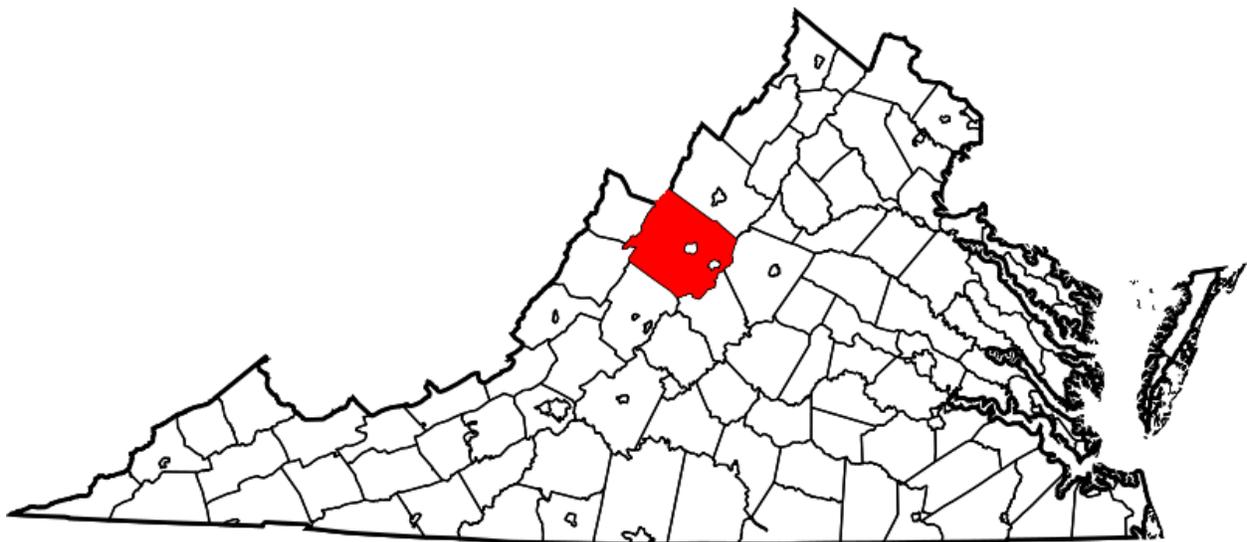


# Recruitment of Foster and Adoptive Families in Virginia: Market Segmentation Analyses



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Division of Family Services, Adoption Program  
Virginia Department of Social Services

The market segmentation analysis was performed by Gail Jennings, Ph.D., VDSS Office of Research and Planning. The analysis was done in support of the Foster Care and Adoptive Parent Recruitment initiative, sponsored by the VDSS Division of Family Services. For questions about the analysis or results, send your email to Dr. Jennings at [Gail.Jennings@dss.virginia.gov](mailto:Gail.Jennings@dss.virginia.gov).

The report is posted on the VDSS SPARK page, under “Child Welfare”, at <http://spark.dss.virginia.gov/divisions/orp/rb.cgi>.

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# Recruitment of Foster and Adoptive Families in Virginia: Market Segmentation Analyses

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## Background and Purpose

The Virginia Department of Social Services (VDSS) Division of Family Services conducted a market segmentation analysis of foster care and adoptive families (also referred to as “resource families”) who cared for children placed in either home-based foster homes or in adoptive homes between July 1, 2010 and June 30, 2013. We used a technique called “market segmentation”,<sup>1</sup> which involves classifying U.S. residential neighborhoods into segments based on demographic and socioeconomic characteristics and using this information to inform marketing and outreach efforts. Market segmentation is based on the assumption that people who live near each other – for example, in the same neighborhood – share similar demographic and socioeconomic characteristics and may predictably participate in similar leisure and civic activities, share political party affiliations, shop at the same grocery and retail chain stores and restaurants, and get their news and entertainment from the same media sources (e.g., radio, TV, newspapers/magazines, Internet). Market segmentation has been used by several states for resource family recruitment. For an overview of market segmentation and recruitment, go to AdoptUsKids’ National Resource Center for Diligent Recruitment (NRCDR) website (<http://www.adoptuskids.org/assets/files/NRCRRFAP/resources/overview-of-market-segmentation.pdf>).

The purpose of this project was four-fold: 1) map where current resource families live in Virginia; 2) describe these families and the neighborhoods in which they live; 3) locate other similar households; and 4) determine the best outreach approach for this target group. This report will present a profile of the target group(s) and recommend data-informed marketing and outreach strategies.

