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August 2, 2012

2010 CENSUS PLANNING MEMORANDA SERIES

No. 226

MEMORANDUM FOR The Distribution List

From: Burton Reist *[signed]*
 Acting Chief, Decennial Management Division

Subject: 2010 Census Integrated Communications Program Research
 Assessment Report

Attached is the 2010 Census Integrated Communications Program Research Assessment Report. The Quality Process for the 2010 Census Test Evaluations, Experiments, and Assessments was applied to the methodology development and review process. The report is sound and appropriate for completeness and accuracy.

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

Attachment

August 1, 2012

2010 Census Integrated Communications Program Research Assessment Report

U.S. Census Bureau standards and quality process procedures were applied throughout the creation of this report.

Final

Monica Wroblewski

Census 2010 Publicity Office



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Executive Summary

The U.S. Census Bureau strategically designed the 2010 Census Integrated Communications Program to build upon the success of the Census 2000 Partnership and Marketing Program. The Census 2010 Publicity Office, which planned, designed, and implemented the 2010 Census paid advertising campaign along with contractors, conducted a series of qualitative, quantitative, attitudinal, and behavioral research initiatives to serve as the foundation for the 2010 Census Integrated Communications Program. The program researched all elements of the campaign (e.g., designing, creating, testing, revising messaging content, choosing the appropriate media vehicles to use for each target audience, and determining the performance of campaign messages, across audiences (i.e., race/ethnic groups) to ensure that the messaging resonated with the targeted communities). The creative executions and promotional materials were based on validated communications strategies, ensuring that the overall intended messages were clear, compelling, and persuasive and more importantly, culturally relevant and sensitive. Research results informed and validated marketing decisions throughout the entire campaign. Major components of the research program were:

- Audience Segmentation
- Census Barriers, Attitudes, and Motivators Survey
- Creative Copy Testing Phase I and Phase II
- Continuous Attitude Tracking Survey
- Gallup Poll
- Census 2000 Partnership and Marketing Program Evaluation
- Academic Assessment Panel
- Paid Advertising Heavy Up Experiment
- Smart Suites

Steps taken by the Census 2010 Publicity Office along with the primary and subcontractors to ensure the successful execution of the 2010 Census Integrated Communications Campaign by supporting its development and execution with a solid research base contributed to its award winning campaign.

2020 Census research efforts should build upon the successes of the 2010 Census Integrated Communications Program while taking recommendations and lessons learned into consideration especially with regards to conducting research efforts throughout the decade and continuing to investigate new methodologies and identify areas of improvement.

Some key recommendations include:

- Building provisions into the long term research plan that can allow for changes in funding and to offer the flexibility to address unanticipated or additional needs as they arise.
- Continue to investigate new methodologies while identifying areas of improvement, especially with regards to conducting research efforts throughout the decade.

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1. Introduction

1.1 Scope

This assessment for the Research Program will identify, describe, and assess research efforts related to the paid advertising campaign implemented by the Census 2010 Publicity Office (C2PO). The paid advertising campaign consisted of developing and implementing media buy plans by target audience and media vehicle in order to create and place advertisements in the appropriate media vehicle to reach the right people at the right time with the most appropriate message.

The aim of this assessment is to describe the various efforts that the 2010 Census Integrated Communications Program (ICP) engaged in during the 2010 Census and the outputs that resulted from this work. Analyzing, interpreting, and synthesizing the measured effectiveness of the ICP relative to goals is beyond the scope of this study.

1.2 Intended Audience

The intended audiences for this document are the program managers and staff responsible for planning the 2020 Census and those interested in learning more about the 2010 Census ICP Research Program.

2. Background

2.1 Census 2000

The Census 2000 Partnership and Marketing Program (PMP) marked the first time that the Census Bureau utilized paid advertising. The advertising firm Young and Rubicam, Inc. (Y&R), the primary paid advertising contractor for Census 2000, was responsible for developing and delivering persuasive advertising and messaging. Y&R created a behavioral Likelihood Spectrum™ Model designed to predict census participation. The main assumption behind this model was that participation in civic and community-minded activities could also predict census participation. The model separated the U.S. population into three groups: the least likely to respond, the undecided/passive, and the most likely to respond (Bates and Mulry, 2007).

Also in Census 2000, Knowledge Networks (KN), then known as InterSurvey, conducted a series of surveys supported by a consortium of non-profit groups. These surveys were conducted between March 3 and April 13, 2000 to gain experience with Internet surveys and to obtain immediate feedback about whether the Census Bureau's promotional strategy was reaching the intended audiences. Baseline data were collected in February 2000 from households using a Random Digit Dialing sample that were then assigned to one of five tracking surveys conducted at different stages of the census process (Martin and Rivers, 2007).

Also under contract with the Census Bureau, the National Opinion Research Center (NORC) conducted an independent evaluation of the Census 2000 PMP. The Census 2000 PMP evaluation used self-reported measures of campaign exposure gathered through three waves of data collection occurring at different points of the campaign to predict propensity to return a census form. The study concluded that the campaign was effective in increasing public awareness of Census 2000. The Census 2000 PMP evaluation also found evidence that the Census 2000 PMP successfully changed beliefs and motivated households to complete and return their census forms, but that evidence was somewhat weaker and less uniform.

In the Census 2000 PMP evaluation, four race/ethnic populations, non-Hispanic Blacks, non-Hispanic Whites, Asians, and Native Hawaiians, indicated that they were more likely to return the census form (increased intended participation) after the Census 2000 PMP rather than before it. The Census Bureau was unable to conclude from the data that the Hispanic and American Indian populations were more likely to return their census form after the Census 2000 PMP than before it. The evidence suggests, however, that intentions to return the census form increased for English-speaking American Indians.

Hispanics, non-Hispanic Blacks, non-Hispanic Whites, Asians, and Native Hawaiians, showed a higher awareness of communications about Census 2000 that correlated with a greater likelihood or intention of returning the census form. Hispanics showed this effect even though their mean intended participation did not increase from before to after the Census 2000 PMP, suggesting that the program had less impact on this group. Non-Hispanic Blacks, non-Hispanic Whites, Asians, and Native Hawaiians, became more aware of census communications and this was linked to intentions to return the census form. Data did not demonstrate these effects for the American Indian population.

The Census 2000 PMP achieved mixed success in favorably impacting (i.e., having an influence on a household's decision to complete and mail back a census form) actual participation in the census. Through cross-sectional, logistic regression models, the Wave 2 and 3 data were consistent with the hypothesis that mass media and community-based communications had no effect on the odds of mail return for the Asian, American Indian, and Native Hawaiian populations. Further, there were differential communications effects by language spoken at home, age, and race/ethnicity. The data support a conclusion that census communications were less effective for the other-languages population than for the English-speaking population and less effective for younger adults than for older adults. Census communications were equally effective for the Spanish- and English-speaking populations. Community-based communications were more effective in reaching non-Hispanic Blacks than non-Hispanic Whites (Wolter et al., 2002).

2.2 2010 Census

The Census Bureau strategically designed the 2010 Census ICP to build upon the success of the Census 2000 PMP. To do this, C2PO conducted a series of qualitative, quantitative, attitudinal, and behavioral research initiatives independently of and in conjunction with the primary 2010 Census paid advertising contractor, DraftFCB and its subcontractors. DraftFCB, under the

oversight of and in cooperation with the Census Bureau, planned, implemented, and executed the paid advertising program.

The research program served as a foundation for the Integrated Communications Program. These efforts researched all elements of the campaign (e.g., designing, creating, testing, and revising messaging content, choosing the appropriate media vehicles to use for each target audience, and determining the performance of campaign messages) across audiences (i.e., race/ethnic groups) to ensure that the messaging resonated with the targeted communities. The creative executions (e.g., content developed for television, print, radio, and billboards) and promotional materials (e.g., pens, notepads, magnets, and pamphlets) were based on communications strategies, designed to ensure that the overall intended messages were clear, compelling, persuasive, and culturally relevant and sensitive. Research results informed and validated marketing decisions throughout the entire campaign.

Descriptions of the major research efforts follow.

Audience Segmentation

Audience Segmentation was a macro-level segmentation study of the U.S. population, conducted prior to the 2010 Census by Census Bureau researchers that defined the underlying constructs behind the hard-to-count mailback populations, developed mutually exclusive clusters of the population according to mailback propensity, and used logistic regression models to determine the potential impact that the partnership and paid advertising campaigns may have had on mail response among the identified population clusters based upon results achieved from the Census 2000 PMP.

Audience Segmentation produced eight distinct clusters of the population, with each group of tracts having homogenous socioeconomic and demographic characteristics. Five of the eight clusters targeted the hard-to-count population identified as: Single Unattached Mobiles, Ethnic Enclaves I and II, and Economically Disadvantaged I and II. The remaining three clusters—Advantaged Homeowners and All Around Average I and II, have historically higher mail response. This segmentation model enabled the campaign to funnel messaging and resources to each audience cluster relative to each cluster’s propensity to respond by mail. All clusters are inclusive of all races and therefore are not race-specific.¹ In addition, the team validated and refined the clusters with both 2006 and 2007 American Community Survey (ACS) data and data prior to the 2008 Census Dress Rehearsal (DR). The Census Bureau provided audience segmentation to DraftFCB who subsequently augmented the results with media consumption information obtained from Simmons Data Service (Bates, 2008).

Census Barriers, Attitudes, and Motivators Survey (CBAMS)

The CBAMS was conducted by Macro International, a subcontractor to DraftFCB, with guidance and direction from the Census Bureau. CBAMS had a sample size of 4,064 interviews and was

¹ For additional information Audience Segmentation see “Audience Segmentation for the 2010 Census Communication Campaign: Findings from the 2008 Dress Rehearsal,” C2PO 2010 Census Integrated Communications Research Memoranda Series, No. 4, U.S. Census Bureau, October 24, 2008.

conducted in July and August 2008. Interviews were conducted in-person, via landline telephone, and via cellular telephone interviews and were designed to measure previous census responses, attitudes towards the Census Bureau, knowledge of the purpose of the census, potential motivators and barriers to participation, ranking of potential messages, media consumption, and demographic information. CBAMS data enhanced the cluster segmentation by providing much needed, up-to-date insight into how the target audiences feel about the census and why they may or may not participate to help us develop appropriate messages to address these mindsets. CBAMS revealed five distinct mindsets: Leading Edge, Head Nodders, Insulated, Unacquainted, and Cynical Fifth.² While there are different cultural contexts that emerged, these mindsets exist throughout the population, regardless of race or ethnicity.

Creative Copy Testing

Copy Testing was planned to ensure that creative executions (television, radio, print, online, etc.) were tested on the targeted audiences and were executed by DraftFCB and partner agencies under the oversight of C2PO. Creative Copy Testing Phase 1 occurred from late January to early March 2009 and Phase 2 in August 2009. Phase 1 of copy testing was part of the original plan. The Census Bureau implemented a second phase to test new creative developed with funds received from the American Recovery and Reinvestment Act (ARRA); this also enabled us to retest revised creative from Phase 1. The Census Bureau conducted copy testing in 23 languages using both quantitative and qualitative methodology. The goal was to identify reactions to the campaign and determine if the messages were effectively communicated to and received by the various audiences. The research team developed a total of 115 focus groups and gave special attention to recruiting participants who reflected different races and ethnicities as well as the hard-to-count and undercounted populations in the country. The Creative Copy was revised as necessary.

