populations of special interest. ▪ Augment the focus groups with telephone interviews of additional national partners. Recruit these participants from national partners who are not able to attend the focus group sessions.
3. What should the metrics be for measuring the impact and value of the Partnership Program?	▪ Using the results from the analyses described above, identify potential metrics that can be used to assess the operations and the impact of the Partnership Program. ▪ Augment the analyses with literature reviews. ▪ Evaluate un-captured scenarios and new metric needs.

3.2. Key Assumptions

The key assumptions of these research activities included:

1. The IPCD data would be provided by the Census Bureau for quantitative analysis.
2. Partnership activities would have effects only in the census tract where the partner was located; this assumption simplifies the quantitative data analysis but is likely to underestimate the reach of partnership activities.
3. The relationship among the variables would be linear, and amenable to regression analysis. In practice, this assumption cannot be confirmed in regression equations with many variables. However, multiple regression is reasonably robust against minor deviations from this assumption.
4. The underlying distribution of all variables in the multiple regressions that were conducted are normal in form. A small number of variables were subjected to a log transformation in order to comply with this assumption. Again, multiple regression is robust with regard to violations of this assumption.
5. The use of the census tract as the basic unit of quantitative analysis was consistent with the research aim of examining partner effects on mailback rates at this level. Variables such as the number of partners and number of commitments were aggregated to be amenable to census tract level analysis.
6. Due to the time and logistical demands of focus group participation, monetary incentives would be paid to focus group participants to increase the willingness to come. If a national partner declined to participate in a focus group but consented to a telephone interview, they would not be offered a monetary incentive.
7. The research would adopt a forward-looking perspective, emphasizing the ways in which the Partnership Program can be improved for the intervening intercensal years as well as for the 2020 Census.

3.3. Data Sources and Methods

One set of data sources consisted of quantitative data already available and the other set consisted of qualitative data collected during this research effort. These are described in the next section.

3.3.1. Quantitative Data Sources (All Local and Regional Partners)

This project used four quantitative data sources. Each is described below.

Integrated Partner Contact Database (IPCD)

The Integrated Partner Contact Database (IPCD) was launched in December of 2008 as a successor to PRISMS, which was used for a similar purpose for the 2000 Census. PRISMS contained records and

information on approximately 140,000 organizations, most of which were partners for the 2000 Census. Partner records from PRISMS were migrated to the IPCD to support the 2010 Census.

The IPCD contains a record of all partners contacted as well as their disposition (e.g., active/confirmed, declined). The IPCD contains 267,788 unique partners, of which 227,077 have a status of "Active/Confirmed", and 38,396 have a status of "Contacted/Pursuing Partnership". The remaining partners have dispositions of "Declined/Not interested" (2,236), "Discontinued/Withdrew Partnership" (897), or blank disposition (1,182).

The IPCD contains a record of all the 617,772 commitments taken on by the partners. The working set of commitments was reduced after being matched to partners and census tracts, to a total of 603,773 commitments. Exhibit 3-2 below shows the variables to which ICF had access for these two IPCD sources.

Exhibit 3-2: List of Partner and Commitment Variables from the IPCD

Partner Variables
Partner ID
Partner Name
Partner Status
Date of Verbal Partnership
Date of Signed Partnership
Zip Code
Contact First Name and Last Name
Partner Type
Community Served
Race/Ethnicity Served
Commitment Variables from the IPCD
Partner ID
Commitment ID
Commitment Type
Event End Date
Be Counted /Questionnaire Assistance Center (BC/QAC) Census Tract
Census Tract
State FIPS code
County FIPS code
Hard to Count Score from Census 2000

Source: Integrated Partner Contact Database (IPCD), U.S. Census Bureau

Planning Database

The Enhanced Planning Database contains 48 variables for each census tract that have been assembled from Census 2000 data. The variables include identifying information such as census tract number and a variety of demographic information at the census tract level. Exhibit 3-3 displays the variables from the Planning Database that were used in the analyses reported here.

Exhibit 3-3: Variables Extracted from the Enhanced Planning Database

Variable	Description
GIDTract	State, county, and tract combined
Region	Census geographic region
HTC	Hard-To-Count score[1]
Mail Return Rate	The Census 2000 mail return rate

Source: The Enhanced Planning Database (PDB), U.S. Census Bureau

The planning database contains information for 65,184 census tracts.

For the purposes of analysis, we used the Hard-to-Count (HTC) scores to derive a Hard-To-Count category variable containing three levels (HTC3). Those census tracts at the lowest 25th percentile were defined as "Low HTC"; the tracts in the middle 50th percentile were defined as "Moderate HTC", and those in the top 25th percentile of scores as "High HTC". The thresholds for these categories, empirically determined by percentile, were:

- Low HTC census tracts defined as those with an HTC score of 9 or lower
- Moderate HTC census tracts defined as those with HTC scores from 10 to 52 inclusive
- High HTC census tracts defined as those with HTC scores of 53 or higher

By way of comparison, the Census Bureau uses a threshold of 61 or higher to consider a census tract as Hard-To-Count. By using percentiles to empirically define a tract as Hard-To-Count, we hoped to capitalize on the actual distribution of scores.

American Community Survey

The ICF team used a number of variables at the census tract level from the American Community Survey. The list of variables is given in Exhibit 3-4 below.

Exhibit 3-4: Variables From the American Community Survey

Variable Descriptions
HTC Variables
Education
% not high school graduate
% bachelors degree or higher
Household characteristics
% single housing unit
% renter occupied
% occupied units with >1.5 persons per room
% households not spouses
% occupied units with no phone
% households on public assistance
% linguistically isolated households
% occupied units householder moved 1999-2000

[1] Score developed from the 12 variables that were correlated with nonresponse rates in 1990 and 2000. See Bruce, A. & Robinson, J.G. (2009). *Tract Level Planning Database with Census 2000 Data*. U.S. Department of Commerce, U.S. Census Bureau: Washington, DC.

Exhibit 3-4: Variables From the American Community Survey

Variable Descriptions
Individual characteristics
% people below poverty level
% people unemployed
Other Sociodemographic Variables
Total population
Population age
% age 9 or younger
% age 10-14
% age 15-17
% age 18-24
% age 45-64
% pop age 65 or over
Race/ethnicity
% Black
% Hispanic
% Asian and Pacific Islanders
% American Indians
Moved past year
% to different state, city and county
% within same state to different city and county
% to different city within same county
% within same city and county
% within same city but to a different county
Householder age
% age < 25
% age 25-44
% age 65 or over
Household size
% 2 person
% 3-4 person
% mobile homes
% families without children
% born in foreign countries
% using public transport

Source: 2005-2009 American Community Survey 5-year Summary File

Media Activities in Designated Market Areas

The Census Bureau shared information on a number of variables associated with the media marketing campaign where the unit of analysis is the Designated Market Area, or DMA. DMAs were originally created by A.C. Nielsen and identify a geographic region where the population can receive the same or similar radio and television offerings. Much of the media expenditures for the 2010 Census were devoted to messages and advertisements placed in the 210 DMAs around the country. The ICF team used two variables from these data: the Gross Rating Points (GRPs) affected by media buys by the Census Bureau in each DMA in the first quarter of 2010, and the GRPs purchased in the second quarter of 2010. A GRP is the arithmetic product of the audience share (i.e., for a given radio or television station) as a percentage by the number of times that an advertisement has aired. In short, a GRP is one way to measure the intensity of an advertising campaign. Because a single DMA frequently encompasses

multiple counties, the GRP data were assigned at the DMA/county level, so that, for example, all the census tracts in the same county were assigned the same data points.

3.3.2. Qualitative Data Sources: Focus Groups and Interviews (National Partners)

To address research questions two and three of this project, ICF conducted focus groups and telephone interviews with national partners.

Qualitative researchers use a range of methodologies ranging from the structured personal interview between a single participant and moderator and "group" interviews of often 4-12 participants in a focus group (Wibeck, V., Dahlgren, M., & Öberg, G., 2007). Focus groups may be used as either a single method approach where several focus group interviews take place with different groups on the same topic, or as a component of a mixed-method research design (Barbour and Kitzinger 1999). For the National Partnership Research evaluation, we used a mixed-method approach that relied first on the focus group participation of experienced representatives of national and regional partnership programs. Given the composition of this population of primarily senior executives and program directors with corporate schedules, cancellations in participation at focus groups were common. In most cases, telephone interviews were held with these participants as well as with representatives from agencies outside of the 3 major cities selected as sites for focus groups: metropolitan Washington D.C., Chicago, and New York City.

Considerations for Participant Selection

The process for selecting participants for a focus group differs from the regular practice of random selection that is used in quantitative research. In selecting participants for a focus group it is often more important to consider minimizing sample bias rather than achieving generalizability (Seal, D., Bogart, L. M., & Ehrhardt, A. A., 1998). First, the small number of participants involved in focus groups means that it is unlikely that a small sample would be adequate to represent larger populations. Second, random sampling from a large population is unlikely to yield a shared perspective on a topic and may not even be able to result in data that contribute in a meaningful way to the discussions (Morgan 1997). Therefore, a common strategy, and used in this evaluation, uses purposive sampling, also known as theoretical or judgmental sampling. In this type of non-probability sampling, participants are selected based on their experiences and expertise about the topic (Krueger 1994). To the extent that this represents homogeneity in the focus groups, it is homogeneity in participants' background and not in their attitudes or views (Morgan 1997). A focus group is likely to be appropriate if the purpose is to explore the views, feelings, and experiences of a homogenous group (Fern, 2001).

Focus Group Composition: Size and Quantity

As expressed by Fern (2001) it is the research purpose that frames the task and purpose of the focus group. Similarly, the number of groups required depends on the purpose of the project to identify the views that people have in common but also to uncover the differences in people's views and beliefs (Fern 2001).

In their paper of sampling designs in mixed methods research, Onwuegbbuzie and Collins, KMT (2007), discussed sample size considerations and provided sample size recommendations for major research designs used in quantitative and qualitative research.

With respect to the minimum number of focus group sessions from which reasonable conclusions could be drawn on both shared and differing views and beliefs, the researchers determined this number to be between 3-6 participants. Although the number of participants in each of our focus group sessions was, on average, below these "minimums", the total number of sessions held in Washington, Chicago, and New York fell within this category. Importantly, we were able to achieve personal interviews with as many as 55 representatives from national partner agencies including representatives that did not attend our focus groups because of scheduling or other last minute cancellations. The richness with which data from both interviews and focus groups can be incorporated into mixed method qualitative data has been empirically supported in research by Kitzinger, 1994 and Morgan, 1997, as cited in Seal, Bogart, and Ehrhadrdt, 1997.

> *"Using identical questions and participants, our focus group discussions generated similar conclusions to our individual interviews, although the latter method produced a greater range and richness–depth of themes. However, these interview advantages were offset by the insights produced by the dynamic interactions of the group setting. Thus, we concur with other researchers who have asserted that the appropriate research question is not "Which is the better method," but rather "What is the appropriate use of each method—under what conditions and in order to answer what types of research questions?" (e.g., Kitzinger, 1994; Morgan, 1997)."*
>
> - *Seal, DW, Bogart, LM, & Ehrhardt, AA (1998).*

Exhibit 3-5: Considerations for Focus Group Size

Qualitative Approach	Minimum No. of Participants	Citations
Individual Interviews	12	Guest, Bunce, & Johnson, 2006
Focus Groups	6-9	Krueger, 2000
	6-10	Langford, Schoenfeld, & Izzo, 2002; Morgan, 1997
	6-12	Johnson & Christensen, 2004; Bernard, 1995
	8-12	Baumgartner, Strong, & Hensley, 2002

The sections below discuss the selection of locations and the recruitment of national partner representatives for the focus groups.

Location Selection

The ICF team first examined the geographic distribution of national partners by type of partner and by city. Exhibit 3-6 below shows that distribution.

Exhibit 3-6: Distribution of National Partners by City

Types of National Partners	DC	New York	Chicago	Los Angeles	Atlanta	Other cities	Totals
Business Partners	5	14	9	2	7	206	**243**
Not-for-Profit Partners	107	15	11	4	4	75	**216**
Faith-Based, Media, and Other	150	20	15	9	4	138	**336**
Total	**262**	**49**	**35**	**15**	**15**	**419**	**795**

Source: IPCD, U.S. Census Bureau

The cities are listed from left to right in decreasing order of the number of national partners located there. Other cities had fewer national partners than the ones shown. Based on the focus group recruiting ratios we experienced once recruiting began, it was decided to conduct focus groups in three cities (Washington, D.C., New York, and Chicago) and attempt to recruit the remaining national partners across the United States for telephone interviews.

Recruitment of Participants for Focus Groups and Interviews

National partners were recruited via e-mail and telephone contact over the course of 10 weeks, working with contact information that was supplied to us by the Census Bureau using the following steps:

1. Researchers would contact the individual on record as the point of contact for that partner, first by e-mail if an e-mail address was listed in the contact information, and following up by telephone using a prepared script (see Appendices B and C for the script and the protocol).

2. The researcher would attempt to recruit that person. If the person consented, the researcher arranged for scheduling the partner to a focus group if the partner was in one of the three cities with focus groups and to a telephone interview for all others. If the person declined to participate in a focus group, the researcher would then attempt to recruit the point-of-contact for an interview. If the person again declined, the researchers logged that national partner as not wanting to participate and did not contact them further.

3. If that original point-of-contact was no longer with the organization, the researcher would ask to speak to someone with knowledge about their organization's participation in the Partnership Program and attempt to reach that person for recruiting, following the steps above.

4. One or two days prior to the focus group taking place, the researcher would send a reminder email and conduct a reminder telephone call. Those partners who consented to an interview were called at the scheduled time for the interview.

The total number of focus groups conducted with national partners is provided in Exhibit 3-7 below.

Exhibit 3-7: National Partner Focus Groups and Number of Participants

City	Location	Number of Participants
DC Group 1	ICF International Washington, DC	5
DC Group 2	OMR Focus Groups Facilities Washington, DC	4
Chicago	Focus Pointe Global Focus Group Facilities Chicago, IL	3
New York	Focus Pointe Global Focus Group Facilities New York, NY	5
Total		**17**

There were 55 total participants for telephone interviews.

Procedures for Conducting Focus Groups/Interviews

One or more observers from the Census Bureau attended each focus group. Researchers recorded the audio portion of the focus groups. After each focus group, the audio recordings were converted to digital audio files playable on any personal computer.

Each focus group session used two research staff: a facilitator to lead the discussion and a recorder who took notes and summarized the interaction of participants as unobtrusively as possible. The focus group facilitator began each group by welcoming the participants and asking for the informed consent. The facilitator asked for permission to record the focus group. The facilitator also asked them to fill out a brief questionnaire on their organization and its experience as a national partner. The facilitator then led the focus group using a pre-established protocol.[2] When the focus group ended, participants received an honorarium payment of $50 in cash and signed a receipt with their name and address for the funds.

The national partner interviews were conducted by research staff over the telephone. The audio portion of the interviews were recorded with the permission of the partner. The interviews were also summarized in writing by the interviewer or by an assistant at the time of the interview.

All the protocols and related forms can be found in Appendices B and C of this report.

Topics Covered

Exhibit 3-8 summarizes the topic areas for the protocols used in the national partner focus groups and interviews.

Exhibit 3-8: Key Domains for Focus Groups and Interviews

Topic areas
Ways that organizations can get involved in the Partnership Program
How organizations can become aware of program
Factors that may prompt organizations to participate
Fit of program of the organization's overall marketing and publicity program
Feelings about being a partner
General feelings about being a partner
Usefulness and use of feedback to partners
Value of direct access to a Census Bureau representative
Preferred communication modes with the Census Bureau
Preference for materials
Necessary materials for program success
Types of materials
Best way to obtain materials
Most useful or most popular materials
Less useful or less popular materials
Designing organization's own materials
Other support that the Census Bureau can provide

[2] The partner focus group protocol and related forms were submitted to and received approval from the Office of Management and Budget in compliance with the Paperwork Reduction Act.

Exhibit 3-8: Key Domains for Focus Groups and Interviews

Topic areas
Community response
Reaction of target community to partner activities
Change in target community's perception of organization
Change in target community's perception of the Census Bureau
Staff response
Spread of individual participation within organization
Feelings of staff members involved in partner activities
Partner activities a burden to normal work
Organization's staff enjoyment of partner activities
Further development of the Partnership Program
Factors necessary for Partnership Program success
Organization's use of Census Bureau data
Ways in which the Census Bureau can help you use the data
Interest in continuing as partner in intercensal years
Preferred mode of communication
Any missed topics

3.3.3. Structured Discussion with Census Bureau Staff

Census Bureau staff associated with the Partnership Program has an extensive understanding of the program's strengths and weaknesses. They also have an appreciation of what metrics have been used in the past and those that can be used in the future to measure partner engagement and program success. With this in mind, a structured discussion was facilitated with those Census Bureau staff with a deep understanding of the program, not only from a theoretical perspective but also from a practical implementation perspective. As stakeholders in ensuring the success of the program, these staff members also have the best appreciation for metrics that can be used to indicate improvement and success of that program.

The structured discussion employed the Nominal Group Technique (NGT)[3] to facilitate the discussion and achieve consensus. Prior to convening the group, each potential participant was sent a short "pre-session worksheet" to complete. The worksheet and the protocol is provided in Appendix D. This worksheet served as an initial poll of ideas for important metrics that the Partnership Program should use. Three participants completed the pre-session worksheet. The relatively low proportion of participants filling this out may have limited the fruitfulness of the discussion when it took place.

The discussion facilitator arranged these pre-session ideas into categories for discussion. During the discussion, the facilitator presented the metrics listed in each category and then went around the room asking each participant to add to the list or comment on existing items on the list. After the participants had exhausted their additions to the list, participants voted on which metrics they felt were most important. During voting, some items were combined. The result of the voting was to identify which

[3] See, for example, Delbecq A. L. and VandeVen A. H, (1971). "A Group Process Model for Problem Identification and Program Planning," Journal Of Applied Behavioral Science VII (July/August, 1971), 466 -91.

metrics in each category were most important for the Partnership Program to assess in the future to measure improvement and success.

The protocol covered three areas for metrics: Partnership Program activities, Partnership Program outputs, and Partnership Program outcomes.

3.3.4. Literature Review

The project team conducted literature searches using the ProQuest computerized databases. The searches included scientific journals and articles from the popular press. The topics and concepts that were the object of the search included: partnerships between the private sector and the government sector, metrics used in programs involving government and private sector partnerships, effective engagement techniques, and barriers and enhancers of successful accomplishment of program goals.

The review was augmented by a number of government-supplied materials, consisting of various research reports generated by Census Bureau staff or by contractors engaged by the Census Bureau.

3.4. Methods of Analysis

The ICF project team conducted *quantitative analysis* of data for **local partners** to assess the extent to which their presence and activities affected mailback rates for the 2010 Census. This took the form of computing a number of regression models to measure the effects of local partners. We conducted a *qualitative analysis* of data collected from **national partners** to investigate how the National Partnership program may be improved. The data were collected via focus groups and telephone interviews with representatives from national partners. We used data from both types of partners to identify metrics that could be used in the future to measure the operational aspects and the success of the Partnership Program.

The sections below provide more detail on the analyses done for each of these types of partners.

3.4.1. Regression Analysis (Local Partners)

In order to conduct the regression analysis, the ICF team constructed an analytical database that consolidated all of the variables at the level of the individual census tract. The analytical database consisted of variables from the main data sources described above and certain transformations of the original variables. Each data source, with the exception of the media data, which was at the DMA level, included census tract numbers as part of the data set. Consolidating all of the variables was a relatively straightforward process using the census tract numbers.

Some variables in the raw data needed to be transformed to make their distribution better fit a normal curve or to put the data into categories that would be easier to interpret. The most common transformations of the raw data took one of two forms. For some variables as noted below, the data value was subject to a logarithmic transformation because the underlying distribution of the data values was log normal. For other variables, the data were collapsed into categories at the ordinal level of measurement for ease of analysis and interpretation. For example, the number of partners was not

included as a continuous variable but was collapsed into five categories. In the results we explain the nature of any transformations applied.

The resulting dataset consisted of four types of analytical variables: variables related to the HTC scores, socio-demographic variables that were considered to be covariates, partner and commitment variables that were the chief variables of interest for this report, and media-related variables also of interest.

Regression analysis was conducted separately for two different though related dependent variables: (1) the mailback rate from the 2010 Census; and (2) the "change score" representing the difference between the mailback rate for the 2010 Census and that for the 2000 Census.

The Issue of Multicollinearity among Variables

In analysis that contains many variables, the issue of multicollinearity is always a possibility. Multicollinearity simply means that two or more variables in a multiple regression equation are highly correlated with each other, which leads to a number of undesirable regression results. In order to gauge the degree to which multicollinearity existed between variables, all regression results are reported with the Variance Inflation Factor (VIF). The VIF is an indicator of the extent to which an independent variable is correlated with other independent variables in the regression equation. For this analysis, we adopt a convention of a VIF value of 10 or more as an indication of serious multicollinearity that needs to be addressed.

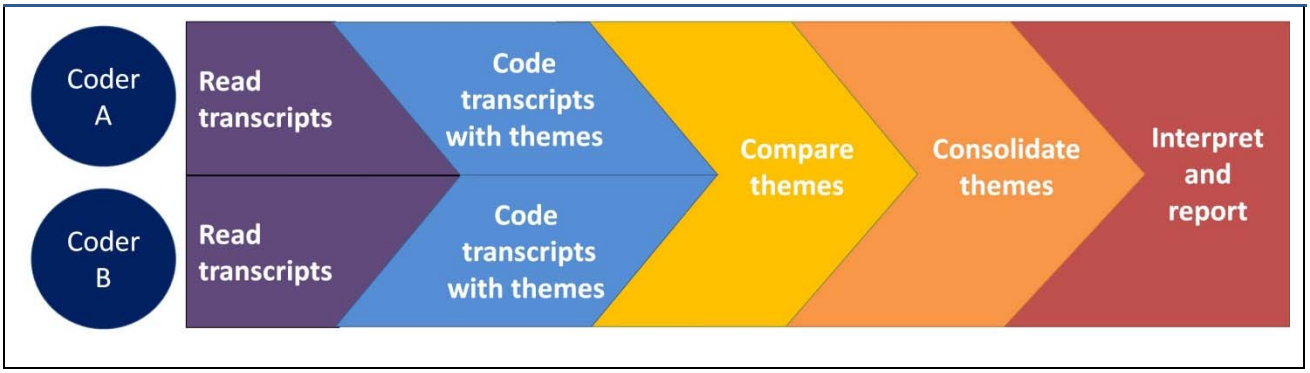
It should be noted that the presence of a high VIF has these ramifications:

- A high VIF indicative of multicollinearity does not significantly inflate the percent of variance accounted for (R-squared) by the regression model. Similarly, elimination of those variables with high correlation relationships will not significantly reduce the amount of variance accounted for.
- Variables with a high VIF will tend to have variances (and standard deviations) that are larger than they would be if multicollinearity were not present. This has the effect of making the affected coefficients in a regression equation not significant, when they really are.
- Thus, elimination of variables with high VIF statistics will make variables significantly related where they were not so before.

3.4.2. Focus Groups and Interviews with National Partners

The focus group and interview summaries and transcripts were analyzed using a process graphically depicted in Exhibit 3-9.

Exhibit 3-9: Qualitative Analysis Process



All focus group and interview transcripts were reviewed and analyzed by two coders. Each read the transcript of a focus group or interview once. Each then coded the transcripts for themes. The two coders then jointly reviewed each other's work and developed a consensus of the final themes embedded in a particular set of transcripts. The themes across all the transcripts were consolidated into tables for reporting, with accompanying quotations or extractions from interviewer notes, and interpretations in the text.

4. Limitations of Current Research

The research reported here is limited by the following factors:

1. **The assumption in the quantitative analysis that partner "influence" is limited to one census tract only.** The assumption that a local partner's influence via partnership activities extended to just the census tract in which the partner is located was made in order to simplify the analysis. The reality is that local partners have influence over varying geographic areas. The size of this "area of influence" varies with partner type. For example, a municipal government can affect the entire city containing hundreds of census tracts, while a small retail establishment, such as a dry cleaning store, may affect an area significantly smaller, comprising perhaps five to ten tracts. However, trying to calculate the number of census tracts affected by each partner is not practical when the number of local partners is in the hundreds of thousands. The implications of this assumption is that we may not be measuring the "true" effects occurring over a larger area than one census tract, thus making our measures less precise than they theoretically could be. However, our approach is still valid, because most local partners – especially small businesses – will have the greatest influence over populations that live closest to where they are located: within the census tract.

2. **The assumption that census tracts without partners were not influenced by partner activities.** The census tracts without partners were excluded from the analysis. This is a corollary to the prior limitation. In the analysis that follows, we exclude the census tracts that have no active local partners located within them. This implies that these census tracts were not influenced by any local partner activity. Most likely, except for those census tracts in rural areas with low population densities, the populations in these tracts were influenced to some degree by partners in adjoining census tracts. We have no way of knowing the extent to which these affects varied by type of partner, by type of activity undertaken by the partner, or other factors. As a practical matter, excluding these census tracts may reduce the measure of specific partners' effects or influence, but the vast majority of census tracts are still available for analysis, with local partners having their maximum effect within the census tract in which they are located.

3. **It is difficult to isolate partner effects in any one census tract which was also subject to other promotional efforts by the Census Bureau.** The Integrated Communications Campaign (ICC) for the 2010 Census contained a number of initiatives, all of them occurring more or less simultaneously in the year prior to and then during the 2010 Census. The ICC included the Census in Schools (CIS) program targeting virtually all schools at the K-12 levels in the country; the Partnership Program involving local partners; the National Partnership program involving organizations whose reach was national in scope; various events that were national as well as local, such as "March to the Mailbox"; and media campaigns involving television and radio in various markets across the country. Similar difficulties exist when evaluating any program that is conducted in field (as contrasted with laboratory) settings. In the analysis, we address this factor by examining the effects of variables that are specific to the Partnership Program, including the number of partners and the number and types of commitments. These variables are largely independent of the other initiatives that were part of the ICC. Additionally, in this analysis, we do examine the possible effects of the media campaign for

radio and television and control for these effects by including them in the regression equation. This will indicate the extent to which media (as one example) has a covarying effect along with partners on mailback rates.

4. **The difference between the Census Bureau's threshold value for what constitutes a high Hard-To-Count census tract and threshold for a high Hard-To-Count census tract score used in this quantitative analysis.** The Census Bureau uses a Hard-To-Count (HTC) score of 61 or more to consider a census tract as being hard-to-count. ICF used a threshold value based on the 75th percentile of HTC scores, which was an HTC score of 53 or more. The lower threshold value that ICF employed allowed for the inclusion of more census tracts in the analysis of high HTC levels, improving the power of the analysis. The average mailback rate from the 2000 Census was 62.4% for those high HTC tracts using the Census Bureau threshold and 63.7% for the high HTC tracts using the ICF threshold. This is an acceptably small difference for the purposes of this analysis.

5. **The potential for multicollinearity among the variables used in the quantitative portion of the analysis.** Some of the regression equations contain between 60 and 70 variables used as independent predictors of mailback rates, and we expect that some of these variables will be have correlations with each other. As noted earlier, we report the regression equations with the Variance Inflation Factor (VIF), an indicator of the presence of multicollinearity. In the worst case, the presence of multicollinearity will tend to hide the relationship between some of the independent and the dependent variables, with minimal effects on the variance accounted by the regression models.

6. **The potential for finding significant relationships due to chance because of the number of variables used the regression models.** Given the number of variables in the regression models, it is possible that two to three independent variables will be significantly related to dependent variable of mailback rates purely due to chance.[4] However, two factors mitigate this possibility in the results reported here. First, one would expect such occurrences to be random rather than systematic. The results reported here are consistent across all the regression models. Second, many of the significant relationships have a probability level of less than .0001: the likelihood of spurious relationships is one in 10,000. Therefore, we believe that the results reported here do not contain spurious relationships.

7. **The existence of other variables in the various data sources that were not used in the analysis**. It could be the case that some variable not used in the quantitative analysis and regression models might be a contributing significant factor to partner effects on mailback rates. Due to time and resource constraints, we were not able to systematically consider all possible variables. This includes variables from the IPCD, with which the ICF Team had limited familiarity. Investigation of additional variables from the sources used in this project may be worthy of a separate research effort that rigorously examines additional potential variables, including demographic, socioeconomic, partner-related, and commitment-related variables to further refine the model.

[4] This is a direct result of using a probability level less than .05 for detecting significance. At that level, one would expect one such spurious result in every 20 significant relationships.

8. **ICPD as a dynamic database**. The IPCD is ever-changing with the addition and deletion of partners. Furthermore, for established Census Bureau partners, there are also ongoing changes such as changes in leadership, in partner goals, in partner affiliations and memberships, and perhaps even in levels of engagement with the Census Bureau. Because our analysis must be carried out at a fixed point in time, the study's findings may have a shorter life than data from a less "active" database. The impact of such changes most likely have a small effect on research reported here, but may exist nevertheless.

9. **Overall quality of the IPCD as a data source**. We know from analysis of the 2010 Partner Survey that there are inconsistencies in the classifications of partner organizations and how some partner organizations self-identify their partner status. For example, a State university may be classified in as a higher level educational institution in IPCD, yet the university may identify itself to the Census Bureau as a State entity or a non-profit. The lack of mutually exclusive categories in IPCD classification introduces error in partner types and has implications for both sampling and analysis of partner organizations. Additionally, because IPCD is constantly updated, we can only assess the data quality of IPCD records received in data extracts provided to us for the evaluation.

10. **The focus on using all of the commitment records in the IPCD rather than just those identified as "completed" commitments**. Of the commitment data received from the Census Bureau, approximately 1/3 of the commitment records had a non-blank value for the "Event End Date". These data are very problematic so we decided to use all of the commitments. The problems with this date field include:

    - *Out-of-range values* - a number of the dates have the years 2000 and 2001 in this field. Several hundred commitments have a Event End Date beyond 2011.
    - *Date values that have the commitments ending too soon*. Tens of thousands of records have Event End Dates in the years 2008 and 2009. We think that any events actually ending that soon will have little or no effect on the mailback rate because of the time lag between the event and the 2010 Census enumeration activities.

11. **Qualitative nature of focus groups and interviews**. The focus groups and interviews were conducted with what amounted to a convenience sample of national partners. All national partners were contacted as part of the recruitment effort; however, the resulting mix of partners, while diverse, is not representative of the various partner types. The nature of qualitative research is to provide richness of information among diverse participants rather than identifying statistically significant results. The usual parametric statistics cannot be used in qualitative research; rather the qualitative results should be used to provide direction for future quantitative research as well as the generation of hypotheses. This is explained more fully in section 5.2 of this report.

12. **The difficulties of recruiting national partners for the focus groups and interviews**. We were able to recruit approximately five percent to ten percent of the partners for the focus groups. Overall, we were able to recruit about nine percent of all national partners for either activity. However, as noted earlier in section 3.3.2 of this report, the qualitative data are still useful and valid, despite the

relatively small proportion recruited. Qualitative data collection seeks to ensure that the diversity of possible viewpoints is reflected in the participants contacted, and this was achieved in the three cities and in the interviews.

13. **Use of incentives in the focus group sessions**. A $50 incentive was paid to participants who participated in focus group sessions. Telephone interview participants did not receive an incentive. It is not known what effect this difference might have on responses collected in either mode.

14. **The size of the individual focus groups as well as the total number of participants across all four focus groups**. Although there were only 17 national partner representative participants in the focus groups, this number still allows for the data analysis to examine recurring themes and to identify beliefs and perceptions that are shared by focus groups participants as well as those that are not shared. In either case, the goal of identifying such beliefs and perceptions has been achieved. This is covered in more detail in section 3.3.2 earlier in this report.

15. **Merging of focus group and individual interview data**. The questions asked in protocols for focus groups and telephone interviews were essentially identical, but there were some variations. For example, rating the top reasons an organization might partner with the Census Bureau stimulated informative discussions in the focus group setting but generated a single response from participants in the telephone interview. The overlap of questions in both instruments allowed for "data merging" on common themes but the practice could introduce error in data analysis. Data tables are presented separately for focus group and interviews.

16. **Generalization of current results for intercensal year activities.** The vast majority of activities related to the Partnership Program occur up to and during the Decennial Census. Given that the Partnership program has been relatively quiet during the intercensal years, any implications or projections for that time are highly speculative.

17. **Flawed structured discussion with Census Bureau staff**. A brief pre-session worksheet was emailed to the 15 Census Bureau staff who accepted the invitation to participate in the discussion on metrics for the Partnership Program. Of these, three returned the completed forms, limiting the potential number of metrics and approaches that could be discussed. Eight staff were present at the discussions, thus limiting the weight and diversity of viewpoints that could be shared and discussed. Additionally, the scheduled facilitator could not attend due to a severe traffic problem, forcing some improvising with regard to facilitation. The structured discussion voted on metrics for the partnership activities, but never completed discussion of the potential metrics for outputs and outcomes.

5. Results

This section presents the results of an analysis of the effects of the Partnership Program on mailback rates and the qualitative results from focus groups and interviews with national partners. The quantitative analyses in support of the first research question used an analytical dataset comprising data at the individual census tract level. Furthermore, the dataset was built using data from the IPCD concerning local and regional partners (hereinafter referred to as "local partners") that were aggregated or otherwise summarized at the census tract level. The qualitative data and analyses addressing research question two were collected from focus groups and interviews from a sample of national partners.

For ease and clarity of exposition, the characteristics of these two sources of partner information are described separately under each research question.

5.1. Research Question 1: What Are the Effects of the Partnership Program on Mailback Rates?

The primary purpose of the Partnership Program is to increase mailback rates, especially in those census tracts that are considered Hard-To-Count (HTC). To determine the effects of the Partnership Program on mailback rates, we built 24 different multiple regression models with various independent variables and covariates, as well as using two dependent variables: 1) 2010 Census mailback rate and 2) the change in mailback rate between the 2000 Census and the 2010 Census.

Key Finding:

The number of partners in High HTC census tracts is statistically significant and positively related to increases in the change between the 2010 Census mailback rate and the 2000 Census mailback rate.

Specifically, in high HTC census tracts, every increase in the number of partners (using the categories more fully explained below) results in an **increase of 0.27%** in the change score. The following table shows the potential effect on the change between the 2000 Census and 2010 Census mailback rate:

Category	Number of Partners	Increase in Mailback Rate
1	1	Reference category
2	2	.27%
3	3-4	.54%
4	5-9	.81%
5	10+	1.08%

The next section provides descriptions of some of the partner characteristics in the context of the census tract level analytical dataset.

5.1.1. Partner Characteristics

In this section, we provide descriptive information concerning partners.

Types of Partners

Exhibit 5-1 displays the number of local partners categorized by partner type, ranked in descending order by the percentage of total partners.

Exhibit 5-1: Distribution of Active Partner Types

Partner Type	Frequency	Percent	Cum %
Business Organization	69,661	32.17	32.17
Government	32,971	15.23	47.40
Non-Profit Community Organization (non-faith based)	28,513	13.17	60.57
Faith-Based Community Organizations	28,418	13.12	73.69
Education	27,024	12.48	86.17
Library	9,915	4.58	90.75
Healthcare Organization	4,926	2.28	93.03
Service-Based Organization	4,899	2.26	95.29
Media	4,558	2.11	97.40
Association	2,520	1.16	98.56
Tribal Organization	1,296	0.60	99.16
Union	580	0.27	99.43
Foundation	517	0.24	99.67
Non-U.S. Government	292	0.13	99.80
Congressional Office	178	0.08	99.88
Research and Other Non-Governmental Organization	127	0.06	99.94
State Data Centers/Census Information Centers/Business and Industry Data Center (SDC/CIC/BIDC)	125	0.06	100.00
Embassy/Consulate	5	0.00	100.00
Totals	**216,525**	**100.00**	

Source: IPCD, U.S. Census Bureau

Businesses comprise almost one-third of the total local partners, followed by government organizations at 15.23%, non-profit community organizations at 13.17%, and faith-based community organizations at 13.12%. If community organizations were combined (i.e., non-profit plus faith-based) they would total 26.29% and would rank second only to businesses among the partner types. There is a sharp drop in the number of types of partners after educational organizations. The top five types of partners in Exhibit 5-1 account for over 86% of the active partners in the IPCD.

Exhibit 5-2 shows the number of partners, the number of census tracts, and the average number of partners per census tract by the categorical variable that we created for three levels of the HTC score.

Exhibit 5-2: Partners and Census Tracts by Hard-To-Count Level

HTC Level	Number of Partners	Partner Percent	Number of Census tracts	Tract Percent	Average Number of Partners Per Tract
Low	26,275	12.21%	16,307	25.02%	1.61
Moderate	99,966	46.44%	32,866	50.42%	3.04
High	89,014	41.35%	16,011	24.56%	5.56
Total	**215,255**	**100.00%**	**65,184**	**100.00%**	**3.30**

Source: IPCD and PDB, U.S. Census Bureau

As was expected, and consistent with the goals and operations of the Partnership Program, those census tracts with high HTC scores have an average of three times as many partners as those with low HTC scores. The high HTC census tracts have almost the same number of partners focusing their efforts as the moderate HTC census tracts, even though the number of high HTC tracts is approximately half that of the moderate HTC tracts.

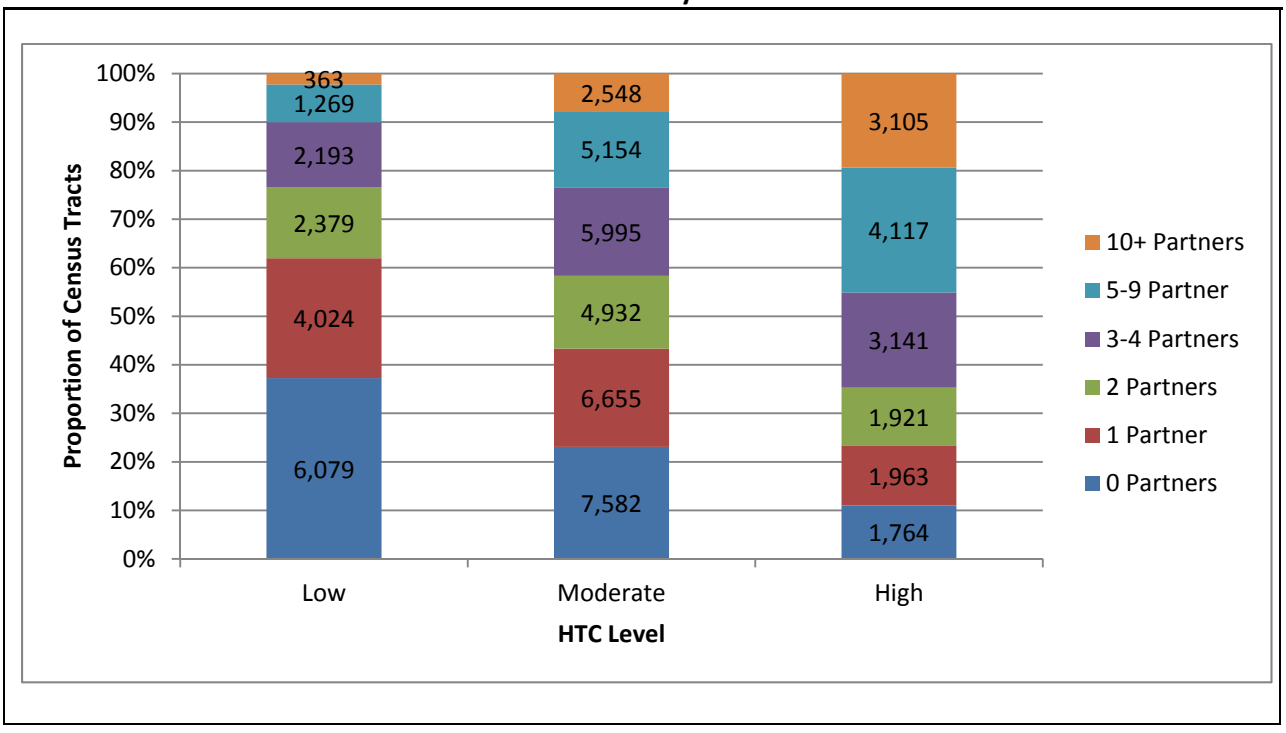
For the analysis, we created a variable that collapsed the number of partner types in each census tract into the following categories:

- 0 - for 0 partner types in that census tract
- 1 - for 1 partner in a census tract
- 2 - for 2 partners in a census tract
- 3 - for 3 or 4 partners in a census tract
- 4 - for 5 to 9 partners in a census tract
- 5 - for 10 or more partners in a census tract

We created this variable to create an even distribution of partners across categories. Exhibit 5-3 shows the distribution of census tracts by HTC level and by this categorization scheme.