## Methodology

### Study Population

A data file was prepared on a sample of 2,372 children who were placed in family-based foster care and/or adoptive homes in Virginia at any point between July 1, 2010 and June 30, 2013, which corresponds to the state fiscal years 2011 through 2013. The data for this study

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<sup>1</sup> “Segmentation” explains customer diversity, simplifies marketing campaigns, describes lifestyle and life stage, and incorporates a wide variety of data. As of 2013, ESRI used 66 tapestry segments to describe neighborhoods across the United States.

came from Virginia’s state administrative child welfare information system, referred to as OASIS (Online Automated Services Information System).<sup>2</sup>

In this study, the child’s last known home address in OASIS was used as a proxy for the resource family’s home address.<sup>3</sup> We are limited by the accuracy and validity of residential physical address information entered by the case worker into OASIS for each client. Where possible, addresses with inaccuracies (e.g., misspellings) or missing information (e.g., no zip code, no city name) were “cleaned up” using the U.S. Post Office’s web-based address locator to increase the number of addresses that can be geocoded. Out-of-state addresses and invalid addresses (e.g., P.O. Box and rural route addresses, addresses missing street number or street name) were omitted from the final dataset.

The following inclusion and exclusion criteria determined which children were in the final sample.<sup>4</sup>

Inclusion criteria. The following cases (children) were included in the study analysis data set if they met all three criteria:

1. The child had a case plan goal of permanency, which would include eventual reunification with biological family, adoption, or custody transfer to other relatives.
2. The child’s last placement was in an adoptive home, a pre-adoptive home (i.e., home awaiting finalization of adoption) or a non-relative family foster care setting.
  - The child living in a pre-adoptive home had TPR (termination of parental rights) for biological parents or legal guardians, if still living.
3. The child was 17 years old or younger during the study period and not likely to emancipate from foster care.

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<sup>2</sup> OASIS is the online case management system for Child Protective Services, Foster Care, and Adoption cases.

<sup>3</sup> Although Virginia maintains a separate administrative database of information on resource families, relatively little information (e.g., date of birth, race, marital status, home address) is collected or maintained and data is not entered or updated by all workers on a consistent or timely basis.

<sup>4</sup> Other states that received technical support and consultation from AdoptUSKids’ National Resource Center for Diligent Recruitment (NRCDR) and conducted market segmentation analyses have used the following indicators as part of their case definition of a “successful resource family”: 1) re-certification of the family; 2) completion of PRIDE training; 3) no history of substantiated abuse or neglect perpetrated by the resource family on foster care children in their care; and 4) fewer than two removals of foster care children for reasons attributed to the caretaker (e.g., failure to take care of the child’s needs). OASIS currently does not contain information on resource family participation in training. Substantiated cases of abuse and/or neglect of foster care children while in care are relatively rare. On average, 10 cases (0.2%) occur annually. Information on resource family participation in foster care/adoption training as well as reasons for case removal are not well documented or easily retrievable from OASIS. For the above-mentioned reasons, these indicators were not included in the case definition and inclusion/exclusion criteria.

Exclusion criteria. Cases were excluded from the study analysis data set if they met any of the following criteria:

1. The child had a case plan goal of either “permanent foster care” or emancipation.
2. The child was in relative foster care (related to her foster parents).
3. The child was last placed in a group home or other congregate care setting.
4. The child was 18 years and older during the study period.
5. The child had either an out-of-state address or invalid address (see paragraph above).

### **Preparing File for Analysis**

Beside the child’s current place of residence, the following child and case information was extracted from OASIS for the analysis data file:

- Case and client identification numbers;
- Flag for presence of known siblings who share the same resource family;<sup>5</sup>
- Demographic information (date of birth, gender, race, and Hispanic ethnicity);
- Presence of a diagnosed disability and type of disability (e.g., cognitive, physical, behavioral, other medical condition);<sup>6</sup>
- Date of most recent removal from home, reason for entry into foster care, and age (in years) at most recent removal from home;
- Date of discharge from foster care (in cases of adoption, this is the finalized adoption date), reason for discharge (e.g., adoption, emancipation), and age at discharge;
- Flag for adoption cases (i.e., children who discharged to adoption) versus foster care cases (i.e., children who were placed with foster care families or in pre-adoptive homes with no final order of adoption);
- Number of months in foster care before exit to adoption (if applicable).

In addition, the physical address of the home or place where the child was last removed (removal address) was included in the dataset for later analysis. VDSS seeks to place foster care children with resource families who live in close proximity to biological family and kin. This helps foster care children maintain close attachments with siblings, other relatives, and peers (or friends). This also helps to minimize the disruptive effects of removal from the home in regard to schooling (i.e., school transfers), among other things.

The final step was to obtain an unduplicated data file of street addresses. In the event that multiple children were placed with the same resource family, duplicate entries were

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<sup>5</sup> These children link to the same case ID.