Continuous Attitude Tracking Survey (CATS)

CATS was a weekly, Internet-based survey containing questions asking respondents: if they have heard or seen 2010 Census advertising; about intent to respond to the 2010 Census; about privacy and confidentiality concerns, among other questions. DraftFCB worked with a subcontractor to collect CATS data, and C2PO provided input and oversaw the entire process. There were three phases – Benchmark, Awareness, and Motivation. Awareness and Motivation phase results were compared to the pre-advertising campaign launch Benchmark data. The phases coincided with campaign phases of the same name; the Awareness phase educated the population about the 2010 Census and generated buzz, while the Motivation phase encouraged everyone to complete their census form and mail it back. The research team gathered data for about 900 respondents per week for a total sample of approximately 20,000 from October 27, 2009 to April 19, 2010. The team viewed aggregate data and results by certain demographic characteristics, including age, education, and race. The results of the data informed Rapid Response activities (ARC, 2010).

² For additional information on CBAMS see “Census Barriers, Attitudes, and Motivators Survey Analytic Report,” C2PO 2010 Census Integrated Communications Research Memoranda Series, No. 11, U.S. Census Bureau, May 18, 2009.

Gallup Poll

The Gallup Organization conducted a daily telephone survey of 1,000 respondents to monitor the country's thoughts regarding political, economic, and social issues of the moment. The Census Bureau Director commissioned the Gallup Organization to ask ten questions regarding awareness of, attitudes toward, and intent to participate in the 2010 Census to 200 respondents nightly from December 3 to April 24, 2010. Throughout the campaign, the research team analyzed rolling weekly results. Each time a new data point was added, the oldest was dropped, and the remaining data points averaged. The team viewed aggregate data and results by certain demographic characteristics, including age, education, and race. The results of the data informed Rapid Response activities.

2010 Census Integrated Communications Program (ICP)

The Census Bureau contracted with NORC to conduct an independent evaluation of the 2010 ICP and determine if the ICP achieved its objectives related to increasing mail returns, improving accuracy through a reduced differential undercount, and improving cooperation with enumerators. This evaluation is based partly on the Census 2000 PMP Evaluation, conducted by NORC. The evaluation measured critical indicators of exposure, awareness, attitudes, and other predictors of Census response behaviors using a hybrid survey design of both cross-sectional and longitudinal samples, and external data sources. This evaluation began in September 2008 and ended with a final report on March 15, 2012

Academic Assessment Panel

The Academic Assessment Panel was formed in April 2009 to independently review the paid advertising campaign while the creative executions and media implementation plans were still in development. In particular, the Census Bureau wanted to obtain an objective assessment of how Team Census (e.g., Census Bureau decennial staff, DraftFCB, and subcontractors) processes for developing and implementing the communications strategy, creative messaging, and media plan compared to industry best practices. The panel consisted of distinguished university scholars from around the country whose research interests lie in the fields of communications, advertising, and marketing. The panel was tasked with making specific recommendations (both short-term to refine the 2010 Census campaign and long-term to inform the 2020 Census ICP) to address any shortcomings identified during their assessment.

Paid Advertising Heavy Up Experiment (PAHUE)

As a result of the Census 2000 evaluation reports as well as requests from the Census Advisory Committee of Professional Associations (CACPA), recommendations were made to undertake an in-market controlled test during the 2010 Census to assess the impact from paid media on mailback response rates (U.S. Census Bureau, 2009b; Edward and Wilson, 2004; Wolter et. al, 2002). To act upon these recommendations, a controlled experiment with eight matched-pair designated market areas (DMAs) whereby a random half of each pair received an increase in the amount of paid advertising “dosage” and the other half received a normal “dosage.” Additional

information and results are available in the 2010 Census Paid Advertising Heavy-Up Experiment (PAHUE) Reports (Bates et al., 2011).

SmartSuite

SmartSuite was a data dashboard that was used throughout the 2010 Census to monitor daily response and participation rates from the national level down to the tract level. This enabled us to immediately investigate low rates and promptly respond via our Rapid Response Program.

SmartSuite included background information from Census 2000, the audience segmentation research, and from CBAMS. It also displayed the results from both 2010 Census tracking studies; CATS and Gallup. Additionally, SmartSuite provided the ability to monitor social media activity relating to the census from multiple forums, including news sites, blogs, message boards, and social engagement sites such as Facebook and Twitter.

SmartSuite users were able to interpret the data to find areas with lagging mail participation or that were in jeopardy of having lower mail participation than anticipated, and to subsequently inform the Rapid Response Program Methodology. SmartSuite was ultimately a successful tool used by the Census Bureau, Regional Census Center Directors, senior staff, and analysts.

3. Methodology

3.1 Methods

To answer the study questions, the data necessary were obtained by conducting in-depth interviews with Census Bureau staff and contractors who worked on the research program. In addition, documentation was collected and reviewed relating to the research program including the C2PO 2010 Census ICP Research Memoranda Series (i.e., a compilation of the final reports for each research project made available both internally and externally on the 2010 Census website) and internal and external lessons learned reports.

3.2 Questions to be Answered

1. Audience Segmentation

- 1a. How successfully did the Research Program segment the population?
- 1b. How successfully did the Research Program conduct the cluster and factor analysis to meet requirements? What worked well? What did not work well?
- 1c. Did subsequent resource allocation utilize the segmentation as anticipated? If yes, describe. If not, why not?
- 1d. Did the Research Program validate the segmentation using data from other sources [e.g., 2008 Census Dress Rehearsal (2008 Census DR)]? If yes, how? How did the program address differences with other sources?

2. CBAMS

- 2a. How successfully did the design of the CBAMS questionnaire contribute to achieving the research goals, which included measuring:

- Previous census response
 - Attitudes toward the census
 - Knowledge of the purpose of the census
 - Potential motivators to census participation
 - Potential barriers to census participation
 - Ranking of potential messages
 - Media consumption
 - Demographic information?
- 2b. Did all aspects of the survey design (questionnaire design, cognitive testing, sample selection, data collection, and data processing) meet the Census Bureau guidelines and standards?
- 2c. The Research Program implemented changes to the survey instrument mid-data collection; did it consider and resolve potential implications of these changes?
- 2d. Which segments of the population were covered by the composition of the sample?
- 2e. How did the Research Program ensure that the sample would successfully capture the hard-to-count population?
- 2f. How did the research ensure that in-language audiences were captured?
- 3. Creative Copy Testing**
- 3a. How successfully did the composition of the samples in both Phases 1 and 2 cover all targeted audience segments?
- 3b. Were in-language focus groups conducted? If yes, discuss.
- 3c. Did the copy treatments tested significantly capture the true essence of the final messaging?
- 3d. Did the results of the testing successfully lead to an informative picture of whether or not specific materials resonated with their respective target audiences?
- 3e. What steps did the Research Program take to ensure or encourage participation of all respondents tested?
- 3f. What occurrences in Phase 1 led to the need for a second phase?
- 3g. What were the similarities and differences in the structure of Phases 1 and 2 and did any of these differences affect the execution of testing?
- 4. CATS – Did the Research Program:**
- 4a. Successfully conduct the tracking survey as planned? If yes, describe.
- 4b. Include an in-language component in the tracking survey? If yes, describe.
- 4c. Receive data in a timely fashion from the contractor?
- 4d. Make the data accessible to all interested parties? If yes, how?
- 4e. Post data as they became available?
- 4f. Sufficiently analyze the data and draws conclusions regarding the performance of the advertising campaign? If yes, describe.
- 4g. Use the data to inform Rapid Response decisions? If yes, discuss. If no, why not?
- 5. Gallup – Did the Research Program:**
- 5a. Successfully conduct the tracking survey as planned? If yes, describe.
- 5b. Include an in-language component in the tracking survey? If yes, discuss.
- 5c. Receive data in a timely fashion from the Gallup Organization?
- 5d. Make the data accessible to all interested parties? If yes, how?
- 5e. Post data as they became available?

5f. Sufficiently analyze the data and draw conclusions regarding the performance of the advertising campaign? If yes, describe.

5g. Use the data to inform Rapid Response decisions? If yes, discuss. If no, why not?

6. 2010 Census Integrated Communication Program (ICP) Evaluation – Did the Research Program:

6a. Critically review ICP plans for conducting the evaluation and analyzing the data? If yes, describe.

6b. Successfully review ICP survey questionnaires before they were finalized?

6c. Successfully provide files, documentation, and other support to ICP? If yes, describe.

7. Academic Assessment Panel – Did the Research Program:

7a. Successfully respond to the panel’s needs and requests for information in a timely fashion?

7b. Successfully employ the panel’s recommendations? If no, why not?

4. Limitations

The effects of 2010 Census Research Program are hard to quantify and isolate into direct, attributable participation results. Over time, many efforts have been made to make such correlations, with mixed success. Therefore, this assessment at its barest level is designed as a mechanism to express the outcomes of measurable items and research results. It is limited to this scope, and should be used as one of many tools for a truly thorough review of the research efforts.

Appendix A shows a flow chart of the research projects discussed within the assessment as well as smaller components not covered in this assessment including digital usability testing and early concept testing focus groups. Ad hoc research tasks conducted throughout the campaign as necessary by C2PO research staff are not included in the flowchart.

5. Results

5.1 Audience Segmentation

a. How successfully did the Research Program segment the population?

The ICP contract called for “an audience segmentation framework to be used as the basis for creative direction and media strategy” (U.S. Census Bureau, 2006). Staff from the C2PO and from the Statistical Research Division embarked upon a series of research to segment the population.

The tract-level planning database (PDB) containing data from Census 2000 served as a baseline for research input. The tract-level PDB is a database that was used to assemble a range of housing, demographic, and socioeconomic variables correlated with mail nonresponse (Robinson et al., 2007). This database contains Hard-to-Count (HTC) scores, which are highly correlated

with mail return rates, and were constructed from 12 variables (e.g., percent vacant units, percent of people living below the poverty level, and percent linguistically isolated households).

Segmentation began with a factor analysis to deconstruct and identify a smaller number of unique factors underlying the 12 variables that compose the HTC score. The analysis revealed three distinct factors that set the basis for understanding populations with low mail return rates in Census 2000. They were the Economically Disadvantaged, Unattached/Mobile Singles, and High Density Areas with Ethnic Enclaves (Bates and Mulry, 2007).

A cluster analysis was performed using PDB data. Unlike a factor analysis, a cluster analysis groups objects (in this case tracts) with similar characteristics into relatively homogenous subsets. The cluster analysis groups each and every tract into one of several mutually exclusive clusters, with the goal of producing a macro-level market segmentation based on propensity to mail back a Census 2000 form. This analysis encompassed the entire spectrum of mailback propensities from high mail return rates to low (Bates and Mulry, 2007).