Almost 24% of the census tracts had no partners associated with them. Of these, almost half were classified as either low or moderate HTC census tracts. Of interest for this report is the fact that over 45% of the high HTC census tracts had five or more partners associated with them, whereas the low and the moderate HTC census tracts had fewer. Again, this is consistent with the intent of the Partnership Program to focus on the HTC areas.

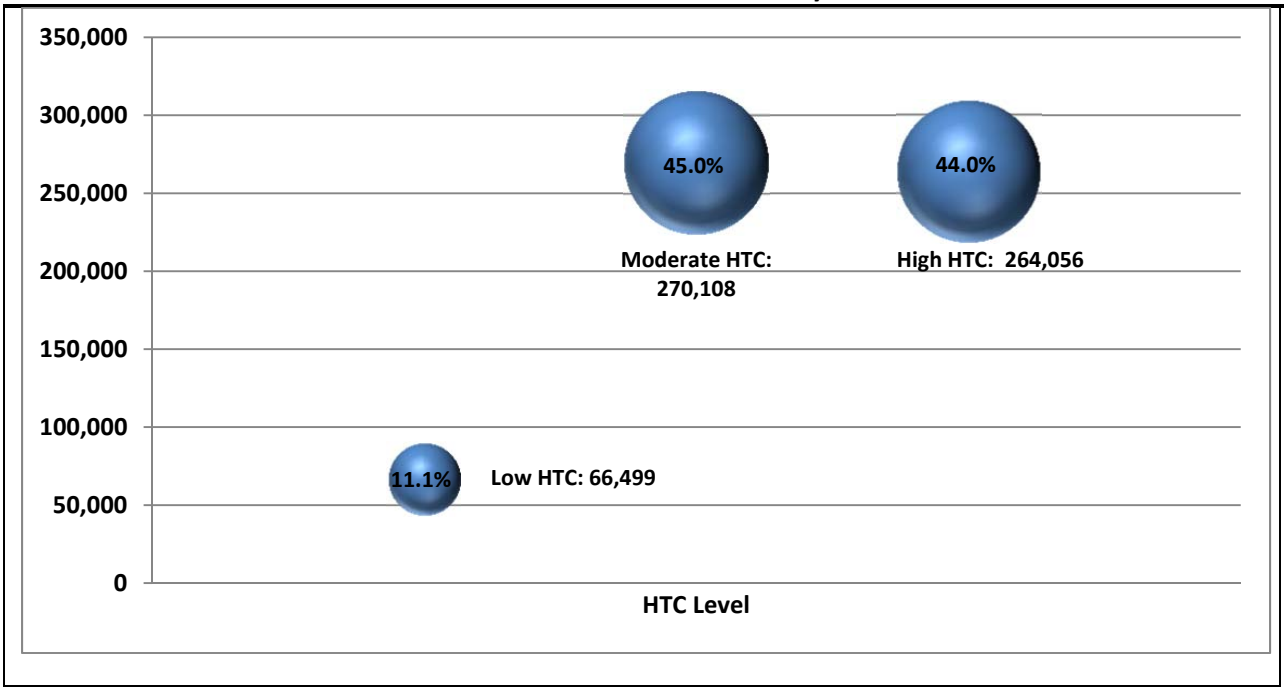
Exhibit 5-3: Distribution of Census Tracts by Number of Partners and HTC Level



Commitment Characteristics

The IPCD contains records for each activity that the partners committed to in support of the 2010 Census. Exhibit 5-4 below shows the number of commitments by level of HTC.

Exhibit 5-4: Number of Commitments by HTC Level

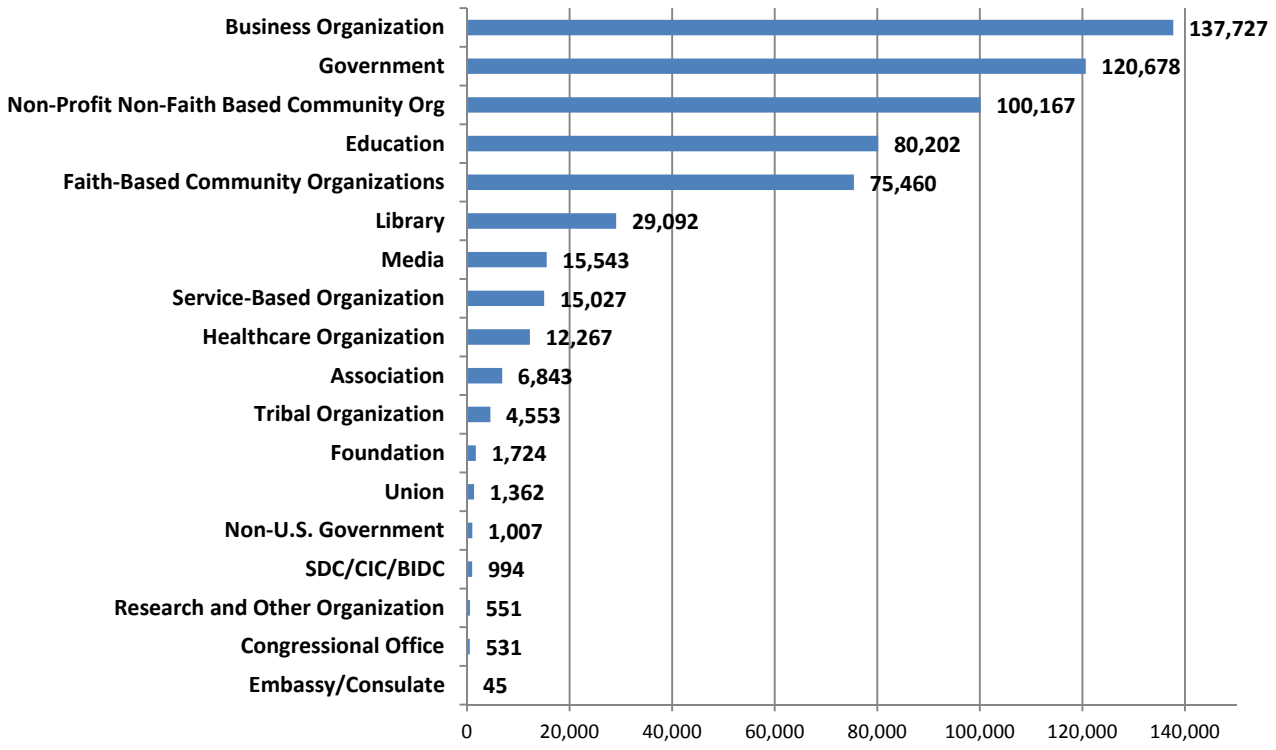


This distribution of commitments among HTC levels is consistent with the intent and purpose of the Partnership Program, with the number of commitments allocated to high HTC census tracts almost as many as for the moderate HTC tracts, even though there are half as many tracts.

The number of commitments by partner type is shown in Exhibit 5-5 below, sorted by total number of commitments in descending order. The columns include the partner type, the total number of commitments for that partner type, the percentage of commitments in relation to all, the cumulative percentage, and the average number of commitments per partner of that type.

The number of commitments follows a pattern similar to the distribution of partners, and with the top four or five partner types accounting for approximately 85% of all commitments.

Exhibit 5-5: Number of Commitments by Partner Type



The distribution of commitments by partner type tends to follow the distribution of the number of partners by partner type, and thus the distribution is not surprising.

The various types of commitments and their frequency are listed in Exhibit 5-6. Fifteen activities in this exhibit account for over 85% of all commitments.

Exhibit 5-6: Frequency Distribution of Types of Commitments

Commitment Type	Number	Percent	Cum Percent
Display/distribute printed materials	131,889	21.84	21.84
Encourage employee/constituents participation	73,987	12.25	34.09
Provide BC/QAC space	49,935	8.27	42.36
Use/distribute educational materials	38,171	6.32	48.68
Provide testing space	32,942	5.46	54.14
Other	31,657	5.24	59.38
Identify job applicants/assist recruiting	27,025	4.48	63.86
Use drop in articles/messages/logos	22,957	3.80	67.66
Put 2010 on agenda	19,753	3.27	70.93
Appoint liaison	19,131	3.17	74.10
Provide speaking opportunities/exhibit space	18,346	3.04	77.14
Provide training space	17,554	2.91	80.05
Allow census to post org name on census website	16,191	2.68	82.73
Serve on Complete Count Committee	12,440	2.06	84.79
Link to census website from org website	11,241	1.86	86.65

Exhibit 5-6: Frequency Distribution of Types of Commitments

Commitment Type	Number	Percent	Cum Percent
Form/host Complete Count Committee	10,105	1.67	88.32
Issue public endorsement	8,921	1.48	89.80
Highlight key operational events in publications	8,402	1.39	91.19
Sponsor a Census event	7,301	1.21	92.40
Volunteer/participate in census events	7,001	1.16	93.56
Air or run census promotions	6,547	1.08	94.64
Host meetings	6,217	1.03	95.67
Participate in partnership kick-off meetings	6,061	1.00	96.67
Use/distribute faith-based materials	4,147	0.69	97.36
Provide volunteers	3,921	0.65	98.01
Engage local and regional chapters	2,864	0.47	98.48
Provide speakers/participate in speaker bureau	2,863	0.47	98.95
Use/distribute press releases	2,680	0.44	99.39
Provide translator/translate materials	1,978	0.33	99.72
Translate materials	578	0.10	99.82
Provide list of shelters/soup kitchens	518	0.09	99.91
Sponsor event	343	0.06	99.97
Write/publish article	120	0.02	99.99
Organize/serve on Complete Count Committee	69	0.01	100.00
Totals	**603,855**	**100.00**	

It is no surprise that the most popular commitment - by far - is the commitment to display and distribute printed materials. What is surprising is that activities that may require significant effort or provision of other resources by partner are also among the top activities to which partners have committed.

For example, the second most cited commitment is that of encouraging employees and constituents to participate in the Decennial Census. This is exactly the type of "high touch" activity that can have a great deal of impact of the behavior of individuals and, thus, a direct impact on increasing the mailback rate. The next most frequent commitment is the provision of space to host Be Counted (BC) sites and Questionnaire Assistance Centers (QACs).

The number and proportion of commitments classified as "Other" is somewhat troubling. There are several possible reasons why this category is so large, over 5% of the total commitments. Among them are:

- Partners wanted to conduct an activity that was not one of the "standard" activities / commitments suggested by the Census Bureau.
- The number of commitments classified as other may be indicative of data entry issues that occur when Census Bureau staff are inserting or updating commitment information.

In an effort to better understand the relationship between types of partners and the commitments they choose to take on, we examined the top five commitments for the top five partner types. These are displayed in the Exhibit 5-7 below.

Exhibit 5-7: Top Five Commitments for the Top Five Types of Local Partners

Businesses		Government		Non-Faith Based		Education		Faith Based	
Commitment	**% of Total**	**Commitment**	**% of Total**	**Commitment**	**% of Total**	**Commitment**	**% of Total**	**Commitment**	**% of Total**
Display/ distribute printed materials	36.4%	Display/ distribute printed materials	15.5%	Display/ distribute printed materials	16.4%	Display/ distribute printed materials	18.6%	Display/ distribute printed materials	20.1%
Encourage employee / constituents participation	15.1%	Encourage employee / constituents participation	9.4%	Encourage employee / constituents participation	11.2%	Use/distribute educational materials	15.3%	Encourage employee / constituents participation	14.0%
Provide BC/QAC space	7.5%	Provide BC/QAC space	9.2%	Provide BC/QAC space	8.6%	Encourage employee/constituents participation	12.4%	Provide BC/QAC space	7.9%
Use/distribute educational materials	5.7%	Provide testing space	7.3%	Use/distribute educational materials	5.6%	Other	6.5%	Provide testing space	6.7%
Other	5.6%	Form/Host CCC	5.2%	Provide testing space	5.3%	Use drop in articles/messages/logos	4.9%	Identify job applicants/assist recruiting	5.6%
Totals	**70.4%**		**46.6%**		**47.0%**		**57.7%**		**54.3%**

The top five partner types are businesses, government organizations such as city and county governments, non-faith-based community organizations, education organizations, and faith-based organizations. The top five account for 86% of all local partners. Below each partner type are two columns. The first column lists the top 5 commitments for that partner type, and the second shows the proportion of those commitments to all the commitments for the partner type.

The total shows the percentage of the **listed commitments** by partner type. The totals are not 100% because they do not include the commitments not listed (i.e., those below the top five).

Exhibit 5-7 has two striking features:

- Extraordinary consistency of commitment types across partner types. There are a few exceptions (the position of "Other" commitments for example), but the top five partners have committed to performing more or less the same activities.
- The proportion of the top five commitments with respect to total commitments varies between business and non-business organizations. This implies that business partners take on a more restricted set of commitments than non-business partners do and are more satisfied with merely distributing materials than anything else.

This has implications for the recruitment messaging for business and non-business organizations. Specifically, when presenting a list of possible commitments, perhaps presenting a restricted list of possible commitments - say, five to eight - may result in more successful recruitment of business partners than presenting a list of 23 or so, along with the option for partners to develop their own commitments. Sometimes one can present too many choices, which becomes a barrier to decision-making rather than an enhancer.

This also has implications for the development of an engagement index. For example, although the top five types of partners all engage in distributing materials, businesses overwhelmingly choose this as a commitment as compared with the other four partner types listed in the table above. Distributing materials is a low involvement (on the partner's part), low touch (because it is passive) activity. We suggest, then, any index of partner engagement take into account the overall quality and type of commitment as will be discussed later in this report.

Finally, the reasons behind so many commitments being classified as "Other" needs to be extensively examined. For example, assuming the descriptions of the "Other" commitments are available, a content analysis of the descriptive phrases would reveal whether the "Other" commitments are due to customized commitments by the partners, due to data entry issues by Census Bureau staff, or due to a combination of both.

5.1.2. Relationship Between Hard-to-Count Scores and 2010 Census Mailback Rates

The main dependent variable of interest is the mailback rate for the 2010 Census. Exhibit 5-8 below shows the mean values for the 2000 Census mailback rate, the 2010 Census mailback rate, and the population for the three HTC levels.

Exhibit 5-8: Census Tract Mailback Rates and Population by HTC Level
For Tracts with Active Partners

HTC Level		Census 2000 rate	Census 2010 rate	Total Population
Low	Mean	83.9%	81.7%	5,450
	SD	(0.06)	(0.05)	(3,139)
	#tracts	10,186	10,205	10,207
Moderate	Mean	73.1%	72.9%	4,949
	SD	(0.10)	(0.09)	(3,018)
	#tracts	24,782	25,046	25,258
High	Mean	63.4%	64.5%	4,078
	SD	(0.46)	(0.09)	2,480
	#tracts	13,757	14,080	14,240
All	Mean	72.6%	72.4%	4,799
	SD	(0.46)	(0.09)	(2,480)
	#tracts	48,742	49,350	49,744

Source: U.S. Census Bureau

The high HTC census tracts tend to have lower populations on average than the moderate and low HTC census tracts. The average mailback rate for low HTC census tracts was slightly lower for the 2010 Census as compared to the 2000 Census, while the high HTC tracts showed a slight increase.

An examination of the mailback rates for the 2000 Census and the 2010 Census shows that the Low HTC census tracts mailback rates were higher in the past two Census efforts than the national average in 2010. The High HTC tracts have significantly lower scores than the national average, but there is a slight increase (1.1%) from the 2000 Census to the 2010 Census.

5.1.3. Basic Regression Model of Mailback Rates

We begin the analysis with the base regression model that essentially contains various demographic characteristics of each census tract coupled with certain variables derived from other sources. This regression can then be used as a baseline against which we can compare the effects of partner and commitment variables on the mailback rate in additional regressions described in subsequent sections.

Independent and Dependent Variable Specifications

The independent or predictor variables selected included those variables associated with HTC scores, as well as other socio-demographic variables. The classes of variables included:

- Household composition variables, included ages of household members and number of household members
- Housing variables including renter status and type of housing stock
- Race/ethnicity variables
- Employment and education variables

The dependent variable consisted of the mailback rates from the 2010 Census.

Controlling for Covariates

We also wanted to control for two additional variables that we deemed to be covariates (that is variables that may have an effect on mailback rates but that are not the chief variables of interest): HTC level and geographic region, which may be a surrogate for cultural and socio-economic differences related to mailback rates. We included two dummy variables representing moderate and high HTC levels (reference is low HTC level), and 11 dummy variables for the geographic areas associated with the 12 census regions (reference is the Atlanta office region).

Standardized and Unstandardized Coefficients Results

A complete set of regressions can be found in Appendix A of this report. All the regressions in this report are in a similar tabular display, with column headings as follows:

- **R^2 and adjusted R^2** - these values indicate the amount of variance in the dependent variable accounted for by the predictor variables. Adjusted R^2 takes into account the number or predictors in the regression equation. These values tell you how much the predictor variables account for why the mailback rates differ across different census tracts; the value ranges from 0 (no variance explained by these variables) to 1 (the variables predict the variance of the mailback rates perfectly).
- **Variable** - the name of the predictor variable in the regression equation. The variable names are abbreviated in order to make the table more legible. The "%" as the first part of the variable name means that the data point for that tract is a percent. Thus, "% families without children" stands for the percentage of families without children in a census tract (ranging from 0% to 100%), rather than the number of such families.
- **Parameter estimate** - the unstandardized regression coefficient. For every one-unit increase in the predictor variable (for example, for every 1 percentage point increase in the % of families without children) there is an amount of change (either positive or negative) in the outcome (mailback rates) equivalent to the number in the parameter estimate. It is important to remember that unstandardized coefficients are in the units of the independent variable with which they are associated. Thus, their magnitude should not be taken as an indicator of relative importance.
- **Standard error** - the standard error of the parameter estimate. This is an indication of the accuracy of the parameter. Large standard errors are less accurate than small ones.
- **Standardized estimate** - Standardized estimates can be used to indicate relative magnitude of one independent or predictor variable against others in the same regression equation. That is to say, that variables with the largest absolute value (large positive or large negative) of standardized estimates are most strongly related to the outcome (mailback rates). The standardized estimate is the parameter estimate subject to a linear transformation so that the mean is zero, and the standard deviation is 1.0. It shows the change in the outcome for every 1 standard deviation change in the predictor variable.
- **p <** - the probability of the particular parameter estimate occurring by chance, assuming the null hypothesis of no relationship between the predictor and the outcome is true. For example, a p-value

of 0.01 means that there is only a 1% chance of the observed relationship occurring if the real truth is that there is no relationship between the predictor and the outcome. Lower p-values give us more confidence that our findings are not due to chance. We adopt the convention that any $p < .05$ will be considered significant.

- **Variance inflation factor (VIF)** - a value that indicates that a predictor variable may be correlated with other variables in the regression equation, an instance of multicollinearity. The VIF shows how much the standard errors of the estimate for that variable are inflated due to the variable being correlated with other variables in the model. We adopt the convention that a VIF of 10.0 or more indicates problematic multicollinearity. Multicollinearity will not affect the variance explained (R^2 and adjusted R^2) by the model, but it may cause the parameter estimates, standard errors and p-values for the multicollinear variables to be not statistically significant when, in fact, they are. Although a number of different approaches to this issue can be found in the literature, no one approach has emerged as a panacea.[5]

  One approach to multicollinearity is to remove those variables with a high VIF, and examine the variables that remain. This processes is repeated until no more variables remain. This approach, however, runs the risk of model misspecification, wherein the variables that should be there are not. This report will note those variables that may have multicollinear relationships for possible investigate in future research projects.

In order to visually clarify the relationships, the regressions reported here have the following characteristics.

- The independent variables have been grouped into the major categories of HTC variables, other sociodemographic variables, geographic region variables, and HTC level variables Within each of the first two categories (HTC related variables and sociodemographic), the variables are further delineated by with subheadings.
- The variables with parameter estimates that are **not statistically significant** are in a light **gray font**.
- The variables with parameter estimates that are **negative** and statistically significant are in an orange font.
- The variables with parameter estimates that are positive and statistically significant are in a green font.

Exhibit 5-9 contains the results of the base model, in which the 2010 Census mailback rates are the dependent variable and demographic and socioeconomic variables are the interdependent variables. These are the variables that we expect to covary with 2010 mailback rates where we wish to control for their effects so that we can calculate the regression models with the primary variables for interest: the partner and commitment related variables.

[5] See, for example, an extended discussion of multicollinearity in the context of multiple regression in Pedhazur, E. J. (1997). *Multiple regression in behavioral research* (3rd ed.). Orlando, FL: Harcourt Brace.

Exhibit 5-9: Model 1 Base Regression Model of 2010 Census Mailback Rates
All Census Tracts with Demographic and Socioeconomic Variables Only
with 2010 Mailback Rates as the Dependent Variable
R-squared = .4871 Adjusted R-squared = .4867

Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.91385	0.01140	0.00000	<.0001	0.00
HTC variables					
Education					
% not high school grad	**-0.00015**	**0.00005**	**-0.01735**	**0.0063**	**5.04**
% bachelors degree or higher	**0.00082**	**0.00003**	**0.14147**	**<.0001**	**2.76**
Household characteristics					
% single housing unit	**-0.00036**	**0.00003**	**-0.08359**	**<.0001**	**5.91**
% renter occupied	0.00002	0.00004	0.00366	0.6657	8.97
% occupied units with >1.5 persons per room	-0.00019	0.00016	-0.00434	0.2443	1.74
% households not spouses	**0.00034**	**0.00004**	**0.05358**	**<.0001**	**6.09**
% occupied units with no phone	**-0.00114**	**0.00008**	**-0.04876**	**<.0001**	**1.57**
% households on public assistance	**0.00026**	**0.00011**	**0.00890**	**0.0191**	**1.80**
% linguistically isolated households	**0.00083**	**0.00008**	**0.06627**	**<.0001**	**5.38**
% occupied units householder moved 1999-2000	**-0.00055**	**0.00005**	**-0.06379**	**<.0001**	**4.33**
Individual characteristics					
% people below poverty level	**-0.00107**	**0.00005**	**-0.12652**	**<.0001**	**4.15**
% people unemployed	0.00009	0.00012	0.00271	0.4626	1.70
Other sociodemographic variables					
Total population	**0.00000**	**0.00000**	**0.08748**	**<.0001**	**1.28**
Population age					
% age 9 or younger	**-0.00058**	**0.00012**	**-0.02622**	**<.0001**	**3.65**
% age 10-14	**-0.00067**	**0.00016**	**-0.01697**	**<.0001**	**2.06**
% age 15-17	**-0.00084**	**0.00019**	**-0.01580**	**<.0001**	**1.62**
% age 18-24	**-0.00020**	**0.00009**	**-0.01532**	**0.0192**	**5.36**
% age 45-64	**-0.00178**	**0.00013**	**-0.10812**	**<.0001**	**7.56**
% pop age 65 or over	**-0.00051**	**0.00012**	**-0.03438**	**<.0001**	**7.82**
Race/ethnicity					
% Black	**-0.00080**	**0.00002**	**-0.17962**	**<.0001**	**2.73**
% Hispanic	**0.00007**	**0.00003**	**0.01280**	**0.0448**	**5.10**
% Asian and Pacific Islanders	**0.00030**	**0.00005**	**0.02397**	**<.0001**	**2.21**
% American Indians	**-0.00361**	**0.00012**	**-0.08625**	**<.0001**	**1.08**
Moved past year					
% to different state, city and county	**-0.00177**	**0.00011**	**-0.05784**	**<.0001**	**1.64**
% within same state to different city and county	**-0.00069**	**0.00009**	**-0.02596**	**<.0001**	**1.58**
% to different city within same county	**0.00080**	**0.00009**	**0.03104**	**<.0001**	**1.42**
% within same city and county	**0.00048**	**0.00007**	**0.03014**	**<.0001**	**2.50**
% within same city but to a different county	**0.00338**	**0.00048**	**0.02126**	**<.0001**	**1.15**
Householder age					
% age < 25	**-0.00032**	**0.00010**	**-0.01962**	**0.0010**	**4.47**
% age 25-44	**-0.00045**	**0.00008**	**-0.04574**	**<.0001**	**8.80**
% age 65 or over	**0.00058**	**0.00009**	**0.05193**	**<.0001**	**8.86**
Household size					

Exhibit 5-9: Model 1 Base Regression Model of 2010 Census Mailback Rates All Census Tracts with Demographic and Socioeconomic Variables Only with 2010 Mailback Rates as the Dependent Variable R-squared = .4871 Adjusted R-squared = .4867					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
% 2 person	-0.00040	0.00006	-0.03173	<.0001	2.44
% 3-4 person	0.00021	0.00005	0.01786	0.0001	2.76
% mobile homes	-0.00074	0.00004	-0.07538	<.0001	2.55
% families without children	-0.00041	0.00005	-0.04563	<.0001	3.58
% born in foreign countries	-0.00096	0.00006	-0.12494	<.0001	6.79
% using public transport	-0.00063	0.00004	-0.07463	<.0001	3.05
Geographic region (reference=Atlanta)					
Boston	-0.02600	0.00160	-0.06615	<.0001	2.07
Charlotte	0.02942	0.00142	0.08299	<.0001	1.99
Chicago	0.01485	0.00152	0.04002	<.0001	2.09
Dallas	-0.03369	0.00146	-0.09410	<.0001	2.08
Denver	-0.03042	0.00159	-0.07572	<.0001	1.96
Detroit	0.00648	0.00150	0.01814	<.0001	2.20
Kansas City	-0.00274	0.00151	-0.00744	0.0701	2.11
Los Angeles	-0.01845	0.00176	-0.04697	<.0001	2.50
New York	-0.05570	0.00206	-0.13016	<.0001	2.89
Philadelphia	0.00282	0.00153	0.00755	0.0660	2.11
Seattle	-0.00345	0.00163	-0.00868	0.0339	2.09
HTC level (reference=Low HTC score)					
Moderate HTC score	-0.05164	0.00093	-0.24710	<.0001	2.46
High HTC score	-0.08326	0.00158	-0.34247	<.0001	5.30

Most of the variables are significantly related to mailback rates.

Given that these are variables that are used in the calculation of the HTC score, the education variables have estimated parameters in the expected directions (i.e., percent of the census tract not a high school graduate is negatively related to mailback rates, while a college degree or higher is positively related to mailback rates).

Some of the relationships are puzzling. The Household Characteristics variables show that the proportion of the population on public assistance and linguistically isolated households are positively related to mailback rates, when one would expect the reverse to be true. We have no ready explanation for this phenomenon.

While the total population size of a census tract is positively related to higher mailback rates, a higher proportion of various age groups are negatively related. However, given the relatively higher VIFs for the age group, this may be explained by possible multicollinearity effects between the two.

Race/ethnicity variables show that Percent Black and Percent American Indian are negatively related to 2010 mailback rates while Percent Hispanic and Percent Asian and Pacific Islander are positively related. These relationships may be related to those variables - some of which are in this base model - that denote overall socioeconomic status. The median income, one indicator of socioeconomic status, for Hispanics has surpassed that of Blacks, in some urban areas such as Chicago, and thus supporting the

notion that these results are explained by that factor. The household size variables also may be surrogates for complex socioeconomic status variables.

The effects of the Regional Office variable vary as either positive or negative, relative to the Atlanta Regional office which is reference. We have no explanation for these relationships.

Overall, the regression model accounts for 48.7% of the variance in the dependent variable. In other words, demographic and socioeconomic variables account for this variance. The variable with the strongest positive relationship to mailback rates is percent bachelor's degree or higher, while the variable with the strongest negative relationship is percent black (after the HTC level variables).

This regression constitutes the baseline model against which we will compare the variables of interest in this research. We next examine the relationship of the effects of media on mailback rates.

5.1.4. Analysis of Media Effects on Mailback Rates

As noted above, a Gross Rating Point is a measure of the total number of advertising impressions delivered using a media schedule, multiplied by the percentage of the target audience reached. For example, an advertisement delivered five times in a radio or television time slot that has a 30 percent market share results in a GRP of 150. It is important to keep in mind that GRP is a measure of the advertising impressions **delivered** to a target population, and not an indicator of whether those impressions were actually seen or heard or the effects they may have had.

Exhibit 5-10 shows the results of a regression on mailback rates of (1) the total GRPs delivered to target audiences of persons 18 years or older in first calendar quarter of 2010, and (2) the total GRPs delivered in the second quarter (this regression model does not include the covariates and other predictors from the prior regression model). Building awareness was the major media theme during the first two months of the first quarter, while increasing motivation to respond was the theme for later media efforts.

The GRPs were analyzed at the Designated Market Area (DMA) level, by assigning the same GRP data values to all the census tracts within a DMA. Compared to other variables in the regression models reported here, the GRPs have a much smaller variability: there are over 65,000 census tracts, and 210 DMAs.

The regression results are presented in Exhibit 5-10 below.

Exhibit 5-10: Model 2 - Media Effects Model All Census Tracts with Media Variables Only with 2010 Mailback Rates as the Dependent Variable R-squared =.0013 Adjusted R-squared = .0013					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.71440	0.00205	0.00000	<.0001	0.00
Media					
First quarter GRPs	0.00002	0.00000	0.04208	<.0001	1.91
Second quarter GRPs	-0.00000	0.00000	-0.00998	0.0661	1.91

The first quarter GRPs are significantly related to the 2010 Census mailback rates and the second quarter GRPs are not. The effect is very small, accounting for much less than one percent of the variance in the model.

This should not be interpreted as showing the media buys have no effect, but as indicative of restricted variability for these predictor variables, especially as applied across the various census tracts. GRPs in the first quarter had a mean value per census tract of 1370, and 975 for the second quarter (mode value, or the 50th percentile was 1301, and 895 respectively). Furthermore, the GRPs in second quarter were very skewed with a high kurtosis value, while those in the first quarter were not, implying that the preponderance of GRPs were low in number.[6]

Lastly, the GRP data was specific to Designated Market Areas (DMAs), where a DMA consists of thousands of census tracts. Thus, thousands of census tracts (i.e., those within one DMA) had the same value with virtually no variance. The restricted variability of the independent variable, coupled with the large variability in the dependent variable (i.e., mailback rates for each census tract) severely limits the analytical power that can be brought to bear on this relationship.

5.1.5. Partner Activity and Commitment Effects on Mailback Rates

We next examine the effects of those predictor variables related to partners and their commitments. Exhibit 5-11 describes the variables that were used as indicators of partner presence and partner commitments in each census tract.

[6] Skewness refers to the degree to which the distribution of the values of a variable deviate from horizontal symmetry. Kurtosis refers to the degree to which the distribution of the values of a variable has a high and sharp or a low and flat peak as compared to the normal curve. Both are independent of one another, so that, for example, a distribution can have both high skewness and high kurtosis. Both are used to assess the deviation from a normal or bell-shaped curve or distribution.

Exhibit 5-11: Partner Activity and Commitment Related Variables

Variable type	Variable	Description
Partner Variables	Number of partners	Total number of partners in census tract as a 5 category variable
	Log number of business partners	Total number of business partners in a census tract expressed as a logarithm because of a log normal underlying distribution
	Log number of faith-based organizations	Total number of faith-based organizations in a census tract expressed as a logarithm because of a log normal underlying distribution
	Log number of government partners	Total number of government partners in a census tract expressed as a logarithm because of a log normal underlying distribution
	Log number of media partners	Total number of media partners in a census tract expressed as a logarithm because of a log normal underlying distribution
	Log number of service-based organizations	Total number of service-based organization partners in a census tract expressed as a logarithm because of a log normal underlying distribution
	Log number of non-profit community organizations	Total number of non-profit community organization partners in a census tract expressed as a logarithm because of a log normal underlying distribution
	Log number of education partners	Total number of educational organization partners in a census tract expressed as a logarithm because of a log normal underlying distribution
Commitment Variables	Number of commitments	Total number of commitments by partners in the census tract
	Total value	Total dollar value of those commitments
	Log number of commitments to display/distribute	Number of commitments to display or distribute printed materials expressed as a logarithm because of a log normal underlying distribution
	Log number of commitments to encourage employees and constituents	Number of commitments to encourage employees and constituents to participate in the 2010 Census expressed as a logarithm because of a log normal underlying distribution
	Log number of commitments to provide BC/QAC space	Number of commitments to provide space for a Be Counted (BC) site or a Questionnaire Assistance Center (QAC) expressed as a logarithm because of a log normal underlying distribution
	Log number of commitments to distribute educational materials	Number of commitments to use and distribute educational materials expressed as a logarithm because of a log normal underlying distribution

A log transformation was applied to variables as noted in the above table because an initial examination of their distributions indicated large values for both skewness and kurtosis. The extraordinary large values for both indicated severe deviations from a normal distribution, most likely caused by outlier values.

In such instances, a number of transformations can be applied to the data to make them more normal in form.[7] We chose to use a log transformation of these variables, substituting each original data value

[7] See, for example, R. Radcliff. (1993). Methods of dealing with reaction time outliers. Psychological Bulletin, 114(3), 510-532; and Cruz, D. (2007). Application of data screening procedures in stress research. The New School Psychology Bulletin, 5(2), 41-45. This articles deal with data with similar distribution issues as the data being used here.

with its natural logarithm. The net result is that the distribution of the variables had significant reductions in skewness (e.g., from 35.62 to 1.87) and kurtosis (e.g., from 3,895.05 to 1.875).

With the log transformation of an independent variable, using the unstandardized parameter to calculate the effect on mailback rates requires operating on the log of the data value and then performing an inverse log transformation in order to get back to "real world" values.

The coefficients for the partner and commitment effects regression are given in Exhibit 5-12. The various coefficients have been color-coded to aid in visual interpretation. The variables that have statistically significant negative parameter estimates, indicating an inverse relationship, are highlighted in yellow, and variables with statistically significant positive parameter estimates are highlighted in green. Those predictors that are **not** significant have been highlighted in a gray background.

Exhibit 5-12: Model 3: Partner and Commitment Effects Model
All Census Tracts with Partner Variables with
2010 Mailback Rates as the Dependent Variable
R-squared =.0941 Adjusted R-squared = .0938

Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.75718	0.00076	0.00000	<.0001	0.00
Number of partners	-0.01357	0.00070	-0.23960	<.0001	6.18
Number of commitments	-0.00014	0.00006	-0.02549	0.0210	5.00
Total value	0.00000	0.00000	0.01607	0.0228	2.04
Total minority value	-0.00000	0.00000	-0.00193	0.7810	1.97
Partner types					
Log number of business partners	0.00799	0.00137	0.05255	<.0001	3.33
Log number of faith-based organizations	0.00177	0.00151	0.00771	0.2425	1.78
Log number of Government partners	0.00980	0.00166	0.03765	<.0001	1.67
Log number of media partners	0.00716	0.00281	0.01379	0.0109	1.20
Log number of service-based organizations	0.00156	0.00292	0.00286	0.5941	1.18
Log number of non-profit community organizations	-0.00434	0.00160	-0.01952	0.0068	2.13
Log number of education partners	0.00873	0.00165	0.03438	<.0001	1.73
Commitment types					
Log number of commitments to display/distribute	-0.00445	0.00155	-0.03635	0.0040	6.53
Log number of commitments to encourage employees and constituents	0.00249	0.00138	0.01647	0.0719	3.43
Log number of commitments to provide BC/QAC space	-0.02372	0.00143	-0.12545	<.0001	2.33
Log number of commitments to use distribute educational materials	-0.00022	0.00157	-0.00112	0.8872	2.55

The number of partners and the number of commitments per census tract are inversely related to the 2010 mailback rates, meaning that a higher number of partners and a higher number of commitments are associated with lower mailback rates. The same inverse relationship is apparent for the number of non-profit community organizations, the number of commitments to display and distribute printed materials, and the number of commitments to provide BC/QAC space.

These relationships can be explained through the following:

- High HTC census tracts have more partners associated with them than moderate or low HTC tracts.
- High HTC census tracts, even if they have improved mailback rates as compared to those from the 2000 Census, still have lower mailback rates on average than low HTC or moderate HTC tracts.
- Using all census tracts in the analysis, there will be a larger number of partners associated with higher HTC tracts, and thus lower response rates, as compared with lower HTC tracts; this relationship appears as a negative regression coefficient or parameter estimate for a number of partners.
- In a similar fashion, certain types of commitments or types partners that are positively related to mailback rates are probably also more common in low HTC census tracts, which will tend to have higher mailback rates.

The partner and commitment variables by themselves account for approximately 9% of the variance in the 2010 Census mailback rates. The initial indication is that overall, partners and commitments do have an effect on mailback rates. But in the above regression model, the nature of that effect is mixed. We can think of the base regression model (Model 1 in Exhibit 5-9) as the one with no partner effects and no commitments. That model explained approximately 48.7% of the variance in 2010 mailback rates. The question is whether the addition of the partner and commitment variables to the basic demographic model substantially improves the explained variance in mailback rates.

In the next section, we examine the full regression model including the covariates in the base model plus the media variables and the partner and commitment variables.

5.1.6. Regression Models of Partner Effects

We entered all of the variables described in the previous sections into one regression model. The classes of variables included:

- The main **independent variables** of interest related to partner presence and activity as described by their commitments
- **Other independent variables** related to media effects
- The HTC, demographic, and socio-economic variables that we are treating as **covariates** to the regression model
- The **dependent variable** of 2010 Census mailback rates

Exhibit 5-13 displays the results. The media, partner and commitment predictor variables are listed at the top with the same color scheme as was used for exhibits containing the results for the media effects and partner effects models.

The covariates were included in the model but are not shown here to focus on the predictors of interest. Please refer to Model 4 in Appendix A for the complete model specification.

Exhibit 5-13: Model 4 - Full Regression Model
All Census Tracts with Demographic Socioeconomic Media and Partner Variables with 2010 Mailback Rates as the Dependent Variable
R-squared = .5366 Adjusted R-squared = .5358

Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.94505	0.01392	0.00000	<.0001	0.00
Media					
First quarter GRPs	-0.00004	0.00000	-0.10227	<.0001	5.05
Second quarter GRPs	0.00001	0.00000	0.03237	<.0001	3.35
Number of partners	-0.00048	0.00052	-0.00853	0.3550	6.76
Number of commitments	-0.00003	0.00004	-0.00559	0.4879	5.16
Total value	0.00000	0.00000	0.00971	0.0557	2.05
Total minority value	-0.00000	0.00000	-0.00585	0.2406	1.98
Partner types					
Log number of business partners	-0.00052	0.00098	-0.00345	0.5986	3.41
Log number of faith-based organizations	0.00005	0.00110	0.00022	0.9643	1.87
Log number of Government partners	-0.00354	0.00124	-0.01374	0.0043	1.84
Log number of media partners	0.00176	0.00203	0.00341	0.3865	1.23
Log number of service-based organizations	0.00167	0.00209	0.00310	0.4241	1.20
Log number of non-profit community organizations	0.00410	0.00116	0.01869	0.0004	2.21
Log number of education partners	0.00011	0.00119	0.00045	0.9240	1.79
Commitment types					
Log number of commitments to display/distribute	-0.00091	0.00111	-0.00755	0.4101	6.68
Log number of commitments to encourage employees and constituents	0.00002	0.00101	0.00014	0.9835	3.62
Log number of commitments to provide BC/QAC space	-0.00428	0.00105	-0.02294	<.0001	2.50
Log number of commitments to use distribute educational materials	0.00077	0.00113	0.00395	0.4913	2.62

The parameter estimates do not provide a clear story of the effects of media, partners and commitments. For example, the effects of media for the first quarter of 2010 are inversely (i.e., negatively) related to mailback rates, and positively related in the second quarter. Neither the number

of partners nor the number of commitments is significantly related to mailback rates. Of the various partner types, only the number of government partners and of non-profit community centers were significant, albeit in opposite directions (number of government partners negative, and number of non-profit partners positive). Of the various commitment types examined, only two were significant, and both were negatively related to mailback rates.

The covariates (i.e., the HTC variables, the sociodemographic variables, geographic region variables and HTC level variables) show similar relationships as in the base model. The same variables showed higher VIF values as in the base model (see, for example, the age-related variables in the exhibit above).

In order to clarify the dynamics of the effects of the variables of interest, we computed a number of different regression models, 24 in all, including the ones described above. The 24 models were calculated by running four regression models times two different outcome measures for two census tract selections, plus a variation on the four models using change scores that control for the 2000 Census mailback rates.