<sup>6</sup> This information was entered by the case worker in OASIS and does not represent any true diagnostic or procedural code (e.g., DSM-5, ICD-10).

removed, but it was noted how many children were placed with the same family and whether it was for adoption or foster care.

## Geocoding Addresses

Using ESRI's Business Analyst software (Desktop version 10.2 with 2013 data)<sup>7</sup>, we geocoded the unduplicated address data file, which contained **1,666** unique valid street addresses in Virginia. Ninety-one percent (n=1,530) of addresses were matched at the address point or the street address range level. (A good match rate is 85% or more.) Seventy percent of the addresses matched at the address point level, which is the most accurate match level.

The majority (1,449; 87%) of these families had been involved in at least one foster care adoption but may have fostered other children that didn't result in adoption. The remaining 217 families served only as foster care families (never adopted) during this period.

## Market Segmentation Analysis

ESRI's Business Analyst market segmentation tools and reports were used for the analysis.<sup>8</sup> The reports were run using all Virginia households as the baseline. The analysis steps are outlined in Appendix A. The essential steps include:

1. Geocoding the addresses of foster and adoptive families in Virginia. They represent our "customers". [As described earlier, the "addresses" are actually the last known addresses for children placed with foster or adoptive families.]
2. Attaching tapestry segment information<sup>9</sup> to the address layer at the census block group level and creating a "customer" profile.
3. Identifying tapestry segments that have a high (> 100) "tapestry index" – that is, a strong correlation or association with our customer households. The Index, which is expressed as a ratio, compares customer households to base households in a particular market area. Higher index numbers indicate a greater likelihood that the households in the tapestry segment are similar to those of your customers, that is, foster and adoptive

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<sup>7</sup> Business Analyst is an add-on extension, purchased and installed separately from other ESRI ArcGIS geospatial analysis products. It works in conjunction with ArcMap (version 10.2 was used). Purchase of Business Analyst (Standard version) includes the installation software, current yearly tapestry data (including census, economic and marketing data associated with each tapestry segment), and technical support from ESRI.

<sup>8</sup> For a complete description of how to use the Business Analyst market segmentation tools, refer to ESRI's Business Analyst resource web page (<http://desktop.arcgis.com/en/desktop/latest/guide-books/extensions/business-analyst/whats-business-analyst.htm>).

<sup>9</sup> "Tapestry segments" are classifications of U.S. residential neighborhoods into unique segments based on demographic and socioeconomic characteristics. In ESRI's 2013 version of Business Analyst, there are 66 tapestry segments, which are summarized across 12 Lifemode (lifestyle) and 11 Urbanization groups. Beside demographic and socioeconomic data, each tapestry segment contains survey information on marketing preferences.

families in Virginia. [An index of 100 represents average likelihood.] For example, in a Tapestry Profile that we ran, the Family Foundations (#34) tapestry had an index of 619, which indicates that households in this tapestry are 6.2 times more likely to be similar to foster and adoptive families than the average household in Virginia.

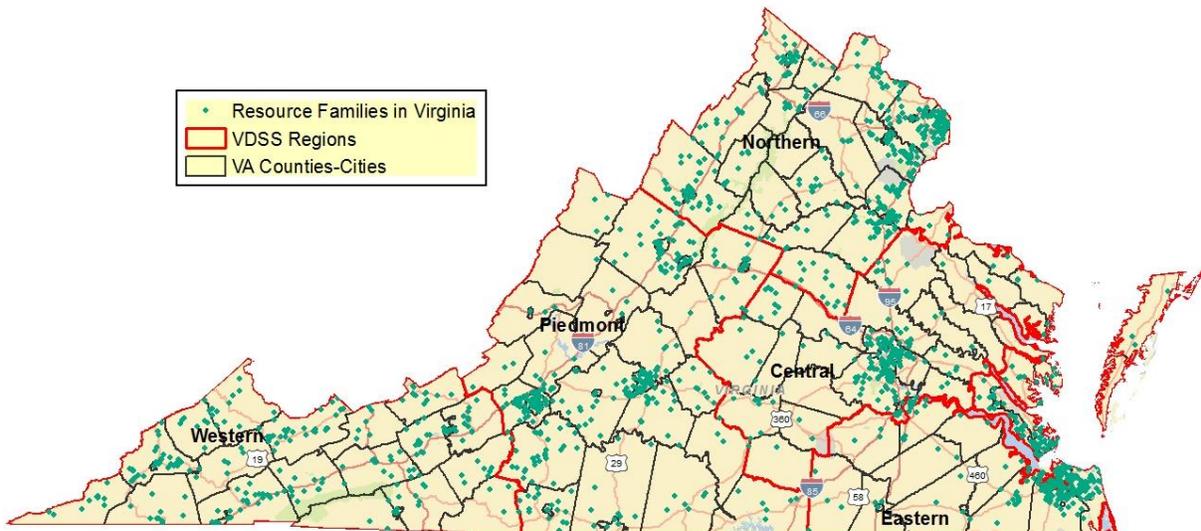
4. Identifying tapestry segments that index above 100 and combining these segments into larger groups based on sociodemographic, LifeMode and Urbanization characteristics.
5. Creating a map layer for each target group that shows the geographic distribution (dispersion) of potential households associated with the target tapestry segments. The maps can show households at the census block group level.
6. Run marketing reports that describe the target group(s) in terms of 11 categories: leisure activities/lifestyle, sports, civic activities/political affiliation, grocery and alcoholic beverages, restaurants, shopping, electronics/Internet use, magazines and newspapers, radio and other audio, TV viewing, and psychographics and advertising.