Eight clusters resulted with unique demographic, housing, and socioeconomic characteristics: All Around Average I (homeowner skewed), All Around Average II (renter skewed), Economically Disadvantaged I (homeowner skewed), Economically Disadvantaged II (renter skewed), Ethnic Enclave I (homeowner skewed), Ethnic Enclave II (renter skewed), Single/Unattached/Mobiles, and Advantaged Homeowners (Bates and Mulry, 2007).

b. How successfully did the Research Program conduct the cluster and factor analysis to meet requirements? What worked well? What did not work well?

Past research was referenced, and the statistical software program (SAS), was used to create the program that produced both the factors and clusters. Having such thorough data available via the tract-level PDB was definitely a success, but the related drawback was that the data was nearly a decade old and tracts may change over time. However, further research supported the validity of our audience segmentation model.

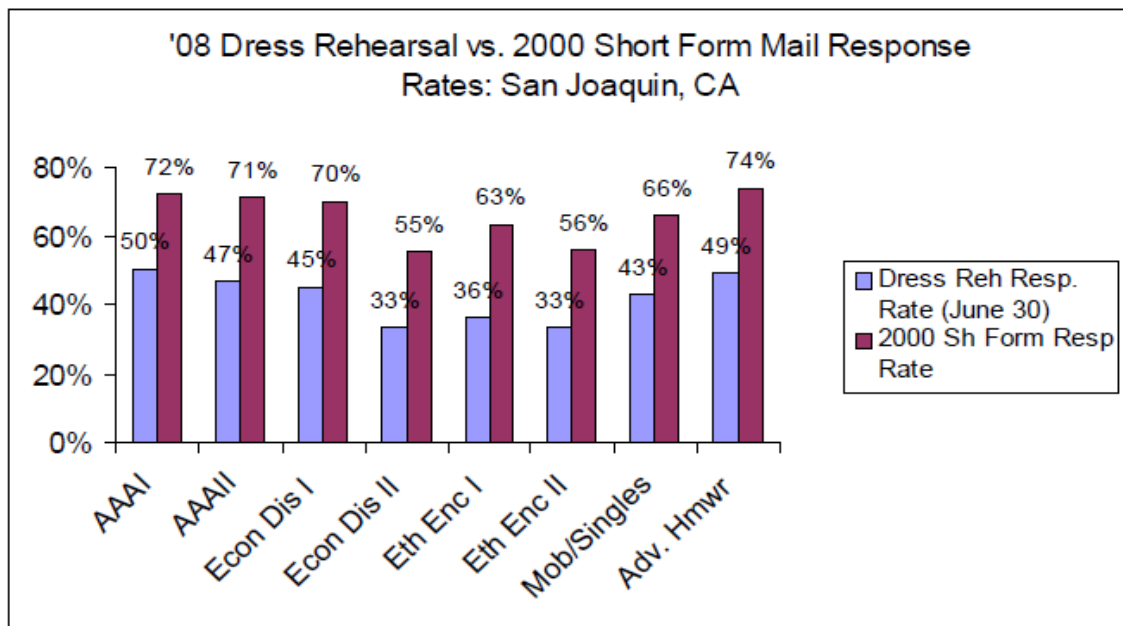
c. Did subsequent resource allocation utilize the segmentation as anticipated? If yes, describe. If not, why not?

DraftFCB and the Census Bureau developed plans to buy media based on specific criteria for each audience and based upon our research results, including audience segmentation. Allocations, therefore, took all of this information into consideration when determining the most cost effective means to reach the greatest number of people within each audience. When our allocation decisions were questioned, the Census Bureau was able to support them with research based evidence. However, as key stakeholders exerted pressure, some decisions were changed to reflect these requests. For example the purchase of additional print advertising in newspapers targeted to the black audience despite the fact that research found that newspapers for that target audience were not a preferred source and had low reach.

d. Did the Research Program validate the segmentation using data from other sources (e.g., 2008 Census DR)? If yes, how? How did the program address differences with other sources?

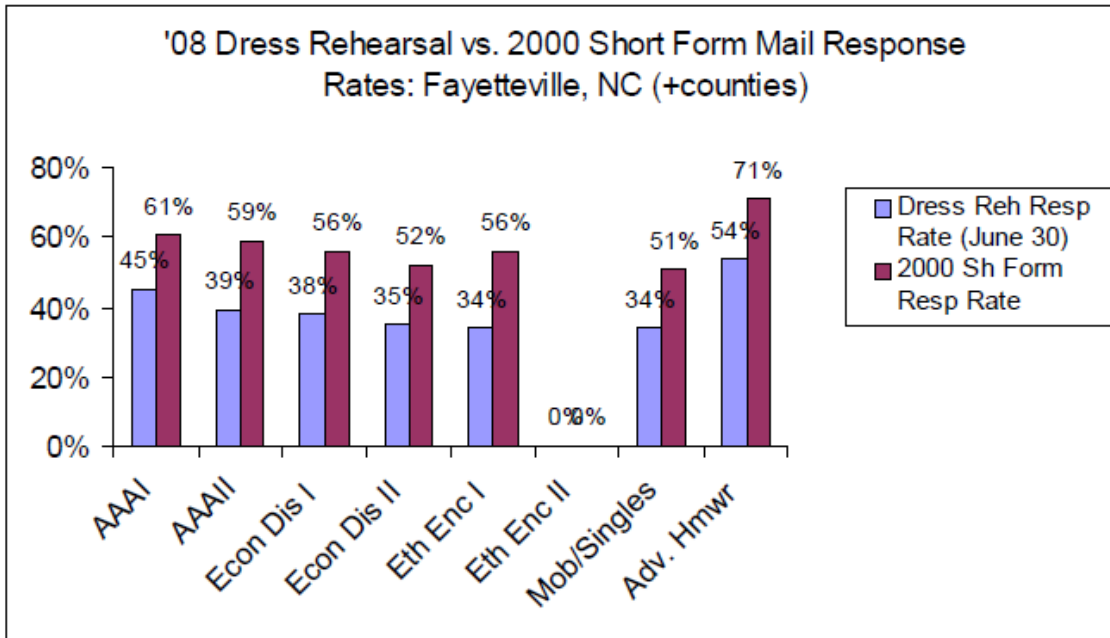
The tract-level PDB reflected characteristics of tracts as they were in Census 2000. Tracts could conceivably change throughout the decade due to a variety of factors, including: urban renewal, gentrification, natural disasters, and changes in physical tract boundaries. This implies that a tract falling into a particular cluster in Census 2000 may not have been in the same segment by the end of the decade. Therefore, the research program validated the segmentation scheme using results from the 2008 Census DR and the 2008 ACS. As expected, without a paid advertising and partnership campaign, the 2008 Census DR mailback rates for all clusters were between 16 and 27 percentage points lower than for the Census 2000 short form mailback rates (Bates, 2008). However, the patterns mirrored those from Census 2000. See Figure 1 and Figure 2 below for mail response by segment for each 2008 Census DR site. C2PO concluded that the previously developed segmentation was an accurate predictor of mail response behavior (Bates, 2008).

Figure 1: 2008 Census Dress Rehearsal and Census 2000 Short Form Mail Response Rates for San Joaquin County, CA by Audience Segment



Source: Audience Segmentation for the 2010 Census Communication Campaign: Findings from the 2008 Dress Rehearsal (Bates, 2008)

Figure 2: 2008 Census Dress Rehearsal and Census 2000 Short Form Mail Response Rates for Fayetteville, NC and Surrounding Counties by Audience Segment



Source: Audience Segmentation for the 2010 Census Communication Campaign: Findings from the 2008 Dress Rehearsal (Bates, 2008)

In terms of validation with 2006 ACS data, the research found that the overall distribution of households by cluster did not change substantially between 2000 and 2006 (see Table 1).

Table 1: Percent Distribution of Households by Clusters: Census 2000 and 2006 ACS

Cluster Name	2000 Census	2006 ACS
All Around Average I	35.3%	35.3%
All Around Average II	16.0%	15.5%
Economically Disadvantaged I	6.4%	5.8%
Economically Disadvantaged II	2.9%	2.6%
Ethnic Enclave I	3.3%	3.3%
Ethnic Enclave II	2.4%	2.3%
Single Unattached Mobiles	7.7%	7.2%
Advantaged Homeowners	25.9%	27.9%

Source: Using the American Community Survey to Validate and Enhance Population Segmentation for the Census 2010 ICC (Jacobsen and Bates, 2009)

5.2 CBAMS

a. How successfully did the design of the CBAMS questionnaire contribute to achieving the research goals, which included measuring:

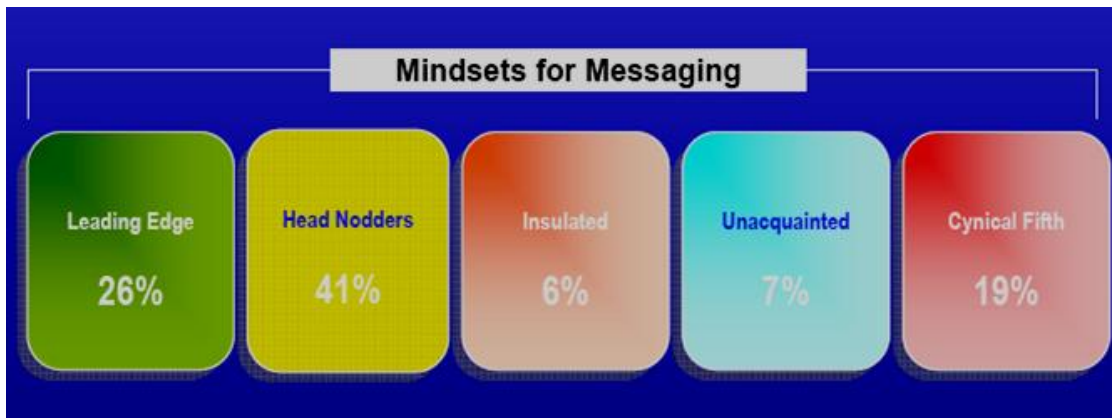
- Previous census response,
- Attitudes toward the census,

- Knowledge of the purpose of the census,
- Potential motivators to census participation,
- Potential barriers to census participation,
- Ranking of potential messages,
- Media consumption, and
- Demographic information?

The design successfully contributed to achieving the CBAMS research goals as the questionnaire contained one or more questions on each aspect listed above allowing us to have measurements for each topic. The CBAMS questionnaire is available for review in Appendix C (telephone script) and Appendix D (in-person script) of the CBAMS Methodology Report (Macro International, 2009).

The questionnaire and subsequent survey results enabled us to establish the following five mindsets in Figure 3 and discussed below. For more information see: *“Messaging to America: Census Barriers, Attitudes, and Motivators Survey Results”* (Bates et al., 2009).