- The two census tract selections were 1) all census tracts and 2) only those census tracts that were in the high HTC category. We reasoned that census tracts in the high HTC group had the greatest opportunity to increase mailback rates and thus would show results that were clearer and less ambiguous than those in the regressions with all census tracts.
- Two different outcome measures: 1) 2010 Census mailback rates; 2) the "change score" calculated as the difference between the 2000 mailback rates and the 2010 mailback rates for each census tract.
- The variation included using the change scores between the 2000 Census and the 2010 Census while controlling for the 2000 Census mailback rates by using it as a covariate in the model. This has the net effect of examining just the change score itself, apart from whether the 2000 mailback rate was higher or lower.

Exhibit 5-14 below summarizes what variables are included in the various regression models that we calculated. All of the regressions are contained in Appendix A of this report. The regressions calculated using all census tracts are on the left side of the Exhibit, and those using the high HTC tracts are listed on the right. The three groups correspond to the two different independent variables and the variation that controls for the effect of the 2000 Census mailback rates. The black circles represent which major set of variables were include in that regression model. For example, the model has a black circle for "Demographics" but is blank for the other variables, meaning that only the demographics (i.e., HTC related variables, sociodemographic, etc) were used. Model 4 has black circles for all the variable sets because it is the full model. Of chief interest are the R-squared numbers, showing the how well the regression models fit the data (i.e., variance accounted for).

Exhibit 5-14: Summary of Multiple Regression Models

Dependent Variable: 2010 Mailback Rate								
	All census tracts				High HTC Level			
Variable Set	Model 1	Model 2	Model 3	Model 4	Model 13	Model 14	Model 15	Model 16
Demographics	●			●	●			●
Media		●		●		●		●
Partnerships			●	●			●	●
R-Square	.4871	.0013	.0941	.5366	.2904	.0304	.0076	.3347
Adjusted R-Square	.4867	.0013	.0938	.5358	.2882	.0303	.0063	.3308
Dependent Variable: Mailback Rate Change from 2000 Census to 2010 Census								
	All census tracts				High HTC Level			
Variable Set	Model 5	Model 6	Model 7	Model 8	Model 17	Model 18	Model 19	Model 20
Demographics	●			●	●			●
Media		●		●		●		●
Partnerships			●	●			●	●
R-Squares	.1593	.0024	.0197	.1720	.1015	.0019	.0214	.1370
Adjusted R-Squares	.1586	.0024	.0193	.1705	.0987	.0018	.0201	.1318
Dependent Variable: 2000-2010 Mail Participation Rate Change, Controlling for Baseline 2000 Participation Rates								
	All census tracts				High HTC Level			
Variable Set	Model 9	Model 10	Model 11	Model 12	Model 21	Model 22	Model 23	Model 24
Demographics	●			●	●			●
Media		●		●		●		●
Partnerships			●	●			●	●
2000 Participation Rate	●	●	●	●	●	●	●	●
R-Squares	.3742	0.2583	.2798	.4052	.3260	.2489	.2729	.3715
Adjusted R-Squares	.3737	0.2582	.2795	.4041	.3238	.2488	.2719	.3677

In all cases, demographics explain most of the variance. The addition of the media and partnership variables into the regression models account for approximately 3% to 5% additional variance in the dependent variable (either 2010 mailback rates or the change in mailback rates between 2000 and 2010).

The model that explains the most variance is the full model for the high HTC census tracts with 2000 mailback rates included as a covariate and the dependent variable of the change in mailback rates. The model parameter estimates are shown in Exhibit 5-15 below. Except for the variable for the 2000 Census mailback rate, the covariates in the model are not shown in this exhibit to focus on the predictors of interest. Please refer to Model 24 in Appendix A for complete specifications and parameter estimates.

Exhibit 5-15: Model 24 HTC Level 3 Census Tracts Only
Full Model - High HTC Level Census Tracts with Demographic Socioeconomic Media and Partner Variables with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates
R-squared = .3715
Adjusted R-squared = .3677

Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.43361	0.01967	0.00000	<.0001	0.00
Media					
First quarter GRPs	-0.00005	0.00000	-0.21020	<.0001	5.87
Second quarter GRPs	0.00001	0.00000	0.02684	0.0708	3.81
Number of partners	0.00270	0.00074	0.06039	0.0003	4.73
Number of commitments	0.00001	0.00005	0.00383	0.8188	4.83
Total value	0.00000	0.00000	0.01070	0.2258	1.35
Total minority value	-0.00000	0.00000	-0.00738	0.3921	1.28
Partner types					
Log number of business partners	-0.00347	0.00119	-0.03812	0.0036	2.97
Log number of faith-based organizations	0.00168	0.00132	0.01237	0.2028	1.63
Log number of Government partners	-0.00175	0.00150	-0.01192	0.2418	1.79
Log number of media partners	-0.00127	0.00244	-0.00448	0.6018	1.27
Log number of service-based organizations	0.00314	0.00237	0.01105	0.1843	1.20
Log number of non-profit community organizations	0.00436	0.00138	0.03469	0.0016	2.10
Log number of education partners	0.00321	0.00146	0.02113	0.0279	1.60
Commitment types					
Log number of commitments to display/distribute	-0.00184	0.00143	-0.02304	0.2002	5.59
Log number of commitments to encourage employees and constituents	0.00163	0.00126	0.01722	0.1963	3.07
Log number of commitments to provide BC/QAC space	-0.00338	0.00129	-0.02900	0.0089	2.12
Log number of commitments to use distribute educational materials	-0.00279	0.00136	-0.02389	0.0401	2.34
2000 mailback rate	**-0.48571**	**0.00763**	**-0.62561**	**<.0001**	**1.67**

These findings form the heart of the matter with regard to partner and commitment effects on the change scores between the 2000 Census and 2010 Census. The model accounts for a total of 37% of the variance in the change in mailback rates. The following variables are positively related to the change in mailback rates between 2000 and 2010 for census tracts in high HTC areas:

- Number of partners per census tract
- Number of non-profit community organizations
- Number of educational partners

The following variables are negatively related to the change in mailback rates between 2000 and 2010:

- Number of business partners
- Number of commitments to provide BC/QAC space
- Number of commitments to use or distribute educational materials

These variables add approximately 4.5% to the total variance accounted for by the model and reflects additional explanatory power with the addition of the partner and commitment related variables.

To further elaborate on the finding that the number of partners per census tract is positively related to increase in mailback rates between 2000 and 2010, for every unit increase in the number of partners categorical variable, the mailback difference score (i.e., improvement) increases by 0.27%. Exhibit 5-16 shows the increase in the change in mailback rates with each category, compared to 1 partner as the reference:

Exhibit 5-16: Impact of Number of Partners on Change in Mailback Rates

Number of partners	Improvement in the change score (over the change score for tracts with 1 partner)
1 Partner	Reference
2 Partners	0.27%
3-4 Partners	0.54%
5-9 Partners	0.81%
10+ Partners	1.08%

The **average** number of partners in high HTC level tracts is over 5.

5.1.7. An Assessment of Partnership Program Value and Impact

Does the Partnership Program have a quantifiable effect on the mailback rates? We can answer that question in the affirmative in the case of high HTC census tracts. **Each additional unit increase in the number of partners in each census tract added approximately three-tenths of one-percent to the increase in mailback rates between the 2000 Census to the 2010 Census**. Additional components of the program that add to the increase include the presence of non-profit community organizations and educational organizations.

That some of these factors are negatively related to the increase in mailback rates should not be taken as evidence that they are inhibitors. The findings may reflect some underlying dynamic among census tracts in high HTC areas that is not present in the data to which we had access.

5.1.8. Refining the Methodology and Measurement of Partner and Commitment Effects

For future analysis, several refinements could be implemented that might lead to more precise measures of partner effects. Among those are:

- A better unit of analysis than census tracts. Census tracts are relatively small geographic areas that are sized so that any one tract contains between 3,000 and 8,000 persons. Thus, census tracts may

be one square block in size (e.g., in a densely populated urban area) or much larger in suburban and rural areas. However, the potential influence of even a small business within a community is probably much larger than one census tract and may extend for miles but still be smaller than a ZIP code area, county or municipality.

- Use geographic "units of influence" for local partners that better reflect their geographic reach but that can be overlaid on census tracts for analytical purposes.
- Similarly, assign a geographic "unit of influence" to various types of commitments.
- Consider rank ordering or weighting commitments so that their relative "power to persuade" is considered in additional analyses. For example, displaying a small sign in a retail store's window is not as powerful or meaningful as providing BC/QAC space.

Such refinements can be done during the intercensal years and made ready for the next decennial census.

5.1.9. Candidate Variables for a Partner Engagement Index

From the data reported in the prior sections, several variables or factors may be considered as candidates to develop a "partner engagement index" (PEI) by which the Census Bureau would be able to assess which partners to approach for recruiting into the program, and what to expect from those partners.

From the descriptive analysis presented earlier, several candidate variables can be considered for an engagement index:

- **The number of commitments that a partner takes on**. More commitments translate directly into being more engaged.
- **The quality or weight of each commitment taken on by a partner**. This will require developing a weighting scheme for commitments, and this too can be refined over time. For example, displaying materials is a relatively passive activity that might receive a low weight. Distributing materials in a number of different locations is more active and might receive a higher weight. Providing space for a Be Counted site is more active still. These weights could combine partner appraisals of the effort required for each type of commitment (through ratings using a survey instrument) along with empirical evidence of the relationship between the activities and key outcomes of interest to the Census Bureau (one of which is mailback rates, but other outcomes may also be important). A possible method to may involve the following steps:
  - Initiation phase
    - Assume that we want to establish the quality of a commitment using three dimensions: degree of involvement by the partner, degree of potential involvement by a member of the target population, and potential reach of that commitment. Let us call these partner engagement, individual involvement, and commitment reach.

    - Start with a rating system for each dimension having a five- to seven-point scale, worded appropriately to reflect that dimension, from low to high.
    - Have experts within the Census Bureau take each of the standard set of commitments and rate them according to these three dimensions. Discuss the initial rankings and achieve consensus.
  - Analysis phase
    - Develop an analytical data set of commitments and census tracts.
    - Conduct analyses similar to the ones reported here, but using commitments only and ignoring the partner relationships for the time being.
    - Based on these analyses, refine the measures.
- **Partner yield type**. Earlier, we discussed the possibility of classifying partner types into one of four "commitment yield" categories, based on the average number of commitments for the partner types. This, in effect, would use partner type as predictive factor for engagement.
- **Specific target populations other than the "general population".** Focusing on specific target populations, whether they be specific race/ethnic groups or specific communities may indicate partners who will be more engaged than those serving the general population. Some populations which are believed to be undercounted or hard to reach could also be weighted more heavily.

5.2. Research Question 2: How Can the Partnership Program Be Improved?

5.2.1. Qualitative Analytical Results from Focus Groups and Interviews for National Partners

As described in Section 3, 17 focus group participants participated in four focus groups held in July 2011 in Washington DC, Chicago IL, and New York, NY. ICF project staff interviewed 55 national partner representatives by telephone. The profile of partner types used for the telephone interviews reflects the partner organization classifications used in the Integrated Census Partner Database (ICPD). These categories are shown in Exhibit 5-17 below.

(Note: Shaded rows in the table below and throughout this section are not intended to highlight any particular result; rather they are intended to visually differentiate the categories and themes presented in the exhibits.)

Exhibit 5-17: Partner Organization Types Participating in Telephone Interviews
(55 Representatives)

Partner Types	No. of Partner Organizations
Business or Corporation	9
Community-Based Organization	8
Census Information Center (CIC)	8
Service Based Organization	7

Exhibit 5-17: Partner Organization Types Participating in Telephone Interviews
(55 Representatives)

Partner Types	No. of Partner Organizations
Faith-Based Organizations	5
Research Organization	3
Media	2
Census in Schools	2
State Government	2
Trade/Professional Association	2
College/University and Trade School	1
Education Organizations (Non Census in Schools)	1
Pre/K-12 School	1
Local Government	1
State Data Centers/Business and Industry Data Center (SDC/BIDC)	1
Foundation	1

Businesses, Community-based organizations, Census Information Centers, and Service Based Organizations represented 60% (34/57) of the organizations participating in the 2010 Census National Partner Program Evaluation interviews. A table categorizing the occupational titles of representatives that participated in focus groups and telephone interviews is presented in Exhibit 5-18: Occupational Composition of National Partners Representatives Interviews

Exhibit 5-18: Occupational Composition of National Partners Representatives Interviews

Job Title	Number Interviewed
Administrative and Research Managers	9
Census Coordinators	2
Consultants	3
Development, Marketing and Communications Managers	18
Government, Legislative and Policy Managers	3
Research Directors	4
Senior Executives	25
University and Institute Chairs	5

Content from focus groups and telephone interviews with these organizations broke out into 9 major themes. As shown in Exhibit 5-19 below, the nine themes were analyzed from partner representatives interviewed in July-August, 2011. Each of these themes is discussed in this section.

Exhibit 5-19: Major Themes Emerging from Partner Organization Interviews

Interview Themes
Awareness
Important factors for partner participation
Positive aspects of Partnership Program
Recommendations for improving the Partnership Program
Materials
Community Response to partner participation
Impact on partner organization of participating
Modes of contact, updates and feedback in intercensal years
Use of census data

Awareness of Partnership Program and Initial Contact

In large measure Census partners in focus groups felt their existing relationships with the Bureau provided strong familiarity with the Partnership program and did not require the Census Bureau to increase their outreach and promotional efforts with organizations. Representatives from businesses or corporations, community-based organizations, CIC and research organizations, which represented the largest proportion of the 16 partner types, in particular, were positive in their comments about the Census Bureau's efforts in bringing in new organizations to the Partnership Program. Many felt the personal contact by Census Bureau representatives was important to their decision to participate.

Exhibit 5-20: Awareness of Partnership Program and Initial Contact (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
Initial contact: office visit from Census Representative	3	"That means Census put value on your partnership … the personal touch was an enhancement."
Organization was previously involved with Census outreach	1	"We do a lot of outreach, and because our demographics continue to change, we've worked with Census Bureau to try to support the process."
Email		
Would not have worked	2	"We probably would not have accepted with just an email."
Fine for partners with existing involvement with Census Bureau	2	
Census did/should make initial contact	2	"When that personal person contacted us, that's what prompted us to say 'OK.'"

Exhibit 5-20: Awareness of Partnership Program and Initial Contact (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
Census representative from demographic group targeted by organization	1	"With any kind of outreach, when you look or sound like the group you are trying to reach out to, it sometimes bridges the gap."
Website	1	"The website … even more informative for a fact, than in the past. It is a good place to start."
Lack of awareness of continuing relationship	1	"I didn't know there was a Partnership Program for this census. I didn't know whether this was an ongoing partner relationship, or just a relationship for the time the census was being taken."
Talk about similar orgs already signed up to give legitimacy	1	"Being in DC, we get a lot of requests to do a lot of things, so things have to rise to the top of the heap to spend time on it."
Organize Census Regional Offices to collaborate better when working with a national Partner	1	"If you're a national organization, I don't have time to know every regional office in the country … the program didn't seem to have a lot of flexibility for someone like that."

Note: "# of groups" represents the number of focus groups (4 maximum) in which the theme was mentioned.

Among business partners, representatives tended to have long-standing experience as Census partners. During the course of the telephone interviews, one representative noted the role business partners could play in referring new businesses to the Partnership Program through ongoing relationships and networking with these businesses. A similar suggestion was voiced by CIC partners (Exhibit 5-22).

Exhibit 5-21: Awareness of Partnership Program and Initial Contact (Business Interviews)

Theme	# of interviews (9 total)	Sample quotations
Initial contact was by email	4	"We were contacted about a year before the Census. We received a series of emails."
Work with local Chamber of Commerce	3	"They [the Chambers] have the channels and the means to communicate all the efforts of the government." "For contacting potential partners I recommend business trade associations or other business organizations such as Chambers of Commerce and manufacturer's associations and the Public Affairs Council."
Existing partner	1	"We were an existing partner. Also I am a member of the Census Advisory Committee."
Find new partners through existing partners	1	"Ask your current partners to recommend other companies - a name and a contact. We all have contacts in the industry and outside the industry."
Became aware of program via professional organization	1	

Note: "# of interviews" represents the number of interviews (9 maximum) in which the theme was mentioned.

Representatives from Census Information Centers, State Data Centers, and Research Organizations reported regular contact with the Census Bureau, largely from their ongoing involvement in census data collection in the intercensal years (e.g., American Community Survey). Several representatives from the 2000 Census could not recall the particular circumstances that led to their participation with Census officials. Nevertheless, it was commonly suggested that the Census Bureau reach out to non-profit organizations.

Exhibit 5-22: Awareness of Partnership Program and Initial Contact (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
Existing relationship with the Census Bureau	3	"Send individual emails to members who participated in the last census." "We do a lot of work with census data to begin with." "I've been aware of it since it was created, since I keep track of what the Census Bureau is doing."
Existing organizations / coalitions	2	"I found out about it through different coalitions that I am a member of. That worked well—word went around." "E-mail lists or memberships in associations."
Find new partners through existing partners	2	"At our company we mentioned it to other companies." "Part of our role was to identify and encourage other groups that would be good Partners in New York State."
Involve local non-profits and organizations (including existing partners)	2	"But going back to how awareness can increase, definitely the involvement of the local Census office with the local non-profits, like people who will help the Census with small things." "It's critical for the Census folks to work with folks that are already in the non-profit community to have them identify organizations that it would be a good fit for them to participate in census campaigns, as opposed to say a shotgun method."
Census should reach out to partner	1	"I suppose it would be through some type of census outreach."
Make smaller organizations aware that there is a role for them	1	"So that those who are inclined to become partners become aware of the opportunity and how to become a census partner."

Note: "# of interviews" represents the number of interviews (12 maximum) in which the theme was mentioned.

Non-business partners voiced a range of ways that they learned about the Census Partnership Program, from personal visits from the Census Bureau to ads in local newspapers. To identify and recruit new non-business partners the consensus was for personal outreach.

Exhibit 5-23: Awareness of Partnership Program and Initial Contact (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
Find new partners through existing partners/ networking	22	"What helped is that the Census Bureau reached out to other prominent organizations, which then triggered other organizations to join forces. That alone was essential and you automatically knew that it was a trusted source."
Census reached out to partner	12	"The Census Bureau needed space to do their testing. So they approached us to see if we had space available. And through that process they talked with us about becoming a partner."
Email	3	"We became involved because I got a specific email inviting me to participate. I think that if I hadn't had that personal outreach, I probably wouldn't have participated."
In person	2	"That helped a lot, having someone actually physically come to our location here in DC, instead of just having an email and then a response back."
Lack of follow-up	1	"Someone contacted us from the Census Bureau. I brought it up to the CEO and the senior management group decided to sign up as a partnering agency because we value the census a lot. However, afterwards there was no follow-up."
Invitation to conference call	1	"I was invited to participate in a conference call with organizations that they thought could be helpful--so I did that and then continued from there."
Make smaller organizations aware that there is a role for them	4	"For smaller organizations, it's not likely anybody doesn't know when the census is happening. It would just be about knowing how they can be assertive and take the initiative if they're not being approached--what's the channels to try to get involved. I don't think that's always clear."
Partner already had existing relationship with Census Bureau	3	"The organization was familiar with the program prior to my coming on board. It's a carry-over from one president to the other."
Ad in local newspaper	1	"Our organization found an ad or something in the local paper that was talking about the Census Bureau."
Social media	1	"Doing specific outreach to underserved communities is the probably reason we were first approached, whether through social media or direct contact is probably the best way."
Census doesn't need to change/increase program promotion	1	"If a non-profit organization in our field wasn't aware, I would view that as somewhat my role. The Census does a pretty good job, in most local communities that I'm aware of, of getting the word out."
Existing partner	1	"One of my members was involved with the program. She was working with another partner organization and brought it to our attention."

Note: "# of interviews" represents the number of interviews (34 maximum) in which the theme was mentioned.

Important Factors for Partner Participation

Partner organizations were asked to provide their perspectives on the factors (reasons) influencing their decision to engage with the Census Bureau on the Partner program. The main factors included:

- Factor 1: To make people more aware of the importance or significance of the Census
- Factor 2: To ensure a fair representation of a target population
- Factor 3: To ensure a fair share of federal funding
- Factor 4: To build perception of organization as good public citizen
- Factor 5: To gain exposure or press attention for your organization
- Factor 6: To further your organization's goals for community networking
- Factor 7: Other factors

Among focus group participants there was a strong sense that data quality and dissemination of census data was of paramount importance to their participation as partners. As shown in Exhibit 5-24, 75% of the focus groups communicated in their sessions that having timely access to quality data ranked first among their reasons for being a partner. Additional factors discussed in focus groups included the importance of fair share of federal funding, fair representation, and significance of the Census.

Exhibit 5-24: Important Factors for Partner Participation (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
Other: Promote data and ensure data quality	3	"Organizations come to us for that data and use our studies [completed with Census data] for advocacy." "I just want the Census data to be good." "Having access to information a couple of weeks prior to the general public is an advantage."
Ensure fair share of federal funding	2	"If you get a high proportion (in a geographical location), the community is likely to get more money from a variety of different programs." "Putting funding in where there are concentrations of people is a priority."
Ensure fair representation	2	"Impact on redistricting and representation, or lack thereof." "A county commissioner could redraft that line so it's no longer predominantly the same. It's happening and it's a huge concern." "We wanted to dispel the fear that Hispanics had about [the census]."
To make people more aware of the importance or significance of the Census.	1	"A wonderful fringe benefit is that we were able to build networks!" "It's all about how you pitch it to your members and educating the community on how to access the information."

Note: "# of groups" represents the number of focus groups (4 maximum) in which the theme was mentioned.

In telephone interviews, business partners were unanimous in selecting the factor of making people more aware of the importance of the Census in their role as a Census partner (Exhibit 5-25). Although some representatives were sometimes not entirely clear what the full purpose of the program was, most reflected in interviews that ensuring a fair share of federal funding and ensuring fair representation of a target population were important reasons for their ongoing participation.

Exhibit 5-25: Important Factors for Partner Participation (Business Interviews)

Theme	# of interviews (9 total)	Sample quotations
To make people more aware of the importance or significance of the Census	9	"That helps our customer, and it's in our interest to help them." "I think it's important … does it move people to action the most? I don't know if it does." "It is important for everyone to understand the implication the census has on benefits and taxation."
To ensure a fair share of federal funding	5	
To ensure a fair representation of a target population	5	
To build perception of organization as good public citizen	4	"That was my whole reason for getting involved in it, to promote good public citizenship." "We have an overall civic engagement initiative and it's part of our company's values."
Other: Promote data and ensure data quality	3	"We wanted to show the importance of what you can get out of the Census. Especially from a historical standpoint since our organization deals with past Censuses." "We work with census data and we realize the importance of it so we know the importance of getting a good sample and a representative sample."
To further your organization's goals for community networking	2	
To gain exposure or press attention for your organization	1	

Note: "# of interviews" represents the number of interviews (9 maximum) in which the theme was mentioned.

Organizations that use Census data in their role as CICs, SDCs, or research organizations emphasized the importance of obtaining statistically accurate information that they, in turn, could provide to their

members and communities. To a large extent, these reasons centered on fair representation and obtaining fair share of federal funding.

Exhibit 5-26: Important Factors for Partner Participation (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
To make people more aware of the importance or significance of the Census	9	"Making people more aware of the importance or significance of the Census is primary because it leads to fair representation and ensuring everyone has a fair share of federal funding." "I know we felt like we had a lot of contacts in the Latino community and we felt we could do some good getting the word out."
To ensure a fair representation of a target population	9	"We have a broader, more general interest in the quality of the census count for all population groups."
To ensure a fair share of federal funding	8	"I want a fair share of federal funding for everyone." "One of the biggest concerns for us as minorities is the lack of representation and lack of awareness of our populations about the usefulness of the census. They don't realize that, apart from being a civic responsibility, it is also a means of distributing dollars to their constituents."
To further your organization's goals for community networking	8	"One of the consequences of participation is it does create a whole new civic organization and new ties between people who didn't know each other. It creates a basis for future community action. So it is in the interest of a community, an ethnic group, etc. to head these up, to participate in them. It actually creates a structure for it rather than just a network that can and does continue into the future."
To build perception of organization as good public citizen	7	"Our mission has to do with the public good and what we can do for cities and local governments." "I think our organization's interest was to increase civic engagement and to encourage a lot of our community members who are part of the hard to count communities to take ownership of what's going on in their lives and in their own communities."
To gain exposure or press attention for your organization	4	"We're a research institution and that's closest of the options you provided to our mission."
Other: Access to data and training	1	"As a CIC, we received embargoed information from time to time, which helps us put reports together quickly and gives us an edge in that regard. And also, there was some census training that came along which has been helpful."

Note: "# of interviews" represents the number of interviews (12 maximum) in which the theme was mentioned.

Representatives interviewed from non-businesses and service-base organizations expressed the "local" importance of the census to their participation as partners. For almost 2/3 of non-business representatives, ensuring a fair representation of a target population was the primary factors for their participation as a Census partner. Similarly, ensuring a fair share of federal funding, also a "local" factor, emerged as the second most frequently cited factor for participation and of importance to their constituents.

Exhibit 5-27: Important Factors for Partner Participation (Non-Business Interviews).

Theme	# of interviews (34 total)	Sample quotations
To ensure a fair representation of a target population	22	"Our primary goal was to make sure hard to count communities in urban areas were counted, to make sure we were connecting the Census Bureau to those people who are hard to count."
To ensure a fair share of federal funding	19	"It was all about being counted, and when we aren't counted, we don't receive our fair share. We, as in, my constituents."
To make people more aware of the importance or significance of the Census	16	"We just wanted to make people aware of the fact that census was coming. Our constituents are frequently the people who are the hardest to reach because they move frequently, are less wealthy, and younger and harder to get a hold of. They have prepaid cell phones and change addresses frequently and unusual work schedules and things of that nature. But they have the most to lose if they're not counted properly because they are really dependent on federal money. So we wanted to educate and motivate them and provide them with tools they needed to participate in the census."
To build perception of organization as good public citizen	6	"Building the perception of our organization is important to us since there are other organizations that do similar types of activities to what we do, but we're the only nationally based one. It does help show our relationship with the community as a national organization to be the one that's driving the interest and the program behind the Census Bureau."
To gain exposure or press attention for your organization	4	"Unfortunately, yeah that is a big factor; the press won't pay attention to you unless you've established core relationship with a good organization like the Census."
To further your organization's goals for community networking	3	"There are some fears in the Latino community, so we definitely wanted to stand as a trusted organization in the community encouraging the community to go out and participate in the census and the different ways that they could do that."

Note: "# of interviews" represents the number of interviews (34 maximum) in which the theme was mentioned.

Positive Aspects of Partnership Program

In three of four focus group sessions (Exhibit 5-28), participants pointed out the positive experiences their organizations have had as a Census partner. In several of these sessions, the role of the census representative was a key factor to this outcome: in one case, the Census representative understood the particular community in which the partnering organization operated and in another case, the Census representative established realistic parameters for the organization's commitment to the partnership.

Exhibit 5-28: Positive Aspects of Partnership Program (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
Organization had a positive experience	3	"Our contact understood the community … we invited him to present a workshop to educate more people for more outreach … involved 1,500 people from diverse, fairly marginalized communities. Was extremely successful." "Our experience was really positive … we would like to start that process a little earlier." "I think it's certainly a beneficial relationship for us."
Offering varying levels of organizational commitment was a positive factor	1	"They asked 'How much do you want to commit?' Organizations can be more comfortable knowing they're only on the hook for 'x.'"
Census operational timeline	1	"Useful when it came to planning when we would pass out the information."

Note: "# of groups" represents the number of interviews (4 maximum) in which the theme was mentioned.

About half of Business representatives expressed the view that their partnership experience was good, and this perception was in large part due to the availability of Census resources and representatives.

Exhibit 5-29: Positive Aspects of Partnership Program (Business Interviews)

Theme	# of interviews (9 total)	Sample quotations
Belief that it was a good experience	5	"It was good. We really love it." "Overall we were very pleased to be part of the process. The Census Bureau provided great resources, all the messaging, the website was very helpful for us as we started writing up what we wanted to say to our customers." "It's something we're proud to do. We had a session with the State Demographer - he came and spoke to employees about general demographic trends. We had a good turnout and a lot of interest in it. When they handed out things at headquarters, that was our biggest event."
Fulfills civic responsibility	1	"I feel like it is a good citizenship thing to do."

Note: "# of interviews" represents the number of interviews (9 maximum) in which the theme was mentioned.

Among CIC/SDC/Research organizations, representatives had fewer positive remarks than business representatives about the partnership program. In telephone interviews, some CIC representatives felt that, despite the availability of enormous resources, the Census Bureau was not effective at the local, community level. Some representatives however, did cite the Bureau's presentations and trainings as positive aspects of the partnership program that reaches community organizations.

Exhibit 5-30: Positive Aspects of Partnership Program (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
Good job with awareness	2	"You guys did a pretty good job getting organizations to sign up and join the program." "They do a pretty good job with national organizations and helping the national organizations pass this down to their local."
Regular email reminders	1	"The periodic email messages succeeded in reminding me of the partnership. Take care not to bombard the partners too much in the way of communication, but keeping up at least some communication coming to the partners and inviting communication back."
Presentations	1	"Informative presentations were really helpful."
Trainings for community organizations on how to use the data	1	"Sometimes they do trainings for community organizations. I think you guys are doing a good job on that."

Note: "# of interviews" represents the number of interviews (12 maximum) in which the theme was mentioned.

For non-business representatives remarking in telephone interviews, only a small proportion of representatives voiced positive aspects of the partnership program. Positive statements were made about effective and regular contact with the Census Bureau for information and help on logistics at the local level. While statements were not largely positive (Exhibit 5-31), neither were they largely negative; the bulk of statements from non-business representatives about the Partnership Program was neutral.

Exhibit 5-31: Positive Aspects of Partnership Program (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
Supportive Census reps		
Good contact with Census Bureau representatives	3	"You've been pretty good about the support and the way you've stayed in touch with us along the way, with updates and developments as things occurred." "We knew we could reach [Census Bureau representatives] at any time."
Regular email reminders	2	"The regular email reminder was helpful as well, to not forget to publicize. It was helpful to have a reminder that maybe we hadn't spotlighted it in 6 or 8 weeks so we should probably

Exhibit 5-31: Positive Aspects of Partnership Program (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
		do that again."
Census staff helped with logistics	1	"Having the staff from the Census be willing to handle all the logistics certainly helped."
Advertising in local papers and journals	1	
Having pre-prepared materials	1	"Having the materials pre-prepared was tremendously useful. If I had to generate stuff on my own, I probably would hardly do anything."

Note: "# of interviews" represents the number of interviews (34 maximum) in which the theme was mentioned.

Recommendations for Improving the Partnership Program

The most widely cited recommendations from focus group participants for improving the partnership program were in the area of Census Bureau communication. Maintaining regular communication to partners about program changes, goals, and outcomes were seen as being extremely important. Related to outreach with partners, focus group participants cited the importance of setting clear expectations of the role of partners in the program. This could be accomplished through a guidebook or manual that could be passed on to partner contacts and revised as the partnership program evolves. Another suggestion that would promote more engagement of partners in the program was the suggestion for the Census Bureau to form a speaker's bureau ("Ask the Expert"), a partnership link on the Census website, and a Hispanic specific website.

Exhibit 5-32: Recommendations for Improving the Partnership Program (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
Maintain outreach through the 10 years	3	"Maintain the relationship. Periodically bring people in for really big issues, break into workshops and collect information."
Share program goals and outcomes	2	"We'd like to know what their marketing goals are so that we can coordinate better." "I'd be curious about how Census measured success. That would be worth sending around." "Let's have a real goal and see if we meet it. Communicate to everybody. It's tax dollars."
Timeliness	2	"In Chicago, they didn't hire an Asian specialist until March." "Some partners had tons of posters sent to them late in the game, not in the appropriate languages."
Clearly identify	2	"I know what we did; but I don't know what the expectation

Exhibit 5-32: Recommendations for Improving the Partnership Program (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
expectations of partners		was, if what we did was enough." "I'm not sure if the program goals were specified. It seems to me like their job was to get me signed up, but they weren't clear on what I had to do."
Funding sources	1	"Why aren't they partnering with foundations that have funding for the decennial? Census Bureau has to identify those funding streams."
Engage Partners in the broader Census process	1	"The Bureau should work to engage more folks on the process of the Census, not just outreach. We're looking at an Internet option."
Facilitate Partners' ability to network via the CICs	1	"If I had to say anything that would improve relationships, it would be growing that information center - that group … because they're 'out' of the Census Bureau, they see it from the same perspective as I do."
Develop a Speaker's Bureau at Census	1	"Create a way to answer the question of 'Where you can call and find the right speaker across the country?'" "Just how to access the expertise, how to access the Census experts."
Add link to Census website where organizations can join	1	"Maybe something as simple as adding a link to the website for organizations to become a Partner."
Hispanic specific website	1	

Note: "# of groups" represents the number of groups (4 maximum) in which the theme was mentioned.

Business representatives in telephone interviews largely echoed the suggestions of focus group participants for regular communication from the Census Bureau, providing a clear set of expectations, timelines, and roles for the partnership program. Implementing email alerts was one suggestion for announcing upcoming census activities to help partners in their planning. Additionally, establishing and disseminating the best practices of effective partners was suggested to engage new partners and maintain interest of established partners in the program.

Exhibit 5-33: Recommendations for Improving the Partnership Program (Business Interviews)

Theme	# of interviews (9 total)	Sample quotations
Provide single, reliable, knowledgeable Census Bureau point-of-contact	3	"Communication with the different people in Census Bureau - the turnaround time was really slow, and it actually hindered us from moving forward at a fast pace. Every time I went to a Census person to work on a project, I would get passed to another person who would pass me to another person."

Exhibit 5-33: Recommendations for Improving the Partnership Program (Business Interviews)

Theme	# of interviews (9 total)	Sample quotations
Provide general overview of all Census activities	3	"We thought it was kind of in pieces instead of the whole puzzle. So we would love to see the whole puzzle before we get the individual pieces." "Having a timeline of events being launched was really key." "Clarify Census's goals and objectives to the industry partners."
Use social media/web	3	"I would be interested to see how the Census Bureau could pull in social media as a way to communicate … or videos … we find that most people are resonating with video."
Send a clear message	1	"Clear communication tools, whether it is handouts or emails, the clearer and more simple the language, the more traction the program will get."
Messages to partners		
Alert to upcoming events	1	"Or maybe an announcement or alert saying 'Hey, this is coming this week.' So then you can put it on your calendar."
Adopt a less formal style for messages	1	"I think it could have been a little more informal to get more people involved. I always thought it was a little too stiff. Generations are changing, the way they communicate is so different."
Build a network within partner organizations	1	"Once I leave the company - those [emails] wouldn't automatically go to someone else. … trying to build the network within the company is important."
Provide best practices of other Partners	1	"I think that a general understanding of why companies should participate, based on best practices from other organizations, is always helpful, just so you understand which peer companies are taking part."
Thank Partners	1	"The feedback we got from the Director, in terms of a nice letter and a plaque, I think that goes a long way and I think it should be continued."

Note: "# of interviews" represents the number of interviews (9 maximum) in which the theme was mentioned.

Representatives of census research organizations voiced suggestions for establishing an earlier timeline for CIC/SDC and other research organizations to become involved in the program, for the Bureau to identify and assign a dedicated point-of-contact to address data concerns and questions from constituents and the community at large, and dissemination of strategies that the research organizations could use to distribute tailored messages to the community about the census. Some representatives of these research organizations also expressed frustration that their efforts did not seem to be appreciated by the Bureau and suggested that the agency become more involved in finding out the needs of partners and thanking them for their participation in the program.

Exhibit 5-34: Recommendations for Improving the Partnership Program (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
Start earlier/provide clearer timeframe	6	"People tend to forget things very fast, so it's probably good to start reminding them slowly at the start, a year and 6 months ahead of the census coming." "Getting things started a year and a half, two years in advance, for most things, can be very critical for governmental agencies – they need to plan in terms of budgets." "The planning for the next census should really happen in five years, in terms of community engagement."
Provide single, reliable, knowledgeable Census Bureau point-of-contact	4	"There were some partnership specialists that I don't know how much experience they had working with non-profit community organizations that have more access to community members. They acted like they were gatekeepers between the community and the Census Bureau and were inappropriate or didn't conduct themselves in a way that enabled the community organizations to have positive relationships with the Census Bureau." "Every person I asked had a different answer for me. And oftentimes the answer I got is not what I needed. It was my experience that they didn't have the same training."
Implement training/education for Census Partners	4	"The Census could provide better education about the Census process to the local, or more casual, Partners." "We would like more access to training so more people in our organization can develop a more sophisticated level of understanding of the census."
Thank Partners	1	"I'm a little annoyed I didn't get a certificate--I have these other certificates for helping with the census. But I think they should've sent out certificates."
Ask the partners what they need	1	"I would want someone talking to me, asking exactly what materials would be most helpful for me. They ought to be able to order them, so they can get what they want and not what they don't need."
Post-census debrief/feedback	1	"For most partners feedback would be critical…take that debriefing moment to understand what worked, what didn't, and perhaps what might work better next time."
Help organizations tailor the message to their specific audiences	1	"It's great that they've been able to put stuff out on the web that people could use and adapt. Make sure people know how to use that stuff and are given examples of the kinds of local materials their own organization can create that will work towards this goal. They need help learning how to do that."

Note: "# of interviews" represents the number of interviews (12 maximum) in which the theme was mentioned.

Non-business representatives largely communicated the same suggestions as their business counterparts and focus group participants. Regular and effective communication with partners was often identified as the primary suggestion for the Census Bureau.

Exhibit 5-35: Recommendations for Improving the Partnership Program (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
Provide general overview of all Census activities	9	"So much starts with a plan. What's the plan, what are the priorities, what's the timeline? At the end of the day, what are the key success factors? And then from there, you say okay, now how can all these organizations participate?"
Send a clear/consistent message about the program	9	"Having a really tight key statement for why organizations that don't directly work on your issues should help. As a non-profit, we always have a lot going on. Being able to prioritize your work, even if it doesn't fall into our mission, would be helpful to have—having a very concise summary."
Provide best practices of other Partners	9	"What we didn't experience this census was recommendations about how other organizations may have been doing their outreach and communication."
Maintain outreach through the 10 years	7	"To start and stop again provides a challenge because it's a disconnect. There should be some kind of ongoing partnership, even if it's a once a year conference call, maybe an annual webinar-an annual update."
Start the process earlier	5	"For communities that are traditionally hard to count, the earlier the better in terms of laying the groundwork for any kind of census activities."
Micro targeting, marketing and co-branding	4	"There is also an increasing need for co-branding, tailoring. Each organization is trying to hit different audiences. Each organization will have an emphasis on different goals. If we are able to highlight those elements in tailoring the materials and co-branding, than that helps answer the 'What it's in it for me?' question."
Provide single, reliable, knowledgeable Census Bureau point-of-contact	4	"We didn't participate maybe as fully as we would have if we had had a human reaching out to us and harassing us." "I don't think they sent us the right person, not reflective of our population for our community. Because if you send in someone who doesn't relate to this community, you're not gonna get any feedback. I did try to solicit feedback from him, and I didn't get any."
Use social media	4	"Social networking sites are useful for disseminating relevant articles and FYIs. Emails and listservs are useful for coordinating events or calls for actions. Different platforms for different uses."
Post-census debrief/feedback	3	"What would be critical for us would be if there was some way of knowing our efforts had a positive impact on the census."

Exhibit 5-35: Recommendations for Improving the Partnership Program (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
More attention to rural areas	2	"Nobody paid attention to the rural areas the way that I thought it should have been paid attention to. I'm talking about the coordinators of a state. They were mostly from the urban areas, and we saw them maybe once during that time, which was not enough. They were too dependent on us when we weren't funded for that. We did what we could but they could have done a better job."
Enhance training for Partners	2	"A website with training-type things. Training for our local coordinators, I'm thinking web-based distance learning. Even if the Census Bureau did a little ten to fifteen minute video that people could access, explaining the program and how they can help and where information is."
Timeliness	1	"The regional Census offices then criticized the materials that had been created by the local groups, which was, as you can imagine, infuriating to the local groups because they had turned to the regional office, asked for materials, not been able to get materials or sufficient quantities of materials or get them in a timely way."
Use a centralized online platform	1	"One thing that would really help the partnership program is to have centralized online platform that could explain what [the program] is and how it fits in with the census. I think right now the CB is really challenged with making all of their information, all their programs, and all of their relevant data available online, but also in a way that is for individuals to navigate. I think right now the website is very cumbersome."
Ask partners what they need	1	"The least effective is big bulk mailings where an office receives a whole gob of things and then has to find a way to distribute it. It just gets so bogged down, and people just don't want to spend the time doing that anymore."
Guidance for leftover materials	1	"We did have an overabundance of product. I would have liked to have known what to do with all the extra stuff"
Outreach centers	1	"Outreach centers or designated areas where people can come in and complete it [the census form] with assistance from someone to make sure they aren't doing it wrong."