Results from the market segmentation reports are discussed in the next section.

## Results from Statewide Analysis

Based on the last known addresses of children in home-based foster care placements or adoptive homes, we see the following distribution of resource family households in Virginia between July 2010 and June 2013 in the map below.

**Addresses of Resource Families in Virginia, SFY 2011 to 2013**



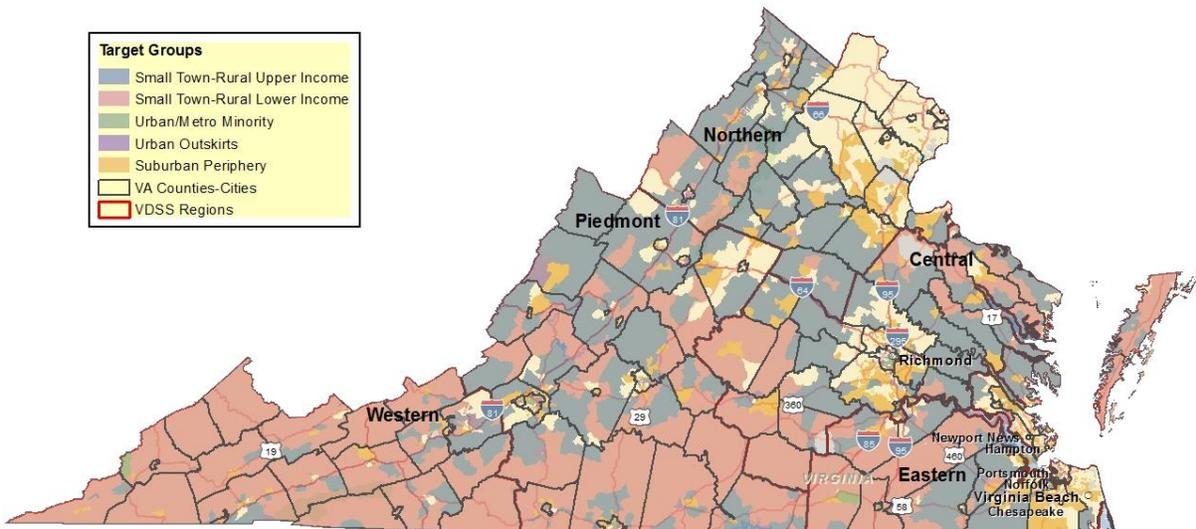
Note: Last known address of children residing in home-based foster care placements or adoptive homes at any time between July 1, 2010 and June 30, 2013.

The market segmentation analysis report identified 30 tapestry segments that indexed above 100. Combined, these segments represent over **1.5 million households** in Virginia that can be potentially targeted. Based on sociodemographic, lifestyle, and population density characteristics (e.g., median age, household income, marital status, employment, education, urban vs. rural), the segments were categorized into five target groups:

- Target 1: Small Town/Rural – Upper Income
- Target 2: Small Town/Rural – Lower Income
- Target 3: Urban/Metro Minority
- Target 4: Urban Outskirts
- Target 5: Suburban Periphery

The map shows the dispersion of households in each target group across Virginia. Appendix B shows the dispersion of target households within each VDSS region; Appendix C shows the dispersion of target households within specific metropolitan and micropolitan statistical areas. [Note: Target households were sparse in Northern Virginia. Separate analyses were done for this area -- see “Northern Virginia Analysis”.]