Figure 3: CBAMS Mindsets for Messaging with Respective Population Proportions



Source: 2010 Census Communications Campaign Creative Copy Testing Final Summary Report

The Leading Edge

The Leading Edge segment comprises just over one-quarter of the population. Members of this mindset are connected with their community with a high degree of civic involvement. This segment tends to be affluent with high home ownership and a long tenure at their current residence. Members of this segment are typically white and between the ages of 35 and 54. This segment demonstrates high awareness and high degree of knowledge and understanding of the census. The segment is positively predisposed towards the census and views the census as a benefit to the community rather than themselves personally. The Leading Edge tends to believe that the census is confidential. This mindset aligns most closely with the Advantaged Homeowner and All Around Average I clusters from the census audience segmentation. Based on these data, we draw the following creative insights for this mindset:

- Core Characteristic: Committed.
- Attitude/Barriers: The Leading Edge understands and values the census and believes participation is crucial. They will respond to news, up-to-date information, and messages that will create conversations. They can become advocates orchestrating trusted conversations for the census. There are no apparent barriers.
- Challenge: Keep positive momentum going and, given that this group probably will not be mailed a replacement form, encourage them to mail the form back early.
- Motivator: The census is my tool to continue to help shape the community at large.
- Potential Messages: Fair share of 400 billion dollars federal funds; representation in U.S. Congress; early mailing saves taxpayer dollars.
- Communication Strategy: Turn individuals most likely to respond into advocates through targeted activism programs.

The Head Noddors

The Head Noddors are the largest population segment. They are demographically diverse, with average incomes and educational attainment. They include a slightly higher percentage of females. The Head Noddors demonstrate high awareness of the census and believe they are knowledgeable about the census. However, they lack a good understanding of the purpose and intent of the census. This mindset maintains high positive predisposition towards the census and view it as having a positive community and individual benefits. They consider census participation to be a responsibility and they are proud to be counted. They believe the census is confidential and do not have great concerns that the census is an invasion of privacy. This mindset resides mostly in the All Around Average I and Advantaged Homeowner clusters.

- Core Characteristic: Impressionable.
- Attitude/Barriers: Head Noddors tend to believe anything and everything about the census, respond to what they are told, and what they perceive is right (even though it may be incorrect). They express their intention to participate in the census but are unreliable since negative media/messages might sway them in the other direction.
- Challenge: Constantly move them in the right direction since they are quick to get on (and off) the bandwagon depending upon their current sense of what is best. Shore them up to safeguard against any negative publicity.
- Potential Messages: If you do not fill it out, you might not get your fair share; Share of 400 billion dollars; Early mailing saves taxpayer dollars.
- Communication Strategy: Overcome distractions with reminder frequency.

The Insulated

The insulated is a smaller segment. They have lower educational attainment and lower incomes. This segment is racially and ethnically diverse with high percentages being Hispanic or Black. Many members of this segment do not speak English at home. This segment has a lower percentage of children in the home. The insulated are aware of the census but admittedly “don’t know” when asked about the purpose and intent. They have long tenures in their neighborhoods, yet question the impact of the census since they

do not feel they have seen the results in their neighborhoods. They are most interested in individual benefits of the census rather than community benefits. The Insulated can be found in the All Around Average I, Economically Disadvantaged I and Ethnic Enclave II clusters.

- Core Characteristic: Indifferent.
- Attitude/Barrier: They are unfamiliar with census and while they may be open to it, they are focused more on the day-to-day living, on their own daily needs and the needs of their long-term neighbors. Since they tend to have lived in their neighborhoods a long time and have never really seen the impact of census on their community, they are skeptical of it.
- Challenge: Personalize the census for them by making the impact of census more relevant to their daily lives and reassuring them that it is safe.
- Motivator: Census is a tool that can help make life better for me (and my neighbors).
- Potential Messages: Healthcare; Community centers; Day-care for children; Care for elderly.
- Communication Strategy: Overcome lack of familiarity through educational programs.

The Unacquainted

The unacquainted are also a small segment. This segment is completely unaware of the census, even after a brief description. They also report a low likelihood to participate in the census. This mindset is comprised of a large percentage of minorities including Hispanic, Asian, American Indian and Black populations. Over 40 percent of the segment is foreign born and many speak a language other than English at home. This segment is bimodal in terms of age, with many younger members and many older members but fewer in the middle age groups. Many of the Unacquainted are not married and tend to be renters. Household sizes tend to be larger with a higher percentage having children in the home than in other mindsets. This segment has lower educational attainment and income levels. The Unacquainted have a low level of civic engagement and do not tend to be community oriented. This mindset is located most in the Ethnic Enclave II, All Around Average and Economically Disadvantaged clusters.

- Core Characteristic: Peripheral.
- Attitude/Barrier: Totally unaware of the census, they are often linguistically isolated and uninvolved in their community. No awareness combined with no knowledge means they have no real reason to participate.
- Challenge: The census will need to reach out to them with efforts that will embrace them as part of the count – give them a sense of being part of the population and process. They will need reassurance from “trusted sources” that it is safe and easy to participate.
- Motivator: The census is *your tool* to make a difference – everyone is important, including you.
- Potential Support: Bilingual questionnaire, language guides, information centers, census-takers from your community during non-response follow-up. Reaching this segment via the Census in Schools campaign may also be an effective strategy.

Cynical Fifth

The Cynical Fifth population segment closely resembles the general population with respect to race, sex, age, educational attainment, and income. The Cynical Fifth claims unfamiliarity with the census, but in reality they demonstrate a relatively high level of knowledge about the intent and purpose. They are more negative toward the census with most believing that they will never see results in their neighborhood. They maintain high skepticism and do not trust the census, yet recognize that the census is better if everybody is counted. They are concerned that the information collected is an invasion of privacy and that what they provide will be misused. This mindset shows up primarily in the All Around Average and Advantaged Homeowner clusters.

- Core Characteristic: Resistant.
- Attitude/Barrier: They believe the census is misused, not used, or is redundant (since the government already has that information through the Internal Revenue Service, etc.). They are suspicious, jaded, anti-institution, and uncommitted to census.
- Challenge: To inspire them to think beyond themselves. You cannot rationalize with them, or confront their beliefs head on.
- Motivator: Census is a tool that I can use to help make a better future for the common good and for future generations.
- Potential Support: Human interest stories.

b. Did all aspects of the survey design (questionnaire design, cognitive testing, sample selection, data collection, and data processing) meet the Census Bureau guidelines and standards?

The guidelines and standards for data collection, established by the Census Bureau's Research and Methodology Directorate, were followed. They include the appropriate testing and review of questionnaires and for obtaining Office of Management and Budget (OMB) approval to collect data. DraftFCB hired a subcontractor Macro International to design, field, and analyze CBAMS. Macro International and DraftFCB worked closely with C2PO research staff in order to ensure that the survey would adequately capture differences in mindsets that existed throughout the United States.

The research team ensured that all aspects of the survey design adhered to Census Bureau guidelines and standards. Notably, the OMB approved CBAMS. Prior to that process, CBAMS was reviewed and approved internally by both the Census Bureau's Policy and Legal Offices. Finally, CBAMS was also approved by Macro International's Internal Review Board.

DraftFCB also presented CBAMS to the Race and Ethnic Advisory Committees (REAC). The Native Hawaiian and Other Pacific Islander (NHPI) REAC had some concerns over the sample size for the NHPI audience. Due to budgetary restrictions, we were not able to conduct interviews in Hawaii. However, we are cognizant of the opportunities for improving the sample to capture smaller populations in future iterations and will always evaluate the feasibility of implementing changes.

c. The Research Program implemented changes to the survey instrument mid-data collection; did it consider and resolve potential implications of these changes?

In order to reduce survey length and to respond to observations of field interview staff, changes were implemented to the CBAMS questionnaire after the field period beginning on July 11, 2008. The research team carefully considered these changes prior to implementation and determined that the shorter questionnaire improved questionnaire flow, and the addition of anonymity assurance in the introduction were all beneficial changes expected to increase response.

d. Which segments of the population were covered by the composition of the sample?

The composition of the sample covered all segments of the population. The target population for CBAMS was all residents of the United States.

e. How did the Research Program ensure that the sample would successfully capture the Hard-to-Count population?

To successfully reach various levels of Hard-to-Count (HTC) groups, the research team stratified tracts into the following groups (U.S. Census Bureau, 2009):

- American Indian Reservations
- High Hispanic Population Density (census tracts with a high percentage of Hispanic population)
- High Asian Population Density (census tracts with a high percentage of Asian population)
- Rural and Economically Disadvantaged (census tracts with a high percentage of unemployed, households living in poverty, public assistance, and high vacancy rate)
- Big-market (census tracts in large media markets as defined as the ten largest DMAs in terms of television households with more than 2,000,000 television households)
 - High HTC Score – Top 20 percent of tracts in terms of HTC
 - Mid HTC Score – Tracts in the 20th to 50th percentile HTC
 - Low HTC Score – Lowest 50 percent of tracts in terms of HTC
- Mid-market (census tracts in medium-sized media markets as defined by DMAs with 600,000 to 2,000,000 television households)
 - High HTC Score – Top 20 percent of tracts in terms of HTC
 - Mid HTC Score – Tracts in the 20th to 50th percentile HTC
 - Low HTC Score – Lowest 50 percent of tracts in terms of HTC
- Small-market (census tracts in medium-sized media markets as defined by DMAs with less than 600,000 television households)
 - High HTC Score – Top 20 percent of tracts in terms of HTC
 - Mid HTC Score – Tracts in the 20th to 50th percentile HTC
 - Low HTC Score – Lowest 50 percent of tracts in terms of HTC
- Cell phone users

For the first four strata, all HTC groups were interviewed in person as these populations are less likely to be reached via telephone. Interviews for the big-market, medium-market, and small-market were conducted via landline telephone. The remaining HTC groups of young, single, unattached mobiles, were captured by cell phone.

We encountered some difficulties interviewing the American Indian and Alaska Native (AIAN) population on reservations after hesitation of AIAN selected reservations to grant permission to interview. One reservation requested that reservation residents be hired as interviewers; we fulfilled this request. In the second iteration of CBAMS (completed in October 2011), we took further precautions to ensure that we followed all protocols for interviewing on reservations and established relationships with the tribal liaisons very early in the process.

f. How did the research ensure that in-language audiences were captured?

To ensure that in-language audiences were captured, telephone interviews were offered to both English and Spanish speaking respondents. Due to budget constraints, in-person interviews were only available in English, Spanish, Chinese and Korean. We did not have the resources to translate the in-person questionnaire into other languages or to hire and train interviewers fluent in additional languages.

5.3 Creative Copy Testing

a. How successfully did the composition of the samples in both Phases 1 and 2 cover all targeted audience segments?

The composition of the samples in both Phases of copy testing successfully captured all targeted audiences by exposing participants to 192 messages in 115 focus groups conducted in 36 cities across the United States and Puerto Rico with 1,714 participants covering 17 different audiences as shown in Table 2 (U.S. Census Bureau, 2009d and 2009e).