Note: "# of interviews" represents the number of interviews (34 maximum) in which the theme was mentioned.

Materials

From focus group participants, feedback on Census materials stretched from the tangible to the intangible—from pencils and other give-away items to technology involving webinars and social media—and opinions on these materials were equally varied. Participants in the focus groups were split in their view of the value of promotional items but most expressed the view that materials should be designed

and distributed with an eye to 2020, leveraging electronic media and high-end graphics in the design of information packets, co-branding of content, and other forms of messaging (Exhibit 5-36). Moving to electronic-based materials was seen as being cost-effective and more easily tailored to other languages and to specific target populations and audiences.

Exhibit 5-36: Materials (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
New forms of communication – texting and social media	4	"Texting is becoming one of the most effective methods of communication." "You can move into the electronic side, so you have some things that can be [adapted for specific organizations]." "It's true that social media needs to be emphasized." "Whatever you can do to customize in the delivery process and messaging. The Census Bureau needs to keep up with technology."
Give-away items		
Positive	3	"We like the tchotchkes. It may just be a logo." "Logos can be universally recognized." "A lot of people really loved those [grocery] bags that said 'Census 2010.'"
Negative	2	"The promotional items are junk, I think it's a waste of taxpayers' money." "We have enough notepads and mugs."
Multilingual/well-translated materials	2	"You have to support languages! Quality of translations is key." "Translated posters were good and were key for us."
Short, simple materials at an appropriate reading level	2	"Census Bureau has to have appropriate, simple, short, concise materials." "Community outreach needs to be conducted at a 5th grade reading level."
Messaging options	1	"Messaging is so important … for certain populations you have to come up with a different way of messaging them, to several ethnicities."
Materials that can be co-branded	1	"Creating products that are easy to co-brand. Flyers, brochures."
Make materials more engaging	1	"If you're going to put out tools like [videos], you have to grab the audience's attention - and I'd say they were pretty governmental."
Webinars	1	
Paper materials	1	"Nobody puts up posters anymore. Drop them. Save the money. Flyers? We throw them out. Create things that people can use." "I would like to politely disagree about the paper. It could be the only way for mass outreach, depending on the region."

Exhibit 5-36: Materials (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
General Census information packet	1	"General Census information packet was useful. It gave us something to pass on, while having meetings or talking to other organizations."
Provide actual Census forms	1	"Two organizations wanted actual Census forms to distribute - not sure how this would tie in with the Census methodology."

Note: "# of groups" represents the number of groups (4 maximum) in which the theme was mentioned.

In telephone interviews, Business representatives conveyed their perspectives that materials in 2020, need to be highly customizable to adapt to community-specific regulations for posting. Additionally, electronic forms of Census materials can be more readily adapted to alternate languages and to electronic media for use in webinars, websites, and social media. Business representatives emphasized the heavy role that networking with other businesses plays in their day-to-day operations and the use of electronic media is crucial to supporting their activities.

Exhibit 5-37: Materials (Business Interviews)

Theme	# of interviews (9 total)	Sample quotations
Customizable items/templates	4	"We ran into an issue with signage because we only have prescribed dimensions that we can use in our public areas."
Multilingual/well-translated materials	2	"I think a bilingual webpage. With the Hispanic population growing so fast, and having a very diverse workforce, I would always have to translate everything for them." "Dual language materials that are just general purpose overviews and then collateral - pictures, logos, things that can be easily jpeg'ed and dropped into different formats."
Materials should be determined by Census goals	1	"It depends on what the Census Bureau wants the industry partners to do."
Most popular materials	4	"Websites, a YouTube page, social media." "Signage or other promotional materials to put on site at our properties, as well as some speaking points on why it is important too." "The kits that were put together were really helpful and our ability to get our hands on posters, the on-demand stuff - the logo packs and the background materials." "Some sort of template language that can be distributed to your employees or posted for an external audience."
Least popular	1	"Printed letters - people don't even read those."

Note: "# of interviews" represents the number of interviews (9 maximum) in which the theme was mentioned.

Given their heavy reliance on census data, it is not surprising that CIC/SDC and other research organizations expressed the need for promotional materials that are customizable to their constituents and readily adapted to the specific needs of targeted populations. To access data and store materials for distribution, research organizations advocate access to a simple Census Bureau portal that is easy to navigate and containing intuitive features for quickly finding and downloading information.

Exhibit 5-38: Materials (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
Targeted materials	4	"One thing the Census Bureau could do is design materials for the local communities." "One thing I did like this time was the program where the Census Bureau paid for materials to be produced that were customized to particular Partner's specific needs or desires….although a lot of them got out too late to be distributed in a timely matter."
Customizable items/templates (including press releases)	3	"We had to design a couple presentations of our own. A lot of times the information from Census was presented in a way that wasn't as culturally sensitive, so we modified that information in a way that would meet our needs." "It's great that they've been able to put stuff out on the web that people could use and adapt." "It'd be nice to have a template that has the Bureau's logo and all that. It'd be nice to customize my message for community members and say, 'Hey this is somebody local telling you this is important for us.'"
Multilingual/well-translated materials	3	"Translation for some of the "mini languages". I know it is very expensive, and the CB did provide translation in the major languages. But in some areas there is a heavy concentration of a group that is not well represented outside of the local area in the U.S." "There were many cases of mistranslation of forms.... In more extreme cases, you can have a translation of a word ...will offend, upset, and discourage people from participating in the census. This was an issue with the Vietnamese translations of the actual census form, and then there were some poor translations of the Korean forms that would have affected people's ability to fill out the forms accurately." "I think what would be most useful is well translated material about why the census matters to specific minority groups. Information in Spanish would be very useful to us."
Timelines	2	"The timelines were useful." "I could imagine some partners maybe finding some use in materials describing a census timeline of the process."

Exhibit 5-38: Materials (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
Materials use Census data	1	"Promotional materials of some historical write-ups. We need to present the census to people both in a historical context, and in the context of how useful it is to people. Whatever they decide to use as promotional materials would be useful for us."

Note: "# of interviews" represents the number of interviews (12 maximum) in which the theme was mentioned.

Non-business representatives expressed greater interest in the wide variety of Census materials. Printed materials in the form of posters, flyers, "business card" marketing items, magnets, and other give-away promotional items were largely received positively by the non-business community. Electronic forms of materials are also important to this group, for example, some representatives expressed interest in turnkey electronic communication, web-based templates, co-branding of resource materials, press releases, and "flash" cards.

Exhibit 5-39: Materials (Non-Businesses)

Theme	# of interviews (34 total)	Sample quotations
Access to materials		
Electronic/Web	21	"Within our organization, we have so many different people in charge of so many different communication vehicles so it is easiest if it is electronic cause we are able to download it and put it on our own server and provide links to one-another." "They were beautiful materials but almost none of the community non-profits could actually afford to either download or reproduce them in color."
Mail	9	"They just showed up on our doorstep. It was very easy."
Targeted materials	9	"I saw some of the different posters they designed for the Asian communities, for Latinos, and it's not just the language but the photos that they used, the words they used hit the buttons to encourage people to fill out the forms. Micro-targeting their posters, which they did, is probably the most useful thing."
Give-away items	5	
Posters	5	"For the people that I'm communicating with, the poster-type information would be more useful."
Variety	1	"We did sort of a blitz in terms of all the different types of materials that were produced. We got posters, promotional items, brochures."
Trinkets not helpful	1	"I tend to think that buttons and trinkets and keychains and stuff…it's not real helpful."
Web-based	4	"Something we could put on Twitter or Facebook that we could tag that would direct people there quickly."

Exhibit 5-39: Materials (Non-Businesses)

Theme	# of interviews (34 total)	Sample quotations
		"We've partnered with other organizations now who provide sample social media posts."
Customizable items/templates		
Customizable to community	4	"Rather than something that is already done, it is something that we can take the pieces of and put together in an attractive way that we can market to our own folk that we know probably better than anybody else."
Web templates	1	"Would have been helpful to have some template-type stuff for our website. It would have been ideal if we could put on our website that we were a partner and maybe a separate webpage so that our local leaders could come to that place for information and resources."
Short and comprehensive	4	"Text that was already pre-written and approved was useful...that made it very easy to get the message out because we didn't have to draft anything ourselves." "More charts and things with bullet points rather than long press releases."
Simple post card	1	"Like the campaign literature that people running for office send out. A simple postcard, it gets to the heart of the point."
Multilingual/well-translated materials	3	"I would have liked for there to be more [materials] that were multi-lingual or multi-cultural in their reach. But the ones that I was able to access worked very well in our newsletters and flyers, and posters."
Samples press releases	2	"The first thing should be a press release or announcement that we can send out."
Co-branding	2	"Co-branding was not really available this last time, it was take it or leave it. If you could put on the association logo, would make partnership closer."
Use of self-designed materials	2	"We created our own series of fact sheets, and our own posters, in addition to what the census created. Ours were targeted at service-oriented nonprofits."
Materials use Census data	1	"Statistics like the number of people who were perceived to be underrepresented in the last Census, specific demographics that are typically underrepresented, information about how undocumented populations are affected, things of that kind of nature. I see that information as being useful to our members."
PSAs	1	
Most popular materials		
Poster	3	"Colorful posters that we can display at different businesses or give out to people talking about the Census and the reason why we should participate and the importance of the confidentiality."
Cards/Flyers	3	"A small card, like a business card, little things that people can

Exhibit 5-39: Materials (Non-Businesses)

Theme	# of interviews (34 total)	Sample quotations
		take with them rather than just see every once and a while when they go to the grocery stores." "We found the pamphlet-style materials to be very helpful. They were great because we could actually send them out to our members of the community. They just sort-of explained how the Census form was going to look and how to fill it out correctly."
Sample forms	2	
Logo	1	"We used the logo a lot – that was very useful to have that provided to us."
Basic facts	1	"Just basic information. People aren't really looking for a lot of flash, they just want simple direct information or instructions."
Electronic materials	1	"Electronic communications that are turnkey, definitely. But also – again, this is one of the things that makes the decision-makers at these non-profit organizations tick – is access to resources, or information that they can use to kind-of position themselves as being the stewards of resources and information to their community."
Magnets	1	"Any time you bring freebies, they fall in love with you. Anything that would be free to hand out, that has your name, 1-800 number, and web address on it is great. Magnets are great - if they can stick it on their refrigerator it's a wonderful thing."
Least popular materials		
Complex information/ bulky handbooks	2	"Complex information like graphs – if it's too hard to understand, people aren't going to read it or try to find out more. The information should be simple and concise." "With a big handbook, we're never going to read it (laughs). Bulky materials, people just get glazed."
Poster	1	"Less useful would be a big poster in a store."

Note: "# of interviews" represents the number of interviews (34 maximum) in which the theme was mentioned.

Community Response to Partner Participation

Focus group participants felt moderately positive about the impression their participation as a Census partner had on their community in terms of visibility and prestige by being associated with the Census Bureau. A few participants felt that, for some community members, there will always be a certain mistrust of the Census Bureau and that obtaining a positive response from these communities would never be obtainable.

Exhibit 5-40: Community Response to Partner Participation (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
Positive effect	4	"More people will be enthusiastic about participating if outreach is there." "It helps increase our recognition. We're a 96 year-old organization that no one knows about." "Everybody we work with wants the data, they want to get involved … I think the partnership is a positive thing for us and our membership." "For our congregations ... we heard positive responses in terms of their involvement."
Little effect	2	"Collectively, they are no more into Census than they were before." "People will distrust the Census no matter what, and other people won't; we can't really change that."
Timing is important	1	"It builds if it spreads more over the ten-year period."

Note: "# of groups" represents the number of groups (4 maximum) in which the theme was mentioned.

Over half of the Business representatives interviewed by telephone expressed their opinion that responses in their community were largely positive as a result of their association with the Census Bureau.

Exhibit 5-41: Community Response to Partner Participation (Business Interviews)

Theme	# of interviews (9 total)	Sample quotations
Positive response	5	"I think they saw this effort as a very positive thing."
Unknown response	1	"We weren't able to successfully reach the main target group of all the shoppers in our shopping centers. I don't know the effect on employees that work in our shopping centers"

Note: "# of interviews" represents the number of interviews (9 maximum) in which the theme was mentioned.

The research community largely felt neutral about a community response to their participation as a Census partner. In some cases, members of academic institutions expressed the opinion that their institutions were already viewed positively by the community and that their role with the Census Bureau was inconsequential to affecting public perceptions.

Exhibit 5-42: Community Response to Partner Participation (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
Positive view of organization	1	"I think we had a positive reaction…but because we presented the specialists as a resource in the community, not so much as we were working with them."
Positive view of census	1	"I think they had a better idea and more information about what the census is…at the beginning of the campaign we were confronted with a lot of people who didn't trust the census…but after we provided some information and education on it, their views changed."
Unchanged	1	

Note: "# of interviews" represents the number of interviews (12 maximum) in which the theme was mentioned.

As with business representatives, non-business representatives felt their participation as a Census partner had a very strong impact on a positive community response. Among almost 75% of non-business representatives, there was a feeling of a positive community response to their activities and that moreover, as a result of their association with the Census Bureau, these representatives feel the community had a more positive view of the Bureau (15/34 or 44%).

Exhibit 5-43: Community Response to Partner Participation (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
Reaction to Partner activities		
Positive	25	"I think they reacted in a very positive way and that was a reflection of a lot of the grass roots activities that we did in partnership with the CB and with other community partners."
Neutral	6	"Probably didn't change one way or another. If anything, our sense of involvement and our mission of involvement in our communities was probably just reinforced to them because of our involvement in the partnership."
Skeptical response	3	"We did get some push back from certain groups—some were skeptical about the census."
Unknown	1	"They're probably a little bit indifferent. I don't know. We didn't hear a lot of feedback."
View of Partner		
Positive	4	"It helps raise our profile." "I think it made us more relevant, and allowed us to show them once again that our efforts are on their behalf."
Unchanged	7	
View of Census		
Positive	16	"We're dealing with people who are very, very marginalized. I

Exhibit 5-43: Community Response to Partner Participation (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
		think by partnering with a group that's helping them on many other things, it helped them to set the census apart from the police or the DA office. It helps the census to stand alone when the census partners with trusted community groups."
Unchanged	4	"I wouldn't say that they changed so much as were supported and enhanced."

Note: "# of interviews" represents the number of interviews (34 maximum) in which the theme was mentioned.

Impact on Partner Organization of Participating

Focus group participants were asked how well the role of participating as a Census partner fit with their mission statement and day to day operations. The greatest "fit" was seen by participants in the area of marketing. In some cases, there was frustration on the part of representatives (perhaps as a result of miscommunication about expectations) that the cost to partners for being a partner was greater than anticipated. In some cases, participants felt their association with the Census Bureau was unnecessarily complicated.

Exhibit 5-44: Impact on Partner Organization of Participating (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
Small role in marketing	3	"Our marketing resources are limited, so it plays a role, but a minor one." "We had it much more positioned in our public policy and advocacy, more so than public relations and marketing." "They wouldn't have seen it as a marketing tool." "It doesn't fit because we don't market."
Organization was disappointed	2	"Our partnership ended up being civic responsibility, not at the level that I wanted to do it." "Initially connections with the program our experience was bumpy. It was almost as if we had to beg to be part of the Census Partnerships and it was as if the partnership specialist needed to be convinced that it was a good idea to work with us."
Positive reaction	1	"Our liaison person is proud of that role." "We're not all jumping up and down, but it's important to do. A burden but a good one."
Was integrated into their existing programs	1	"We put in the Census stuff into our existing programs, anti-trafficking and work labor laws."

Exhibit 5-44: Impact on Partner Organization of Participating (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
Participation was seen as publicity	1	"In our organizations? Publicity … it's a constant thing we mention."
Funding was an issue	1	"No one wants to work for free. You got an extra burden on your workload. There was no funding, and this upset and surprised a lot of people.

Note: "# of groups" represents the number of groups (4 maximum) in which the theme was mentioned.

For Business partners, representatives felt in large part that their fit with the Census Bureau was different than anticipated. In marketing, almost all representatives expected a closer fit with the Bureau yet found otherwise after being involved in the program. However, the staff from these organizations were largely positive about their involvement in the program and felt little, if any, added burden as a result of Census activities. Given the relatively larger staff sizes of businesses, this may not be a surprising finding.

Exhibit 5-45: Impact on Partner Organization of Participating (Business Interviews)

Theme	# of interviews (9 total)	Sample quotations
Fit with marketing and publicity program		
Small or no role in marketing	8	"It actually ended up being a lot more minor of a piece than we were anticipating."
Good fit	2	"They go well together. It was a very concise and clear message."
Staff had a positive response	5	"We got great feedback from our employees [via their intranet] - "thank you for keeping us updated."
Staff burden		
Low/no burden on staff	8	"The outreach program was nice because it gave me a tool to give to our facilities that was pretty much plug-and-play."
Time pressures	1	"How user-friendly the materials are really mattered. I think that is where we may have run into some issues. And also not having enough time to get things adequately implemented and get the word out there. I felt like we were under a time-crunch by the end."

Note: "# of interviews" represents the number of interviews (9 maximum) in which the theme was mentioned.

Among research organizations, similar to business partners, the staff response was equally positive, with many representatives expressing the intent to continue their role as a partner in 2020 (Exhibit 5-46). Among all groups interviewed, the research community expressed the strongest commitment to a long-

term partnership with the Census Bureau into the 2020 Census, perhaps due to their active and continuous involvement with data sources and the Census Bureau throughout the intercensal years.

Exhibit 5-46: Impact on Partner Organization of Participating (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
Staff responses to partnership		
Positive response	3	"They all wanted to participate again."
Negative response	1	"Dissatisfied…when we were first contacted about the program we were promised a lot of things, but when we were trying to access these things, that was a different story. We had a hard time getting materials, getting people to present."
Neutral response	1	"I think they want to do it, but still it's what they're being paid for as part of their job."
Level of participation within organization		
Widespread	1	"I think everyone participated."
Few involved	1	"Very few of us were involved in the partnership."
Burden on staff		
Added burden	5	"It is a burden, but we take it very positively."
Did not add a burden	2	

Note: "# of interviews" represents the number of interviews (12 maximum) in which the theme was mentioned.

Non-business representatives remained the most positive group concerning their involvement with the Census Bureau. Almost half of all representatives interviewed felt there was a good fit between their organizations and the Census Bureau in marketing and publicity; had staff that were largely positive in their view of the Partnership Program; felt staff involvement in the Program was widespread without undue burden.

Exhibit 5-47: Impact on Partner Organization of Participating (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
Fit with marketing and publicity program		
Good fit	14	"It fit right in because in our marketing program, the message is empowerment and we have a tag line which our website and everything else is built around called "I am empowered", so taking part in the census, we sold being counted as a key thing in being empowered."
Small or no role	11	"We thought that we could have co-branding in communicating

Exhibit 5-47: Impact on Partner Organization of Participating (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
		the importance and priority around the Census. We also thought that it could elevate people's awareness and understanding of our organization and its mission, but that never really happened."
Staff responses to partnership		
Positive response	20	" We're obviously proud to be part of an important effort." "We were pretty jazzed. We think it is really important work."
Neutral response	3	"It's an important role. It's a service that we provide and it aligns with our mission." "I think it's a sense of obligation."
Level of participation within organization		
Wide participation	15	"For us it was embraced as one of our initiatives and I can guarantee to you that that will be done again in 2020."
Staff may look forward to participating leading up to 2020	8	"If we could get started earlier, there would be much more than it was for the 2010 Census."
Low level of participation	4	"Our executive office feels very responsible. Our direct service level staff are less involved except to the extent that they're sort of given a stack of flyers and told that they need to keep them at their desk and hand out to clients."
Burden on staff		
Won't add burden	16	"Not at all [a burden]. On the contrary, we were all looking forward to this and anticipating what are these numbers going to be. It was overall a positive experience."
Will add burden	6	"Oh yeah [the Census activities will be a work burden], unfortunately. Only because staffs are small with budget cuts and all that. We have very limited staff."

Note: "# of interviews" represents the number of interviews (34 maximum) in which the theme was mentioned.

Modes of Contact, Updates and Feedback in Intercensal Years

In response to the question about participation in the Partnership Program in the intercensal years, focus group participants were split in their view that communication with Census was good or poor. Whether communication with the Census was uneven across these organizations or was perceived by some partners selectively (e.g., region-specific, census representative-specific) is not known from these responses.

Exhibit 5-48: Communication, Updates and Feedback (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
Good communication	3	"Absolutely a professional relationship." "We had access." "We had a key POC for both organizations."
Difficulties with communication	3	"At times, I don't know that the Census Bureau had a great rapid troubleshooting component." "It seemed like they were just there to push out info." "'OK, let me get back with you,' and they would not get back." "We didn't get any feedback." "Quality of communication of Census Bureau with us ... it was bad ... they had no idea what kind of information to provide us."
Email, phone, and text	3	"We text, phone, everything with our contact."
Phone best for questions	3	"Phone for answers to questions." "It's easier to talk to someone on the phone."
Presence of Census Bureau staff	3	"I thought it was commendable that leadership spoke." "Commerce Secretary's presence afforded high-level visibility." "I think often when we have a conference … the Bureau comes in as a Partner and they have their display of information."
Direct access	1	"Direct access to a Census representative is absolutely helpful."
Contact person should be on the national level	1	"For us it'd be the national level [preferred level of contact person]."
Disseminate the Census operational timeline	1	"The Census operational timeline was useful for us when it came to planning when we would pass out the information."
Webinars	1	"When the 2010 information came out, the webinars I participated in were very useful and very straightforward."

Note: "# of groups" represents the number of groups (4 maximum) in which the theme was mentioned.

Business representatives widely reported in telephone interviews that email or in-person exchanges were the preferred modes of communication with the Census Bureau concerning Partnership activities. Additionally, business representatives uniformly expressed the strong preference for a national (not regional) contact at the Census Bureau. The reason for this preference was that having multiple regional contacts made for complicated and cumbersome communication.

Exhibit 5-49: Communication, Updates and Feedback (Business Interviews)

Theme	# of interviews (9 total)	Sample quotations
Preferred modes of contact		
Email preferred	7	"We're used to talking via phone or email all the time … having face-to-face [meetings] isn't important to us."
In-person preferred	3	"I always like in person and then phone. I would like to see Census do an industry day. Bring the potential partners in. A half day agenda is all I think it would take, talk about what their goals are and ideas for implementing support of the Census Bureau."
Social media	2	"A Facebook page where you can just [click the] "like" [button] and get those updates, that would be great."
Feedback from Census Bureau representative helpful	5	"I don't think I got enough of this. I would recommend more of it, more tailored for the organization, and more curiosity about what the organization needs and could use. Would have been really helpful is to know what other organizations were doing"

Note: "# of interviews" represents the number of interviews (9 maximum) in which the theme was mentioned.

CIC/SDC and other research organizations had organizational-specific preferences for mode of communication with the Census Bureau. This finding suggests the need to canvass the particular preferences of the contacts at these organizations to identify the preference of each. Representatives frequently suggested a web-based forum from which information could be exchanged with the Census Bureau such as new telephone numbers, emails, etc., for points of contact as well as among partners.

Exhibit 5-50: Communication, Updates and Feedback (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
Preferred modes of contact		
Mix	4	"E-mails for certain things, phone for others, in-person discussion periodically."
Email	3	"I like email; it's the cheapest."
Social media		"These days, many have internet access; it's all a digital world now"
Census point-of-contact	1	"Each assistant should have a list of organizations he/she is coordinator for, that way you know that's your main contact person, you know who you need to contact."
Engage with ACS in intercensal years	1	"Part of it is to engage them with ACS in the interim so they are getting something for their efforts."

Exhibit 5-50: Communication, Updates and Feedback (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
Forums for partners to interact	1	"User forums/internet forums where users can discuss specific topics. Rather than there being these blanket communications from the Census Bureau out to the partners, and then the partners responding back individually to the Census Bureau, there could be some communication going between partners."

Note: "# of interviews" represents the number of interviews (12 maximum) in which the theme was mentioned.

Non-business representatives widely expressed the preference for electronic communication, with almost 50% preferring email as the primary mode for exchanges and the Census Bureau website as the primary source of partnership information. Nevertheless, these representatives had a strong preference that a Census representative be made available for in-person consultation on the program.

Exhibit 5-51: Communication, Updates and Feedback (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
Desired mode of contact		
Email	14	"Email is probably preferred, so that it's in writing."
Mix	7	"Definitely personal contact for the initial meeting, and then I think email and phone calls are fine as follow-ups."
Telephone	6	"Phone calls if it's something that's time-sensitive…that's preferable."
In-Person	5	"I think one-on-one, no matter how much we rely on electronics, I definitely think it's just so important."
Desired mode for updates		
Website	12	
Conference call	6	
Social media	5	"Facebook site would be most effective if questions and group membership was more filtered out, not open to the general public."
Webinar	5	"Webinars, maybe they could show reports presented to all the partners once a year-the projected budget, key hires with pictures and bios. It would help people feel informed and still be a part of something as they're going along."
Listserv	4	"The organization's affiliate could then go in and ask questions and browse and see answers from other members of the community and the issues they've run into."
Email	3	"If I'm not able to do something I can certainly forward it to board members."
Feedback from Census		

Exhibit 5-51: Communication, Updates and Feedback (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
Helpful	7	"Usually if someone wants to partner with someone, feedback is essential. You want to know if you're doing wrong or doing it right."
If knowledgeable	1	"If it's knowledgeable feedback. It was very rare that the partnership's staff actually were very knowledgeable."
Direct access to Census Bureau representative		
Would like contact	10	"Not only is it helpful, but it gives you the credibility to be able to approach the rest of the members in your organization and say, 'If you have a question, I can get you an answer.'"
No need	4	"I don't know if we necessarily ever faced a situation where we needed direct access to a census representative. All of the information provided to us was simple and easy to understand."
Census release current data to partners	9	"The data that's coming out from the Census will allow people to continually be engaged."

Note: "# of interviews" represents the number of interviews (34 maximum) in which the theme was mentioned.

Use of Census Data

For focus group participants, census data were somewhat selectively used, whereby CIC/SDC and other research organizations reported regular and extensive use while other groups reported less frequent use of census data during the course of their participation in the Partnership Program.

Exhibit 5-52: Use of Census Data (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
Extensive use	3	"The data are directly proportional to tribal housing funding, so it is very relevant." "We use it a ton." "All the time—reporters will call us… we use the data to help journalists shape accurate stories."
Some use	1	"We use it sporadically, depends on projects."
Issues with the data	1	"It's not 5th grade reading level… [it] does not translate to non-technical people." "It is horrible that the Census Bureau dropped the long form. The American Community Survey is an estimate that disenfranchises groups." "The sample size needs to be increased and languages are a concern

Exhibit 5-52: Use of Census Data (Focus Groups)

Theme	# of groups (4 total)	Sample quotations
		too. There are concerns about smaller populations and rural areas."
Workshops to demonstrate how to properly use data	1	

Note: "# of groups" represents the number of groups (4 maximum) in which the theme was mentioned.

Just over half of business representatives interviewed by telephone reported active use of census data for such purposes as to obtain family histories.

Exhibit 5-53: Use of Census Data (Business Interviews)

Theme	# of interviews (9 total)	Sample quotations
Active use of Census data	5	"Our corporate community affairs team has to target the different target groups. They plan their efforts around what the new census says." "We use everything that is publically available to help people trace their family history back. So from 1790 to 1930, all those censuses are available on our website for people to peruse and help discover their family history." "Every day, in our core business decisions we use it every single day."
Difficulty getting data	1	"One thing I have trouble with is finding the things I'm looking for on the census.gov website. It could be because I'm not on it enough to really understand where everything is. But when I want to go in and pull a quick metropolitan area number, it seems like I have to dig through different levels to get to what I need."
Large quantity of information		"There is a huge amount of information; I do worry that it can be overwhelming, especially as we have the ACS data products every year."

Note: "# of interviews" represents the number of interviews (9 maximum) in which the theme was mentioned.

Not surprisingly, CIC/SDC and other research organizations reported active use of census data (100%) and some representatives voiced the desire for regular, ongoing training by the Census Bureau in data issues and data linkages with other administrative records. Additionally, a web-based help desk function would provide research centers with a resource for additional statistical information.

Exhibit 5-54: Use of Census Data (CIC/SDC/Research Orgs Interviews)

Theme	# of interviews (12 total)	Sample quotations
Active use of Census data	12	
Training	1	"You can't train everyone who's going to use the data. You do need training for librarians though, for example."
Use data centers to help	2	"The only way people can really use the data is for intermediaries to help them; that's what the state data program's about and it needs to be strengthened…they need to bring in experts along the way, so that we can help make decisions." "The best way that the ordinary partners can be helped is to be given a bunch of phone numbers, and say "here's the website and here's who you can call if you have a problem understanding it."

Note: "# of interviews" represents the number of interviews (12 maximum) in which the theme was mentioned.

Among non-business representatives, over 2/3 reported active and regular use of census data to inform policies at the local and state level and for other advocacy efforts. The non-business representatives also voiced interest in training that would assist organizations with data applications.

Exhibit 5-55: Use of Census Data (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
Actively uses data	23	"We used some of it to make changes to our parks program, changes to our library, have more access to internet, to see how we service our community." "We use a lot of that for our sales department because they need to tap into advertisers and say why you need to buy into Spanish language television." "We use it for advocacy efforts to help libraries that are experiencing budget cuts and shortfalls to help make appropriate arguments. We also use it in programs to help diversify the library workforce so that in the future librarians will reflect the communities that are served." "We use the Census data in our project proposals, our program proposals. I use it to give speeches and do workshops."
Data analysis help and training	14	"I attended a seminar workshop at lunch that someone from the Bureau gave which made me realize we are underutilizing the data which is available." "We need more training; we need to be really sort of hand-held in the process of understanding what parts of this giant repository are relevant for us and how to do the data

Exhibit 5-55: Use of Census Data (Non-Business Interviews)

Theme	# of interviews (34 total)	Sample quotations
		analysis."
Get e-mail notifications	2	"The website is good and also emails the Census Bureau has sent highlighting specific results." "They have been very responsible to letting, through emails, to let us know when they are releasing and distributing the new data, conference calls and webinars to diffuse the outcomes of 2010. I think it is amazing because you feel the result of your engagement. I think that's something that is key-how you follow up and begin to trickle down the new data that are being released by the census."

Note: "# of interviews" represents the number of interviews (34 maximum) in which the theme was mentioned.

5.3. Research Question 3: What Should the Metrics Be for Measuring the Impact and Value of Partnership Program?

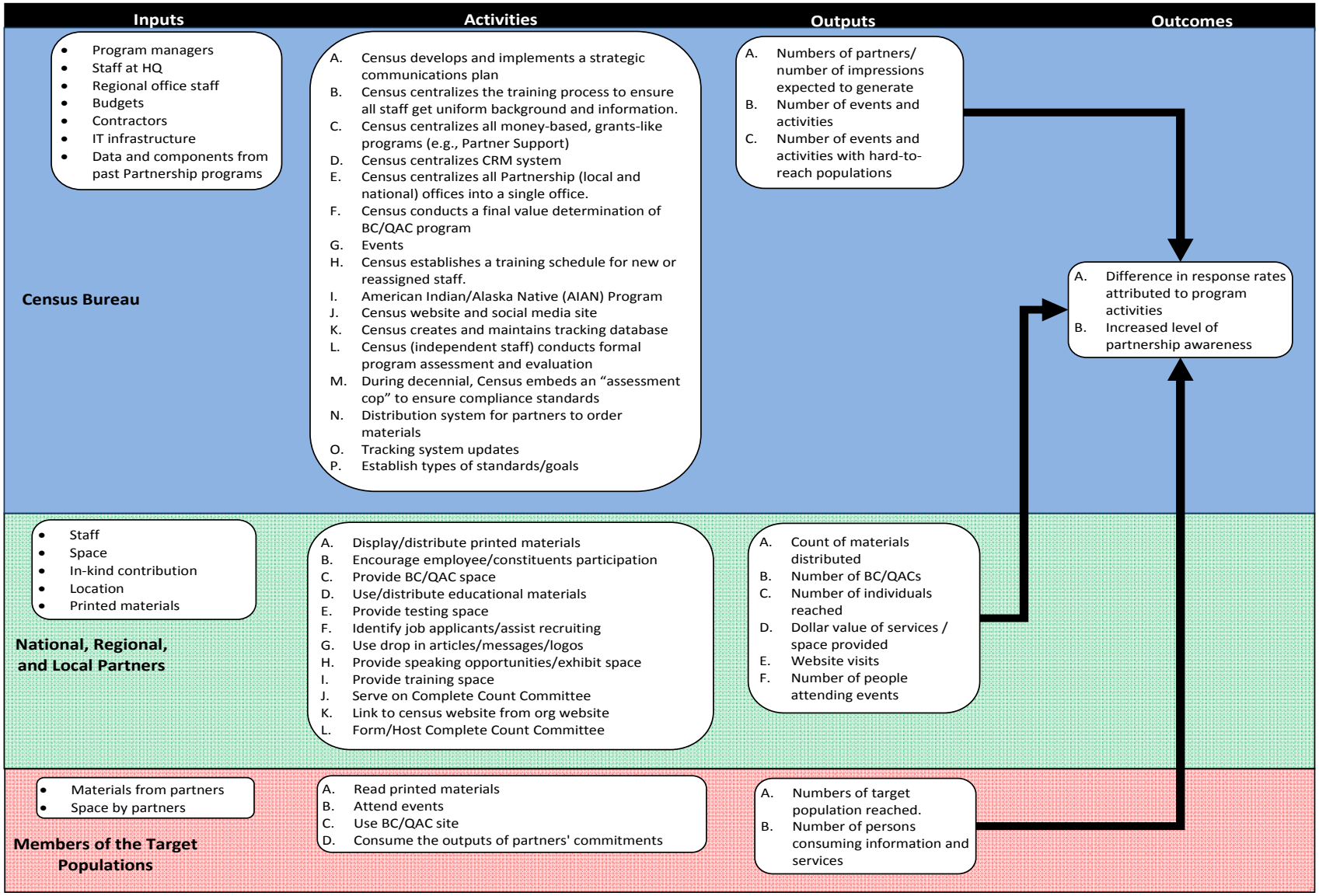
To address Research Question 3, we relied on the structured discussion with internal Census Bureau stakeholders along with results from the prior research questions, detailed in the previous sections.

5.3.1. Overview of Logic Model: Partnership Program Activities, Outputs, Outcomes and Impacts

Based on the regression analysis, structured discussions, interviews, focus groups and literature review, we propose the logic model for the Partnership Program shown in Exhibit 5-56. The column labels across the top of the model are the type of metrics, and the row labels down the left side of the model show the populations who are stakeholders and key players in the functioning of the Partnership Program. We defined the metrics as follows:

- **Inputs** are resources, such as people, money, infrastructure, data and materials that feed into a program and serve as the foundation for its activities.
- **Activities** are the processes, tools, events, technologies, and actions that are an intentional part of the program implementation. They can be undertaken by someone at Census, or by a partner, for example. Activities are often measured by a "yes-or-no" or by a check-mark: did we do this, or did we not do this.
- **Outputs** are the direct products of program activities and may include types, levels and targets of services to be delivered by the program. They are most often quantifiable and can be represented by numbers such as: number of partners, number of commitments, number of completed commitments, value of goods or services provided.
- **Outcomes** are the specific changes in program participants' or target population's behavior, knowledge, skills, status or level of functioning. So, "Mailback Rates" is an example of an outcome.

Exhibit 5-56: Tentative Logic Model in Support of Identification of Metrics



Three main populations play a key role in the logic model: the Census Bureau; national and local partners; and the target populations that the partners are trying to reach. Each population has associated inputs, activities, outputs and outcomes.

We should note that, in a program as large and as complicated as the Partnership Program, the final logic model would have much larger listings of the inputs, the activities, the outcomes, and the outputs. The logic model below is not meant to be exhaustive for these elements. However, it is meant to illustrate the wide range of activities and their consequences that can happen during the operation of the program.

For the Census Bureau, inputs include all of its personnel, its budget, infrastructure, and past data and knowledge from prior Partnership Programs. With these inputs, the Census Bureau conducts a number of activities related to Partnerships. These include the preparation and planning for partnership activities, developing thorough communications plan, building the necessary infrastructures to support the partnership program, training staff and ensuring that all Census Bureau staff supporting the Partnership Program have a common understanding of the program, its processes and procedures, and other activities as listed in the exhibit.

Each of these activities has certain outputs because of the activity being done. Not all possible outputs are listed here. The outputs for the Census Bureau include the numbers of partners in the program, the number of target population impressions the activities are expected to generate, and the number of events and activities.

In turn, the outputs will affect the desired outcomes, the most important of which are increased level of awareness of the partnership program, and, of course an increase in mailback rates directly attributable to the program. Partners have inputs such as staff to devote time to the program, in-kind contributions space, labor, and location. Additionally, depending on the commitments they choose to take on, the partners will get printed materials from the Census Bureau. Using these inputs, the partners carry out their commitments, which range from very low effort activities such as displaying a placard in a window or putting a notice or logo on a web site to more complex and resource intensive activities such as hosting events.

The consequences or products of the commitment activities constitute the outputs for the partners. Outputs include the amount of materials distributed, the number of BC/QACs offered, the number of persons seeking out the BC/QAC sites, the number of individuals reached, and the like.

Finally, the third component of the logic model is that of the target populations that the partners are trying to reach. As inputs, the target population has the commitment activities conducted by the partners. The activities of the target populations consist largely of "consuming" the commitments offered by the partners.

The metrics shown in Exhibit 5-56 came from a structured discussion held with Census Bureau staff concerning the metrics that they saw as necessary. These were in addition to the metrics derived from

the quantitative study of all active partners in research question 1, and in the focus groups and interviews conducted for research question 2.

5.3.2. Results from Structured Discussion with Census Bureau Staff

Prior to the structured discussion with Census Bureau staff, we asked participants to generate a list of key metrics for the Partnership Program, which we categorized into activities, outputs, and outcomes. During the discussion, participants added to each list and then voted on their top priorities.

Activities

The list for activities is shown in Exhibit 5-57. The list includes the original list generated from the pre-discussion worksheet, along with additional changes and items, which are shown in italics.

Exhibit 5-57: List of Activities from Partnership Program Structured Discussion

A. Census develops and implements strategic communication plan
   1) Start decennial process in decade year 7
   2) Improve ongoing partnerships maintenance
   3) Employ "warm" contacts approach, i.e. building off ongoing efforts maintained throughout the decade
   4) Census determines how and when partners are to be notified of impending changes.
   5) Census strategically determines partners or types of partners targeted ahead of time through a systematic process
   6) Plan approved and finalized by 2017
   7) Integrated/comprehensive plan
      - *Regional, national, contractor (?)*
   8) Use debriefing recommendations
      - *Combine all debriefing efforts*

B. Census centralizes the training process and communication streams to ensure all staff get at least a basic level of uniform background and information.

C. Census centralizes all money-based, grants-like programs (e.g., Partner Support).
   1) Program should be identified, established, and trained on very early and should not arbitrarily be added on. (No opt-ins region-by-region.)

D. Census centralizes CRM system
   1) Approved, test, and put in-place well before peak production time.
   2) Mandate data-entry/adherence to the system, and include this mandate in all position descriptions/plans/evaluations.

E. Census centralizes all Partnership (local and national) offices into a single office.
   1) Plan ahead: More integration in advance between FLD PDS and national partnership.

F. Census conducts a final value determination of Be Counted/Questionnaire Assistance Centers (BC/QAC) program
   1) Is it one big positive PR thing? Is it a real operation? If so, it should be fully staffed, conducted, and evaluated as such with true ROI implications.

G. Events
   1) Census estimates the value of an event when organizing one.
   2) Census creates a document that includes all the partnership events that will take place and sends it to the media distribution list in case the media wants to cover any of those events.

H. Census establishes a training schedule for new or reassigned staff. (PDS training, cultural awareness training, IPCD training, and AFF2 training.)