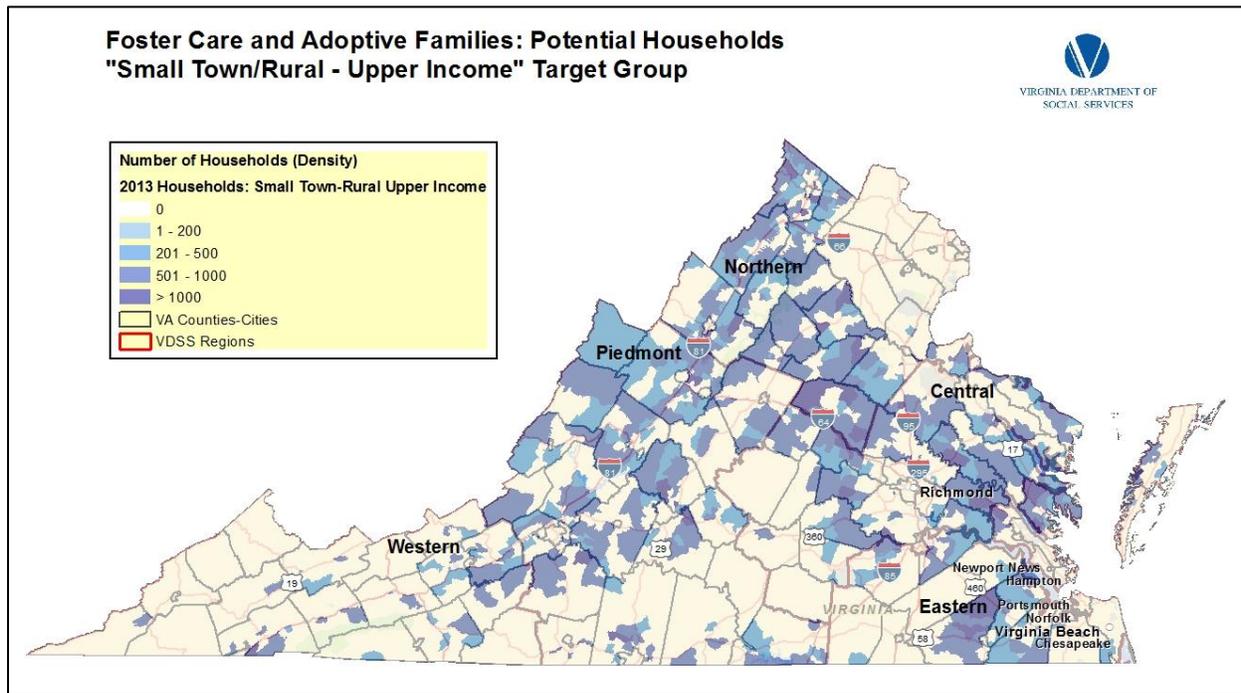
#### Foster Care and Adoptive Families: Potential Households in Virginia



Based on findings from the ESRI market segmentation target profile reports, each target group has high index scores on select market research indicators. What follows is a brief description (“profile”) of the socio-demographic and market research characteristics of each target group. The estimated number of potential households (based on 2013 data) that could be reached is also reported.

## Profile of Small Town/Rural–Upper Income Target Group

Approximately **346,000 households** in Virginia; average age is **early to late 40s**; median household income ranges from \$45,700 to \$60,500; mixture of households **with and without children**; households have **mostly married couples**; predominantly **white/Caucasian**; living in **small town and rural areas**, but leaning toward **more affluent** households (e.g., comprised of well-educated, married couple homeowners). The map shows the density (frequency count) of households that are associated with “Small Town/Rural – Upper Income” (Target Group 1). The top indicators within each MRI category, which index above 100, are listed below.