Table 2: Creative Copy Testing Focus Groups by Phase and Audience

Audience	Phase I		Phase II	
	# of Groups	# of Participants	# of Groups	# of Participants
Black	14	224	2	19
Diverse Mass	13	266	6	44
Hispanic	13	252	8	67
Puerto Rico	2	46	3	30
NHPI ³	4	39	0	0
AIAN ⁴	8	136	0	0
Legacy	6	62	0	0
Asian	18	375	0	0
Bangladeshi	0	0	2	17
Hmong	0	0	2	19
Laotian	0	0	2	17
Thai	0	0	2	18
Pakistani	0	0	2	18
Armenian	0	0	2	18
Iranian	0	0	2	15
Greek	0	0	2	14
Portuguese-Speaking	0	0	2	18
Total	78	1400	37	314

Source: 2010 Census Communications Campaign Creative Copy Testing Phase II Final Summary Report

³ Native Hawaiian Pacific Islander

⁴ American Indian Alaskan Native

b. Were in-language focus groups conducted? If yes, discuss.

We conducted English and in-language focus groups for each target audience in Phase 1 as follows:

- Diverse Mass: English
- Black: English and in-language Haitian (French)
- Hispanic: Spanish and English
- Puerto Rico: Spanish
- Asian: Chinese, Vietnamese, Tagalog, Cambodian, Korean, Japanese, and English
- Emerging Audiences: Russian, Polish, and Arabic
- American Indian and Alaska Native: English
- Native Hawaiian and Pacific Islanders: English

For Phase 2, we also conducted English and in-language focus groups for each target audience as follows:

- Diverse Mass: English
- Black: English
- Hispanic: Spanish
- Puerto Rico: Spanish
- Asian: Bangla/Bengali, Hmong, Lao, Thai, Urdu
- Armenian: Armenian
- Iranian: Farsi
- Greek: Greek
- Portuguese Speaking African: Continental Portuguese
- Brazilian: Brazilian Portuguese

c. Did the copy treatments tested significantly capture the true essence of the final messaging?

Yes. The overall communications campaign received over 50 industry and leadership awards with at least 15 of them specifically recognizing our paid advertising that utilized copy testing. All final messaging concepts were products of copy tested treatments that were either developed as initially planned or incorporated changes as a result of copy testing. The participants were exposed to messages in rough executional format, prior to final production. Creative concepts in the form of video storyboards were used to depict television advertisements. These consisted of illustrated drawings (not live action) with a nonprofessional voiceover. Other print and radio messaging used illustrations or stock music and photography that was not truly reflective of what would ultimately be final music, casting, and/or scenery. It was determined to be cost prohibitive to test fully produced materials and then implement revisions afterwards.

Due to timing restrictions, we were unable to test advertisements developed at the last minute featuring Christopher Guest. One advertisement from the Christopher Guest series was tested and approved, but the first advertisement in the series, which was not tested, was aired during the Super Bowl. The remaining advertisements from the Christopher Guest series did not air on television but were posted to YouTube.

d. Did the results of the testing successfully lead to an informative picture of whether or not specific materials resonated with their respective target audiences?

Through copy testing and focus groups we obtained a clear picture of what messages would be more successful than others and also incorporated improvements following testing. The results of Phase 1 and Phase 2 Copy Testing were documented and included in the Creative Copy Testing (Phase 1 and Phase 2) Final Summary Reports (U.S. Census Bureau, 2009d and 2009e).

e. What steps did the Research Program take to ensure or encourage participation of all respondents tested?

To ensure or encourage participation of all respondents tested, DraftFCB subcontracted Phase 1 and Phase 2 of the Copy Testing to the Maya Group. The Maya Group was well experienced in conducting focus groups and employed trained professionals to facilitate the sessions.

f. What occurrences in Phase 1 led to the need for a second phase?

The second phase of testing was not prompted by any major negative occurrences in Phase 1. Phase 2 Copy Testing served two purposes: to test the copy treatments that were revised based upon Phase 1 learnings, and to test new messages developed for languages added to the 2010 Census program as a result of the ARRA funds received.

g. What were the similarities and differences in the structure of Phases 1 and 2 and did any of these differences affect the execution of testing?

We employed the same methodology (e.g., using focus groups for various audiences in English and in-language) to conduct both phases of copy testing. However, Phase 1 Copy Testing had both qualitative and quantitative focus groups, while Phase 2 Copy Testing has qualitative sessions only. This difference did not affect the execution of testing.

5.4 CATS – Did the Research Program:

a. Successfully conduct the tracking survey as planned? If yes, describe.

Yes. CATS was planned to monitor the exposure and awareness of 2010 Census advertising while it was in market. CATS was a weekly, Internet-based survey with three phases – benchmark, awareness, and motivation. The CATS survey sampled close to 900 respondents per

week from October 27, 2009 to April 19, 2010. The Census Bureau compared awareness and motivation phase results to the pre-advertising campaign launch benchmark data. The phases coincided with the campaign phases of the same name (ARC, 2010).

b. Include an in-language component in the tracking survey? If yes, describe.

CATS was an English only survey.

c. Receive data in a timely fashion from the contractor?

DraftFCB delivered the data to the Census Bureau each week upon receipt of survey responses from the subcontractor responsible for data collection.

d. Make the data accessible to the Census Bureau? If yes, how?

DraftFCB posted weekly CATS results in graphical displays to SmartSuite, the data dashboard used during the 2010 Census to display information from various data sources. We made SmartSuite accounts available to all interested parties. Additionally, the Census Bureau research team retains SAS data files of all CATS results; these data files were and continue to be available upon request.

e. Post data as they became available?

DraftFCB posted data to SmartSuite each week upon receipt of data from the subcontractor responsible for data collection.

f. Sufficiently analyze the data and draw conclusions regarding the performance of the advertising campaign? If yes, describe.

In addition to DraftFCB's independent analysis, a cross-divisional team met daily to monitor the campaign via SmartSuite, including CATS results. DraftFCB also compared Gallup and CATS data throughout the survey lifecycle. We concluded that our messages were gaining traction while in market, and where we identified problems with specific audiences, we implemented a rapid response.

g. Use the data to inform Rapid Response decisions? If yes, discuss. If no, why not?

CATS data, used in combination with Gallup data, directly informed five rapid response decisions including:

- increasing the frequency of radio advertisements in the urban cities of the West where the engagement percentage remained stagnant for three straight weeks;

- beginning the motivation phase on March 1, 2010 instead of March 15, 2010 after awareness measures began to plateau;
- developing print and newspaper creative for students living off college campuses due to data showing a lower intent to participate for the 18 to 24 year-old age group;
- creating an English version of the “Community” advertisement after data revealed lower understanding of community benefits among English speaking Hispanics as compared with non-English speaking Hispanics; and
- increasing out-of-home advertisements in heavily Hispanic urban areas with information on 10 questions/10 minutes to convey that filling out the census was not an overwhelming time burden as time to complete the census was a known barrier to participation for this group.

5.5 Gallup Organization – Did the Research Program:

a. Successfully conduct the tracking survey as planned? If yes, describe.

The plan for this tracking survey was to understand the market awareness of our advertising. This survey was conducted by telephone. The Census Bureau contracted with the Gallup Organization to conduct daily telephone surveys of 1,000 respondents, 200 of which answered 10 questions regarding awareness of, attitudes toward, and intent to participate in the 2010 Census. The survey was conducted from December 3, 2009 through April 24, 2010 as planned. Survey responses enabled us to monitor the effectiveness of our messaging and reported intent to respond. Tracking survey data also supported decisions to intervene via the Rapid Response Program (see 2010 Census Rapid Response Assessment) as necessary for groups whose awareness of the upcoming Census lagged or otherwise did not intend to participate. In the end, we successfully conducted the tracking survey as planned; in fact, this survey laid the foundation for a new survey with broader reach named the Federal Statistical System Public Opinion Survey.

b. Include an in-language component in the tracking survey? If yes, discuss.

The Gallup Organization conducted the daily survey in English and in Spanish for respondents who requested it.

c. Receive data in a timely fashion from the Gallup Organization?

The Gallup Organization delivered the data on a daily basis immediately upon availability, which normally occurred each morning.

d. Make the data accessible to the Census Bureau? If yes, how?

DraftFCB posted daily Gallup Poll results in graphical displays to SmartSuite, the data dashboard used during the 2010 Census to display information from various data sources. We made SmartSuite accounts available to staff both internal and external, executives, field staff, and any other analyst working on the 2010 Census and needing access to this specific

information. Additionally, the 2010 Census Bureau team retains SAS data files of Gallup Poll results.

e. Post data as they became available?

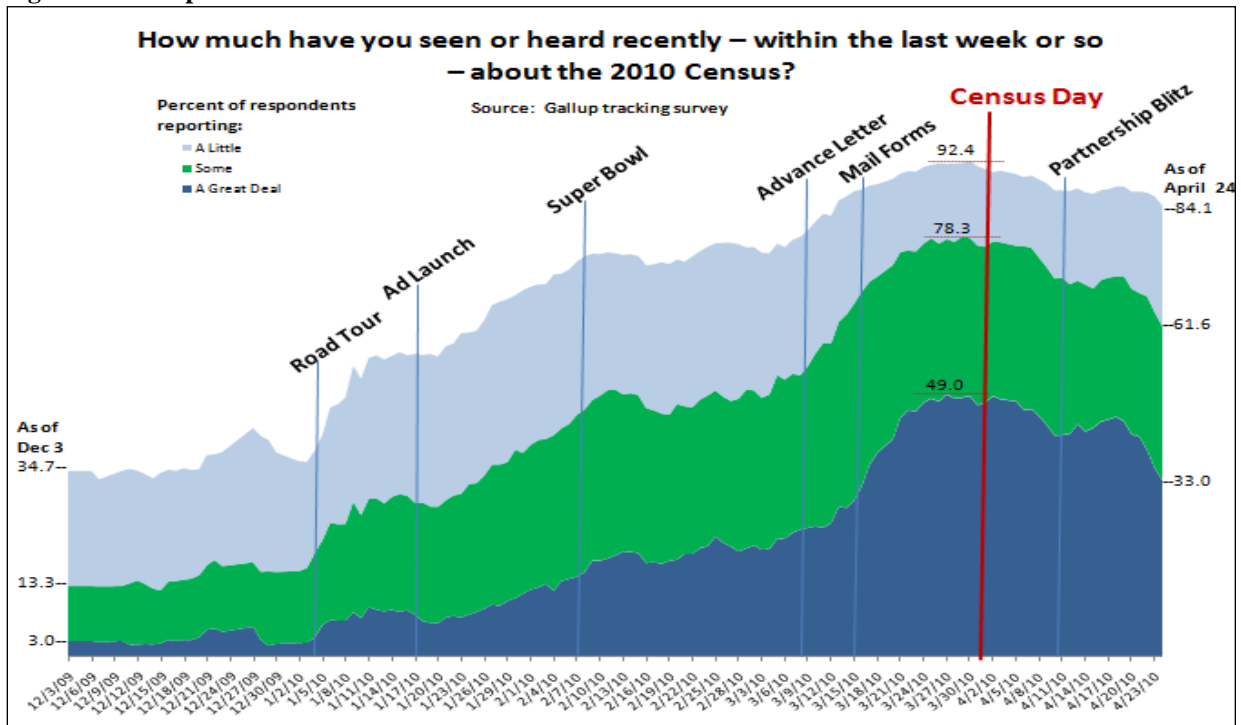
DraftFCB posted data daily in the form of graphs in SmartSuite depicting a response time series for each question and by demographic characteristics, as soon as the Census Bureau delivered the appropriate data files received from the Gallup Organization.

f. Sufficiently analyze the data and draw conclusions regarding the performance of the advertising campaign? If yes, describe.