I. American Indian/Alaska Native (AIAN) Program – (as a component of PDS programs.)

Exhibit 5-57: List of Activities from Partnership Program Structured Discussion

1) Regional staff receive AIAN cultural awareness training and get an overview of the Tribal Governments Liaison Program.
2) Regional directors establish a relationship with any of the tribal governments that they pick up during the transition.
3) Census continues effort to ensure and document that each of the 565 federally-recognized tribes receives data training on the AIAN data, particularly SF-1 & SF-2. Also all other surveys and research that occurs on tribal lands.

J. Census maintains and updates website and social media site

K. Census creates and maintains tracking database
   1) Census tracks and mandates basic quantifiable standards for different categories of partnerships jobs (e.g., All PSs must develop a minimum of X partnerships)

L. Census (independent staff) conducts formal program assessment and evaluation. Research plan needs to be put in place before the program takes off.

M. During decennial, Census embeds an independent "assessment cop" in every region to conduct ongoing assessment to see if program is doing what it claims and meeting certain basic standards.
   1) Along those lines, can designate an internal audit-staff whose sole job is to literally do random audits with partners to assure quality. Removes burden from over-worked managers who usually have to do PS-like duties with the more important partners too.

N. Distribution system for partners to order materials

O. Tracking system updates
- *Dedicated support specialists*
- *Communicate clear standards for time*
- *Streamline reporting – optical scan forms*
  - *Decide in beginning what is essential based on most requested data*

P. *Establish types of standards/goals*

During voting, participants ranked their top five activities, with their most important activity receiving 5 points, their second most important activity receiving 4 points, and so on. At the time of voting, the participants noted that related items could be grouped together. For example, items D, K, and O all related to a computerized partner tracking system. Item A (Develop and implement a strategic communication plan) with 28 points, was voted the most important activity for the Census Bureau to undertake for the Partnership Program.

The activities that received the most votes are listed in Exhibit 5-58.

Exhibit 5-58: Most Important Activities

A. Develop and implement a strategic communication plan
D. Census centralizes CRM system K. Census creates and maintains tracking database O. Tracking system updates
N. Distribution system for partners to order materials
L. Census (independent staff) conducts formal program assessment and evaluation. Research plan needs to be put in place before the program takes off

Outputs

The list for outputs is shown in Exhibit 5-59. The list includes the original list generated from the pre-discussion worksheet.

Exhibit 5-59: List of Outputs from Partnership Program Structured Discussion
A. Numbers of partners/ number of impressions expected to generate o Extrapolated into minimum thresholds for partnerships per PS, etc. o Minimums should be included in all position descriptions/plans/evaluations. o Thresholds would be determined for every phase of overall operations. B. Number of events and activities o Number of events with hard-to-reach populations

Due to time constraints, the group did not vote on the outputs.

Outcomes

The list for activities is shown in Exhibit 5-60. The list includes the original list generated from the pre-discussion worksheet

Exhibit 5-60: List of Outcomes from Partnership Program Structured Discussion
A. Difference in response rates attributed to program activities o Designate matched pairs and have some that don't get any partnership activities to determine difference in response rates and things like donated testing/training space B. Increased level of partnership awareness o Baseline measure of partnership awareness with existing partners and potential partners, then comparison of levels with same contacts after established time period

Due to time constraints, the group did not vote on the outputs.

5.3.3. Results from the Focus Groups and Interviews

In this section we pull some of the most often mentioned themes and convert them to potential metrics that the Partnership Program could monitor to assess the success of the program.

Exhibit 5-61 shows key themes from the focus groups and interviews along with potential metrics.

Exhibit 5-61: Metrics from Focus Groups and Interviews

Theme	Metric
Awareness	Number of personal visits to partner organization (OP) Number of organizations aware of Partnership Program (OP) Number of partners assigned to each regional office (OP) % of existing partners who continue in the program (OC) Number of referrals from existing partners (OP)
Important factors for partner participation	Number of distinct "pitches" directed to specific partner types (A) Satisfaction with Partnership Program serving needs of target community (OC)
Positive aspects of Partnership Program	% partners expressing positive experience with program (OC) % partners **proud** to be in program (OC) % National partners leveraging contacts with local organizations Frequency of email reminders and contacts with current partners (OP) Number of trainings by Census Bureau on how to use census data

Recommendations for improving the Partnership Program	Number of meetings held to involve partners on "big issues" and broader Census Bureau processes (OP) Communicate expectations to partners on requirements for their involvement (A) Development of speaker's bureau (A) Link on Census website to enroll as partner (A) Create Certificate for Partner membership and activity (A) Start recruiting early before the Decennial Census (A) Increase level of human contact (A)
Materials	% materials and messages delivered via social media (OP) Number of languages support (OP) % of materials tailored to various sub-groups (OP)
Community Response to partner participation	% of partners seen positively by the community because they are partners (OC)
Impact on partner organization of participating	% of partners who view program as a burden (OC) Number of partner employees involved (OP) % involved employees expressing positive feelings of role (OC)
Modes of contact, updates and feedback in intercensal years	% of partners by preferred communication mode (OP) % of partners who know their Census Bureau point-of-contact (OP)
Use of census data	% of partners who use census data (OP)

Note: A = Activities; OP = Outputs; OC = Outcomes

Key metrics are divided into activities, outputs and outcomes, as with the structured discussion above. The key domains addressed by these metrics includes awareness of the Partnership Program; factors important to participation; positive aspects of the program; recommendations for program improvement; materials developed for the partners; impact on the partner organization of participating; preferred modes of contact and feedback during the intercensal years; and use of census data.

5.3.4. Results from the Quantitative Analysis of Local Partners

Among the metrics from the quantitative analysis of all partners, the following metrics are proposed:

- **The number of commitments that a partner takes on**. More commitments translate directly into being more engaged.
- **The quality or weight of each commitment taken on by a partner**. This will require developing a weighting scheme for commitments, and this too can be refined over time. For example, displaying materials is a relatively passive activity that would receive a low weight. Distributing materials in a number of different locations is more active and would receive a higher weight. Providing space for a Be Counted site is more active still.
- **Partner yield type**. The metric of "partner commitment yield type" based on the average number of commitments for the partner types may be a useful concept to operationalize and put into practice. This would allow the Partnership Program to focus on those partners who would be able to make

more commitments that did not have as high a "yield". More work will need to be done quantitatively to ascertain such factors as: the impetus for partners to favor one commitment over another, what are the partner costs in performing the commitment to completion. Once commitment 'yield" is better understood, it could become part of an engagement index.

- **Specific target populations other than the "general population."** Focusing on specific target populations, whether they be specific race/ethnic groups or specific communities may indicate partners who will be more engaged than those serving the general population.

6. Key Lessons, Conclusions, and Recommendations

This section provides recommendations for the Partnership Program that emerged from this research. First, this section highlights several key strengths of the current program identified through the quantitative analysis of all partners and their commitments and from the focus groups and interviews with national partner organizations. Then we provide recommendations by each of the research questions discussed in this report. We end by providing ideas for next steps for further analysis and research.

6.1. Strengths of the Current Partnership Program

Representatives from business organizations, non-business organizations, CIC and other research organizations identified many existing strengths of the Partnership Program. Key areas of strengths include:

- ***The overall program has a measureable effect on increasing mailback rates in Hard-To-Count areas***. There is an effect of number of partners on increases in mailback rates between 2000 and 2010 in high Hard-To-Count areas, the areas of most concern to the Census Bureau (Exhibit 5-16). It may be possible to more precisely define these effects in future iterations of the process, through more complete assessment and weighting of partner activities to measure program success.
- ***The partnerships of governments, businesses, non-businesses, and research communities with the Census Bureau affords access to local communities to convey the importance of the census***: Given the importance of reaching Hard-To-Count areas to obtain accurate counts, the linkages of Census Bureau stakeholders provides an efficient manner to reach these groups.
- ***Census Partners have access to a large and varied set of promotional materials to generate public awareness to increase mail response:*** Target populations include bi- and multi-lingual groups, ethnic minorities, for which accurate counts are crucial to the census. The partner program mobilizes community leaders to engage their constituents to be counted.
- ***The partnership program involves many partners that, in the aggregate, focus on all potential target populations***. The Census Bureau has been very effective in recruiting partners of all types in virtually all regions of the country. Approximately 75% of all census tracts have one or more partners located within the tract
- ***The program has developed and will continue to develop innovative ways to attain the desired outcome of increasing the mailback rate***. These include the setting up of Be Counted Sites and Questionnaire Assistance Centers and events such as "March to the Mailbox."

6.2. Question 1: What Is the Quantitative Impact of the Partnership Program on Mailback Rates?

We make five overarching recommendations related to the quantitative research on the impact of the Partnership Program; these recommendations also include ideas from the discussion with internal stakeholders at the Census Bureau.

Recommendation 1: Ensure that the data fields in the Integrated Partner Contact Database (IPCD) match the Partnership Program's goals and objectives as defined by the logic model to aid in high-quality evaluation efforts.

Recommendation 2: Quantify the actual geographic reach of the partner.

Recommendation 2.1: Develop a small pilot involving several hundred current local partners in HTC census tracts.

Recommendation 2.2: Convert actual geographic reach into data for use in GIS analysis.

Recommendation 2.3: Refine statistical relationships between the actual geographic reach and mailback rates across multiple census tracts in the partners' "catchment" area.

Recommendation 3: In order to handle the total number of partners (over 250,000), triage current partners and prospective partners based on the calculated impact of their efforts.

Recommendation 3.1: Classify partners based on "commitment yield".

Recommendation 3.2: Weight various commitments according to probable impact on target population reach and impact on mailback behavior.

Recommendation 3.3: Develop contact and maintenance strategies for the partners with differential probabilities of impact.

Recommendation 3.4: Continually refine engagement metrics based on empirical findings.

Recommendation 4: Continue to improve the functioning of the Integrated Partner Contact Database (IPCD) to ensure ease of data entry for users.

Recommendation 4.1: Simplify data entry into the contact management system.

Recommendation 4.2: Periodically perform maintenance on the IPCD so that inactive partners or those organizations that have ceased to exist are moved to an archive to keep the number of partners manageable.

Recommendation 5: Increase the quality of the data by continuous training of staff on data entry field content, expectations, and knowledge and quality control processes.

While the quantitative analyses were able to detect some effects of the Partnership Program on 2010 mailback rates and changes in mailback rates between 2000 and 2010, particularly in Hard-To-Count areas, it is likely that more robust findings would emerge from predictors that are more closely aligned conceptually with mailback rates and other outcomes and data that are of the highest possible quality. As such, the recommendations largely suggest improvements to the types of data collected and the features of the data collection system and training that would improve the quality of the data collected.

6.2.1. Recommendation 1: Ensure that the data fields in the Integrated Partner Contact Database (IPCD) match the Partnership Program's goals and objectives as defined by the logic model to aid in high-quality evaluation efforts

While the IPCD captures information about partners and their commitments to conduct activities, it does not collect data or it contains incomplete data on factors that may be more strongly related to important outcomes such as mailback rates. For example, while there is a field for entering the date of completion of a committed activity, for over 95% of the records we received, this field was blank. Furthermore, this data field may ask for more information than is necessary for analysis; it is likely that these dates would be converted to a simple yes/no item as to whether an activity was completed, which is simpler to enter. Value add is an improved metric that captures value added by partner resources in monetary terms, and this variable was related to change in mailback rates between 2000 and 2010 across all census tracts (see Appendix A: All Multiple Regression Models, Model 12: Full Model - All Census (2010-2000 Mailback Rate Difference Scores) Controlling for 2000 Census Mailback Rates). Other variables may be more related to mailback rates than value add, however.

Some Census Bureau stakeholders expressed concern during the internal discussion that it was burdensome for Partnership staff to complete and update records for each partner. When there are too many data fields to complete, the quality of data entry suffers and time is taken away that is needed for partner contact activities. The Partnership Program should establish what data fields are crucial for program staff to collect based on a logic model (Recommendation 13) detailing how the program is thought to work. Data fields that are not used or that are often simplified for analysis should be removed or simplified in the system (not deleting but archiving past data from those fields).

6.2.2. Recommendation 2: Quantify the actual geographic reach of the partner.

A variable that would be incredibly useful in characterizing partner effects would be the geographic reach of each partner (see section 5.1.7 and the Limitations in section 4). The current quantitative analysis likely underestimates the reach of partners by confining the influence of each one to the census tract in which it is located. There are also likely to be differences in reach by type of partner, and the reach of partners would be a key component of any index of partner yield or impact (discussed in Recommendation 3). We recognize, however, that constructing such a measure is a complicated process. We suggest the following steps.

Recommendation 2.1: Develop a small pilot involving several hundred current local partners in HTC census tracts.

A pilot study would allow the Census Bureau to establish the feasibility of assessing geographic reach of partners and work out the most efficient and accurate process for doing so. Such a pilot study could also assess the added utility and feasibility of incorporating aspects such as reach of partners through Internet, television and radio advertising, and other forms of mass communication. A next-step measure would be to simply characterize all geographic areas in which a partner has influence; a step beyond that would be to include the strength of that influence within each part of the geographic region, or at

least some model for dissipating a partner's reach as one moves away from where the partner is located.

Recommendation 2.2: Convert actual geographic reach into data for use in GIS analysis.

The Partnership Program will need to consult with GIS experts at the Census Bureau or outside experts to understand how best to capture and convert data that is usable for GIS analysis. The benefits of GIS analysis include the ability to overlay data from other map-based data sources, which further adds to the richness of the data analysis that are possible.

Recommendation 2.3: Establish statistical relationships between the actual geographic reach and mailback rates across multiple census tracts in the partners' "catchment" area.

Prior to standardizing a process for collecting geographic reach data across the entire country, the Partnership Program should conduct analysis to establish that partner reach is a variable that has added utility over the simple measure used in this research in explaining key outcomes such as mailback rates in the pilot areas. If the variable appears to have explanatory power, the Partnership Program can proceed to develop a standardized process for collecting these data.

6.2.3. Recommendation 3: In order to handle the total number of partners (over 250,000), triage current partners and prospective partners based on the calculated impact of their efforts.

The current partner "caseload" of over 250,000 partners is not sustainable, especially in intercensal years when there are staffing constraints. While all partners are important, some partners will provide more value to the program with respect to its goals and objectives, as defined by the programs' logic model (Recommendation 14). This recommendation suggests ways to allocate resources to partners commensurate with their predicted impact on key outcomes such as mailback rates (See sections See sections 5.1.7 and 5.1.8 in the Results).

Recommendation 3.1: Classify partners based on "commitment yield".

Partners can be classified by the number of commitments that a partner takes on (and, ideally, the more activities that are completed by the partner), which will serve as a measure of partner engagement. In estimating the value of new partners, these partners can be classified into partner yield type, one of four "commitment yield" categories, based on the average number of commitments for the partner types. This, in effect, would use partner type as predictive factor for engagement.

Recommendation 3.2: Weight various commitments according to probable impact on target population reach and impact on mailback behavior.

The Partnership Program can also weight commitments by their level of engagement or by the impact on key target populations. Weighting commitments will require developing a weighting scheme for commitments, and this too can be refined over time.

One weight could be a measure of engagement required by each activity. This measure may or may not be related to key outcomes such as mailback rates, but it may signal partners' willingness to engage as a partner and potentially be asked to conduct activities that are more closely related to mailback rates. For example, displaying materials is a relatively passive activity that might receive a low weight. Distributing materials in a number of different locations is more active and might receive a higher weight. Providing space for a Be Counted site is more active still. These weights could combine partner appraisals of the effort required for each type of commitment (through ratings using a survey instrument).

Another kind of weight would be based on empirical evidence of the relationship between the activities and key outcomes of interest to the Census Bureau (such as mailback rates). Further data analysis on the analytic dataset used in this report could yield more insight about activities or *combinations of activities* that have the strongest relationship with mailback rates. Small studies might also be conducted to assess the impact of activities on intermediate outcomes that are related to mailback rates (as designated in the logic model) such as intentions or attitudes toward completing the census.

Recommendation 3.3: Develop contact and maintenance strategies for the partners with differential probabilities of impact.

Using the commitment yield measures described above, the Partnership Program can segment partners into groups with differential probabilities of impact. Another measure that could be included might be whether an organization targets specific populations such as specific race/ethnic groups or specific communities, as these partners may be more engaged than those serving the general population. In the focus groups and interviews with national partners, organizations serving particular groups often mentioned the importance of ensuring fair representation and Federal funding for their target audience as a key motivator for participation (see Exhibit 5-24, Exhibit 5-25, Exhibit 5-26 and Exhibit 5-27).

While new partners may initially be segmented based on probability of impact, partners should shift groups over time based on their actual commitments and performance of activities.

Recommendation 3.4: Continually refine engagement metrics based on empirical findings.

Different types of partners and activities will yield different effects over time, and the Partnership Program should use the data it collects to continually refine the engagement metrics. For example, the market share reached by television advertising has declined over time with the increase in viewing options and the advent of recording technology that makes it easy to skip commercials.

6.2.4. Recommendation 4: Continue to improve the functioning of the Integrated Partner Contact Database (IPCD) to ensure ease of data entry for users.

Streamlining the data that are collected will help improve data quality. Likewise, improvements to the process of data entry and the functioning of the IPCD itself will also improve data quality.

Recommendation 4.1: Simplify data entry into the contact management system.

Census Bureau stakeholders during the internal discussion brainstormed ways of improving the data entry into the system, which is time-consuming and less user-friendly than would be ideal. Some ideas included using optical scan technology to quickly enter paper forms completed in the field or handheld devices that could be used to input and upload data from anywhere. Reducing the burden of this activity should improve data quality and leave more time for essential partner outreach.

Some of the data entry fields also have a large list of potential response options, which may cause problems with data quality. For example, Exhibit 5-6 shows that over 5% of partner commitments listed in IPCD were listed as "other." While this is probably partly due to specific commitments not appearing in the response options, it is likely that many activities in this category were intentionally or unintentionally mislabeled as "other." Some staff entering data may not have felt like searching through the list while others in good faith may have simply believed that the item was not on the list or missed the item while searching the list. Dividing large lists into intuitive sub-categories could aid staff in entering the correct commitment and in entering similar data.

Recommendation 4.2: Periodically perform maintenance on the IPCD so that inactive partners or those organizations that have ceased to exist are moved to an archive to keep the number of partners manageable.

The IPCD contains over 400,000 partner records, 35% of which may no longer be relevant. Data on partners that are permanently inactive or that have ceased to exist need to be retained in an archive and available for search, but they should not appear in the "view" of busy partnership staff who are trying to manage partnership data or a partner caseload.

6.2.5. Recommendation 5: Increase the quality of the data by training of and continuous provision of feedback for staff on data entry field content, expectations, and knowledge and quality control processes.

There are several deficiencies in the quality of the data from IPCD. Some records are duplicated. Some important data fields are empty, which may be due to incomplete input but could also be due to lack of information from partners (in which case there should be a way to denote that the partner lacks the data). The quality of data has a direct impact on its value for measuring program effects, and partnership staff members need training and continuous feedback on data quality. While training is key, feedback on a continual basis is more useful in that it is more timely, it occurs when staff are "in field" with data entry and aware of the real-life problems and concerns that arise with data entry, and it shows staff that their progress will be monitored.

Likewise, internal Census Bureau stakeholders suggested that other quality control monitoring processes could improve data quality. One stakeholder in an interview suggested hiring an external call center to follow up with a sample of records to determine whether they had been contacted by partnership staff and get feedback about the interaction.

6.3. Question 2: How Can the Partnership Program Be Improved for the 2020 Census?

We present seven main recommendations related to the second research question about how the National Partnership Program can be improved for the 2020 Census.

Recommendation 6: Segment national partners into groups that consider stage of Partnership Program adoption as a basis of the communication and dissemination plan.

Recommendation 6.1: Tailor program efforts by stage.

Recommendation 6.2: Add stage to IPCD.

Recommendation 6.3: Understand and incorporate the increasing level of effort at each stage in setting goals and evaluating program staff efforts.

Recommendation 7: Maintain outreach with partners throughout the intercensal years.

Recommendation 7.1: Establish an earlier timeline for recruiting and securing commitments for the partnership program.

Recommendation 8: Articulate a clear and compelling value proposition for organizations to join and to maintain membership in the program.

Recommendation 8.1: Define different value propositions for different types of partners.

Recommendation 8.2: Pilot test and refine the propositions.

Recommendation 8.3: Implement and then continuously refine and update the value propositions.

Recommendation 9: Provide materials and data that fit partners' needs.

Recommendation 9.1: Provide materials that are customizable.

Recommendation 9.2: Provide multilingual materials that are appropriately translated or provide support for partners to create their own translations.

Recommendation 9.3: Provide training and support for obtaining and using census data.

Recommendation 10: Provide more individualized attention to and communication with partner organizations.

Recommendation 10.1: Provide a dedicated Census Bureau point-of-contact to partners.

Recommendation 10.2: Provide partners with clear expectations and requirements, timelines and a sense of how their activities fit into the overall work of the Census Bureau.

Recommendation 10.3: Identify the preferred mode of communication of partners for receiving and sending Partnership materials and resources.

Recommendation 11: Provide support for partner feedback from their target audience.

Recommendation 12. Take advantage of the expertise that partners have.

Recommendation 12.1: Share best practices of similar partners with each other, especially with newer partners.

Recommendation 12.2: Connect to new partners through existing partners.

Before describing each of the recommendations, we will present the framework that we used to structure the thoughts and opinions of national partners into recommendations for improving the National Partnership Program.

6.3.1. A Framework for the Recommendations for Improving the National Partnership Program: Diffusion of Innovations Theory

The themes that emerged from the focus groups and interviews with national partners fit well into a framework developed to understand why some innovations (such as programs) spread and are adopted more quickly than others. Diffusion of Innovations Theory[8] explains the process by which innovations diffuse and become widely adopted (or fail to diffuse and die out). We will place the recommendations for this section within this framework to help the National Partnership Program understand how best to improve the program so that it will most successfully diffuse and be adopted by national partner organizations.[9]

The first key concept from the theory is the process by which an entity, such as partner organization, adopts an innovation. Adopting a program (becoming a partner) occurs in stages, and the needs of partners will differ at each stage. That means that the National Partnership Program will need to use different strategies for organizations at different stages of adoption. Exhibit 6-1 shows the five stages of program adoption, as applied to becoming a national partner, the needs of organizations at each stage, and the different program strategy that will be needed to best work with organizations at each stage.

[8] Rogers, E. M. (2003). Diffusion of Innovations. (5th Ed.). New York: Free Press.
[9] While this section is focused on the qualitative data emerging from the national partners, it is likely that the Diffusion of Innovations framework would be useful for understanding how best to structure the Partnership Program to reach all partners.

Exhibit 6-1: Stages of Diffusion, Partner Needs and Program Strategies

Stage	What occurs in stage	Need of partner at stage	Program strategy
Awareness/ Knowledge	The organization become aware of the Partnership Program	Basic information about the program and what it entails	Mass communication works best for making a large number of organizations aware of the program
Persuasion/ Interest	The organization forms an attitude, positive or negative about the program	Information from trusted sources about the program, word-of-mouth views	Take advantage of existing partners who are similar to seek out partners in this stage; use in-person contact.
Decision/ Evaluation	The organization decides whether to become a partner	Detailed information about the advantages and disadvantages of being a partner, including expected outcomes	Clearly convey advantages of program, compatibility with organizations' values and functions, ease of partnering, and positive outcomes
Implementation/ Trial	The organization becomes a partner	Support for implementation; support and encouragement for activities	Good communication with a knowledgeable point-of-contact, easy access to needed materials and information, clear expectation and timelines
Confirmation/ Adoption	The organization remains a permanent partner	Further support, addressing any problems	Feedback to and from partners to fix problems, continued support; can also engage these partners in recruiting new partners at this stage

Program strategies that work best for organizations at one stage are often a bad fit for organizations at another stage. For example, mass emails about the program are less useful to partners who are actively engaged than concrete support and information targeted to their needs. Likewise, a box of program materials is not helpful to those organizations that are unaware, uninterested, or undecided about program participation. As a partner moves through the stages of adoption, the effort required to engage that partner will increase, but the partner should also provide more value to the program.

Another aspect of Diffusion of Innovations Theory that provides important insight into potential National Partnership Program improvements is the notion of the five main factors that are related to the speed of diffusion of an innovation. Innovations diffuse more successfully if they have relative advantage over existing practices, are compatible with the existing values and practices of an organization, have low complexity, and are testable and observable before adoption. Exhibit 6-2 shows each of the five factors, the general implications for the National Partnership Program, and the specific related recommendations from the focus group and interview themes.

Exhibit 6-2: Factors that Increase Diffusion and Implications for the National Partnership Program

Factor	Meaning for National Partnership Program	Related Recommendations
Relative Advantage	Needs to provide clear value to the partners over the status quo or expending resources on other programs	• Tailor value proposition to partner type (CICs differ from businesses, for example) • Co-branding, tailoring, micro-targeting of materials
Compatibility	Needs to fit with existing values, functions and practices of the partner organization	• Materials that fit with needs • Customizable templates • Appropriate translations
Complexity	Needs to be easy to understand and implement	• Support and clear communication with Census Bureau representative at the national level • Pre-prepared materials • Clear expectations and timelines • Ask Partners what they need • Training
Trialability	Needs to be a way to test or experiment with the program on a limited basis	• Offer varying levels of commitment • Support for getting feedback from target audience
Observability	Needs to make clear the outcomes for other partners who have adopted	• Find new partners through existing partners • Connect similar partners together to share best practices

The themes discussed in the related recommendations with be discussed in the context of each of the recommendations below.

6.3.2. Recommendation 6: Segment national partners into groups that consider stage of Partnership Program adoption as a basis of the communication and dissemination plan.

As discussed in the previous section, organizations will go through different phases in the process of becoming a national partner (this likely applies at the local level as well). While partners in a range of categories might be classified as "active" in IPCD, in all likelihood this category includes all partners who have at least passed beyond the stage of awareness to interest. As such, it would be useful to classify partners more specifically with respect to their stage of program adoption in determining how best to interact with them and support them further.

Recommendation 6.1: Tailor program efforts by stage.

The National Partnership Program should tailor program efforts with consideration of the stage of each group of organizations. Organizations that have not been part of the program or that used to be but that have lost any connection to the program due to staff turnover need to be reached en masse to make them aware that the program exists. To best find organizations that are ripe for developing interest in the program, Partnership Program staff should make use of existing partners that are very active (in the confirmed/adopted stage) to connect with new partners through word-of-mouth; this suggestion came up in the qualitative research with national partners (Exhibit 5-20 through Exhibit 5-22). In-person outreach by Partnership Program staff may also be more effective at this stage and in the next stage, when helping organizations decide whether to partner with the Census Bureau. Many partners noted the importance of in-person outreach at the start of the partnership (Exhibit 5-48 through Exhibit 5-51) made subsequent communication by email and telephone more productive.

Partners that are implementing activities need support. Not only will they need materials or guidance for activities, they will also want clear timelines expectations and an overview of how their activities fit in with those of the Census Bureau, but they will also want to have a reliable, knowledgeable single point-of-contact who will be responsive to their needs (see Exhibit 5-32 through Exhibit 5-35 for these recommended improvements and others from national partners). Partners will also want to get and give feedback during the "trial" stage of implementation; successful feedback will help partners become more engaged and become full and permanent partners.

While these stages suggest a steady progression toward becoming a partner, unfortunately key partner contacts leave organizations, which can sever the partnership in some cases. Partners may also become less engaged over time. As such, the National Partnership Program will need to be aware of organizations that move backward through stages and approach them accordingly.

Recommendation 6.2: Add stage to IPCD.

Using stages to tailor the approach to organizations can only occur if the stages are added to IPCD. Currently IPCD included inactive partners, prospects and active partners. Further defining these groups will clarify the approach to take with each type of organization.

Recommendation 6.3: Understand and incorporate the increasing level of effort at each stage in setting goals and evaluating program staff efforts.

Partners need increasingly intensive support as they go through the stages of becoming a partner, but the yield from those partners increases as well. As such, it is important that staff goals and performance evaluation metrics reward intensive work with a partner more than less intensive work (such as making a new contact). The "score" of any given effort should be automatically built into IPCD and immediately visible to staff to direct their efforts. The preliminary weight of given staff activities can initially be assigned using expert opinion within the Partnership Program and later revised to incorporate data about the impact on key outcomes of partners at each stage.

6.3.3. Recommendation 7: Maintain outreach with partners throughout the intercensal years.

Focus group participants (Exhibit 5-32) and non-business partners (Exhibit 5-35) in particular recommended maintaining outreach with partners throughout the intercensal period. Partners can be engaged by providing data of interest in the years after the census and by beginning contact well in advance of the next census. In the future, key partners can also be engaged in intercensal data collections such as the American Community Survey.

Recommendation 7.1: Establish an earlier timeline for recruiting and securing commitments for the partnership program.

CICs (Exhibit 5-34) and non-businesses (Exhibit 5-35) in particular raised the recommendation to start earlier in contacting partner organizations. Organizations that are large, that will have layers of approval, that will need to incorporate activities in their budgets, or that have other organizations as their target audience may need more lead time in order to make activities happen in coordination with the census. Smaller organizations or those that are engaged in simpler activities may need less lead time, although it is possible to return to such organizations later after an earlier initial contact (but not vice-versa). Longer lead time can also provide more options (and more creative options) for how national partners can participate. Many national partners reach unique audiences or national audiences in unique ways that no other partner can provide. For example, one cereal manufacturer included in the interviews noted that their main activities involved disseminating information to employees. While that is certainly a large and important target audience, few companies can put census information in front of people as they eat breakfast. Putting census-related materials on cereal boxes, however, probably requires more lead time than disseminating materials to employees.

6.3.4. Recommendation 8: Articulate a clear and compelling value proposition for organizations to join and to maintain membership in the program.

To increase the relative advantage of partnering with the Census Bureau over the status quo or other activities, the Partnership Program needs to ensure that the program is of value to partners. What partners value may differ by type of organization. Some partners mentioned the value of co-branding both for promoting their organization as a Census Bureau partner and for targeting their audience to increase their awareness and trust of the census (see Exhibit 5-36 through Exhibit 5-39). The Partnership Program might also appeal to the motivating factors for participation that we asked about such as ensuring fair representation for their target audiences or promoting their organizations as good citizens (see Exhibit 5-24 through Exhibit 5-27).

Recommendation 8.1: Define different value propositions for different types of partners.

The Partnership Program should not assume that every organization will see the same advantages to participation. As a first step, the program should define different value propositions for different types of partners (as defined by the partner types in IPCD, the target audiences, the prior activities of the

organization or other factors), based on this research and other research and on its own experience and expertise.

Recommendation 8.2: Pilot test and refine the propositions.

Once the preliminary value propositions are defined, the Partnership Program should not use them without pilot testing them. Effective methods of testing messages include focus groups and surveys.

Recommendation 8.3: Implement and then continuously refine and update the value propositions.

Once the value propositions are pilot tested and refined, they should be implemented in outreach messages and materials to potential partners and existing partners. Feedback to these messages should be logged and messages refined and updated to reflect that feedback.

6.3.5. Recommendation 9: Provide materials and data that fit partners' needs.

The national partners we spoke too seemed most satisfied when the materials and processes related to being a partner were compatible with their needs. Partners were unhappy when they received materials they couldn't use or didn't want, materials that were poorly translated or inappropriate for their target audience, or when they could not customize materials to better fit their needs. Furthermore, many partners found that they had difficulty obtaining census data that met their needs, speaking to the need for more training or other ways to facilitate partners' obtaining data (such as through data centers already established by the Census Bureau).

Recommendation 9.1: Provide materials that are customizable.

National partners wanted materials that could be customized in various ways (see Exhibit 5-36 through Exhibit 5-39). One partner noted that the largest available size of materials were too small for the displays they managed at shopping malls. Others noted that they wanted templates for Web sites, news releases, posters and other materials. The value of co-branding was also raised; some partners expressed frustration that they could not include their logos on the materials, which seemed to defeat part of the goal of the Partnership Program to take advantage of the credibility they had with their target audience.

Recommendation 9.2: Provide multilingual materials that are appropriately translated or provide support for partners to create their own translations.

Several partners expressed frustration with a lack of timeliness in getting materials in other languages or poor translations of materials. One partner noted that the words used in his target audience's materials mirrored the propagandistic language used by the government in his audience's home country. The Census Bureau should make use of the expertise of national partner organizations targeting audiences that speak other languages for feedback on the appropriateness of translations and other message features, such as photos. These materials can also be audience tested in focus groups and surveys prior to use.

Recommendation 9.3: Provide training and support for obtaining and using census data.

Many national partners said that they used census data (and data from ACS as well) as part of the general activities of their organization (see Exhibit 5-52 through Exhibit 5-55). Being a partner has the potential value of connecting organizations to training and support for obtaining and using data, a feature that would be compatible with existing needs. Many partners, however, expressed that they had difficulty figuring out how to access the data they needed. The CIC/SDC/Research Organization partners noted that they should be promoted as sources of support and training.

6.3.6. Recommendation 10: Provide more individualized attention to and communication with partner organizations.

Many partners expressed, across themes and partner types, an implicit desire to have the Census Bureau understand the specifics of their organizations, at least in broad terms, and to communicate with them using that knowledge. Partners were frustrated when they got materials they did not want or did not get materials that they needed, when communication dropped off with their Census Bureau point-of-contact, when they were approached by both regional and national staff, when they were approached again to be a partner when they were already a partner, and other experiences that communicated to them that they were not being treated as a person or organization with a relationship to the Census Bureau. Partners who were happiest expressed that communication fit their needs, that their partnership point-of-contact was knowledgeable and responsive, that materials were appropriate for their audience and appeared in a timely fashion, and when they got personalized attention. Individualized attention and good communication increases the compatibility of the program with partner organization's existing practices and needs and decreases the complexity of the program by providing needed support.

Recommendation 10.1: Provide a dedicated Census Bureau point-of-contact to partners.

Many partners recommended having a single point-of-contact that was responsive and knowledgeable (see Exhibit 5-32 through Exhibit 5-35). Some partners expressed frustration in having parts of their organization contacted by various regional staff. Others felt that their points-of-contact were poorly trained and that they understood more about the census and the Census Bureau than did their contacts. All national partner points-of-contact are very busy people; many are leaders in their organizations and have important roles to fulfill in the everyday functioning of their organizations. The expertise and experience they bring to the partnership needs to be matched by the Census Bureau.

Recommendation 10.2: Provide partners with clear expectations and requirements, timelines and a sense of how their activities fit into the overall work of the Census Bureau.

In the focus groups partners expressed that the operational timelines they received were helpful (Exhibit 5-28). Others recommended that the Census Bureau provide an overview of its activities to give partners a better sense of how their contributions fit into the big picture. They further recommended that expectations and timelines be clear (Exhibit 5-32 through Exhibit 5-35).

Recommendation 10.3: Identify the preferred mode of communication of partners for receiving and sending Partnership materials and resources.

Partners preferred a wide variety of modes for receiving updates and materials (Exhibit 5-48 through Exhibit 5-51). Each organization and even each contact within an organization will prefer different modes of communication; add fields to the IPCD to capture the preferred mode for each contact and ask partners regularly whether the modes of contact used are working for them.

6.3.7. Recommendation 11: Provide support for partner feedback from their target audience.

An important aspect of trialability is the feedback one gets from trying out an innovation; without feedback, the usefulness of being able to try an innovation is diminished. Likewise, organizations will be more likely to become and remain partners if there is some feedback about the outcomes of their activities. The Census Bureau can provide some feedback, but the real feedback of interest will be related to the target audience. When we asked national partners about the response of their target audiences to their partnership activities and toward their organizations and the census due to their activities, most had no feedback from their audience at all on which to base a response (Exhibit 5-40 through Exhibit 5-43).

For partners that are interested, support for eliciting feedback from the partner's target audience could be helpful. The Partnership Program could develop basic feedback tools like surveys and Web-based survey applications with basic items for obtaining feedback from internal staff and target populations (with attention to the fact that some target audiences for national partners are other organizations). The Census Bureau could also share research it conducts on any specific target audiences with relevant partner organizations.

6.3.8. Recommendation 12. Take advantage of the expertise that partners have.

On the final factor related to the diffusion of a program, observability, many partners noted that they wanted more information about the best practices of similar partners, and they felt that a good way to increase awareness among new partners was to connect through existing partners. Following these suggestions would make visible the outcomes of being a partner for other organizations.

Recommendation 12.1: Share best practices of similar partners with each other, especially with newer partners.

National partners expressed a desire to know what worked for other similar partners, whether that be through their Census Bureau point-of-contact, through direct connection with other partners (facilitated by the program or CICs), or through virtual connection via a centralized online platform (Exhibit 5-32 through Exhibit 5-35). As noted above, partner points-of-contact are busy people, and they may also need to hand off implementation details to other people within their organization. The more they can streamline the process of implementation, the better. While some lessons can only be taught through experience, the experience of others can also help avoid pitfalls and get things right the first time.

Recommendation 12.2: Connect to new partners through existing partners.

As noted above in the discussion of a targeted approach for each stage, word-of-mouth is a key strategy for helping persuade organizations to form a positive attitude about becoming a partner and generate interest. Furthermore, by helping the Census Bureau find new partners, the existing partners become more invested in the success of the program.

6.4. Research Question 3: What Should the Metrics Be for Measuring the Impact and Value of the Partnership Program?

We present the following four main recommendation concerning metrics for measuring the impact and value of the National Partnership Program. While the focus of this research question was on the National Partnership Program, many of these recommendations can be applied to the overall program.

Recommendation 13: Develop a complete and comprehensive logic model for the program.

Recommendation 13.1: Pilot test the initial model and begin process of continually refining the model.

Recommendation 14: Develop a measurement model based on the logic model to help operationalize potential metrics.

Recommendation 15: Add the measurement points and data elements to the IPCD for tracking over time.

Recommendation 16: Partition the national partners out of the IPCD and have a separate National Partner Contact Database (NPCD).

6.4.1. Recommendation 13: Develop a complete and comprehensive logic model for the program.

The Partnership Program should develop a clear logic model and map it to key metrics that assess activities, outputs and outcomes (Section 5.3.1). The logic model outlines the "theory" of the program and how it is thought to work, connecting activities to outputs to outcomes, such as mailback rates. The logic model also allows for a program to map key metrics that need to be assessed to understand whether a program is working the way it is supposed to. By assessing all the right metrics, a program can distinguish between shortcomings that occur because the program was not implemented fully versus shortcomings that arise because the "theory" of how the program should work was not correct. The logic model and metrics allow programs to easily detect and repair trouble spots, plan for the future, and anticipate problems to proactively develop solutions.

Recommendation 13.1: Pilot test the initial model and begin process of continually refining the model.

Pilot testing the model will not be a single study to test the entire model but a series of smaller studies using a wide variety of data to test different portions of the models. Studies can assess whether specific activities have the expected effects on outputs and outcomes and which activities are most effective; whether specific outputs contribute to certain outcomes and what outputs are most related to the outcomes; and what intermediate outcomes (such as knowledge, attitudes, beliefs, and expectations) are most related to behavioral outcomes (such as mailback rates).

As discussed in the Section 5.3.1, the logic model will include activities, outputs and outcomes from the Census Bureau, partners, and the target audience of partners. Potential sources of data include key informant interviews, focus groups, observations of partner activities, IPCD data, survey data, and administrative data from partners.

6.4.2. Recommendation 14: Develop a measurement model based on the logic model to help operationalize potential metrics.

The IPCD already tracks certain activities and outputs that the National Partnership Program staff feel are important for tracking the success of the implementation of the program and that can be used to assess the effects of the program on key outcomes. The logic model will point to other key metrics that should be developed or altered. Earlier in the recommendations we discussed the need to make use of a data field indicating completion of partner activities (as opposed to only commitment) and to add data about geographic reach of partners.

The National Partnership Program should create a matrix of all the key indicators with the sources where the data will come from. Exhibit 6-3 provides a simple example of a few metrics mapped to the sources of data where they can be obtained (often more than one source) and the frequency of data collection from each source.

Exhibit 6-3: Example matrix that maps metrics to data sources and frequency of data collection.