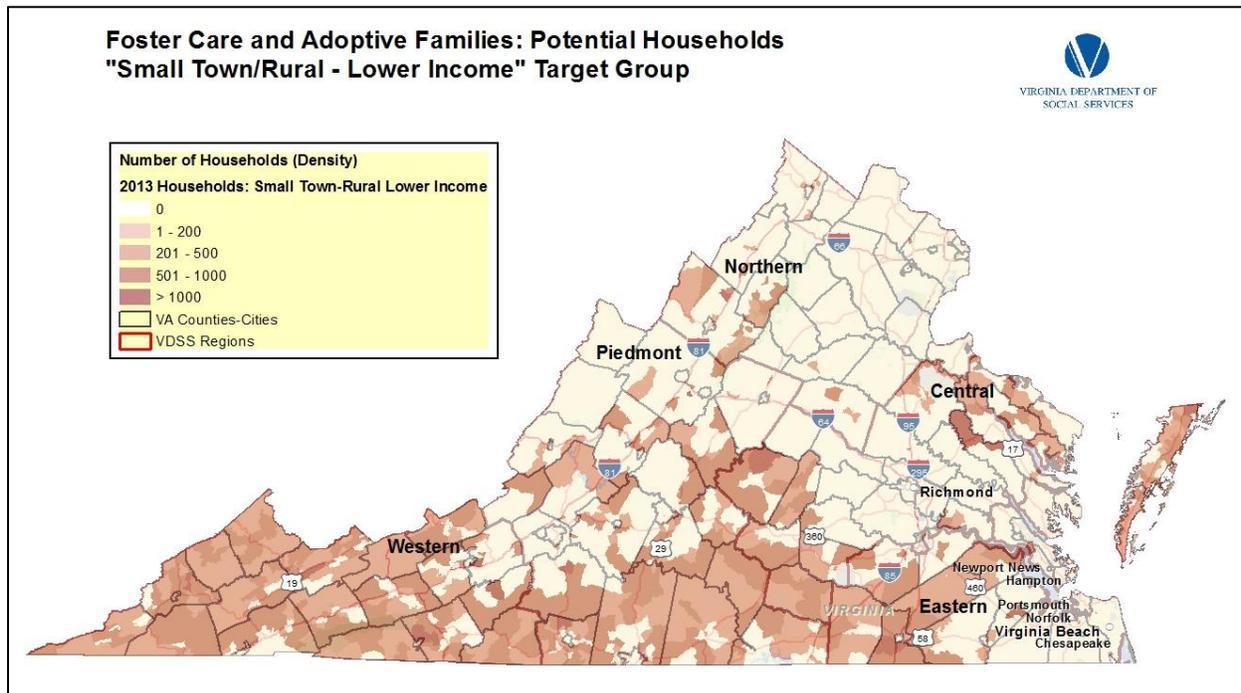
**Table 1: Marketing Characteristics of the Small Town/Rural – Upper Income Target Group**

MRI Category	Top Indicators
Leisure & Lifestyle	<ul style="list-style-type: none"> <li>• Household owns ATV</li> <li>• Attends country music performances, auto shows</li> <li>• Hobbies: birdwatching, woodworking, camping, indoor gardening, scrapbooking, baking, plays computer games online</li> <li>• Enjoys playing cards, board games; watches rented movies (westerns); buys lottery tickets</li> <li>• Member of a union, veterans club, church board, fraternal order club, AARP</li> </ul>
Sports	<ul style="list-style-type: none"> <li>• Participates in: hunting (shotgun, rifle), motorcycling, boating, canoeing/kayaking, fishing (freshwater), horseback riding, golf</li> <li>• Attends sports events: auto racing (NASCAR), high school sports.</li> <li>• Watches on TV: auto racing (NASCAR &amp; non-NASCAR), bull riding/rodeo, truck and tractor pull, equestrian events, fishing, motorcycle racing</li> </ul>