A team of survey research professionals appointed by the Census Bureau Director and led by the agency’s Senior Survey Methodologist met daily to analyze and draw conclusions regarding the performance of the advertising campaign. Additionally, a cross-divisional team met daily, monitoring the Gallup Poll results as displayed in SmartSuite. DraftFCB also compared Gallup and CATS data throughout the survey lifecycle.

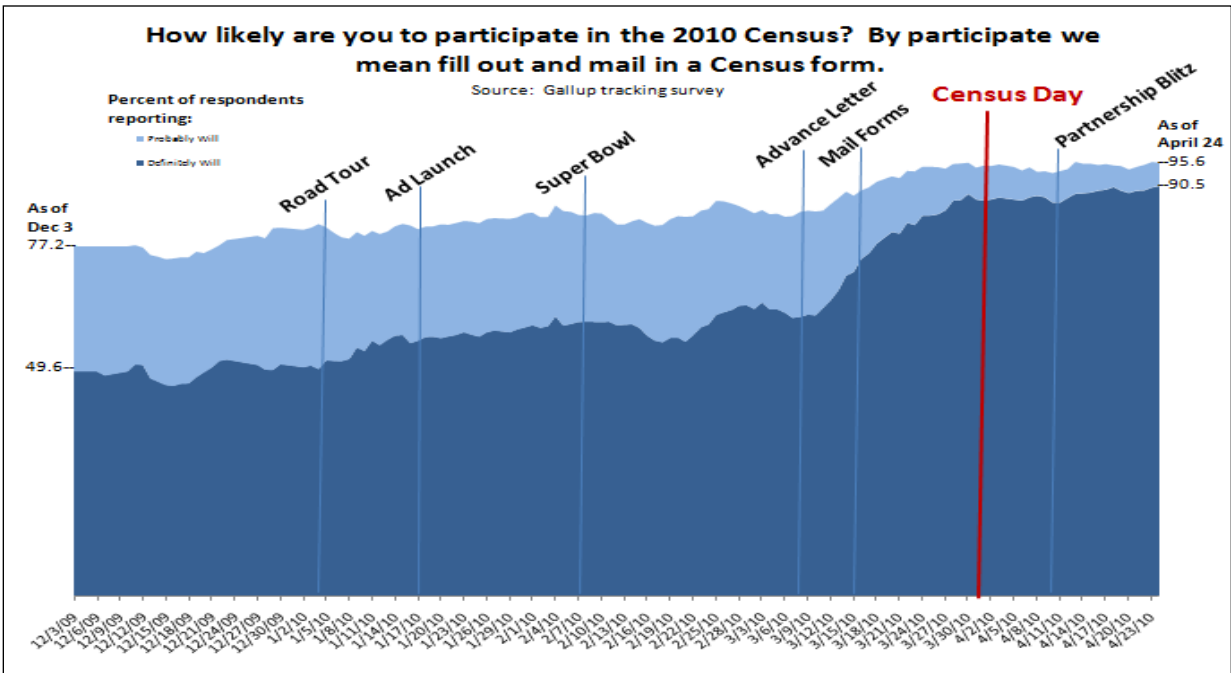
Awareness of the Census and intent to participate were two major Gallup indicators we monitored closely. The following graphs (Figure 4 and Figure 5) depict the survey results for these two questions over the course of the campaign.

Figure 4: Gallup Poll Results for 2010 Census Awareness



Source: Census 2010 Publicity Office

Figure 5: Poll Results for 2010 Census Intent to Participate



Source: Census 2010 Publicity Office

g. Use the data to inform rapid response decisions? If yes, discuss. If no, why not?

Gallup data, in combination with CATS data, informed rapid response decisions as discussed in question 5.4-g of the CATS section of this report.

5.6 2010 Census Integrated Communication Program (ICP) Evaluation – Did the Research Program:

a. Critically review plans for conducting the evaluation and analyzing the data? If yes, describe.

C2PO took advantage of each opportunity to review the ICP written plans on all facets of the evaluation from the study plan through the final report and provided feedback as applicable. Representatives also attended analysis meetings where preliminary results were discussed with possible options for additional or different types of analysis based upon the Census Bureau’s requirements.

b. Successfully review the survey questionnaires before they were finalized?

C2PO reviewed the questionnaires for each of the three waves in the ICP survey, subsequently incorporated suggestions and corrections before receiving final approval from the Census Bureau.

c. Successfully provide files, documentation, and other support to the ICP Evaluation? If yes, describe.

Throughout the program, C2PO provided copies of advertisements, for development of the survey, shared media buy plans and information relating to the PAHUE, and incorporated requirements into the Post Buy Analysis process. Furthermore, staff attended weekly meetings of the evaluation team and provided assistance as needed during these meetings, via phone, and through email regularly.

5.6 Academic Assessment Panel – Did the Research Program:

a. Successfully respond to the panel’s needs and requests for information in a timely fashion?

The Communications Directorate responded to the needs and requests for information in a very timely fashion (i.e., immediately after requests were received) especially given the expedited time frame available for the panel’s review.

b. Successfully employ the panel’s recommendations? If no, why not?

Overall, the Academic Assessment Panel praised our fundamentally sound and research-based campaign for the 2010 Census. When possible, we employed the panel’s recommendations. Examples include: planning to increase exposure to single/unattached/mobiles outside of digital media; reviewing and reexamining allocation across channels; and laying out a contingency plan for the campaign in case of a crisis situation. In certain cases, however, we were not immediately able to employ recommendations as they were longer term suggestions (e.g., developing a campaign based upon attitudinal mindsets rather than race/ethnic segments). The long term suggestions were documented and are being incorporated into the 2020 Census research plans.

6. Related Evaluations, Experiments, and/or Assessments

- 2010 Census Integrated Communications Program Evaluation
- 2010 Census ICP assessment reports:
 - 2010 ICP Summary
 - Paid Advertising
 - Earned Media and Public Relations
 - Rapid Response
 - 2010 Census Website
 - Portrait of America Road Tour
 - Promotional Materials
 - Census in Schools
 - National Partnership
 - Regional Partnership
 - Mail Reponse Rates/Take 10

7. Key Lessons Learned, Conclusions, and Recommendations

Lessons Learned

- Tracking studies provide valuable insight into the performance of the campaign while in market.
- SmartSuite was invaluable for real-time assessment of the 2010 Census. SmartSuite was continually improved by DraftFCB and staff continued to analyze the performance of the communications program throughout the 2010 Census to understand what people were saying online about the 2010 Census, to evaluate tracking survey data, and to monitor mailback participation.

Conclusion

In conclusion, this assessment details that C2PO along with the primary contractor and subcontractors took all steps planned to ensure the successful execution of the 2010 Census Integrated Communication Program. The program was built upon a solid research foundation that contributed to achieving goals. Our multi-award winning campaign supported the 2010 Census efforts in achieving its participation rate of 74 percent. 2020 Census paid research efforts should build upon the successes of the 2010 Census prior to the campaign while taking recommendations and lessons learned into consideration, especially with regards to conducting research efforts throughout the decade and to continue investigating new methodologies while identifying areas for improvement.

Recommendations

- Implement one robust tracking study based upon a probability sample, and consider inclusion of a wider range of race/ethnic groups and potentially more languages to further assist the Census Bureau.
- Implement program evaluations within the Census Bureau's communication and partnership programs. Program design and execution should be done in anticipation of known, concrete measurement of success or failure. Doing so will lead to clearer and more realistic program goals and better decisions about what programs to initiate. The Communications Directorate has formed the Planning and Evaluation Group to address this recommendation.
- Continue to investigate new methodologies while identifying areas of improvement, especially with regards to conducting research efforts throughout the decade.
- Do not rely on the communications contractor to design and implement research efforts for the 2020 Census. Utilize in-house, cross-divisional resources to conduct research efforts leading up to the 2020 Census.

SmartSuite:

- Identify the usefulness of a data dashboard that is able to capture information from several sources with a glance. The Census Bureau is in the process of developing ideas for a data dashboard that we can use during the intercensal years. Dashboard development and creation should be done using in-house resources as opposed to being a contractor-developed tool.
- Recommend the development and use of a similar data dashboard for the 2020 Census. Plans for this should begin early with a sufficient budget allotment to enable the responsible team adequate time to identify the most important data sources for the 2020 Census. The training we offered for SmartSuite in the 2010 Census should also be provided for invested users in the 2020 Census.

8. Acknowledgements

We recognize and thank those individuals who were instrumental in compiling and producing this report, specifically Tasha Boone and Kendall Johnson. In addition, the information used to answer the questions were generated by the C2PO staff and to them we are thankful. We also would like to thank everyone who provided guidance on the direction and scope of this assessment, in particular: Jennifer Kim, Jonathan Zapata, Benjamin Saunders, Brenda Holmes, and Mary Bucci for fact checking and providing comments on a draft version of this report. Without such assistance, this report would not have been successful.