Metrics	Source(s)	Frequency of data collection
Number of contacts made with new partners	Program tracking database	Weekly
Number of referrals from existing partners	Program tracking database	Monthly
Partner satisfaction with materials	Population-based survey Focus groups	Annually Prior to launch of new materials
Mailback rates	Census data	Decennially

6.4.3. Recommendation 15: Add the measurement points and data elements to the IPCD for tracking over time.

New metrics determined to be important should be added to the IPCD or whatever data management software will be used in the future. Often when implementing an abstract method as a concrete data field, issues with how the variable is constructed become clear. Other times issues with the data field are not apparent until use in the field. The National Partnership Program should consider beta testing new data fields with a handful of staff to assess the feasibility of completing the data field in its preliminary form, checking for clarity of the wording and response options, match of partner responses with the response options provided, and rate of missing responses due to lack of partner knowledge. The program should also solicit feedback from the field and be prepared to quickly make alterations to new data fields in light of any problems that arise.

6.4.4. Recommendation 16: Partition the national partners out of the IPCD and have a separate National Partner Contact Database (NPCD).

National partners differ from local partners in their target populations in the scope and type of populations they serve. National partners tend to reach a much larger audience and they often reach the general population (although sometimes their target audience is other organizations, components within their organization or employees). Furthermore, as discussed in Recommendation 7.1, the potential type of activities that national partners can conduct, due to their resources, scope and unique ways of reaching audiences, are much broader than the potential activities of local partners. Finally, since national partners are national in scope, quantitative assessment of their impacts on mailback rates require a different approach than the quantitative approach taken in this report to understand the impact of local partners on mailback rates. A separate national partner contact database could track different activities and metrics than the IPCD that could be more useful to assessing the impact and value of the National Partnership Program.

Some data from the focus groups and interviews with national partners also point to the potential utility of centralizing the focus on national partners and removing them from the same pool as the local partners. Some partners expressed frustration at the disparate contacts from multiple regions, and many partners recommended a single point-of-contact from the Census Bureau, as described in Recommendation 10.1. The goals for recruiting, engaging and retaining national partners may differ from local partners. Based on these differences, we recommend that the Partnership Program consider separating the national partners into their own contact database.

6.5. A summary of next steps for research and implementation

This section highlights sections of the recommendations that point to future research studies and implementation considerations that will help the Partnership Program make progress toward its goals and implement the recommendations we provide. The goal of this section if to provide a “one-stop” list of the research and implementation issues emerging from the recommendations:

Recommendation 1: Establish what data fields are crucial for program staff to collect based on a logic model (Recommendation 13) detailing how the program is thought to work.

Recommendation 2: Quantify the geographic reach of each partner.

2.1. Conduct a pilot study to establish the feasibility of assessing geographic reach of partners with increasing levels of complexity and work out the most efficient and accurate process for doing so.

2.2. Consult with GIS experts to understand how best to capture and convert data that is usable for GIS analysis.

2.3. Prior to standardizing a process for collecting geographic reach data across the entire country, conduct analysis to establish that partner reach is a variable that has added utility over the simple measure used in this research in explaining key outcomes such as mailback rates in the pilot areas.

Recommendation 3: Develop, test and refine metrics of partner "commitment yield" or engagement

3.2. Use survey data to obtain appraisals of commitment efforts. Further analyze the analytic dataset from the current study to yield more insight about activities or combinations of activities that have the strongest relationship with mailback rates. Conduct small studies to assess the impact of activities on intermediate outcomes that are related to mailback rates (as designated in the logic model) such as intentions or attitudes toward completing the census.

3.4. Use data to continually refine the engagement metrics, such as commitment weights.

Recommendation 4:

4.1 Seek out and assess new data entry technologies to ease data entry. Assess response options in current data fields and develop easier ways to enter data that currently exists in a long list of response options.

Recommendation 5: Develop a quality control process for IPCD data entry, potentially including use of an outside call center to audit contacts and obtain partner feedback on the communication.

Recommendation 6:

6.2. Identify organizations by stage of becoming a partner and include these data in the IPCD.

6.3. Determine weights for activities to support organizations at each stage and refine them based on empirical data; incorporate weights into performance measures and the IPCD.

Recommendation 8: Define, test and refine value propositions for different types of partner, beginning with focus groups and surveys to pilot messages and refining messages using feedback from partners.

Recommendation 11: Develop feedback tools that partners can use to obtain information from their target audiences about their impressions of the partners' activities and how they reflect on the partner

and on the decennial census.

Recommendation 12:

12.1. Develop a library of best practices or provide some process or place for partners to communicate with others like themselves about best practices.

Recommendation 13: Develop a logic model and pilot test the component parts through various studies, including studies using data from informant interviews, focus groups, observations of partner activities, IPCD data, survey data, and administrative data from partners.

Recommendation 14: Determine key metrics based on the logic model and map them to relevant data sources with a planned frequency of data collection and/or review.

Recommendation 15: Determine which metrics can be added to the IPCD and test the ease and feasibility of entry into new data fields.

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Appendices

Appendix A: All Multiple Regression Models

Model 1: Base Demographics Model - All Census Tracts (2010 Mailback Rates)

Model 1: Base Model - All Census Tracts with Demographic and Socioeconomic Variables Only with 2010 Mailback Rates as the Dependent Variable R-squared = .4871 Adjusted R-squared = .4867					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.91385	0.01140	0.00000	<.0001	0.00
HTC variables					
Education					
% not high school grad	-0.00015	0.00005	-0.01735	0.0063	5.04
% bachelors degree or higher	0.00082	0.00003	0.14147	<.0001	2.76
Household characteristics					
% single housing unit	-0.00036	0.00003	-0.08359	<.0001	5.91
% renter occupied	0.00002	0.00004	0.00366	0.6657	8.97
% occupied units with >1.5 persons per room	-0.00019	0.00016	-0.00434	0.2443	1.74
% households not spouses	0.00034	0.00004	0.05358	<.0001	6.09
% occupied units with no phone	-0.00114	0.00008	-0.04876	<.0001	1.57
% households on public assistance	0.00026	0.00011	0.00890	0.0191	1.80
% linguistically isolated households	0.00083	0.00008	0.06627	<.0001	5.38
% occupied units householder moved 1999-2000	-0.00055	0.00005	-0.06379	<.0001	4.33
Individual characteristics					
% people below poverty level	-0.00107	0.00005	-0.12652	<.0001	4.15
% people unemployed	0.00009	0.00012	0.00271	0.4626	1.70
Other sociodemographic variables					
Total population	0.00000	0.00000	0.08748	<.0001	1.28
Population age					
% age 9 or younger	-0.00058	0.00012	-0.02622	<.0001	3.65
% age 10-14	-0.00067	0.00016	-0.01697	<.0001	2.06
% age 15-17	-0.00084	0.00019	-0.01580	<.0001	1.62
% age 18-24	-0.00020	0.00009	-0.01532	0.0192	5.36
% age 45-64	-0.00178	0.00013	-0.10812	<.0001	7.56
% pop age 65 or over	-0.00051	0.00012	-0.03438	<.0001	7.82
Race/ethnicity					
% Black	-0.00080	0.00002	-0.17962	<.0001	2.73
% Hispanic	0.00007	0.00003	0.01280	0.0448	5.10
% Asian and Pacific Islanders	0.00030	0.00005	0.02397	<.0001	2.21
% American Indians	-0.00361	0.00012	-0.08625	<.0001	1.08
Moved past year					
% to different state, city and county	-0.00177	0.00011	-0.05784	<.0001	1.64
% within same state to different city and county	-0.00069	0.00009	-0.02596	<.0001	1.58
% to different city within same county	0.00080	0.00009	0.03104	<.0001	1.42
% within same city and county	0.00048	0.00007	0.03014	<.0001	2.50
% within same city but to a different county	0.00338	0.00048	0.02126	<.0001	1.15
Householder age					
% age < 25	-0.00032	0.00010	-0.01962	0.0010	4.47
% age 25-44	-0.00045	0.00008	-0.04574	<.0001	8.80

Model 1: Base Model - All Census Tracts with Demographic and Socioeconomic Variables Only with 2010 Mailback Rates as the Dependent Variable R-squared = .4871 Adjusted R-squared = .4867					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
% age 65 or over	0.00058	0.00009	0.05193	<.0001	8.86
Household size					
% 2 person	-0.00040	0.00006	-0.03173	<.0001	2.44
% 3-4 person	0.00021	0.00005	0.01786	0.0001	2.76
% mobile homes	-0.00074	0.00004	-0.07538	<.0001	2.55
% families without children	-0.00041	0.00005	-0.04563	<.0001	3.58
% born in foreign countries	-0.00096	0.00006	-0.12494	<.0001	6.79
% using public transport	-0.00063	0.00004	-0.07463	<.0001	3.05
Geographic region (reference=Atlanta)					
Boston	-0.02600	0.00160	-0.06615	<.0001	2.07
Charlotte	0.02942	0.00142	0.08299	<.0001	1.99
Chicago	0.01485	0.00152	0.04002	<.0001	2.09
Dallas	-0.03369	0.00146	-0.09410	<.0001	2.08
Denver	-0.03042	0.00159	-0.07572	<.0001	1.96
Detroit	0.00648	0.00150	0.01814	<.0001	2.20
Kansas City	-0.00274	0.00151	-0.00744	0.0701	2.11
Los Angeles	-0.01845	0.00176	-0.04697	<.0001	2.50
New York	-0.05570	0.00206	-0.13016	<.0001	2.89
Philadelphia	0.00282	0.00153	0.00755	0.0660	2.11
Seattle	-0.00345	0.00163	-0.00868	0.0339	2.09
HTC level (reference=Low HTC score)					
Moderate HTC score	-0.05164	0.00093	-0.24710	<.0001	2.46
High HTC score	-0.08326	0.00158	-0.34247	<.0001	5.30

Model 2: Media Effects Model - All Census Tracts (2010 Mailback Rates)

Model 2: Media Effects Model - All Census Tracts with Media Variables Only with 2010 Mailback Rates as the Dependent Variable R-squared =.0013 Adjusted R-squared = .0013					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.71440	0.00205	0.00000	<.0001	0.00
Media					
First quarter GRPs	0.00002	0.00000	0.04208	<.0001	1.91
Second quarter GRPs	-0.00000	0.00000	-0.00998	0.0661	1.91

Model 3: Partner Effects Model - All Census Tracts (2010 Mailback Rates)

Model 3: Partner Effects Model - All Census Tracts with Partner Variables with 2010 Mailback Rates as the Dependent Variable R-squared =.0941 Adjusted R-squared = .0938					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.75718	0.00076	0.00000	<.0001	0.00
Number of partners	-0.01357	0.00070	-0.23960	<.0001	6.18
Number of commitments	-0.00014	0.00006	-0.02549	0.0210	5.00
Total value	0.00000	0.00000	0.01607	0.0228	2.04
Total minority value	-0.00000	0.00000	-0.00193	0.7810	1.97
Partner types					
Log number of business partners	0.00799	0.00137	0.05255	<.0001	3.33
Log number of faith-based organizations	0.00177	0.00151	0.00771	0.2425	1.78
Log number of Government partners	0.00980	0.00166	0.03765	<.0001	1.67
Log number of media partners	0.00716	0.00281	0.01379	0.0109	1.20
Log number of service-based organizations	0.00156	0.00292	0.00286	0.5941	1.18
Log number of non-profit community organizations	-0.00434	0.00160	-0.01952	0.0068	2.13
Log number of education partners	0.00873	0.00165	0.03438	<.0001	1.73
Commitment types					
Log number of commitments to display/distribute	-0.00445	0.00155	-0.03635	0.0040	6.53
Log number of commitments to encourage employees and constituents	0.00249	0.00138	0.01647	0.0719	3.43
Log number of commitments to provide BC/QAC space	-0.02372	0.00143	-0.12545	<.0001	2.33
Log number of commitments to use distribute educational materials	-0.00022	0.00157	-0.00112	0.8872	2.55

Model 4: Full Model - All Census Tracts (2010 Mailback Rates)

Model 4: Full Model - All Census Tracts with Demographic Socioeconomic Media and Partner Variables with 2010 Mailback Rates as the Dependent Variable
R-squared = .5366
Adjusted R-squared = .5358

Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.94505	0.01392	0.00000	<.0001	0.00
Media					
First quarter GRPs	-0.00004	0.00000	-0.10227	<.0001	5.05
Second quarter GRPs	0.00001	0.00000	0.03237	<.0001	3.35
Number of partners	-0.00048	0.00052	-0.00853	0.3550	6.76
Number of commitments	-0.00003	0.00004	-0.00559	0.4879	5.16
Total value	0.00000	0.00000	0.00971	0.0557	2.05
Total minority value	-0.00000	0.00000	-0.00585	0.2406	1.98
Partner types					
Log number of business partners	-0.00052	0.00098	-0.00345	0.5986	3.41
Log number of faith-based organizations	0.00005	0.00110	0.00022	0.9643	1.87
Log number of Government partners	-0.00354	0.00124	-0.01374	0.0043	1.84
Log number of media partners	0.00176	0.00203	0.00341	0.3865	1.23
Log number of service-based organizations	0.00167	0.00209	0.00310	0.4241	1.20
Log number of non-profit community organizations	0.00410	0.00116	0.01869	0.0004	2.21
Log number of education partners	0.00011	0.00119	0.00045	0.9240	1.79
Commitment types					
Log number of commitments to display/distribute	-0.00091	0.00111	-0.00755	0.4101	6.68
Log number of commitments to encourage employees and constituents	0.00002	0.00101	0.00014	0.9835	3.62
Log number of commitments to provide BC/QAC space	-0.00428	0.00105	-0.02294	<.0001	2.50
Log number of commitments to use distribute educational materials	0.00077	0.00113	0.00395	0.4913	2.62
HTC variables					
Education					
% not high school grad	**-0.00025**	**0.00007**	**-0.03126**	**0.0002**	**5.61**
% bachelors degree or higher	**0.00085**	**0.00003**	**0.14921**	**<.0001**	**2.84**
Household characteristics					
% single housing unit	**-0.00050**	**0.00004**	**-0.12304**	**<.0001**	**6.15**
% renter occupied	**0.00017**	**0.00005**	**0.03993**	**0.0002**	**9.22**

Model 4: Full Model - All Census Tracts with Demographic Socioeconomic Media and Partner Variables with 2010 Mailback Rates as the Dependent Variable
R-squared = .5366
Adjusted R-squared = .5358

Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
% occupied units with >1.5 persons per room	-0.00006	0.00018	-0.00171	0.7225	1.84
% households not spouses	0.00026	0.00005	0.04267	<.0001	6.20
% occupied units with no phone	-0.00126	0.00010	-0.05575	<.0001	1.59
% households on public assistance	-0.00015	0.00013	-0.00542	0.2626	1.86
% linguistically isolated households	0.00105	0.00009	0.09450	<.0001	5.70
% occupied units householder moved 1999-2000	-0.00075	0.00006	-0.08899	<.0001	4.20
Individual characteristics					
% people below poverty level	-0.00073	0.00006	-0.09042	<.0001	4.25
% people unemployed	-0.00010	0.00015	-0.00333	0.4746	1.73
Other sociodemographic variables					
Total population	0.00000	0.00000	0.09081	<.0001	1.36
Population age					
% age 9 or younger	-0.00082	0.00015	-0.03856	<.0001	3.66
% age 10-14	-0.00072	0.00019	-0.01895	0.0002	2.08
% age 15-17	-0.00077	0.00023	-0.01510	0.0008	1.63
% age 18-24	-0.00041	0.00011	-0.03026	<.0001	4.78
% age 45-64	-0.00150	0.00015	-0.09383	<.0001	7.36
% pop age 65 or over	-0.00050	0.00015	-0.03332	0.0007	7.60
Race/ethnicity					
% Black	-0.00076	0.00003	-0.18664	<.0001	3.10
% Hispanic	0.00008	0.00004	0.01759	0.0380	5.71
% Asian and Pacific Islanders	0.00020	0.00006	0.01886	0.0005	2.31
% American Indians	-0.00341	0.00013	-0.09492	<.0001	1.12
Moved past year					
% to different state, city and county	-0.00175	0.00014	-0.05762	<.0001	1.66
% within same state to different city and county	-0.00049	0.00012	-0.01790	<.0001	1.55
% to different city within same county	0.00083	0.00011	0.03273	<.0001	1.43
% within same city and county	0.00027	0.00008	0.01741	0.0015	2.40
% within same city but to a different county	0.00393	0.00057	0.02645	<.0001	1.17
Householder age					
% age < 25	-0.00016	0.00012	-0.00942	0.1860	4.03
% age 25-44	-0.00038	0.00010	-0.03968	0.0001	8.35
% age 65 or over	0.00066	0.00011	0.06021	<.0001	8.53
Household size					
% 2 person	-0.00024	0.00007	-0.01960	0.0004	2.41
% 3-4 person	0.00017	0.00006	0.01539	0.0083	2.70
% mobile homes	-0.00055	0.00006	-0.05376	<.0001	2.34
% families without children	-0.00034	0.00006	-0.03923	<.0001	3.56
% born in foreign countries	-0.00098	0.00006	-0.13968	<.0001	6.80
% using public transport	-0.00057	0.00005	-0.07507	<.0001	3.29

Model 4: Full Model - All Census Tracts with Demographic Socioeconomic Media and Partner Variables with 2010 Mailback Rates as the Dependent Variable R-squared = .5366 Adjusted R-squared = .5358					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Geographic region (reference=Atlanta)					
Boston	-0.02542	0.00199	-0.06636	<.0001	2.15
Charlotte	0.03302	0.00177	0.09243	<.0001	1.95
Chicago	-0.00042	0.00215	-0.00093	0.8466	1.84
Dallas	-0.03943	0.00192	-0.10432	<.0001	2.06
Denver	-0.03113	0.00204	-0.07706	<.0001	2.03
Detroit	0.01406	0.00199	0.03527	<.0001	1.97
Kansas City	0.00191	0.00199	0.00473	0.3371	1.93
Los Angeles	-0.03123	0.00228	-0.09367	<.0001	3.71
New York	-0.06088	0.00250	-0.15651	<.0001	3.28
Philadelphia	0.00570	0.00192	0.01550	0.0029	2.16
Seattle	-0.01831	0.00248	-0.04625	<.0001	3.12
HTC level (reference=Low HTC score)					
Moderate HTC score	-0.04670	0.00123	-0.22109	<.0001	2.68
High HTC score	-0.07666	0.00199	-0.33493	<.0001	6.04

Model 5: Base Model - All Census Tracts (2010-2000 Mailback Rate Difference Scores)

Model 5: Base Model - All Census Tracts with Demographic and Socioeconomic Variables Only With Difference between 2010 Mailback Rates and 2000 Mailback Rates R-squared = .1593 Adjusted R-squared = .1586					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	-0.00767	0.01111	0.00000	0.4897	0.00
HTC variables					
Education					
% not high school grad	**0.00059**	**0.00005**	**0.09243**	**<.0001**	**5.08**
% bachelors degree or higher	**0.00028**	**0.00003**	**0.06508**	**<.0001**	**2.78**
Household characteristics					
% single housing unit	**0.00010**	**0.00003**	**0.02976**	**0.0008**	**5.97**
% renter occupied	**-0.00039**	**0.00004**	**-0.11221**	**<.0001**	**9.05**
% occupied units with >1.5 persons per room	0.00015	0.00016	0.00456	0.3419	1.73
% households not spouses	**-0.00052**	**0.00004**	**-0.11165**	**<.0001**	**6.19**
% occupied units with no phone	-0.00009	0.00008	-0.00534	0.2432	1.58
% households on public assistance	0.00019	0.00011	0.00830	0.0915	1.82
% linguistically isolated households	0.00010	0.00008	0.01081	0.2020	5.41
% occupied units householder moved 1999-2000	**0.00011**	**0.00005**	**0.01777**	**0.0194**	**4.36**
Individual characteristics					
% people below poverty level	**0.00050**	**0.00005**	**0.07914**	**<.0001**	**4.22**
% people unemployed	-0.00011	0.00012	-0.00452	0.3413	1.70
Other sociodemographic variables					
Total population	**0.00000**	**0.00000**	**0.01225**	**0.0029**	**1.28**
Population age					
% age 9 or younger	**-0.00091**	**0.00012**	**-0.05480**	**<.0001**	**3.72**
% age 10-14	**-0.00083**	**0.00015**	**-0.02807**	**<.0001**	**2.08**
% age 15-17	**-0.00052**	**0.00018**	**-0.01298**	**0.0052**	**1.63**
% age 18-24	-0.00012	0.00008	-0.01233	0.1471	5.45
% age 45-64	**0.00035**	**0.00013**	**0.02808**	**0.0057**	**7.76**
% pop age 65 or over	**-0.00053**	**0.00011**	**-0.04774**	**<.0001**	**7.86**
Race/ethnicity					
% Black	**0.00005**	**0.00002**	**0.01544**	**0.0104**	**2.74**
% Hispanic	-0.00002	0.00003	-0.00575	0.4839	5.09
% Asian and Pacific Islanders	-0.00009	0.00005	-0.00937	0.0829	2.20
% American Indians	**-0.00123**	**0.00013**	**-0.03654**	**<.0001**	**1.09**
Moved past year					
% to different state, city and county	**0.00040**	**0.00011**	**0.01758**	**0.0002**	**1.63**
% within same state to different city and county	-0.00009	0.00009	-0.00434	0.3436	1.58
% to different city within same county	**-0.00018**	**0.00008**	**-0.00953**	**0.0278**	**1.42**
% within same city and county	**-0.00028**	**0.00007**	**-0.02405**	**<.0001**	**2.52**
% within same city but to a different county	**0.00216**	**0.00046**	**0.01831**	**<.0001**	**1.15**
Householder age					

Model 5: Base Model - All Census Tracts with Demographic and Socioeconomic Variables Only With Difference between 2010 Mailback Rates and 2000 Mailback Rates R-squared = .1593 Adjusted R-squared = .1586					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
% age < 25	0.00004	0.00009	0.00318	0.6827	4.57
% age 25-44	0.00039	0.00008	0.05227	<.0001	9.01
% age 65 or over	0.00010	0.00009	0.01174	0.2811	8.94
Household size					
% 2 person	0.00021	0.00005	0.02296	<.0001	2.46
% 3-4 person	-0.00027	0.00005	-0.03159	<.0001	2.77
% mobile homes	0.00118	0.00004	0.16164	<.0001	2.58
% families without children	0.00018	0.00005	0.02675	0.0001	3.63
% born in foreign countries	-0.00049	0.00005	-0.08477	<.0001	6.81
% using public transport	0.00094	0.00004	0.14791	<.0001	3.04
Geographic region (reference=Atlanta)					
Boston	-0.01466	0.00153	-0.05010	<.0001	2.06
Charlotte	0.02307	0.00135	0.08818	<.0001	2.00
Chicago	-0.01882	0.00145	-0.06812	<.0001	2.08
Dallas	-0.02417	0.00139	-0.09104	<.0001	2.07
Denver	-0.02874	0.00152	-0.09594	<.0001	1.94
Detroit	-0.02637	0.00143	-0.09969	<.0001	2.20
Kansas City	-0.02667	0.00144	-0.09808	<.0001	2.12
Los Angeles	-0.03406	0.00168	-0.11610	<.0001	2.48
New York	-0.02035	0.00197	-0.06374	<.0001	2.87
Philadelphia	-0.01676	0.00146	-0.06070	<.0001	2.11
Seattle	-0.01901	0.00155	-0.06464	<.0001	2.10
HTC level (reference=Low HTC score)					
Moderate HTC score	0.01839	0.00088	0.11863	<.0001	2.45
High HTC score	0.04090	0.00152	0.22589	<.0001	5.29

Model 6: Media Effects Model - All Census Tracts (2010-2000 Mailback Rate Difference Scores)

Model 6: Media Effects Model - All Census Tracts with Media Variables Only with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .0024 Adjusted R-squared = .0024					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	-0.02075	0.00154	0.00000	<.0001	0.00
Media					
First quarter GRPs	0.00001	0.00000	0.04447	<.0001	1.90
Second quarter GRPs	0.00000	0.00000	0.00648	0.2347	1.90

Model 7: Partner Effects Model - All Census Tracts (2010-2000 Mailback Rate Difference Scores)

Model 7: Partner Effects Model - All Census Tracts with Partner Variables Only With Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .0197 Adjusted R-squared = .0193					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	-0.00826	0.00059	0.00000	<.0001	0.00
Number of partners	-0.00010	0.00054	-0.00229	0.8587	6.20
Number of commitments	-0.00019	0.00005	-0.04713	<.0001	5.02
Total value	0.00000	0.00000	0.01280	0.0835	2.04
Total minority value	-0.00000	0.00000	-0.01247	0.0859	1.97
Partner types					
Log number of business partners	-0.00329	0.00106	-0.02929	0.0020	3.34
Log number of faith-based organizations	0.00816	0.00117	0.04816	<.0001	1.78
Log number of Government partners	0.00821	0.00129	0.04280	<.0001	1.68
Log number of media partners	0.00199	0.00218	0.00518	0.3616	1.20
Log number of service-based organizations	0.00842	0.00225	0.02100	0.0002	1.18
Log number of non-profit community organizations	0.00981	0.00124	0.05975	<.0001	2.13
Log number of education partners	0.00132	0.00128	0.00701	0.3040	1.74
Commitment types					
Log number of commitments to display/distribute	-0.00368	0.00120	-0.04067	0.0021	6.53
Log number of commitments to encourage employees and constituents	0.00552	0.00107	0.04956	<.0001	3.44
Log number of commitments to provide BC/QAC space	0.00972	0.00110	0.06957	<.0001	2.33
Log number of commitments to use distribute educational materials	-0.00148	0.00122	-0.01009	0.2231	2.56

Model 8: Full Model - All Census Tracts (2010-2000 Mailback Rate Difference Scores)

Model 8: Full Model - All Census Tracts with Demographic Socioeconomic Media and Partner Variables With Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .1720 Adjusted R-squared = .1705					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.03418	0.01397	0.00000	0.0144	0.00
Media					
First quarter GRPs	-0.00004	0.00000	-0.15695	<.0001	5.03
Second quarter GRPs	0.00001	0.00000	0.05117	<.0001	3.34
Number of partners	0.00102	0.00051	0.02492	0.0449	6.78
Number of commitments	0.00003	0.00004	0.00698	0.5208	5.19
Total value	0.00000	0.00000	0.01096	0.1086	2.05
Total minority value	-0.00000	0.00000	-0.00550	0.4121	1.98
Partner types					
Log number of business partners	-0.00219	0.00097	-0.01990	0.0241	3.42
Log number of faith-based organizations	0.00446	0.00108	0.02690	<.0001	1.87
Log number of Government partners	0.00276	0.00122	0.01466	0.0239	1.85
Log number of media partners	-0.00150	0.00200	-0.00398	0.4527	1.24
Log number of service-based organizations	0.00725	0.00205	0.01844	0.0004	1.20
Log number of non-profit community organizations	0.00660	0.00114	0.04101	<.0001	2.22
Log number of education partners	0.00268	0.00118	0.01455	0.0228	1.80
Commitment types					
Log number of commitments to display/distribute	-0.00148	0.00109	-0.01665	0.1771	6.68
Log number of commitments to encourage employees and constituents	-0.00023	0.00099	-0.00208	0.8188	3.63
Log number of commitments to provide BC/QAC space	0.00062	0.00103	0.00455	0.5468	2.50
Log number of commitments to use distribute educational materials	-0.00272	0.00111	-0.01893	0.0144	2.63
HTC variables					
Education					
% not high school grad	**0.00065**	**0.00007**	**0.11041**	**<.0001**	**5.66**
% bachelors degree or higher	**0.00023**	**0.00003**	**0.05594**	**<.0001**	**2.86**
Household characteristics					
% single housing unit	**0.00014**	**0.00004**	**0.04570**	**0.0001**	**6.21**
% renter occupied	**-0.00038**	**0.00005**	**-0.11841**	**<.0001**	**9.30**
% occupied units with >1.5 persons per room	-0.00021	0.00018	-0.00757	0.2399	1.83
% households not spouses	**-0.00051**	**0.00005**	**-0.11483**	**<.0001**	**6.28**
% occupied units with no phone	-0.00012	0.00010	-0.00723	0.2320	1.61

Model 8: Full Model - All Census Tracts with Demographic Socioeconomic Media and Partner Variables With Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .1720 Adjusted R-squared = .1705					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
% households on public assistance	0.00001	0.00013	0.00058	0.9287	1.87
% linguistically isolated households	**0.00020**	**0.00009**	**0.02398**	**0.0357**	**5.73**
% occupied units householder moved 1999-2000	0.00006	0.00006	0.00915	0.3509	4.23
Individual characteristics					
% people below poverty level	**0.00046**	**0.00006**	**0.07764**	**<.0001**	**4.32**
% people unemployed	-0.00015	0.00015	-0.00662	0.2917	1.73
Other sociodemographic variables					
Total population	-0.00000	0.00000	-0.00784	0.1594	1.37
Population age					
% age 9 or younger	**-0.00087**	**0.00014**	**-0.05530**	**<.0001**	**3.69**
% age 10-14	**-0.00081**	**0.00019**	**-0.02872**	**<.0001**	**2.09**
% age 15-17	-0.00023	0.00023	-0.00601	0.3226	1.62
% age 18-24	**-0.00022**	**0.00011**	**-0.02200**	**0.0362**	**4.84**
% age 45-64	0.00029	0.00016	0.02484	0.0582	7.55
% pop age 65 or over	**-0.00033**	**0.00015**	**-0.02947**	**0.0257**	**7.66**
Race/ethnicity					
% Black	**0.00006**	**0.00003**	**0.02015**	**0.0166**	**3.11**
% Hispanic	**-0.00016**	**0.00004**	**-0.04681**	**<.0001**	**5.72**
% Asian and Pacific Islanders	**-0.00019**	**0.00006**	**-0.02310**	**0.0014**	**2.29**
% American Indians	**-0.00100**	**0.00015**	**-0.03409**	**<.0001**	**1.12**
Moved past year					
% to different state, city and county	**0.00046**	**0.00014**	**0.02037**	**0.0009**	**1.65**
% within same state to different city and county	-0.00021	0.00012	-0.01066	0.0729	1.55
% to different city within same county	**-0.00026**	**0.00011**	**-0.01372**	**0.0160**	**1.43**
% within same city and county	**-0.00035**	**0.00008**	**-0.03085**	**<.0001**	**2.42**
% within same city but to a different county	**0.00169**	**0.00056**	**0.01551**	**0.0027**	**1.17**
Householder age					
% age < 25	0.00021	0.00012	0.01658	0.0865	4.11
% age 25-44	**0.00047**	**0.00010**	**0.06592**	**<.0001**	**8.56**
% age 65 or over	0.00007	0.00011	0.00892	0.5236	8.59
Household size					
% 2 person	**0.00024**	**0.00007**	**0.02708**	**0.0003**	**2.41**
% 3-4 person	**-0.00022**	**0.00006**	**-0.02672**	**0.0007**	**2.71**
% mobile homes	**0.00111**	**0.00005**	**0.14927**	**<.0001**	**2.37**
% families without children	**0.00017**	**0.00006**	**0.02689**	**0.0029**	**3.57**
% born in foreign countries	**-0.00042**	**0.00006**	**-0.08051**	**<.0001**	**6.82**
% using public transport	**0.00087**	**0.00005**	**0.15540**	**<.0001**	**3.28**

Model 8: Full Model - All Census Tracts with Demographic Socioeconomic Media and Partner Variables With Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .1720 Adjusted R-squared = .1705					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Geographic region (reference=Atlanta)					
Boston	-0.01863	0.00197	-0.06636	<.0001	2.16
Charlotte	0.02731	0.00174	0.10481	<.0001	1.95
Chicago	-0.02342	0.00213	-0.07077	<.0001	1.82
Dallas	-0.02483	0.00189	-0.08961	<.0001	2.05
Denver	-0.02572	0.00202	-0.08652	<.0001	2.02
Detroit	-0.02348	0.00196	-0.08056	<.0001	1.98
Kansas City	-0.02353	0.00196	-0.07991	<.0001	1.94
Los Angeles	-0.04498	0.00225	-0.18267	<.0001	3.67
New York	-0.02076	0.00247	-0.07230	<.0001	3.25
Philadelphia	-0.01165	0.00189	-0.04334	<.0001	2.16
Seattle	-0.03352	0.00245	-0.11580	<.0001	3.14
HTC level (reference=Low HTC score)					
Moderate HTC score	0.01758	0.00121	0.11349	<.0001	2.67
High HTC score	0.03801	0.00197	0.22565	<.0001	6.03

Model 9: Base Model - All Census Tracts (2010-2000 Mailback Rate Difference Scores) Controlling for 2000 Census Mailback Rates

Model 9: Base Model - All Census Tracts with Demographic and Socioeconomic Variables Only with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates R-squared = .3742 Adjusted R-squared = .3737					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.41968	0.01001	0.00000	<.0001	0.00
2000 mailback rate	-0.46650	0.00316	-0.70870	<.0001	2.34
HTC variables					
Education					
% not high school grad	0.00023	0.00005	0.03640	<.0001	5.10
% bachelors degree or higher	0.00053	0.00002	0.12313	<.0001	2.80
Household characteristics					
% single housing unit	-0.00012	0.00002	-0.03734	<.0001	5.99
% renter occupied	-0.00018	0.00003	-0.05327	<.0001	9.07
% occupied units with >1.5 persons per room	0.00002	0.00014	0.00047	0.9087	1.73
% households not spouses	-0.00014	0.00004	-0.02905	0.0002	6.22
% occupied units with no phone	-0.00059	0.00007	-0.03369	<.0001	1.58
% households on public assistance	0.00021	0.00009	0.00945	0.0259	1.82
% linguistically isolated households	0.00045	0.00007	0.04724	<.0001	5.41
% occupied units householder moved 1999-2000	-0.00019	0.00004	-0.02901	<.0001	4.37
Individual characteristics					
% people below poverty level	-0.00023	0.00004	-0.03717	<.0001	4.28
% people unemployed	-0.00001	0.00010	-0.00057	0.8890	1.70
Other sociodemographic variables					
Total population	0.00000	0.00000	0.05695	<.0001	1.29
Population age					
% age 9 or younger	-0.00076	0.00010	-0.04573	<.0001	3.72
% age 10-14	-0.00070	0.00013	-0.02377	<.0001	2.08
% age 15-17	-0.00059	0.00016	-0.01474	0.0002	1.63
% age 18-24	-0.00016	0.00007	-0.01638	0.0255	5.45
% age 45-64	-0.00063	0.00011	-0.05119	<.0001	7.79
% pop age 65 or over	-0.00049	0.00010	-0.04424	<.0001	7.86
Race/ethnicity					
% Black	-0.00034	0.00002	-0.10291	<.0001	2.80
% Hispanic	0.00002	0.00003	0.00648	0.3610	5.09
% Asian and Pacific Islanders	0.00010	0.00004	0.01098	0.0186	2.20
% American Indians	-0.00231	0.00011	-0.06847	<.0001	1.09
Moved past year					
% to different state, city and county	-0.00058	0.00009	-0.02515	<.0001	1.64
% within same state to different city and county	-0.00035	0.00008	-0.01755	<.0001	1.58
% to different city within same county	0.00028	0.00007	0.01453	0.0001	1.42
% within same city and county	0.00006	0.00006	0.00499	0.3176	2.53
% within same city but to a different county	0.00270	0.00040	0.02283	<.0001	1.15

Model 9: Base Model - All Census Tracts with Demographic and Socioeconomic Variables Only with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates R-squared = .3742 Adjusted R-squared = .3737					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Householder age					
% age < 25	-0.00011	0.00008	-0.00921	0.1702	4.57
% age 25-44	0.00002	0.00007	0.00316	0.7375	9.03
% age 65 or over	0.00032	0.00008	0.03824	<.0001	8.95
Household size					
% 2 person	-0.00007	0.00005	-0.00754	0.1260	2.46
% 3-4 person	-0.00005	0.00005	-0.00598	0.2536	2.78
% mobile homes	0.00030	0.00004	0.04117	<.0001	2.65
% families without children	-0.00008	0.00004	-0.01211	0.0433	3.64
% born in foreign countries	-0.00071	0.00005	-0.12377	<.0001	6.81
% using public transport	0.00022	0.00004	0.03456	<.0001	3.10
Geographic region (reference=Atlanta)					
Boston	-0.01856	0.00132	-0.06342	<.0001	2.06
Charlotte	0.02583	0.00116	0.09872	<.0001	2.00
Chicago	-0.00244	0.00126	-0.00882	0.0523	2.09
Dallas	-0.02838	0.00120	-0.10690	<.0001	2.07
Denver	-0.02879	0.00131	-0.09612	<.0001	1.94
Detroit	-0.01099	0.00124	-0.04156	<.0001	2.22
Kansas City	-0.01580	0.00125	-0.05810	<.0001	2.13
Los Angeles	-0.02682	0.00145	-0.09142	<.0001	2.48
New York	-0.03687	0.00170	-0.11548	<.0001	2.88
Philadelphia	-0.00759	0.00126	-0.02750	<.0001	2.12
Seattle	-0.01190	0.00134	-0.04046	<.0001	2.11
HTC level (reference=Low HTC score)					
Moderate HTC score	-0.01396	0.00079	-0.09008	<.0001	2.66
High HTC score	-0.01659	0.00136	-0.09164	<.0001	5.76

Model 10: Media Effects Model - All Census Tracts (2010-2000 Mailback Rate Difference Scores) Controlling for 2000 Census Mailback Rates

Model 10: Media Effects Model - All Census Tracts with Media Variables Only With Difference between 2010 Mailback Rates and 2000 Mailback Rates Controlling for 2000 Census Mailback Rates R-squared = .2583 Adjusted R-squared = .2582					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.29379	0.00480	0.00000	<.0001	0.00
Media					
First quarter GRPs	-0.00002	0.00000	-0.07591	<.0001	2.34
Second quarter GRPs	0.00000	0.00000	0.01616	0.1254	2.28
2000 mailback rate	**-0.40716**	**0.00572**	**-0.50738**	**<.0001**	**1.04**

Model 11: Partner Effects Model - All Census Tracts (2010-2000 Mailback Rate Difference Scores) Controlling for 2000 Census Mailback Rates

Model 11: Partner Effects Model - All Census Tracts with Partner Variables Only With Difference between 2010 Mailback Rates and 2000 Mailback Rates Controlling for 2000 Census Mailback Rates R-squared = .2798 Adjusted R-squared = .2795					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.26313	0.00241	0.00000	<.0001	0.00
Number of partners	-0.00477	0.00046	-0.11399	<.0001	6.24
Number of commitments	-0.00016	0.00004	-0.04141	<.0001	5.02
Total value	0.00000	0.00000	0.01584	0.0125	2.04
Total minority value	-0.00000	0.00000	-0.00905	0.1460	1.97
Partner types					
Log number of business partners	0.00051	0.00091	0.00450	0.5789	3.34
Log number of faith-based organizations	0.00572	0.00100	0.03376	<.0001	1.79
Log number of Government partners	0.00869	0.00110	0.04533	<.0001	1.68
Log number of media partners	0.00409	0.00187	0.01065	0.0287	1.20
Log number of service-based organizations	0.00570	0.00193	0.01422	0.0032	1.18
Log number of non-profit community organizations	0.00470	0.00107	0.02865	<.0001	2.14
Log number of education partners	0.00403	0.00110	0.02147	0.0002	1.74
Commitment types					
Log number of commitments to display/distribute	-0.00395	0.00103	-0.04365	0.0001	6.53
Log number of commitments to encourage employees and constituents	0.00428	0.00092	0.03840	<.0001	3.44
Log number of commitments to provide BC/QAC space	-0.00221	0.00095	-0.01583	0.0202	2.36
Log number of commitments to use distribute educational materials	-0.00113	0.00104	-0.00772	0.2773	2.56
2000 mailback rate	**-0.35363**	**0.00308**	**-0.54359**	**<.0001**	**1.14**

Model 12: Full Model - All Census (2010-2000 Mailback Rate Difference Scores) Controlling for 2000 Census Mailback Rates