MRI Category	Top Indicators
	<ul style="list-style-type: none"> <li>• Spends \$250+ on sports equipment in last 12 months</li> </ul>
Civic Activities & Political Affiliation	<ul style="list-style-type: none"> <li>• Political outlook is moderate to conservative; affiliated with Republican Party (some are Independent or no affiliation)</li> <li>• Voted in federal/state/local election in last 12 months</li> <li>• Serves on local committee, member of civic club, attends public meeting on town or school affairs, writes editorial letter to newspaper/magazine</li> <li>• Contributes to religious, social health and health organizations, engaged in fundraising, volunteered for charitable organization</li> </ul>
Grocery & Alcoholic Beverages	<ul style="list-style-type: none"> <li>• Shops at following grocery stores: IGA, Meijer, Aldi, Walmart</li> <li>• Purchases ground coffee, baking items (e.g., cake mix, shortening, yeast, pie filling)</li> </ul>
Restaurants	<ul style="list-style-type: none"> <li>• Purchases fast food (for lunch) from: A&amp;W, Arby's, Dairy Queen, Papa Murphy's, Steak 'n Shake, Subway</li> <li>• Dines at family restaurants/steak houses (for dinner): Cracker Barrel, Ruby Tuesday, Applebee's, Buffalo Wild Wings, Texas Roadhouse, Old Country Buffet</li> <li>• Spends up to \$100 in last 6 months at family restaurants/steak houses; spends up to \$50 at fast food restaurants</li> </ul>
Shopping	<ul style="list-style-type: none"> <li>• Shops at: True Value, Walmart Pharmacy, JCPenney, Dicks Sporting Goods, Kmart</li> <li>• Buys gift or prepaid cards at discount store (\$25-\$75)</li> <li>• Uses coupons: in/on package, clipped from circular, from magazine, instant coupon</li> <li>• Buys gas from convenience store</li> </ul>
Electronics & Internet	<ul style="list-style-type: none"> <li>• Household owns 4+ TVs</li> <li>• Most recently purchased home computer 5+ years ago; spent \$500 - \$999</li> <li>• Uses dial-up modem or DSL to connect to Internet at home</li> <li>• Owns digital point-and-shoot camera (Kodak or Olympus), w/ telephoto &amp; wide angle lenses</li> <li>• Owns inkjet printer, photo printer, portable GPS navigation device.</li> </ul>
Magazines and Newspapers	<ul style="list-style-type: none"> <li>• Reads magazines (hardcopy) on: fishing/hunting, motorcycles, home service, auto</li> <li>• Reads newspaper: Sunday and most sections (e.g., classified, editorial, comics)</li> </ul>
Radio & Other Audio	<ul style="list-style-type: none"> <li>• Preferred radio format: country, classic rock, classic hits, religious, rock, oldies</li> <li>• Listens to radio: weekdays (10:00 am - 3:00pm), weeknights (midnight - 6:00 am)</li> <li>• Subscribes to satellite radio (Sirius, XM)</li> <li>• Listens to/purchases: country, contemporary Christian, hard rock, classic rock, soft rock</li> <li>• Purchases CDs</li> </ul>
TV Viewing	<ul style="list-style-type: none"> <li>• Household has satellite dish (e.g., Dish Network, DirecTV)</li> <li>• Watches Outdoor, Speed, Hallmark, Weather, and History channels; CMT (Country Music Television), DIY (Do-It-Yourself Network), National Geographic Wild, Lifetime Movie Network</li> <li>• Watches: early morning talk/information/news; early evening network news; primetime documentary/information shows</li> <li>• Watches pay-per-view (movies) and uses DVR/Tivo</li> </ul>
Psychographics & Advertising	<ul style="list-style-type: none"> <li>• Buying American-made products is important</li> <li>• Some are environmentally conscious, others are not; occasionally values "green" products</li> <li>• Frequently eats healthy, more nutritious (not necessarily organic) foods</li> <li>• Doesn't use internet for banking; prefers in-person transactions</li> <li>• Occasionally follows an exercise routine</li> </ul>

## Profile of Small Town/Rural – Lower Income Target Group

Approximately **360,000 households** in Virginia; average **age in 30s and 40s** (includes households with **retirees**); median household **income in the mid \$30k**; mixture of **households with and without children**; mixture of households with **married couples, single parents, singles**, and non-family occupants; predominantly **white/Caucasian**, but have some Hispanic or Black households; predominantly **small town or rural**, leaning toward **less affluent** households. The map below shows the density (number) of households that are associated with Target Group 2 (“Small Town/Rural – Lower Income”). The top indicators within each MRI category, which index above 100, are listed below.



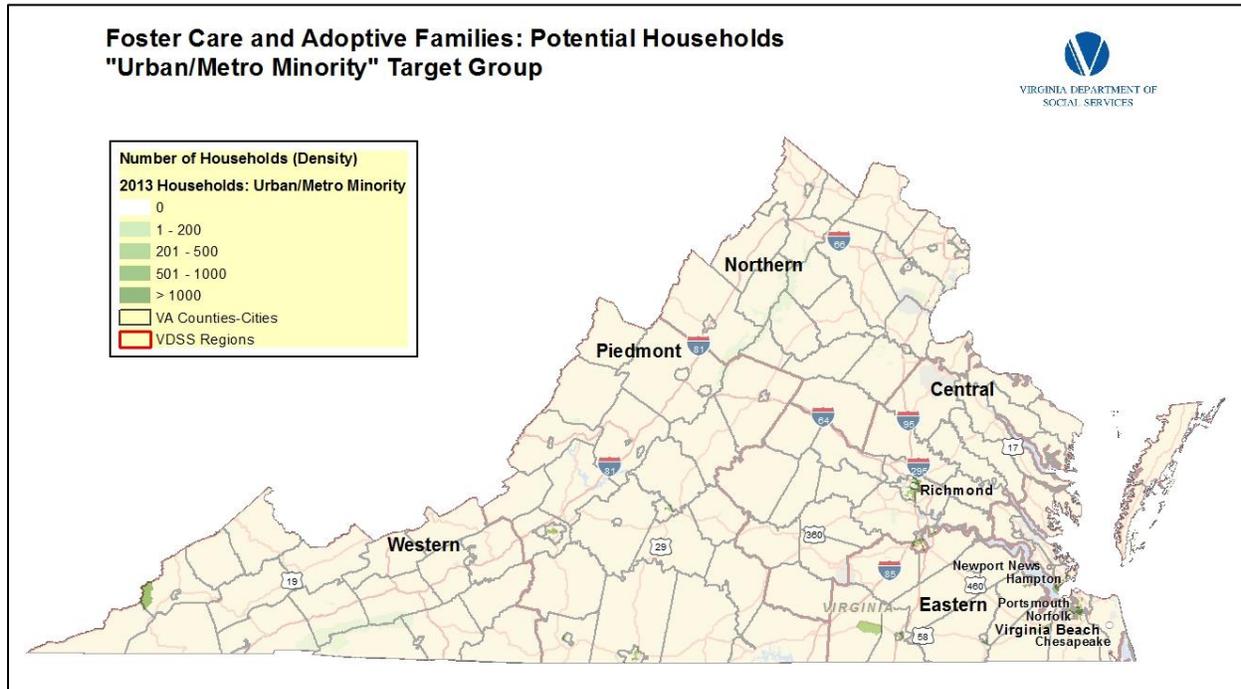
**Table 2: Marketing Characteristics of Small Town/Rural – Lower Income Target Group**