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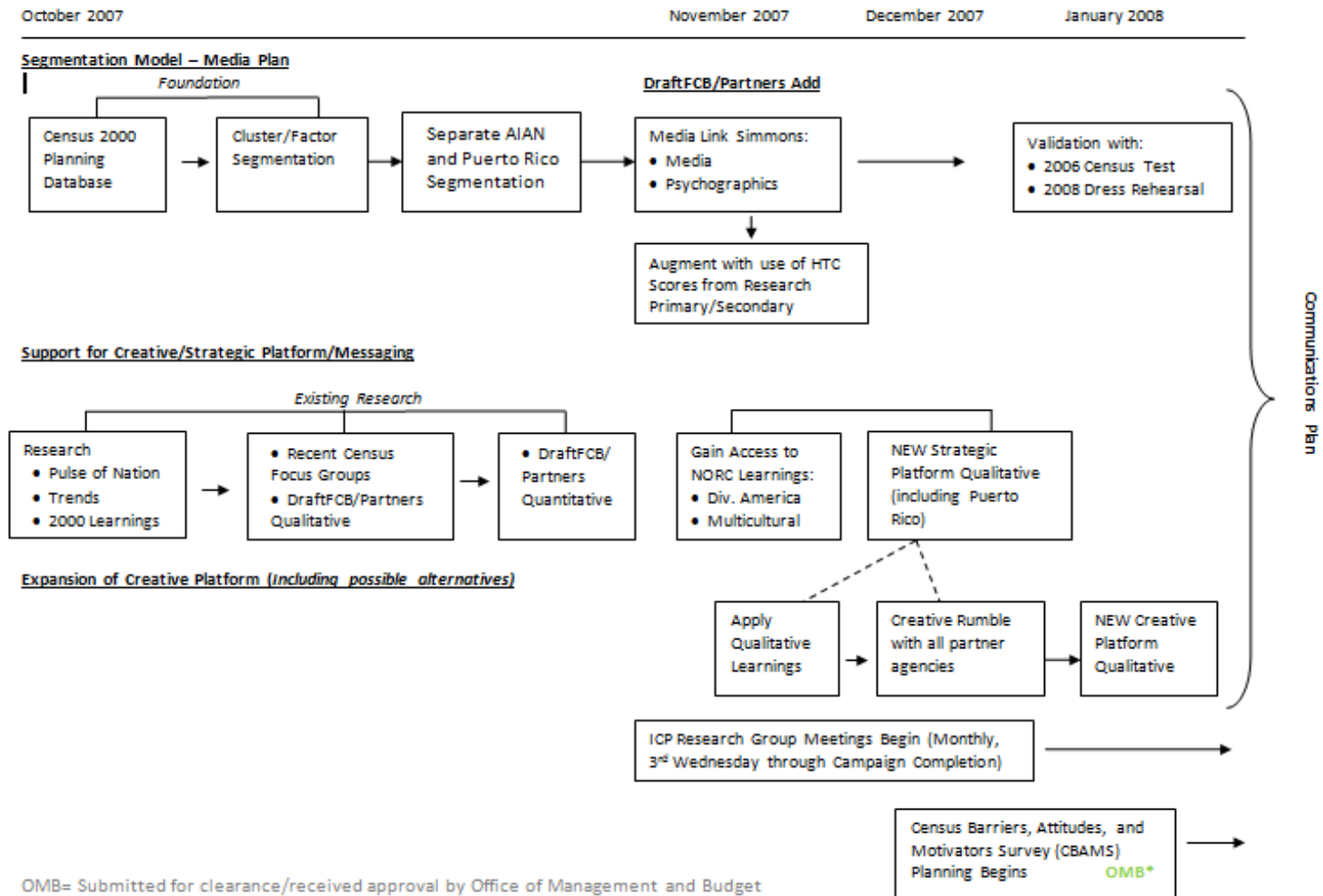
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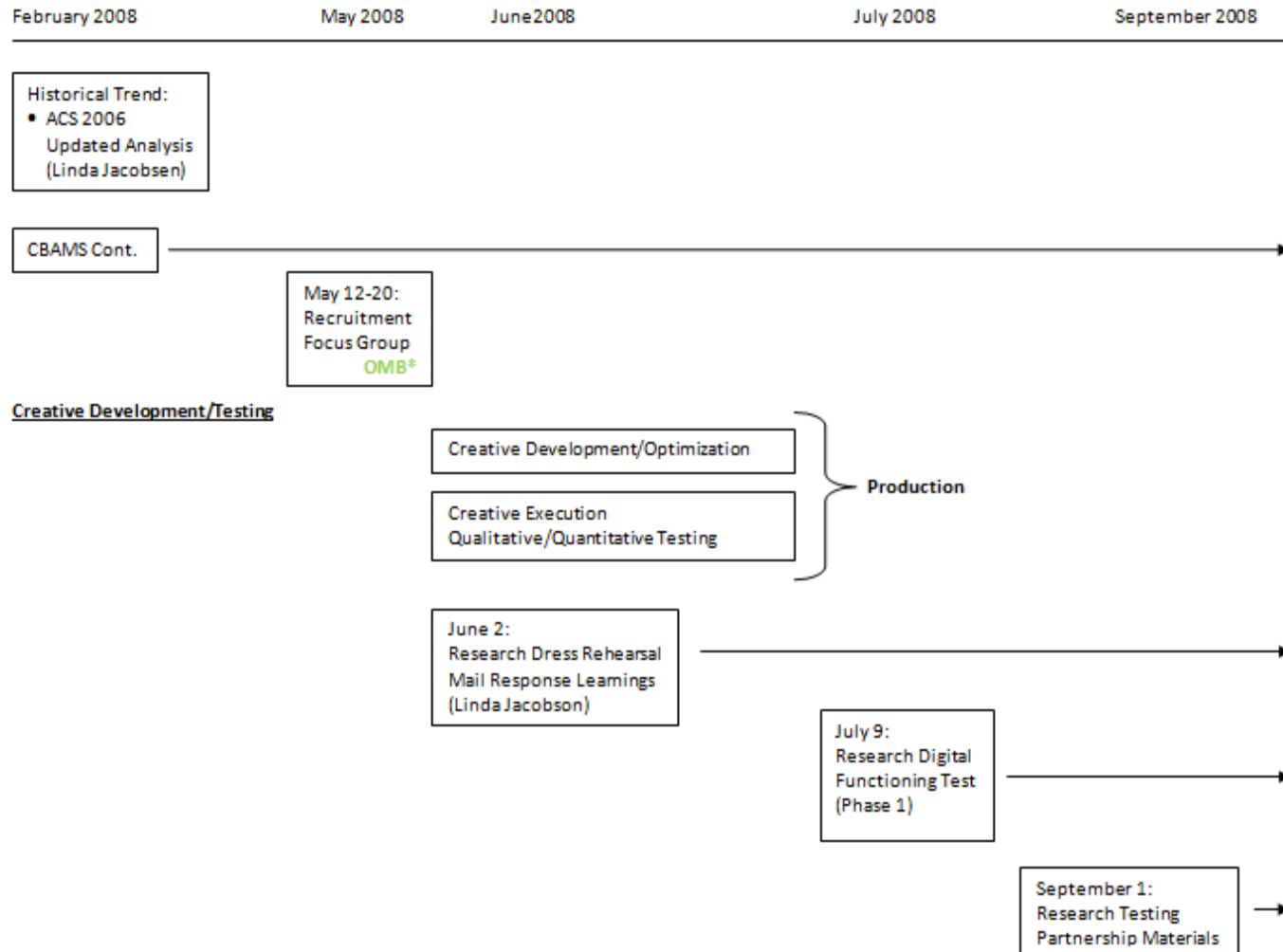
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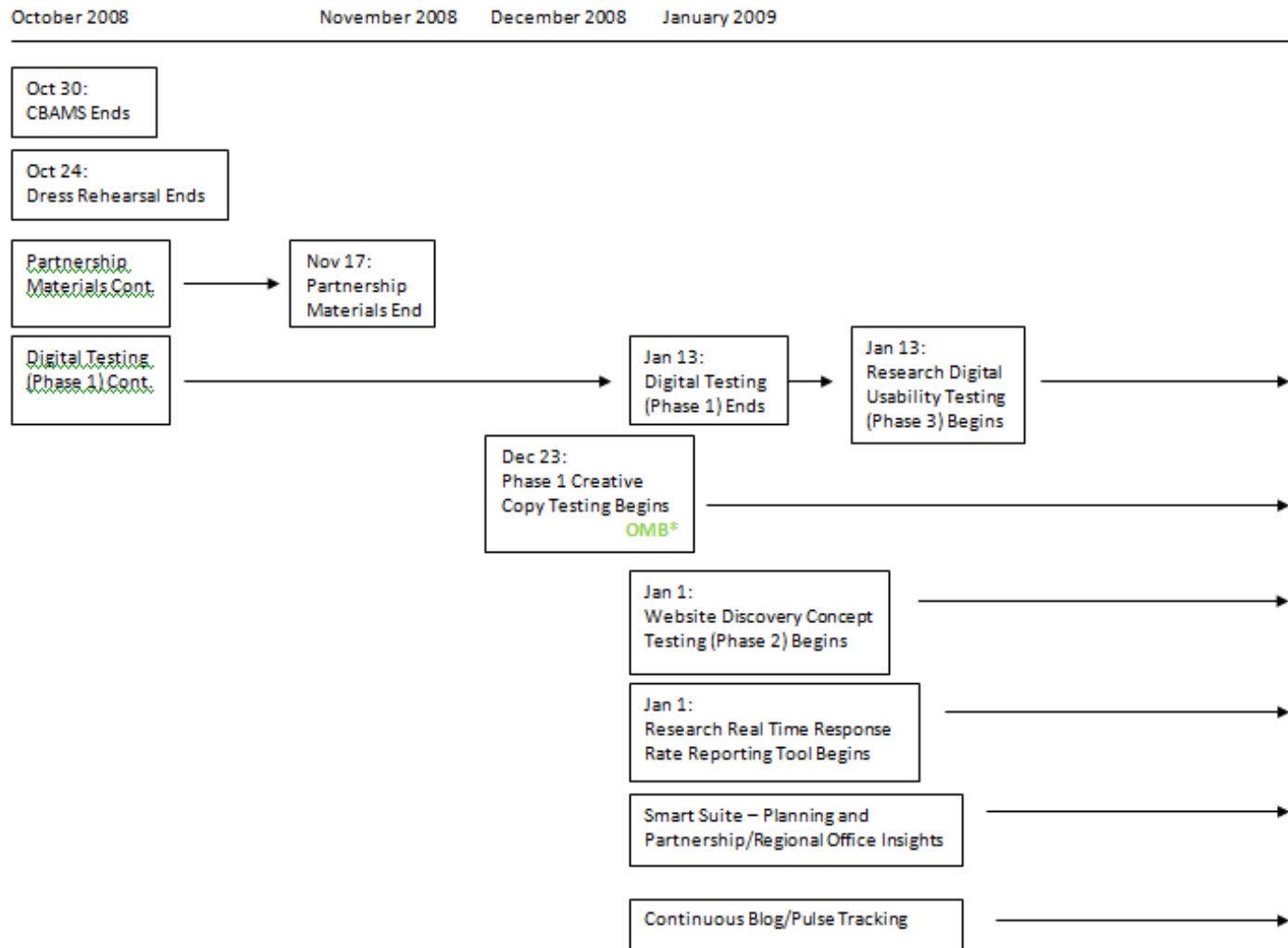
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Appendix: Timeline of Research Activities for the 2010 Census Integrated Communications Campaign