Model 12: Full Model - All Census Tracts with Demographic Socioeconomic Media and Partner Variables with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates R-squared = .4052 Adjusted R-squared = .4041					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.48320	0.01243	0.00000	<.0001	0.00
Media					
First quarter GRPs	-0.00004	0.00000	-0.15188	<.0001	5.03
Second quarter GRPs	0.00001	0.00000	0.04909	<.0001	3.34
Number of partners	0.00028	0.00043	0.00692	0.5109	6.78
Number of commitments	-0.00001	0.00004	-0.00135	0.8834	5.19
Total value	0.00000	0.00000	0.01212	0.0364	2.05
Total minority value	-0.00000	0.00000	-0.00675	0.2347	1.98
Partner types					
Log number of business partners	-0.00146	0.00082	-0.01329	0.0755	3.42
Log number of faith-based organizations	0.00228	0.00092	0.01372	0.0131	1.87
Log number of Government partners	-0.00022	0.00104	-0.00117	0.8323	1.85
Log number of media partners	0.00030	0.00170	0.00079	0.8608	1.24
Log number of service-based organizations	0.00411	0.00174	0.01044	0.0183	1.20
Log number of non-profit community organizations	0.00525	0.00097	0.03262	<.0001	2.22
Log number of education partners	0.00158	0.00100	0.00856	0.1143	1.80
Commitment types					
Log number of commitments to display/distribute	-0.00108	0.00093	-0.01217	0.2442	6.68
Log number of commitments to encourage employees and constituents	-0.00021	0.00084	-0.00189	0.8062	3.63
Log number of commitments to provide BC/QAC space	-0.00188	0.00088	-0.01374	0.0317	2.50
Log number of commitments to use distribute educational materials	-0.00108	0.00094	-0.00754	0.2502	2.63
2000 mailback rate	**-0.49513**	**0.00415**	**-0.77215**	**<.0001**	**2.56**
HTC variables					
Education					
% not high school grad	**0.00020**	**0.00006**	**0.03394**	**0.0004**	**5.68**
% bachelors degree or higher	**0.00054**	**0.00003**	**0.12867**	**<.0001**	**2.88**
Household characteristics					
% single housing unit	**-0.00018**	**0.00003**	**-0.05964**	**<.0001**	**6.26**
% renter occupied	**-0.00009**	**0.00004**	**-0.02780**	**0.0245**	**9.34**
% occupied units with >1.5 persons per room	-0.00013	0.00015	-0.00457	0.4033	1.83
% households not spouses	**-0.00014**	**0.00005**	**-0.03148**	**0.0019**	**6.31**
% occupied units with no phone	**-0.00069**	**0.00009**	**-0.04149**	**<.0001**	**1.61**

Model 12: Full Model - All Census Tracts with Demographic Socioeconomic Media and Partner Variables with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates
R-squared = .4052
Adjusted R-squared = .4041

Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
% households on public assistance	-0.00007	0.00011	-0.00362	0.5125	1.87
% linguistically isolated households	0.00063	0.00008	0.07662	<.0001	5.74
% occupied units householder moved 1999-2000	-0.00032	0.00005	-0.05222	<.0001	4.24
Individual characteristics					
% people below poverty level	-0.00013	0.00005	-0.02229	0.0083	4.36
% people unemployed	-0.00012	0.00012	-0.00518	0.3303	1.73
Other sociodemographic variables					
Total population	0.00000	0.00000	0.05290	<.0001	1.38
Population age					
% age 9 or younger	-0.00085	0.00012	-0.05363	<.0001	3.69
% age 10-14	-0.00069	0.00016	-0.02471	<.0001	2.09
% age 15-17	-0.00038	0.00020	-0.01011	0.0497	1.62
% age 18-24	-0.00032	0.00009	-0.03144	0.0004	4.84
% age 45-64	-0.00060	0.00013	-0.05074	<.0001	7.58
% pop age 65 or over	-0.00036	0.00012	-0.03269	0.0035	7.66
Race/ethnicity					
% Black	-0.00035	0.00002	-0.11487	<.0001	3.19
% Hispanic	-0.00004	0.00003	-0.01263	0.1915	5.72
% Asian and Pacific Islanders	0.00002	0.00005	0.00238	0.6976	2.29
% American Indians	-0.00210	0.00013	-0.07143	<.0001	1.13
Moved past year					
% to different state, city and county	-0.00061	0.00012	-0.02710	<.0001	1.66
% within same state to different city and county	-0.00031	0.00010	-0.01546	0.0022	1.55
% to different city within same county	0.00028	0.00009	0.01482	0.0022	1.43
% within same city and county	-0.00006	0.00007	-0.00494	0.4321	2.42
% within same city but to a different county	0.00277	0.00048	0.02534	<.0001	1.17
Householder age					
% age < 25	0.00002	0.00010	0.00185	0.8219	4.11
% age 25-44	0.00007	0.00008	0.00964	0.4156	8.58
% age 65 or over	0.00035	0.00010	0.04268	0.0003	8.59
Household size					
% 2 person	-0.00000	0.00006	-0.00045	0.9429	2.42
% 3-4 person	-0.00002	0.00005	-0.00298	0.6547	2.72
% mobile homes	0.00030	0.00005	0.04067	<.0001	2.42
% families without children	-0.00005	0.00005	-0.00798	0.2965	3.58
% born in foreign countries	-0.00070	0.00005	-0.13494	<.0001	6.83
% using public transport	0.00017	0.00004	0.03017	<.0001	3.35
Geographic region (reference=Atlanta)					
Boston	-0.02167	0.00167	-0.07719	<.0001	2.16
Charlotte	0.02999	0.00147	0.11507	<.0001	1.95
Chicago	-0.01119	0.00181	-0.03382	<.0001	1.82
Dallas	-0.03184	0.00160	-0.11489	<.0001	2.05

Model 12: Full Model - All Census Tracts with Demographic Socioeconomic Media and Partner Variables with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates R-squared = .4052 Adjusted R-squared = .4041					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Denver	-0.02796	0.00171	-0.09406	<.0001	2.02
Detroit	-0.00488	0.00166	-0.01676	0.0033	2.00
Kansas City	-0.01150	0.00166	-0.03906	<.0001	1.95
Los Angeles	-0.03837	0.00191	-0.15581	<.0001	3.67
New York	-0.04075	0.00210	-0.14191	<.0001	3.27
Philadelphia	-0.00297	0.00160	-0.01106	0.0631	2.17
Seattle	-0.02666	0.00207	-0.09208	<.0001	3.14
HTC level (reference=Low HTC score)					
Moderate HTC score	-0.01417	0.00106	-0.09147	<.0001	2.85
High HTC score	-0.01865	0.00174	-0.11072	<.0001	6.51

Model 13: Base Model - High HTC Level Census Tracts (2010 Mailback Rates)

Model 13: Base Model - High HTC Level Census Tracts with Demographic and Socioeconomic Variables Only With 2010 Mailback Rates as the Dependent Variable R-squared = .2904 Adjusted R-squared = .2882					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.68820	0.01915	0.00000	<.0001	0.00
HTC variables					
Education					
% not high school grad	**-0.00045**	**0.00008**	**-0.06954**	**<.0001**	**3.82**
% bachelors degree or higher	**0.00073**	**0.00007**	**0.12622**	**<.0001**	**3.55**
Household characteristics					
% single housing unit	**-0.00095**	**0.00005**	**-0.27432**	**<.0001**	**4.67**
% renter occupied	**0.00072**	**0.00007**	**0.15635**	**<.0001**	**4.98**
% occupied units with >1.5 persons per room	**-0.00051**	**0.00020**	**-0.02284**	**0.0114**	**1.80**
% households not spouses	**0.00070**	**0.00008**	**0.11245**	**<.0001**	**3.89**
% occupied units with no phone	**-0.00143**	**0.00012**	**-0.09193**	**<.0001**	**1.27**
% households on public assistance	0.00021	0.00016	0.01189	0.1777	1.72
% linguistically isolated households	**0.00048**	**0.00011**	**0.06585**	**<.0001**	**5.51**
% occupied units householder moved 1999-2000	**-0.00058**	**0.00008**	**-0.08515**	**<.0001**	**3.24**
Individual characteristics					
% people below poverty level	**-0.00065**	**0.00007**	**-0.09814**	**<.0001**	**2.59**
% people unemployed	**-0.00069**	**0.00017**	**-0.03230**	**<.0001**	**1.44**
Other sociodemographic variables					
Total population	**0.00001**	**0.00000**	**0.15846**	**<.0001**	**1.33**
Population age					
% age 9 or younger	-0.00024	0.00020	-0.01659	0.2150	3.95
% age 10-14	**-0.00054**	**0.00027**	**-0.02012**	**0.0476**	**2.27**
% age 15-17	-0.00004	0.00032	-0.00106	0.9041	1.70
% age 18-24	**-0.00040**	**0.00014**	**-0.05174**	**0.0035**	**6.94**
% age 45-64	-0.00028	0.00022	-0.01975	0.2027	5.30
% pop age 65 or over	**0.00049**	**0.00022**	**0.03261**	**0.0271**	**4.80**
Race/ethnicity					
% Black	**-0.00091**	**0.00004**	**-0.31884**	**<.0001**	**3.67**
% Hispanic	**0.00018**	**0.00005**	**0.05674**	**0.0006**	**5.98**
% Asian and Pacific Islanders	-0.00005	0.00009	-0.00505	0.6020	2.07
% American Indians	**-0.00283**	**0.00018**	**-0.11366**	**<.0001**	**1.13**
Moved past year					
% to different state, city and county	**-0.00053**	**0.00020**	**-0.02243**	**0.0086**	**1.61**
% within same state to different city and county	**-0.00036**	**0.00016**	**-0.02085**	**0.0253**	**1.92**
% to different city within same county	**0.00087**	**0.00015**	**0.04550**	**<.0001**	**1.45**
% within same city and county	**0.00029**	**0.00010**	**0.02603**	**0.0046**	**1.86**
% within same city but to a different county	**0.00383**	**0.00070**	**0.04081**	**<.0001**	**1.24**
Householder age					
% age < 25	0.00018	0.00015	0.01904	0.2351	5.67
% age 25-44	0.00005	0.00014	0.00606	0.7237	6.48

Model 13: Base Model - High HTC Level Census Tracts with Demographic and Socioeconomic Variables Only With 2010 Mailback Rates as the Dependent Variable R-squared = .2904 Adjusted R-squared = .2882					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
% age 65 or over	0.00115	0.00016	0.11645	<.0001	6.02
Household size					
% 2 person	-0.00005	0.00009	-0.00501	0.5444	1.51
% 3-4 person	0.00007	0.00009	0.00771	0.4354	2.15
% mobile homes	-0.00062	0.00009	-0.06722	<.0001	1.98
% families without children	-0.00027	0.00007	-0.04192	0.0001	2.64
% born in foreign countries	-0.00062	0.00009	-0.12073	<.0001	6.53
% using public transport	-0.00031	0.00006	-0.06377	<.0001	3.55
Geographic region (reference=Atlanta)					
Boston	-0.03296	0.00371	-0.08549	<.0001	2.04
Charlotte	0.02612	0.00315	0.07410	<.0001	1.77
Chicago	-0.01188	0.00331	-0.03510	0.0003	2.11
Dallas	-0.03516	0.00285	-0.13041	<.0001	2.46
Denver	-0.02952	0.00353	-0.07728	<.0001	1.88
Detroit	-0.00642	0.00336	-0.01803	0.0559	1.96
Kansas City	0.00446	0.00353	0.01131	0.2065	1.77
Los Angeles	-0.00075	0.00342	-0.00273	0.8268	3.44
New York	-0.04702	0.00418	-0.15914	<.0001	4.42
Philadelphia	-0.01781	0.00361	-0.04559	<.0001	1.88
Seattle	-0.00007	0.00354	-0.00019	0.9846	2.05

Model 14: Media Effects Model - High HTC Level Census Tracts (2010 Mailback Rates)

Model 14: Media Effects Model - High HTC Level Census Tracts with Media Variables Only with 2010 Mailback Rates as the Dependent Variable R-Squared = .0304 Adjusted R-squared = .0303					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.71182	0.00335	0.00000	<.0001	0.00
Media					
First quarter GRPs	-0.00007	0.00000	-0.23204	<.0001	2.28
Second quarter GRPs	0.00003	0.00000	0.09143	<.0001	2.28

Model 15: Partner Effects Model - High HTC Level Census Tracts (2010 Mailback Rates)

Model 15: Partner Effects Model - High HTC Level Census Tracts with Partner Variables with 2010 Mailback Rates as the Dependent Variable R-squared = .0076 Adjusted R-squared = .0063					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.63374	0.00183	0.00000	<.0001	0.00
Number of partners	0.00529	0.00106	0.09904	<.0001	4.45
Number of commitments	0.00008	0.00007	0.02342	0.2463	4.62
Total value	0.00000	0.00000	0.01661	0.1252	1.33
Total minority value	0.00000	0.00000	0.00216	0.8381	1.27
Partner types					
Log number of business partners	0.00088	0.00173	0.00804	0.6117	2.84
Log number of faith-based organizations	-0.00579	0.00189	-0.03540	0.0022	1.52
Log number of Government partners	0.00069	0.00208	0.00387	0.7411	1.56
Log number of media partners	0.00440	0.00351	0.01299	0.2091	1.21
Log number of service-based organizations	-0.00004	0.00347	-0.00010	0.9918	1.16
Log number of non-profit community organizations	-0.00346	0.00199	-0.02292	0.0827	1.97
Log number of education partners	0.00885	0.00209	0.04858	<.0001	1.50
Commitment types					
Log number of commitments to display/distribute	-0.00427	0.00208	-0.04462	0.0397	5.33
Log number of commitments to encourage employees and constituents	-0.00028	0.00180	-0.00248	0.8753	2.83
Log number of commitments to provide BC/QAC space	-0.00386	0.00185	-0.02759	0.0367	1.97
Log number of commitments to use distribute educational materials	-0.00202	0.00197	-0.01441	0.3046	2.23

Model 16: Full Model - High HTC Level Census Tracts (2010 Mailback Rates)

Model 16: Full Model - High HTC Level Census Tracts with Demographic Socioeconomic Media and Partner Variables with 2010 Mailback Rates as the Dependent Variable R-squared = .3347 Adjusted R-squared = .3308					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.78918	0.02239	0.00000	<.0001	0.00
Media					
First quarter GRPs	-0.00005	0.00001	-0.17788	<.0001	5.90
Second quarter GRPs	0.00000	0.00001	0.01112	0.4616	3.82
Number of partners	0.00195	0.00089	0.03696	0.0277	4.72
Number of commitments	0.00003	0.00006	0.00968	0.5676	4.80
Total value	0.00000	0.00000	0.00819	0.3609	1.35
Total minority value	-0.00000	0.00000	-0.00574	0.5124	1.28
Partner types					
Log number of business partners	-0.00265	0.00144	-0.02449	0.0653	2.96
Log number of faith-based organizations	-0.00181	0.00159	-0.01122	0.2551	1.63
Log number of Government partners	-0.00371	0.00181	-0.02120	0.0400	1.78
Log number of media partners	-0.00033	0.00293	-0.00097	0.9111	1.27
Log number of service-based organizations	0.00210	0.00286	0.00619	0.4638	1.20
Log number of non-profit community organizations	0.00161	0.00166	0.01078	0.3340	2.08
Log number of education partners	0.00190	0.00176	0.01057	0.2781	1.59
Commitment types					
Log number of commitments to display/distribute	-0.00356	0.00173	-0.03765	0.0394	5.59
Log number of commitments to encourage employees and constituents	0.00178	0.00152	0.01587	0.2407	3.06
Log number of commitments to provide BC/QAC space	-0.00467	0.00156	-0.03379	0.0027	2.13
Log number of commitments to use distribute educational materials	-0.00212	0.00164	-0.01529	0.1951	2.33
HTC variables					
Education					
% not high school grad	**-0.00037**	**0.00010**	**-0.05945**	**0.0001**	**4.06**
% bachelors degree or higher	**0.00074**	**0.00009**	**0.12631**	**<.0001**	**3.65**
Household characteristics					
% single housing unit	**-0.00090**	**0.00006**	**-0.26589**	**<.0001**	**4.79**
% renter occupied	**0.00077**	**0.00008**	**0.16693**	**<.0001**	**4.80**
% occupied units with >1.5 persons per room	**-0.00060**	**0.00022**	**-0.02944**	**0.0054**	**1.88**
% households not spouses	**0.00062**	**0.00009**	**0.10155**	**<.0001**	**3.99**
% occupied units with no phone	**-0.00153**	**0.00014**	**-0.09900**	**<.0001**	**1.30**
% households on public assistance	0.00000	0.00017	0.00024	0.9811	1.74

Model 16: Full Model - High HTC Level Census Tracts with Demographic Socioeconomic Media and Partner Variables with 2010 Mailback Rates as the Dependent Variable R-squared = .3347 Adjusted R-squared = .3308					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
% linguistically isolated households	0.00075	0.00013	0.10991	<.0001	5.69
% occupied units householder moved 1999-2000	-0.00072	0.00009	-0.10367	<.0001	3.10
Individual characteristics					
% people below poverty level	-0.00047	0.00008	-0.07088	<.0001	2.64
% people unemployed	-0.00074	0.00020	-0.03407	0.0002	1.43
Other sociodemographic variables					
Total population	0.00001	0.00000	0.15839	<.0001	1.42
Population age					
% age 9 or younger	-0.00068	0.00023	-0.04647	0.0026	3.98
% age 10-14	-0.00084	0.00031	-0.03133	0.0076	2.31
% age 15-17	-0.00003	0.00036	-0.00089	0.9297	1.70
% age 18-24	-0.00075	0.00016	-0.08644	<.0001	5.94
% age 45-64	-0.00032	0.00025	-0.02282	0.1918	5.12
% pop age 65 or over	0.00024	0.00026	0.01588	0.3540	4.92
Race/ethnicity					
% Black	-0.00086	0.00004	-0.31372	<.0001	4.33
% Hispanic	0.00012	0.00006	0.04063	0.0453	6.90
% Asian and Pacific Islanders	-0.00009	0.00010	-0.01129	0.3311	2.26
% American Indians	-0.00292	0.00019	-0.12978	<.0001	1.18
Moved past year					
% to different state, city and county	-0.00082	0.00024	-0.03385	0.0006	1.64
% within same state to different city and county	-0.00012	0.00020	-0.00635	0.5454	1.84
% to different city within same county	0.00091	0.00018	0.04681	<.0001	1.48
% within same city and county	0.00020	0.00012	0.01804	0.0838	1.82
% within same city but to a different county	0.00468	0.00082	0.05010	<.0001	1.29
Householder age					
% age < 25	0.00015	0.00018	0.01405	0.4031	4.73
% age 25-44	-0.00014	0.00015	-0.01753	0.3611	6.16
% age 65 or over	0.00103	0.00019	0.10350	<.0001	6.02
Household size					
% 2 person	0.00010	0.00010	0.00920	0.3352	1.53
% 3-4 person	0.00013	0.00010	0.01496	0.1908	2.19
% mobile homes	-0.00042	0.00010	-0.04497	<.0001	1.92
% families without children	-0.00028	0.00008	-0.04302	0.0008	2.75
% born in foreign countries	-0.00077	0.00010	-0.15802	<.0001	6.68
% using public transport	-0.00031	0.00007	-0.06579	<.0001	3.75
Geographic region (reference=Atlanta)					
Boston	-0.04232	0.00422	-0.11394	<.0001	2.16
Charlotte	0.03725	0.00370	0.10254	<.0001	1.74
Chicago	-0.03395	0.00402	-0.09471	<.0001	2.11
Dallas	-0.05182	0.00347	-0.17782	<.0001	2.37
Denver	-0.03074	0.00404	-0.08314	<.0001	2.00
Detroit	0.00425	0.00407	0.01120	0.2961	1.92

Model 16: Full Model - High HTC Level Census Tracts with Demographic Socioeconomic Media and Partner Variables with 2010 Mailback Rates as the Dependent Variable R-squared = .3347 Adjusted R-squared = .3308					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Kansas City	0.00456	0.00411	0.01129	0.2675	1.73
Los Angeles	**-0.02353**	**0.00415**	**-0.09619**	**<.0001**	**4.83**
New York	**-0.05813**	**0.00468**	**-0.21329**	**<.0001**	**4.93**
Philadelphia	**-0.01439**	**0.00415**	**-0.03759**	**0.0005**	**1.97**
Seattle	**-0.01855**	**0.00487**	**-0.04985**	**0.0001**	**2.86**

Model 17: Base Model - High HTC Level Census Tracts (2010 -2000 Mailback Rate Difference Scores)

Model 17: Base Model - High HTC Level Census Tracts with Demographic and Socioeconomic Variables Only With Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .1015 Adjusted R-squared = .0987					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.02962	0.01879	0.00000	0.1150	0.00
HTC variables					
Education					
% not high school grad	**0.00051**	**0.00008**	**0.09310**	**<.0001**	**3.84**
% bachelors degree or higher	**0.00069**	**0.00007**	**0.14111**	**<.0001**	**3.61**
Household characteristics					
% single housing unit	0.00007	0.00005	0.02294	0.1692	4.73
% renter occupied	**-0.00042**	**0.00007**	**-0.10744**	**<.0001**	**5.01**
% occupied units with >1.5 persons per room	0.00000	0.00020	0.00002	0.9987	1.79
% households not spouses	0.00010	0.00008	0.01856	0.2245	3.97
% occupied units with no phone	-0.00018	0.00012	-0.01384	0.1107	1.28
% households on public assistance	0.00028	0.00015	0.01828	0.0695	1.72
% linguistically isolated households	0.00014	0.00011	0.02211	0.2213	5.56
% occupied units householder moved 1999-2000	**0.00024**	**0.00008**	**0.04052**	**0.0035**	**3.28**
Individual characteristics					
% people below poverty level	**0.00038**	**0.00007**	**0.06804**	**<.0001**	**2.63**
% people unemployed	**-0.00067**	**0.00017**	**-0.03658**	**<.0001**	**1.44**
Other sociodemographic variables					
Total population	-0.00000	0.00000	-0.00151	0.8642	1.33
Population age					
% age 9 or younger	**-0.00110**	**0.00019**	**-0.08807**	**<.0001**	**3.98**
% age 10-14	-0.00049	0.00027	-0.02119	0.0682	2.29
% age 15-17	-0.00013	0.00032	-0.00416	0.6770	1.70
% age 18-24	**-0.00046**	**0.00013**	**-0.07041**	**0.0005**	**7.05**
% age 45-64	-0.00017	0.00022	-0.01423	0.4265	5.44
% pop age 65 or over	**-0.00069**	**0.00021**	**-0.05430**	**0.0012**	**4.80**
Race/ethnicity					
% Black	**0.00011**	**0.00004**	**0.04562**	**0.0020**	**3.69**
% Hispanic	**0.00015**	**0.00005**	**0.05694**	**0.0024**	**5.98**
% Asian and Pacific Islanders	-0.00015	0.00009	-0.01869	0.0881	2.04
% American Indians	**-0.00072**	**0.00019**	**-0.03078**	**0.0002**	**1.12**
Moved past year					
% to different state, city and county	0.00002	0.00019	0.00124	0.8987	1.61
% within same state to different city and county	0.00023	0.00016	0.01535	0.1501	1.93
% to different city within same county	-0.00008	0.00015	-0.00508	0.5825	1.45
% within same city and county	-0.00006	0.00010	-0.00677	0.5189	1.87
% within same city but to a different county	0.00104	0.00068	0.01306	0.1262	1.24
Householder age					

Model 17: Base Model - High HTC Level Census Tracts with Demographic and Socioeconomic Variables Only With Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable
R-squared = .1015
Adjusted R-squared = .0987

Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
% age < 25	-0.00015	0.00015	-0.01888	0.3082	5.84
% age 25-44	0.00020	0.00013	0.02950	0.1359	6.65
% age 65 or over	0.00018	0.00016	0.02177	0.2493	6.07
Household size					
% 2 person	-0.00013	0.00009	-0.01408	0.1350	1.51
% 3-4 person	**-0.00017**	**0.00009**	**-0.02231**	**0.0481**	**2.17**
% mobile homes	**0.00035**	**0.00008**	**0.04540**	**<.0001**	**2.00**
% families without children	0.00003	0.00007	0.00626	0.6169	2.66
% born in foreign countries	**-0.00027**	**0.00009**	**-0.06074**	**0.0020**	**6.55**
% using public transport	**0.00051**	**0.00006**	**0.12195**	**<.0001**	**3.58**
Geographic region (reference=Atlanta)					
Boston	**-0.03047**	**0.00357**	**-0.09378**	**<.0001**	**2.05**
Charlotte	**0.01634**	**0.00301**	**0.05528**	**<.0001**	**1.77**
Chicago	**-0.01180**	**0.00321**	**-0.04018**	**0.0002**	**2.03**
Dallas	**-0.03445**	**0.00274**	**-0.15105**	**<.0001**	**2.45**
Denver	**-0.02527**	**0.00340**	**-0.07798**	**<.0001**	**1.87**
Detroit	**-0.03200**	**0.00323**	**-0.10611**	**<.0001**	**1.95**
Kansas City	**-0.02006**	**0.00338**	**-0.06058**	**<.0001**	**1.77**
Los Angeles	**-0.04347**	**0.00330**	**-0.18603**	**<.0001**	**3.38**
New York	**-0.01043**	**0.00404**	**-0.04155**	**0.0099**	**4.41**
Philadelphia	**-0.01460**	**0.00346**	**-0.04451**	**<.0001**	**1.89**
Seattle	**-0.02077**	**0.00340**	**-0.06740**	**<.0001**	**2.06**

Model 18: Media Effects Model - High HTC Level Census Tracts (2010 -2000 Mailback Rate Difference Scores)

Model 18: Media Effects Model - High HTC Level Census Tracts with Media Variables Only with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .0019 Adjusted R-squared = .0019					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.00385	0.00293	0.00000	0.1883	0.00
Media					
First quarter GRPs	0.00002	0.00000	0.06542	<.0001	2.26
Second quarter GRPs	-0.00001	0.00000	-0.05001	<.0001	2.26

Model 19: Partner Effects Model - High HTC Level Census Tracts (2010 -2000 Mailback Rate Difference Scores)

Model 19: Partner Effects Model - High HTC Level Census Tracts with Partner Variables Only With Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .0214 Adjusted R-squared = .0201					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.00243	0.00157	0.00000	0.1230	0.00
Number of partners	0.00203	0.00091	0.04455	0.0256	4.45
Number of commitments	-0.00014	0.00006	-0.04813	0.0182	4.65
Total value	0.00000	0.00000	0.01900	0.0814	1.33
Total minority value	-0.00000	0.00000	-0.01588	0.1354	1.27
Partner types					
Log number of business partners	-0.00537	0.00148	-0.05774	0.0003	2.85
Log number of faith-based organizations	0.00499	0.00162	0.03591	0.0020	1.52
Log number of Government partners	0.00237	0.00177	0.01582	0.1806	1.56
Log number of media partners	0.00582	0.00300	0.02019	0.0524	1.21
Log number of service-based organizations	0.00741	0.00296	0.02557	0.0121	1.16
Log number of non-profit community organizations	0.01138	0.00171	0.08872	<.0001	1.98
Log number of education partners	0.00021	0.00180	0.00137	0.9060	1.50
Commitment types					
Log number of commitments to display/distribute	-0.00230	0.00178	-0.02821	0.1958	5.32
Log number of commitments to encourage employees and constituents	0.00624	0.00154	0.06457	<.0001	2.83
Log number of commitments to provide BC/QAC space	0.00193	0.00158	0.01624	0.2212	1.97
Log number of commitments to use distribute educational materials	-0.00311	0.00169	-0.02603	0.0659	2.24

Model 20: Full Model - High HTC Level Census Tracts (2010 -2000 Mailback Rate Difference Scores)

Model 20: Full Model - High HTC Level Census Tracts with Demographic Socioeconomic Media and Partner Variables with Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .1370 Adjusted R-squared = .1318					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.09826	0.02221	0.00000	<.0001	0.00
Media					
First quarter GRPs	-0.00005	0.00001	-0.19865	<.0001	5.87
Second quarter GRPs	0.00001	0.00000	0.03580	0.0397	3.81
Number of partners	0.00337	0.00087	0.07530	0.0001	4.73
Number of commitments	-0.00000	0.00005	-0.00118	0.9521	4.83
Total value	0.00000	0.00000	0.01130	0.2749	1.35
Total minority value	-0.00000	0.00000	-0.00753	0.4558	1.28
Partner types					
Log number of business partners	-0.00435	0.00140	-0.04778	0.0019	2.97
Log number of faith-based organizations	0.00465	0.00155	0.03417	0.0027	1.63
Log number of Government partners	0.00019	0.00175	0.00132	0.9121	1.79
Log number of media partners	-0.00282	0.00286	-0.00993	0.3233	1.27
Log number of service-based organizations	0.00513	0.00277	0.01802	0.0646	1.20
Log number of non-profit community organizations	0.00684	0.00162	0.05446	<.0001	2.09
Log number of education partners	0.00392	0.00171	0.02577	0.0221	1.60
Commitment types					
Log number of commitments to display/distribute	0.00002	0.00168	0.00020	0.9924	5.59
Log number of commitments to encourage employees and constituents	0.00194	0.00148	0.02052	0.1887	3.07
Log number of commitments to provide BC/QAC space	-0.00199	0.00152	-0.01703	0.1899	2.12
Log number of commitments to use distribute educational materials	-0.00322	0.00159	-0.02756	0.0433	2.34
HTC variables					
Education					
% not high school grad	**0.00050**	**0.00010**	**0.09414**	**<.0001**	**4.08**
% bachelors degree or higher	**0.00065**	**0.00009**	**0.13085**	**<.0001**	**3.71**
Household characteristics					
% single housing unit	0.00010	0.00006	0.03438	0.0801	4.86
% renter occupied	**-0.00039**	**0.00008**	**-0.09892**	**<.0001**	**4.85**
% occupied units with >1.5 persons per room	-0.00023	0.00022	-0.01287	0.2893	1.86
% households not spouses	0.00009	0.00009	0.01755	0.3310	4.10
% occupied units with no phone	-0.00022	0.00013	-0.01665	0.1020	1.30
% households on public assistance	0.00030	0.00017	0.02067	0.0798	1.75
% linguistically isolated households	**0.00028**	**0.00012**	**0.04864**	**0.0227**	**5.73**

Model 20: Full Model - High HTC Level Census Tracts with Demographic Socioeconomic Media and Partner Variables with Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .1370 Adjusted R-squared = .1318					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
% occupied units householder moved 1999-2000	0.00019	0.00009	0.03170	0.0438	3.11
Individual characteristics					
% people below poverty level	0.00026	0.00008	0.04565	0.0018	2.68
% people unemployed	-0.00056	0.00020	-0.03044	0.0043	1.43
Other sociodemographic variables					
Total population	-0.00000	0.00000	-0.03277	0.0021	1.42
Population age					
% age 9 or younger	-0.00112	0.00022	-0.08992	<.0001	4.00
% age 10-14	-0.00050	0.00031	-0.02197	0.1048	2.31
% age 15-17	0.00036	0.00036	0.01162	0.3178	1.70
% age 18-24	-0.00052	0.00016	-0.07113	0.0011	6.01
% age 45-64	-0.00036	0.00025	-0.02946	0.1508	5.29
% pop age 65 or over	-0.00056	0.00026	-0.04292	0.0297	4.91
Race/ethnicity					
% Black	0.00009	0.00004	0.03861	0.0378	4.34
% Hispanic	-0.00003	0.00006	-0.01161	0.6201	6.90
% Asian and Pacific Islanders	-0.00031	0.00010	-0.04327	0.0011	2.20
% American Indians	-0.00061	0.00021	-0.02846	0.0031	1.16
Moved past year					
% to different state, city and county	-0.00014	0.00024	-0.00656	0.5658	1.64
% within same state to different city and county	0.00004	0.00020	0.00272	0.8226	1.86
% to different city within same county	-0.00013	0.00018	-0.00756	0.4852	1.48
% within same city and county	-0.00017	0.00011	-0.01761	0.1441	1.83
% within same city but to a different county	0.00086	0.00080	0.01088	0.2817	1.29
Householder age					
% age < 25	-0.00007	0.00018	-0.00815	0.6779	4.85
% age 25-44	0.00013	0.00015	0.01971	0.3815	6.38
% age 65 or over	-0.00000	0.00019	-0.00024	0.9915	6.08
Household size					
% 2 person	-0.00008	0.00010	-0.00885	0.4212	1.52
% 3-4 person	-0.00016	0.00010	-0.02182	0.0993	2.20
% mobile homes	0.00040	0.00010	0.05085	<.0001	1.95
% families without children	0.00003	0.00008	0.00486	0.7422	2.75
% born in foreign countries	-0.00021	0.00010	-0.05058	0.0282	6.68
% using public transport	0.00045	0.00007	0.11291	<.0001	3.78
Geographic region (reference=Atlanta)					
Boston	-0.03126	0.00410	-0.10012	<.0001	2.17
Charlotte	0.02469	0.00357	0.08123	<.0001	1.74
Chicago	-0.02002	0.00394	-0.06426	<.0001	2.02
Dallas	-0.03832	0.00337	-0.15553	<.0001	2.35
Denver	-0.02150	0.00392	-0.06874	<.0001	1.98
Detroit	-0.02757	0.00395	-0.08634	<.0001	1.93
Kansas City	-0.01723	0.00397	-0.05101	<.0001	1.74

Model 20: Full Model - High HTC Level Census Tracts with Demographic Socioeconomic Media and Partner Variables with Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable R-squared = .1370 Adjusted R-squared = .1318					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Los Angeles	**-0.05926**	**0.00404**	**-0.28418**	**<.0001**	**4.73**
New York	**-0.01199**	**0.00456**	**-0.05186**	**0.0086**	**4.90**
Philadelphia	-0.00375	0.00402	-0.01168	0.3513	1.97
Seattle	**-0.03919**	**0.00473**	**-0.12526**	**<.0001**	**2.88**

Model 21: Base Model - High HTC Level Census Tracts (2010 -2000 Mailback Rate Difference Scores) Controlling for 2000 Census Mailback Rates

Model 21: Base Model - High HTC Level Census Tracts with Demographic and Socioeconomic Variables Only with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates R-squared = .3260 Adjusted R-squared = .3238					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.33860	0.01684	0.00000	<.0001	0.00
2000 mailback rate	**-0.47206**	**0.00662**	**-0.59420**	**<.0001**	**1.57**
HTC variables					
Education					
% not high school grad	0.00003	0.00007	0.00627	0.6319	3.88
% bachelors degree or higher	**0.00069**	**0.00006**	**0.13967**	**<.0001**	**3.61**
Household characteristics					
% single housing unit	**-0.00042**	**0.00004**	**-0.14240**	**<.0001**	**4.85**
% renter occupied	**0.00015**	**0.00006**	**0.03871**	**0.0099**	**5.11**
% occupied units with >1.5 persons per room	-0.00024	0.00018	-0.01224	0.1689	1.79
% households not spouses	**0.00038**	**0.00007**	**0.07111**	**<.0001**	**3.98**
% occupied units with no phone	**-0.00077**	**0.00010**	**-0.05775**	**<.0001**	**1.29**
% households on public assistance	**0.00027**	**0.00013**	**0.01747**	**0.0451**	**1.72**
% linguistically isolated households	**0.00030**	**0.00010**	**0.04875**	**0.0019**	**5.56**
% occupied units householder moved 1999-2000	-0.00013	0.00007	-0.02292	0.0573	3.29
Individual characteristics					
% people below poverty level	**-0.00013**	**0.00006**	**-0.02251**	**0.0381**	**2.67**
% people unemployed	**-0.00069**	**0.00015**	**-0.03771**	**<.0001**	**1.44**
Other sociodemographic variables					
Total population	**0.00000**	**0.00000**	**0.07929**	**<.0001**	**1.36**
Population age					
% age 9 or younger	**-0.00068**	**0.00017**	**-0.05473**	**<.0001**	**3.99**
% age 10-14	-0.00044	0.00023	-0.01900	0.0589	2.29
% age 15-17	-0.00003	0.00027	-0.00081	0.9254	1.70
% age 18-24	**-0.00041**	**0.00012**	**-0.06206**	**0.0004**	**7.05**
% age 45-64	**-0.00023**	**0.00019**	**-0.01945**	**0.2094**	**5.44**
% pop age 65 or over	**-0.00006**	**0.00019**	**-0.00486**	**0.7387**	**4.81**
Race/ethnicity					
% Black	**-0.00037**	**0.00003**	**-0.15317**	**<.0001**	**3.87**
% Hispanic	**0.00017**	**0.00004**	**0.06405**	**<.0001**	**5.98**
% Asian and Pacific Islanders	-0.00008	0.00008	-0.00976	0.3037	2.04
% American Indians	**-0.00163**	**0.00017**	**-0.06999**	**<.0001**	**1.13**
Moved past year					
% to different state, city and county	-0.00026	0.00017	-0.01284	0.1276	1.61
% within same state to different city and county	-0.00004	0.00014	-0.00266	0.7736	1.94
% to different city within same county	**0.00033**	**0.00013**	**0.02010**	**0.0121**	**1.45**
% within same city and county	0.00006	0.00009	0.00675	0.4576	1.87
% within same city but to a different county	**0.00231**	**0.00059**	**0.02911**	**<.0001**	**1.24**
Householder age					
% age < 25	0.00001	0.00013	0.00128	0.9365	5.84
% age 25-44	0.00016	0.00012	0.02311	0.1774	6.65
% age 65 or over	**0.00061**	**0.00014**	**0.07244**	**<.0001**	**6.08**

Model 21: Base Model - High HTC Level Census Tracts with Demographic and Socioeconomic Variables Only with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates R-squared = .3260 Adjusted R-squared = .3238					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Household size					
% 2 person	-0.00011	0.00008	-0.01140	0.1624	1.51
% 3-4 person	-0.00007	0.00007	-0.00906	0.3540	2.17
% mobile homes	-0.00007	0.00007	-0.00883	0.3488	2.01
% families without children	-0.00008	0.00006	-0.01517	0.1619	2.67
% born in foreign countries	**-0.00044**	**0.00007**	**-0.09905**	**<.0001**	**6.55**
% using public transport	**0.00014**	**0.00005**	**0.03235**	**0.0105**	**3.62**
Geographic region (reference=Atlanta)					
Boston	**-0.03172**	**0.00309**	**-0.09762**	**<.0001**	**2.05**
Charlotte	**0.02061**	**0.00261**	**0.06973**	**<.0001**	**1.77**
Chicago	**-0.01066**	**0.00278**	**-0.03630**	**0.0001**	**2.03**
Dallas	**-0.03377**	**0.00237**	**-0.14807**	**<.0001**	**2.45**
Denver	**-0.02643**	**0.00294**	**-0.08159**	**<.0001**	**1.87**
Detroit	**-0.01957**	**0.00280**	**-0.06488**	**<.0001**	**1.96**
Kansas City	**-0.00904**	**0.00293**	**-0.02730**	**0.0020**	**1.78**
Los Angeles	**-0.02319**	**0.00287**	**-0.09925**	**<.0001**	**3.42**
New York	**-0.02856**	**0.00351**	**-0.11378**	**<.0001**	**4.43**
Philadelphia	**-0.01656**	**0.00299**	**-0.05047**	**<.0001**	**1.89**
Seattle	**-0.01143**	**0.00294**	**-0.03707**	**0.0001**	**2.07**

Model 22: Media Effects Model - High HTC Level Census Tracts (2010 -2000 Mailback Rate Difference Scores) Controlling for 2000 Census Mailback Rates

Model 22: Media Effects Model - High HTC Level Census Tracts with Media Variables Only With Difference between 2010 Mailback Rates and 2000 Mailback Rates Controlling for 2000 Census Mailback Rates R-squared = .2489 Adjusted R-squared = .2488					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.29379	0.00480	0.00000	<.0001	0.00
Media					
First quarter GRPs	-0.00002	0.00000	-0.07591	<.0001	2.34
Second quarter GRPs	0.00000	0.00000	0.01616	0.1254	2.28
2000 mailback rate	**-0.40716**	**0.00572**	**-0.50738**	**<.0001**	**1.04**

Model 23: Partner Effects Model - High HTC Level Census Tracts (2010 -2000 Mailback Rate Difference Scores) Controlling for 2000 Census Mailback Rates