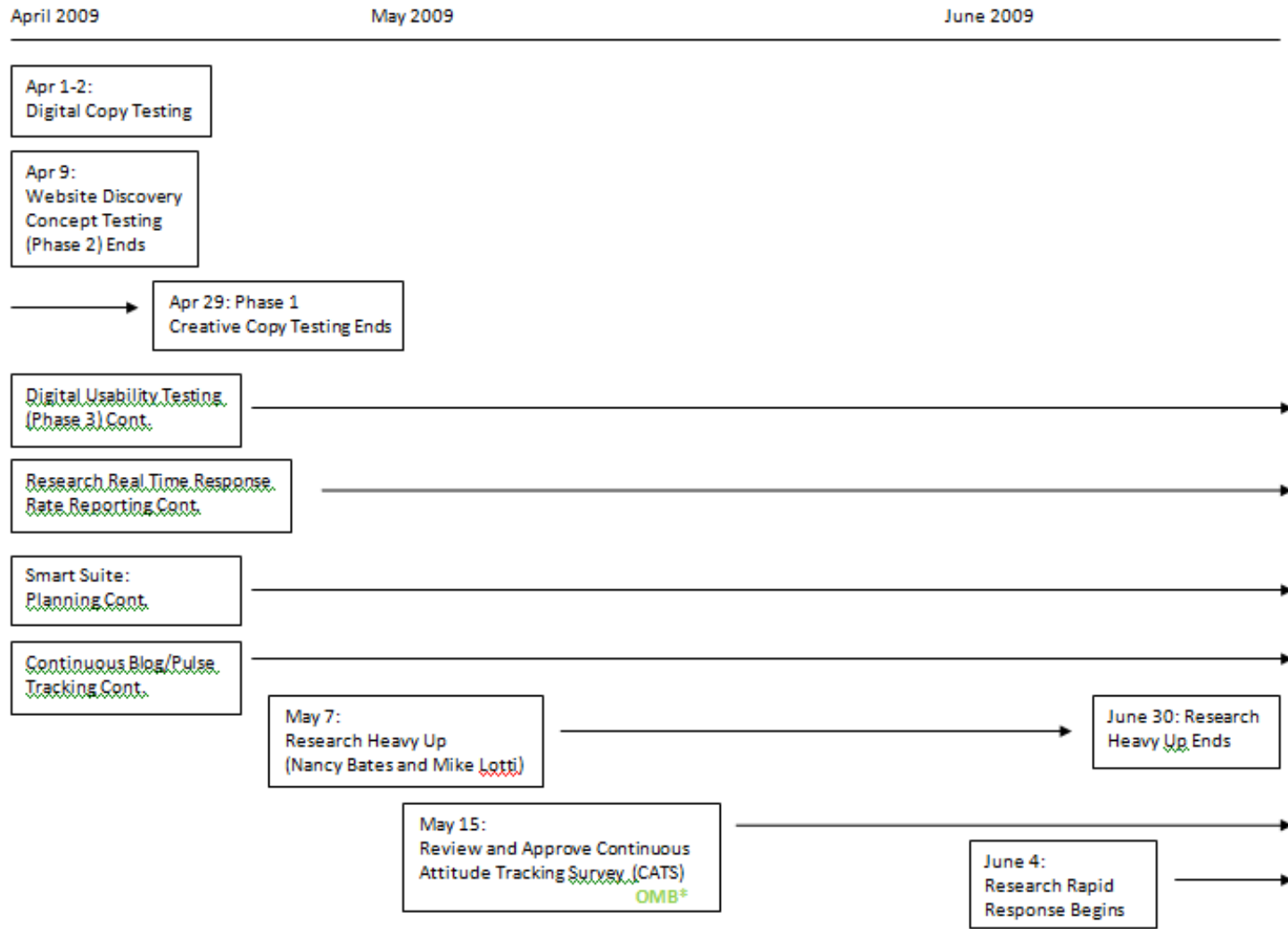




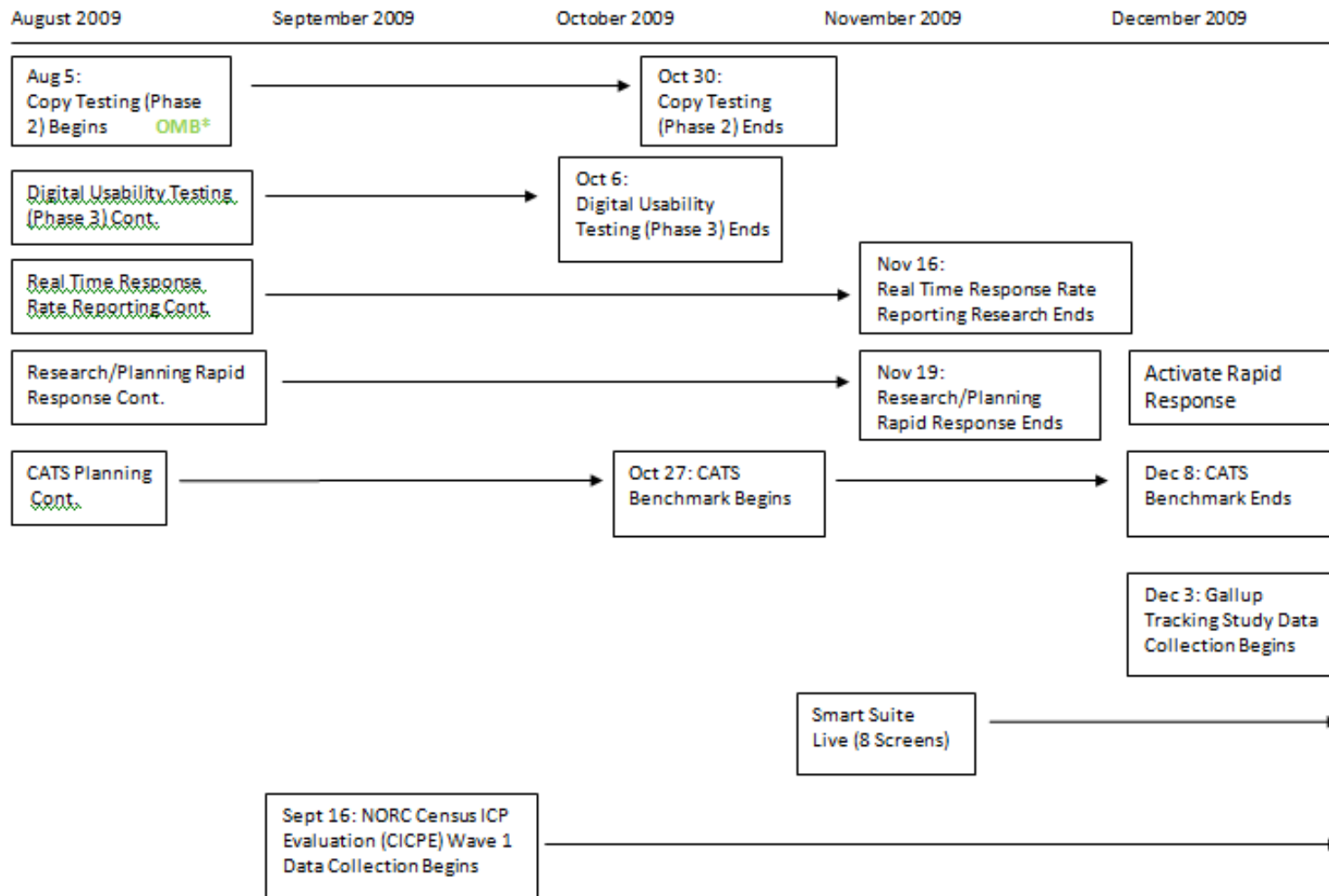
OMB= Submitted for clearance/received approval by Office of Management and Budget



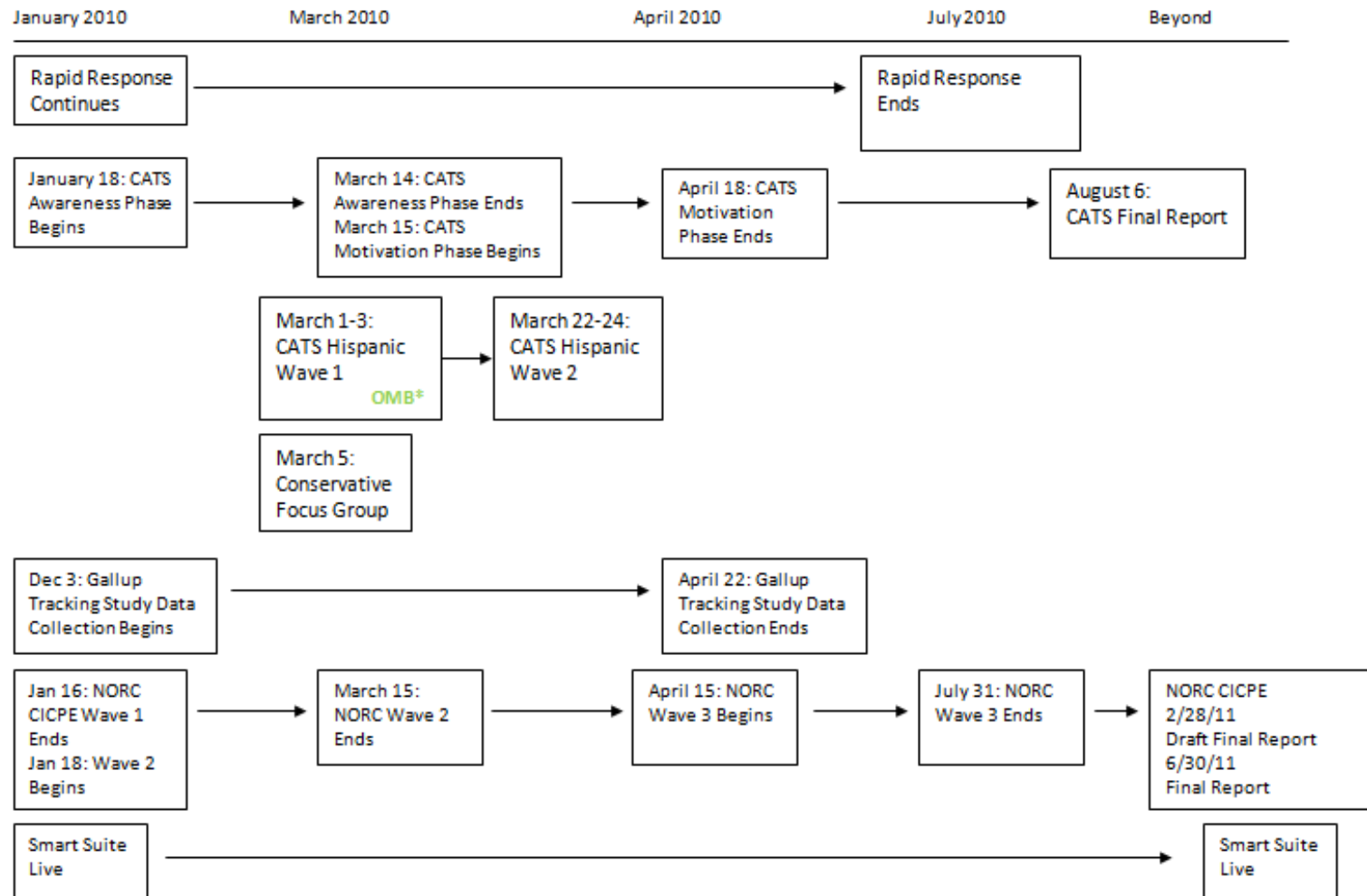
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