Model 23: Partner Effects Model - High HTC Level Census Tracts with Partner Variables Only With Difference between 2010 Mailback Rates and 2000 Mailback Rates Controlling for 2000 Census Mailback Rates R-squared = .2729 Adjusted R-squared = .2719					
Variable	**Parameter Estimate**	**Standard Error**	**Standardized Estimate**	**P <**	**Variance Inflation**
Intercept	0.25488	0.00432	0.00000	<.0001	0.00
Number of partners	0.00344	0.00078	0.07552	<.0001	4.46
Number of commitments	-0.00004	0.00005	-0.01422	0.4184	4.65
Total value	0.00000	0.00000	0.01892	0.0441	1.33
Total minority value	-0.00000	0.00000	-0.00844	0.3573	1.27
Partner types					
Log number of business partners	-0.00292	0.00128	-0.03143	0.0223	2.85
Log number of faith-based organizations	0.00064	0.00140	0.00458	0.6487	1.52
Log number of Government partners	0.00160	0.00153	0.01069	0.2939	1.56
Log number of media partners	0.00579	0.00259	0.02009	0.0251	1.21
Log number of service-based organizations	0.00416	0.00255	0.01436	0.1022	1.16
Log number of non-profit community organizations	0.00536	0.00147	0.04179	0.0003	1.99
Log number of education partners	0.00389	0.00155	0.02510	0.0119	1.50
Commitment types					
Log number of commitments to display/distribute	-0.00342	0.00153	-0.04196	0.0256	5.32
Log number of commitments to encourage employees and constituents	0.00336	0.00132	0.03475	0.0113	2.83
Log number of commitments to provide BC/QAC space	-0.00074	0.00136	-0.00618	0.5893	1.97
Log number of commitments to use distribute educational materials	-0.00295	0.00146	-0.02471	0.0428	2.24
2000 mailback rate	**-0.39783**	**0.00646**	**-0.50605**	**<.0001**	**1.02**

Model 24: Full Model - High HTC Level Census Tracts (2010 -2000 Mailback Rate Difference Scores) Controlling for 2000 Census Mailback Rates

Model 24: Full Model - High HTC Level Census Tracts with Demographic Socioeconomic Media and Partner Variables with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates
R-squared = .3715
Adjusted R-squared = .3677

Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Intercept	0.43361	0.01967	0.00000	<.0001	0.00
Media					
First quarter GRPs	-0.00005	0.00000	-0.21020	<.0001	5.87
Second quarter GRPs	0.00001	0.00000	0.02684	0.0708	3.81
Number of partners	0.00270	0.00074	0.06039	0.0003	4.73
Number of commitments	0.00001	0.00005	0.00383	0.8188	4.83
Total value	0.00000	0.00000	0.01070	0.2258	1.35
Total minority value	-0.00000	0.00000	-0.00738	0.3921	1.28
Partner types					
Log number of business partners	-0.00347	0.00119	-0.03812	0.0036	2.97
Log number of faith-based organizations	0.00168	0.00132	0.01237	0.2028	1.63
Log number of Government partners	-0.00175	0.00150	-0.01192	0.2418	1.79
Log number of media partners	-0.00127	0.00244	-0.00448	0.6018	1.27
Log number of service-based organizations	0.00314	0.00237	0.01105	0.1843	1.20
Log number of non-profit community organizations	0.00436	0.00138	0.03469	0.0016	2.10
Log number of education partners	0.00321	0.00146	0.02113	0.0279	1.60
Commitment types					
Log number of commitments to display/distribute	-0.00184	0.00143	-0.02304	0.2002	5.59
Log number of commitments to encourage employees and constituents	0.00163	0.00126	0.01722	0.1963	3.07
Log number of commitments to provide BC/QAC space	-0.00338	0.00129	-0.02900	0.0089	2.12
Log number of commitments to use distribute educational materials	-0.00279	0.00136	-0.02389	0.0401	2.34
2000 mailback rate	**-0.48571**	**0.00763**	**-0.62561**	**<.0001**	**1.67**
HTC variables					
Education					
% not high school grad	0.00007	0.00008	0.01256	0.4152	4.11
% bachelors degree or higher	**0.00066**	**0.00007**	**0.13367**	**<.0001**	**3.71**
Household characteristics					
% single housing unit	**-0.00040**	**0.00005**	**-0.13907**	**<.0001**	**4.98**
% renter occupied	**0.00022**	**0.00007**	**0.05671**	**0.0008**	**4.95**
% occupied units with >1.5 persons per room	**-0.00042**	**0.00018**	**-0.02332**	**0.0245**	**1.86**
% households not spouses	**0.00035**	**0.00008**	**0.06691**	**<.0001**	**4.11**
% occupied units with no phone	**-0.00084**	**0.00012**	**-0.06394**	**<.0001**	**1.31**
% households on public assistance	0.00018	0.00015	0.01217	0.2270	1.75

Model 24: Full Model - High HTC Level Census Tracts with Demographic Socioeconomic Media and Partner Variables with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates R-squared = .3715 Adjusted R-squared = .3677					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
% linguistically isolated households	0.00053	0.00011	0.08990	<.0001	5.74
% occupied units householder moved 1999-2000	-0.00023	0.00008	-0.03923	0.0036	3.13
Individual characteristics					
% people below poverty level	-0.00014	0.00007	-0.02461	0.0489	2.70
% people unemployed	-0.00065	0.00017	-0.03514	0.0001	1.43
Other sociodemographic variables					
Total population	0.00000	0.00000	0.06722	<.0001	1.47
Population age					
% age 9 or younger	-0.00089	0.00019	-0.07136	<.0001	4.00
% age 10-14	-0.00056	0.00026	-0.02489	0.0313	2.31
% age 15-17	0.00023	0.00031	0.00733	0.4606	1.70
% age 18-24	-0.00060	0.00014	-0.08142	<.0001	6.01
% age 45-64	-0.00037	0.00021	-0.03034	0.0829	5.29
% pop age 65 or over	-0.00007	0.00022	-0.00561	0.7391	4.91
Race/ethnicity					
% Black	-0.00038	0.00004	-0.16167	<.0001	4.52
% Hispanic	0.00004	0.00005	0.01600	0.4235	6.90
% Asian and Pacific Islanders	-0.00017	0.00008	-0.02387	0.0346	2.20
% American Indians	-0.00162	0.00018	-0.07512	<.0001	1.17
Moved past year					
% to different state, city and county	-0.00047	0.00020	-0.02289	0.0190	1.64
% within same state to different city and county	-0.00002	0.00017	-0.00139	0.8936	1.86
% to different city within same county	0.00036	0.00015	0.02197	0.0176	1.48
% within same city and county	-0.00002	0.00010	-0.00245	0.8120	1.83
% within same city but to a different county	0.00269	0.00068	0.03406	<.0001	1.29
Householder age					
% age < 25	0.00003	0.00015	0.00331	0.8433	4.85
% age 25-44	0.00002	0.00013	0.00262	0.8916	6.38
% age 65 or over	0.00045	0.00016	0.05281	0.0049	6.09
Household size					
% 2 person	-0.00003	0.00009	-0.00282	0.7642	1.52
% 3-4 person	-0.00004	0.00008	-0.00496	0.6606	2.21
% mobile homes	0.00004	0.00008	0.00458	0.6668	1.96
% families without children	-0.00008	0.00007	-0.01426	0.2585	2.75
% born in foreign countries	-0.00050	0.00008	-0.12007	<.0001	6.70
% using public transport	0.00009	0.00006	0.02343	0.1151	3.82
Geographic region (reference=Atlanta)					
Boston	-0.03693	0.00350	-0.11828	<.0001	2.17
Charlotte	0.03045	0.00305	0.10019	<.0001	1.74
Chicago	-0.02561	0.00337	-0.08217	<.0001	2.02
Dallas	-0.04394	0.00287	-0.17832	<.0001	2.35
Denver	-0.02544	0.00335	-0.08130	<.0001	1.98
Detroit	-0.01198	0.00338	-0.03752	0.0004	1.94

Model 24: Full Model - High HTC Level Census Tracts with Demographic Socioeconomic Media and Partner Variables with the Difference between 2010 Mailback Rates and 2000 Mailback Rates as the Dependent Variable Controlling for 2000 Census Mailback Rates R-squared = .3715 Adjusted R-squared = .3677					
Variable	Parameter Estimate	Standard Error	Standardized Estimate	P <	Variance Inflation
Kansas City	-0.00732	0.00339	-0.02166	0.0311	1.74
Los Angeles	-0.04202	0.00346	-0.20149	<.0001	4.76
New York	-0.03491	0.00391	-0.15097	<.0001	4.94
Philadelphia	-0.00938	0.00343	-0.02922	0.0063	1.98
Seattle	-0.03028	0.00404	-0.09678	<.0001	2.88

Appendix B: Focus Group Protocol

Partnership Program Focus Group Information/Screening Form

Hello, my name is _____ and I am calling from ICF International, a firm contracted by the Census Bureau to conduct focus groups related to the Partnership Program that took place just prior to the 2010 Census. We are conducting focus groups to improve the Partnership Program during the years leading to the 2020 Census. We are interested in identifying Partnership Program elements that will work, elements that will not work, and ways that the program can be improved. In organizations that participated in the program, we need to identify individuals who have first-hand knowledge of how the program was conducted at the organization. Do you have first-hand knowledge of the Partnership Program at your organization?

If no,

Can you give us the name and contact information of anyone at your organization who may have first-hand knowledge?

If yes,

ICF is planning to hold a focus group in your geographic area and we would like to find out if you might be willing to participate. The group will take 90 minutes and will be held at a location within 25 miles of your organization. ICF will make every effort to schedule the group at a time that is most convenient for all participants. We will offer a $50 payment to each focus group participant. Would you be available to join the group?

If yes,

- Verify location of their organization
- Verify position (manager, supervisor, other) of respondent
- Ask best days and times for the respondent
- Request any corrections/additions to respondent's contact information including email address
- Ask respondent to recommend additional participants from his/her organization (names, contact information)

Read this statement to the participant:

Please note that we cannot conduct this focus group unless the protocol and the informed consent forms display valid OMB Control Numbers. Furthermore, you do not need to participate unless the protocols and forms have a valid OMB Control Number displayed. The OMB Control Number is: 0607-0965. The collection expires September 30, 2011.
I will schedule your participation as we agreed. At the beginning of the meeting you'll be given paperwork to sign saying that you are voluntarily giving information. At the end of the session we will also ask you to sign a receipt for the $50 payment, which will be made at the site. Please mark your calendar, and plan to arrive at [day/time]. One week before the focus group I'll get back to you with a reminder and directions.

Partnership Program Focus Group Consent Form

Thank you for taking part in this important study for the Census Bureau. Our goal today is to better understand how the Partnership Program can be improved for the 2020 Census.

To take part in this study, you will join a group of people to talk about the Partnership Program. What you tell us today will help us better understand the needs of organizations in terms of participating in the program and helping them convey the importance of the Census to the public more effectively. The session will last 90 minutes.

ICF researchers conform to ICF Institutional Review Board requirements by respecting and protecting your confidentiality. It is also important that each of you agrees to respect and protect each other's privacy. By consenting to participate in this group, you agree to protect the confidentiality of all other group participants and to keep any information you hear today in strict confidence. This means you will not discuss anything you hear today with anyone outside of this group. Please be aware, however, that we cannot guarantee that other participants will uphold this pledge of confidentiality. If you are concerned about this risk, you should tell us you would rather be interviewed individually, limit your participation in the group to what you are comfortable discussing, or not participate in the study at all.

What you say will never be linked to your name. We will take notes on what was said. We will not keep a record of your name.

Your participation is voluntary. During the group discussion, you do not have to answer every question or discuss anything you don't want to. You may stop participating at any time with no consequences.

Please note that we cannot conduct this focus group unless the protocol and the informed consent forms display valid OMB Control Numbers. Furthermore, you do not need to participate unless the protocols and forms have a valid OMB Control Number displayed. The OMB Control Number is: 0607-0965. The collection expires September 30, 2011.
If you agree to participate, please print and sign your name below and write in the date.

I have read and understand the information about this discussion group. I understand that I can stop participating in the group discussion at any time without penalty. I understand that, while confidentiality cannot be guaranteed, ICF will take steps to keep my responses private.

(Print) _____

First Name Middle Initial Last Name

(Signature) _____

U.S. Census Bureau National Partnership Program
Focus Group Participant Information

Instructions: We are requesting the following information so that we can provide a context for the comments, perceptions, and opinions that you may express during the focus group. This information will NOT be used to identify you personally. All focus group results will be reported anonymously, and in summary form.

About your organization

1. Name of Organization: _____

2. Type of Organization: (select one):

- ☐ For-profit business
- ☐ Trade/professional association
- ☐ Community or faith-based organization
- ☐ Census Information Center
- ☐ Educational organization
- ☐ Other:_____

About you in your organization

3. Your Title/Position: _____

4. Years with organization: _____

About the Partnership Program, your organization, and you

5. Were you directly involved in the partnership program for the 2010 Census?

- ☐ Yes, I was directly involved
- ☐ No, I was not involved, but my organization was
- ☐ No, I was not involved and neither was my organization as far as I know

6. If your organization was directly involved in the partnership program:

a. What kinds of people did you try of reach with your partnership program efforts? (e.g., minorities, migrant workers, all types of people)?

_____

b. How would you describe the extent of the involvement in the Partnership Program?

- ☐ My organization was greatly involved in the Partnership Program
- ☐ My organization was somewhat involved in the Partnership Program
- ☐ My organization was involved a little in the Partnership Program

7. Looking around the room right now, please enter the card numbers of any other participants that you know: _____

THANK YOU!

Partnership Program Focus Group Protocol and Moderator's Guide

INTRODUCTION

(Welcome participants) - Thank you in advance for choosing to participate in this research. We greatly appreciate your time and participation.

(*Introduce moderator/recorder)* - My name is _____ and this is (introduce co-moderator and/or recorder) _____. We work for ICF International, an organization that conducts research to evaluate programs like the Partnership Program. We will be visiting with several representatives of 2010 Census Partner organizations in other geographic areas as well. At the end, we will assemble everything we have learned from all our visits into a report that will be provided to the Census Bureau.

(Explain Partnership Program) - The Census Bureau established the Partnership Program as an integral component of the communications campaign. The 2010 Census Partners delivered to members of their community a message that the Census is safe and essential to serving local needs. At one point over 4,000 partnership personnel across the country were working to establish national, state, local, and tribal partnerships with trusted third party voices such as governments, businesses, non-profits, and faith-based institutions, among others.

(Focus participants in on objectives) - The goal of our discussion today is to improve the Partnership Program during the years leading to the 2020 Census. In other words, we want to know what will work, what will not work, and ways that the program can be enhanced and be made more engaging. You are in an excellent position to help us with that because you can inform us about your organization's experience as a Census Partner. Your perspectives are of great value to us no matter how involved your organization was compared to other organizations.

(*Explain focus group procedure)* - The session today will last 90 minutes, and we will not take a formal break. Please feel free to leave the room at any time if you need to. Each of us has a role to play.

- I serve as an impartial data gatherer and discussion regulator (if applicable)-, with help from my co-moderator _____.
- Our note-taker serves as a recorder of what you are saying - please know that s/he is not recording your names.
- You serve as experts based on your experience with the Partnership Program.

Please note that we cannot conduct this focus group unless the protocol and the informed consent forms display valid OMB Control Numbers. Furthermore, you do not need to participate unless the protocols and forms have a valid OMB Control Number displayed. The OMB Control Number is: 0607-0965. The collection expires September 30, 2011.

(Voluntary Participation/Privacy Act) - Your participation is voluntary – if you choose not to participate, or if you don't wish to answer a question, there won't be any negative consequences to you. No data or response will be linked to any individual by name. If we quote something you said in our report, we will not identify you or your specific organization as the source of the quote. We will analyze your responses

as part of a group, such as a group of non-profit organizations, or a group of mid-sized for-profit businesses.
We are asking all of you to maintain confidentiality, and we also need to know that we can count on each of you. Can we all agree that what is said in this room stays in this room?
(Hand out informed consent document to participants and review with the group) This is a statement for you to sign. It assures us that you are volunteering to participate and it assures you that we are taking steps to keep your information private. Please read the statement and sign it before we get started.
(*Allow 2-3 minutes for participants to read and sign. Obtain signed agreement from all participants*)
(*Explain ground rules*) - To make our discussion go smoothly, it helps to lay out some ground rules:

- Please speak clearly and one at a time.
- Please avoid sidebar conversations.
- There are no right or wrong answers.
- We want to hear the good and the bad.
- We respect and value differences of opinion.

I will read some questions throughout the session for you to discuss. Feel free to expand beyond these specific questions in your answers. The best focus groups are those where participants feel free to explore ideas without limiting them to specific answers.

(Check for participant questions) - Are there any questions before we begin?

QUESTIONS AND PROMPTS

Note*: Throughout the questions, if the Focus Group participants all represent a single organization, we'll substitute the actual name of that organization for "your organization." So, for example, we'd say "about how Target became involved…"*

1. We'd like to start by talking about how organizations can become involved in the Partnership Program – the decision process you go through to sign up as a Partner. Let's discuss how organizations may become aware of the program, what may prompt people to sign up, and how you see the program in the overall context of your organization's marketing and publicity program? Let's talk about awareness first:

1a. Awareness – How can organizations become aware of the program? What is the most effective way for your organization to become aware of a program like Partners?

1b. Decision – Take a look at a list of some factors that may prompt organizations to participate (on flip chart or handout sheet). Which of these is important for you? Of all of them, which would you say is the most important?

- To make people more aware of the importance or significance of the Census
- To ensure a fair representation of a target population (a population of particular interest to your organization)
- To ensure a fair share of federal funding for a target population (a population of interest to your organization)

- To build the perception of your organization as a good public citizen
- To gain exposure or press attention for your organization
- To further your organization's goals for community networking
- Other factors?

1c. Context – How do you see the program fitting into your organization's overall marketing and publicity program?

2. Now we'd like you to share feelings about being a Partner and some general experiences you think you will have from continuing to be a Partner.

2a. General - What is your general feeling about being a Partner?

2b. Communication - Representatives from the Census may do some or all of these things: answer your questions, provide suggestions, review your efforts and provide feedback, and provide instructive tips from other organizations. Do you think feedback from representatives will be useful to partners? How can partners use the feedback? Do you think that direct access to a Census representative will be helpful? If so, what type of communication modes do you prefer? For example, do you prefer personal contact via telephone or via email?

2c. What materials or processes do you think are necessary for the Partnership Program to be a success?

2d. Materials - The materials provided by the Census for Partners to use are a key part of the program. What types of materials should be developed, and what is the best way for Partners to obtain these materials? Which materials do you think will be most useful or most popular, and which will be less useful or popular? (To help you think of materials, we've provided a list on a handout [or whiteboard]). Do you think you will design any materials of your own? How well do you think that will work?

2e. Other support - Other than financial support, materials, or assistance from your partnership representative, is there any additional support that the Census can provide that may assist the Partners in the program?

2f. Community response - How do you think your target community will react to your Partner activities? Do you think the community's views of your organization will change as a result of your Partner activities? Do you think the community's views of the Census will change as a result of your Partner activities?

2g. Staff response - How widely do you think individual participation will spread through your organization? How do you think the staff members involved in Partner activities at your organization will feel about participating? Will it add a burden to their normal work? Will they enjoy the activities? Can you give us some examples?

3. Now let's pull all these things together and talk about what Census can do to develop the Partnership Program as a strong and successful program. In your answers to these questions, we hope to find creative suggestions for ways to attract and engage Partners in the years leading to the next Census, with the understanding that financial support may not be feasible as a mainstay. Keeping this in mind:

3a. As Partners, what do you think is necessary for the Partnership Program to be a success?

3b. Has your organization used any Census data in any way? How may the CB help you to utilize the vast amount of diverse census data from the 2010 Census and hundreds of other ongoing data programs?

3c. Are you interested in continuing your partnership with Census during the intercensal years and through 2020? If so, what mode of communications – such as websites, listserv group list, social network sites, etc. do you like to use?

5. If we've missed any topics today, do you have anything to add?

CONCLUSION

(*Remind the group that we ask them not to discuss any comments they heard in the group today*).

This concludes our discussion. Thank you for taking the time to share your opinions and experiences with us. Your thoughts are valuable to our efforts to inform the Partnership Program on these matters. We will now ask you to sign the receipt for the $50 payment made to you today.

Partnership Program Focus Group Acknowledgement of Receipt of Payment

I acknowledge receipt of the $50 payment for participating in the Partnership Program Focus Group in [city, state] on [date]

Name, printed

Signature

Appendix C: Interview Protocol

Partnership Program Interview Telephone Screener

Hello, my name is _____ and I am calling from ICF International, a firm contracted by the Census Bureau to conduct focus groups related to the Partnership Program that took place just prior to the 2010 Census. We are conducting focus groups to improve the Partnership Program during the years leading to the 2020 Census. We are interested in identifying Partnership Program elements that will work, elements that will not work, and ways that the program can be enhanced and be made more engaging. In organizations that participated in the program, we need to identify individuals who have first-hand knowledge of how the program was conducted at the organization. Do you have first-hand knowledge of the Partnership Program at your organization?

If no,

Can you give us the name and contact information of anyone at your organization who may have first-hand knowledge?

If yes,

ICF is planning to hold telephone interviews with individuals in Partnership Program organizations and we would like to find out if you might be willing to participate. The interview will take 30 minutes and will be scheduled at your convenience. Would you be available to complete an interview?

If yes,

- Verify location of their organization
- Verify position (manager, supervisor, other) of respondent
- Ask best days and times for the respondent
- Request any corrections/additions to respondent's contact information including email address
- Ask respondent to recommend additional participants from his/her organization (names, contact information)

Please note that we cannot conduct this interview unless the protocol and the informed consent forms display valid OMB Control Numbers. Furthermore, you do not need to participate unless the protocols and forms have a valid OMB Control Number displayed. The OMB Control Number is: 0607-0965. The collection expires September 30, 2011.

Read this statement to the participant:

I will schedule your interview as we agreed. Please mark your calendar, and plan to receive our call at [day/time]. One week before the interview I'll get back to you with a reminder.

Partnership Program Interview Questionnaire

INTRODUCTION

Thank you for agreeing to talk to me today. I greatly appreciate your time and participation.

As we mentioned at our initial contact with you, ICF will be interviewing representatives from a number of Census Partner organizations. At the end, we will assemble everything we have learned from all our interviews into a report that will be provided to the Census Bureau.

Ask

Would it be helpful if I reviewed the program with you?

If yes, introduce the information below:

(Explain Partnership Program) - The Census Bureau established the Partnership Program as an integral component of the communications campaign. The 2010 Census Partners delivered to members of their community a message that the Census is safe and essential to serving local needs. At one point over 4,000 partnership personnel across the country were working to establish national, state, local, and tribal partnerships with trusted third party voices such as governments, businesses, non-profits, and faith-based institutions, among others.

The goal of this interview is to better understand what will work, what will not work and ways that the Partnership Program can be enhanced and be made more engaging. You are in an excellent position to help us with that because you can inform us about your organization's experience as a Census Partner. Your perspectives are of great value to us no matter how involved your organization was compared to other organizations.

(Voluntary Participation/Privacy Act) - Your participation is voluntary – if you choose not to participate, or if you don't wish to answer a question, there won't be any negative consequences to you. Also, everything you say remains confidential. No data or response will be linked to any individual by name. If we quote something you said in our report, we will not identify you or your specific organization as the source of the quote. We will analyze your responses as part of a group, such as a group of non-profit organizations, or a group of mid-sized for-profit businesses.
Please note that we cannot conduct this interview unless the protocol displays a valid OMB Control Number. Furthermore, you do not need to participate unless the protocols and forms have a valid OMB Control Number displayed. The OMB Control Number is: 0607-0965. The collection expires September 30, 2011.

I will read some questions throughout this call, but please feel free to expand beyond these specific questions in your answers.

QUESTIONS AND PROMPTS

***Note**: Throughout the questions, we'll substitute the actual name of the participant's organization for "your organization." So, for example, we'd say "about how Target became involved…"*

1. We'd like to start by talking about how organizations can become involved in the Partnership Program – the decision process organizations may go through to sign up as a Partner. How might organizations become aware of the program, what would prompt you to sign up, and how do you see the program in the overall context of your organization's marketing and publicity program? Let's talk about awareness first:

1a. Awareness – How can organizations become aware of the program?

1b. Decision – I am going to read a list of some factors that may prompt organizations to participate (read to respondent). Which of these is important for you? (record response)
Of all of them, which would you say is the most important? (re-read factors as necessary)

- To make people more aware of the importance or significance of the Census
- To ensure a fair representation of a target population (a population of particular interest to your organization)
- To ensure a fair share of federal funding for a target population (a population of interest to your organization)
- To build the perception of your organization as a good public citizen
- To gain exposure or press attention for your organization
- To further your organization's goals for community networking
- Other factors?

1c. Context – How do you see the program fitting into your organization's overall marketing and publicity program?

2. Now we'd like you to provide us with general comments on being a Partner.

2a. General - What is your general feeling about being a Partner?

2b. Communication - Representatives from the Census may do some or all of these things: answer your questions, provide suggestions, review your efforts and provide feedback, and provide instructive tips from other organizations. I am going to read a list of questions, and I'd like your thoughts on them:

- Do you think feedback from representatives will be useful to partners?
- How can partners use the feedback?
- Do you think that direct access to a Census representative will be helpful? I
    - If so, what type of communication modes do you prefer? For example, do you prefer personal contact via telephone or via email?

2c. What materials or processes do you think are necessary for the Partnership Program to be a success?

2d. Materials - The materials provided by the Census Bureau for Partners are a key part of the program. I am going to read a list of questions. After I read each question, I would like to know your response:

- What types of materials should be developed?
- What do you think is the best way for Partners to obtain these materials?
- Which materials do you think will be the most useful or most popular?
- Which will be less useful or less popular?
- Do you think you or your organization will design any materials of your own?
    - How well do you think that will work?

2e. Other support - Other than financial support, materials, or assistance from your partnership representative, is there any additional support that the Census can provide that may assist the Partners in the program?

2f. Community response – I am going to read a list of questions about your target group or target community reaction to your partnership efforts. After each, I would your hear your thoughts

- How do you think your target population group or target community will react to your Partner activities?
- Do you think their views of your organization will change as a result of your Partner activities?
- Do you think their views of the Census will change as a result of your Partner activities?

2g. Staff response – Now I will read a list of questions about the impact of Partner activities in your own organizations. After each, I would like your response.

- How widely do you think individual participation will spread through your organization?
- How will the staff members involved in Partner activities at your organization feel about participating?
- Will it add a burden to their normal work?
- Will they enjoy the activities?
    - Can you give us some examples?

3. Now let's pull all these things together and talk about how the Census can continue to develop a strong and successful program. In your answers to these questions, we hope to find creative suggestions for ways to attract and engage Partners in the years leading to the next Census, with the understanding that financial support may not be feasible as a mainstay. Keeping this in mind:

3a. As Partners, what do you think is necessary for the Partnership Program to be a success?

3b. Has your organization used any Census data in anyway? How may the CB help you utilize the vast amount of diverse census data from the 2010 Census and hundreds of other ongoing data programs?

3c. Are you interested in continuing your partnership with Census during the intercensal years and through 2020? If so, what mode of communications – such as websites, listserv group list, social network sites, etc. do you like to use?

5. If we've missed any topics today, do you have anything to add?

CONCLUSION

This concludes our interview. Thank you for taking the time to share your opinions and experiences with us. Your thoughts are valuable to our efforts to inform the Partnership Program on these matters.

Prospective Partner Interview Telephone Screener

Hello, my name is _____ and I am calling from ICF International, a firm contracted by the Census Bureau to conduct focus groups related to the Partnership Program that took place just prior to the 2010 Census. We are conducting focus groups to improve the Partnership Program during the years leading to the 2020 Census. We are interested in identifying Partnership Program elements that will work, elements that will not work, and ways that the program can be enhanced and be made more engaging. We need to talk to organizations that participated in the Program as well as those that were approached by the Census Bureau but declined to be Partners. Do you have first-hand knowledge of the reasons why your organization did not participate?

If no,

Can you give us the name and contact information of anyone at your organization who may have first-hand knowledge?

If yes,

ICF is planning to hold telephone interviews with knowledgeable individuals in these organizations and we would like to find out if you might be willing to participate. The interview will take 30 minutes and will be scheduled at your convenience. Would you be available to complete an interview?

If yes,

- Verify location of their organization
- Verify position (manager, supervisor, other) of respondent
- Ask best days and times for the respondent
- Request any corrections/additions to respondent's contact information including email address
- Ask respondent to recommend additional participants from his/her organization (names, contact information)

Read this statement to the participant:

Please note that we cannot conduct this interview unless the protocol and the informed consent forms display valid OMB Control Numbers. Furthermore, you do not need to participate unless the protocols and forms have a valid OMB Control Number displayed. The OMB Control Number is: 0607-0965. The collection expires September 30, 2011.
I will schedule your interview as we agreed. Please mark your calendar, and plan to receive our call at [day/time]. One week before the interview I'll get back to you with a reminder.

Prospective Partner Interview Questionnaire

INTRODUCTION

Thank you for agreeing to talk to me today. I greatly appreciate your time and participation.

As we mentioned in our initial contact with you, ICF will be interviewing representatives from a number of organizations, both those that agreed to be Census Partners and those that declined. At the end, we will assemble everything we have learned from all our interviews into a report that will be provided to the Census Bureau.

Ask

Would it be helpful if I reviewed the program with you?

If yes, introduce the information below:

(Explain Partnership Program) - The Census Bureau established the Partnership Program as an integral component of the 2010 Census communications campaign. At one point over 4,000 partnership personnel across the country were working to establish national, state, local, and tribal partnerships with trusted third party voices such as governments, businesses, non-profits, and faith-based institutions. The 2010 Census Partners delivered to members of their community a message that the Census is safe and essential to serving local needs.

The goal of this interview is to better understand what will work, what will not work and ways that the Partnership Program can be enhanced and be made more engaging. You are in an excellent position to help us with that because you can inform us about the reasons why your organization decided not to participate. Your perspectives are of great value to us.

Please note that we cannot conduct this focus group unless the protocol and the informed consent forms display valid OMB Control Numbers. Furthermore, you do not need to participate unless the protocols and forms have a valid OMB Control Number displayed. The OMB Control Number is: 0607-0965. The collection expires September 30, 2011.
(Voluntary Participation/Privacy Act) - Your participation is voluntary – if you choose not to participate, or if you don't wish to answer a question, there won't be any negative consequences to you. Also, everything you say remains confidential. No data or response will be linked to any individual by name. If we quote something you said in our report, we will not identify you or your specific organization as the source of the quote. We will analyze your responses as part of a group, such as a group of non-profit organizations, or a group of mid-sized for-profit businesses.
I will read some questions throughout this call, but please feel free to expand beyond these specific questions in your answers.

QUESTIONS AND PROMPTS

***Note**: Throughout the questions, we will substitute the actual name of the participant's organization for "your organization." So, for example, we'd say "about how Target became involved…"*

1) *(Decision makers):* I'd like to talk first about who within your organization is in a position to decide whether your organization should become a Census Partner:
Who decides whether your organization participates in the partnership program?

   Whose budget would fund partnership activities if they were undertaken?

   (IF NOT MENTIONED) Do the following functions or groups play a role in making the decision?

   - Marketing leadership
   - Corporate communications
   - Strategic planning
   - Market research

2) *(Reasons for participation):* Now we want to explore why some organizations agree to serve as Census Partners and some don't. What was your thinking when you decided not to participate in the partnership program?
Here are some reasons why organizations participate as Census partners. For each one, please tell me if this reason did or did not encourage your participation [list here]

   Is there anything that the Census Bureau could do to interest your organization in participating?

   What impediments might hamper your organization's participation?

   Here are some activities that Census Partners have done to help with the decennial counts of the population. (*Hand list of what partners do*). Thinking about these activities, would your organization be in a position to do these if it chose to do so? (Why or why not?)

   Are there any other activities your organization would be able to do? (What would those be?)

3) *(Perceptions of your role as a Census Partner)*: What role might perceptions of the role of a Census Partner play in your decision-making?
Do you think that participating in the Census Partnership program would help or hurt your image with customers? Why?

   How would it be perceived among your own staff? Why?

4) *(Value of Census Data to your organization)*: Some organizations participate as Census Partners because they find high-quality Census data to be vital to their organizations. We'd like to talk about how your organization uses Census data and its importance to you:
Is the accuracy of Census data a reason for your organization to serve as a Census partner or not? Why?

   Would any of the following factors be important enough to your organization to prompt you to become a Partner?

Availability of information on population growth, decline and movement

The need for data to assess potential markets

The need for data to assist in growth planning

The need for data to plan services or products to offer

What Census informational products do you rely on now?

What information would you like to have that is not currently available?

How can we best get the information you need to you?

5) *(Concluding comments)*: if we've missed any topics today, do you have anything to add?

CONCLUSION

This concludes our interview. Thank you for taking the time to share your opinions and experiences with us. Your thoughts are valuable to our efforts to inform the Partnership Program on these matters.

Appendix D: Structured Stakeholder Protocol

Partnership Program Internal Stakeholder Pre-Session Worksheet

INTRODUCTION

Thank you for completing this worksheet. We greatly appreciate your time and participation.

ICF is helping the Partnership Program determine what it needs to measure to establish whether the program is successful and assess whether the program is working the way it should. ICF will conduct a structured group discussion with you and other representatives from the Census Bureau to identify and prioritize measures that will enable the Census Bureau to track the overall operations and success of the Partnership Program. The Partnership Program already tracks many different measures related to the program – this worksheet and group discussion is an opportunity to identify gaps in what the program measures.

The first step in this process is for you to brainstorm your own list of things that the Partnership Program should measure and keep track of to determine whether the program is successful. **Please do not discuss your responses with anyone else at the Census Bureau** – for this first step it is important that you come up with your own ideas. During the group discussion we will review and consolidate your recommendations, and ICF will create a final report summarizing the findings.

In the space below, please list as many measures as you can think of that the Partnership Program might want to keep track of to assess the success of the program and to determine whether it is working the way that program staff think it should work. Consider the following to help you get started:

- Measures might be related to field staff, Partner organizations, target audiences of Partners, and the general public.
- Measures might assess activities, awareness, attitudes, materials/messages disseminated, use of materials, knowledge.
- Think about the perfect Partnership Program: What would that look like? What would you need to measure to know that the program had gone perfectly?
- What are the main goals and objectives of every stage of the program? What would you need to measure to know that you had reached those goals and objectives?

Now start your list here:

Partnership Program Structured Discussion Protocol and Moderator's Guide

Note: Materials needed for structured discussion

- **Two flip charts if possible – one that will contain prepared lists, another with blank sheets**
- **Markers**
- **Index cards (10-20 per person)**
- **Pens/pencils for participants**
- **Paper pads for participants**
- **Audio recorder**

INTRODUCTION

(Welcome participants) - Thank you in advance for participating in this research. We appreciate your time and willingness to come.

(Introduce moderator/recorder) - My name is _____ and this is (*introduce co-moderator and/or recorder)* _____.

(Focus participants in on objectives) - The goals of our discussion today are to identify and prioritize metrics that can be used to assess the successful operations and impact of the Partnership Program for the 2020 Census, as well as during the intercensal years. You are in an excellent position to help us with this because you bring a wealth of personal experience as well as hopes and aspirations for the Partnership program. Your perspectives are of very valuable to us, regardless of the degree to which you were involved in the program.

(Explain focus group procedure) – The session today will last three hours, and we will take a formal break approximately half-way through. Please feel free to leave the room at any time if you need to.

(Explain the nominal group technique). We will be using a method for today's discussion called "The Nominal Group Technique". This method is designed to elicit consensus from group members on a set of issues, in a structured fashion. The specifics of the method will become apparent as we go along.

During our discussion, each of us has a role to play.

- I serve as the discussion facilitator and regulator
- Our note-taker serves as a recorder of what you are saying
- You serve as subject matter experts based on your experience.

(Explain ground rules) - To make our discussion go smoothly, it helps to lay out some ground rules:

- Please speak clearly and one at a time
- Turn off all electronic devices

- Please avoid sidebar conversations
- Respect and value differences of opinion
- In this room, all of you are equal participants, regardless of where in the Census Bureau hierarchy you are situated.

Are there any questions before we begin?

QUESTIONS AND PROMPTS

Prior to this meeting, we sent you a short pre-session worksheet requesting that you identify those measures of the Partnership program that would demonstrate successful implementation and impact of the program. We summarized your responses in several lists that we will use to guide our discussion.

(Focus participants on "metrics") But first, we need to define what constitutes a "metric".

(Open flip chart, and tear off sheet and paste somewhere in the room so that all can see)

We define a metric as:

> *an **activity**, **output**, or **outcome** that can be tracked by the Bureau that directly measures program success or is correlated with Partnership Program success (e.g., greater awareness of the census in hard-to-count areas; higher mail-back rates).*

(Explain the three key terms for participants and distinguish among them: activity, output, outcome)

- **Activities** are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. They can be undertaken by someone at Census, by a partner, by someone in the community.
- **Outputs** are the direct products of program activities and may include types, levels and targets of services to be delivered by the program. They are quantifiable and can be represented by numbers such as, number of partner commitments, number of partners, size of target population, and so on.
- **Outcomes** are the specific changes in program participants' or target population's behavior, knowledge, skills, status or level of functioning. "Mail Back rates" is an example of an outcome.

We have categorized your suggestions from the pre-session worksheet according to whether they are activities, outputs, and outcomes.

(Lists will be already on the flip chart, and we will tear off sheets and put them around the room as the discussion takes place)

Activities as Metrics

First, we will consider **ACTIVITIES**.

(Facilitator reads list of all the activities on Flip Chart, and these are hung on the walls)

Now, let's go around the room and add some more ideas to this list. We are looking for additional ideas right now – we will discuss in more detail them later.

(Prompt participants for additional activities. Use round-robin technique until no more ideas are generated)

We'd like to start by discussing which activities, if measured, constitute Partnership Program success. *(Turn to Flip Chart)*

- *Facilitator reviews item by item, asking:*
  - Why is that important to measure?
  - How should Census measure it (e.g., through a system? Formally? Informally?)

(Nominal Voting Process occurs)

Now we'd like to have you vote on the lists we've already discussed. The goal is to have at the end of this process a group consensus based upon your consolidated prioritization of the most important metrics for activities, outputs, and outcomes.

(The voting process is described below – this will be the same for activities, outputs, and outcomes)

- *Give each group member a stack of index cards. Ask each group member to identify, for example, the five responses that they feel are most important, identifying each response on a separate index card by the letter it has been assigned on the flipchart.*
- *Next, ask the group members to rank order the five responses they selected in order of priority, from one to five (five being the highest priority, and one being the least high priority). They should do this by writing the rank order value of each response next to the letter for the response on their index card. When done, ask the group members to reorganize their index cards in alphabetical order.*
- *Reading from the flipchart read through the list of responses in alphabetical order. As you read out the letter corresponding with a response, ask each group member to state the rank (if any) that they gave it.*
- *Aggregate all the ranks for each response on the flip chart. Those responses with the highest aggregated value constitute the top priorities for the group.*
- *If necessary, a second round of rankings can be done to further reduce the responses to a group decision.*

Outputs as Metrics

Next we will consider **OUTPUTS**.

(Facilitator reads list of all the OUTPUTS on Flip Chart, and these are hung on the walls)

Now, let's go around the room and add a bit more to this list. We are looking for additional ideas right now – we will discuss the ideas in more detail later.

(Prompt participants for additional outputs. Use round-robin technique until no more ideas are generated)

Let's now discuss which outputs, if measured, constitute Partnership Program success. *(Turn to Flip Chart)*

- *Facilitator reviews item by item, asking:*
  - Why is that important to measure?
  - How should Census measure it (e.g., through a system? Formally? Informally?)

(Nominal Voting Process occurs)

Outcomes as Metrics

Finally, we will consider **OUTCOMES**.

(Facilitator reads list of all the OUTCOMES on Flip Chart, and these are hung on the walls)

Now, let's go around the room and add some more ideas to this list. We are looking for additional ideas right now – we will discuss them in more detail later.

(Prompt participants for additional outcomes. Use round-robin technique until no more ideas are generated)

Now let's discuss which outcomes, if measured, constitute Partnership Program success. *(Turn to Flip Chart)*

- *Facilitator reviews item by item, asking:*
  - Why is that important to measure?
  - How should Census measure it (e.g., through a system? Formally? Informally?)

(Nominal Voting Process occurs)

Further Discussion of Metrics (Activities, Outputs, and Outcomes)

Now that we've identified the top three activities, outputs, and outcomes, let's discuss them in a bit more detail.

- *Facilitator reviews item by item, asking:*
  - How frequently should Census measure it?
  - What are the challenges and barriers to measuring it?
  - What are the costs associated with measuring it? Is it feasible?
  - Who within Census should "own" this measure?

Cautions and Concerns

Are there any specific measures you believe the Partnership program should avoid?

Wrap-Up

If we've missed any topics today, do you have anything to add?

CONCLUSION

This concludes our discussion. Thank you for taking the time to share your opinions and experiences with us. Your thoughts are valuable to our efforts to inform the Partnerships program on these matters.