MRI Category	Top Indicators
Leisure & Lifestyle	<ul style="list-style-type: none"> <li>• Household owns ATV</li> <li>• Attends country music performances</li> <li>• Hobbies: birdwatching, woodworking, indoor gardening, furniture refinishing</li> <li>• Buys books (religious, romance), purchases DVDs/Blu-Ray movies, rents movie videos (family/children), buys lottery tickets</li> <li>• Member of veterans club, church board, fraternal order club</li> </ul>
Sports	<ul style="list-style-type: none"> <li>• Participates in: hunting (shotgun, rifle), motorcycling, fishing (freshwater), horseback riding, target shooting</li> <li>• Attends sports events: auto racing (NASCAR), high school sports.</li> <li>• Watches on TV: auto racing (NASCAR &amp; non-NASCAR), bull riding/rodeo, truck and tractor pull,</li> </ul>

MRI Category	Top Indicators
	equestrian events, fishing, wrestling (pro), weightlifting, horse racing, boxing, motorcycle racing
Civic Activities & Political Affiliation	<ul style="list-style-type: none"> <li>• Political outlook is conservative; affiliated with Republican Party</li> <li>• Member of civic club</li> </ul>
Grocery & Alcoholic Beverages	<ul style="list-style-type: none"> <li>• Shops at following grocery stores: Piggly Wiggly, IGA, Save-A-Lot, Food Lion, Walmart</li> <li>• Purchases ground coffee, canned goods (meat, stew) and mixes (dinner, pizza), baking items (e.g., shortening, pie crust, evaporated milk, frosting)</li> </ul>
Restaurants	<ul style="list-style-type: none"> <li>• Purchases food from fast food/drive-in restaurants: Long John Silver's, A&amp;W, Arby's, Dairy Queen, Krispy Kreme, Pizza Hut, Church's Fried Chicken, Wendy's</li> <li>• Dines at family restaurants/steakhouses (for lunch): Waffle House, Cracker Barrel, Golden Corral, CiCi's Pizza</li> <li>• Spends less than \$31 in the last 6 months at a family restaurant or steakhouse; amount of purchases spent at fast food restaurants varies.</li> </ul>
Shopping	<ul style="list-style-type: none"> <li>• Shops at: True Value, Walmart Pharmacy, Walmart, Big Lots, Lowe's</li> <li>• Buys various items, including cigarettes and food, at gas stations (BP/Amoco, Citgo) and convenience stores; purchases in last 30 days are more than \$100.</li> <li>• Purchases less than \$50 through phone or Internet in past 12 months.</li> </ul>
Electronics & Internet	<ul style="list-style-type: none"> <li>• Household owns up to two TVs, with screens up to 35 inches.</li> <li>• Most recent home computer purchase 5+ years; typically spend less than \$500 at a department or discount store; Compaq brand</li> <li>• Uses dial-up modem or DSL to connect to Internet at home</li> <li>• Owns camera; typically spends less than \$100 (Kodak brand)</li> <li>• Owns video gaming system (e.g., Nintendo, PlayStation2).</li> </ul>
Magazines and Newspapers	<ul style="list-style-type: none"> <li>• Reads magazines (hardcopy) on: fishing/hunting, baby, motorcycles, home service, auto</li> <li>• Reads newspaper for local &amp; main news, classified/advertisements, comics</li> </ul>
Radio & Other Audio	<ul style="list-style-type: none"> <li>• Preferred radio format: country; listens to radio at home (weekdays) and in the car (weekends) and from 6:00 am to 10:00 am on weekends</li> <li>• Listens to radio: weekdays (10:00 am - 3:00pm), weeknights (midnight - 6:00 am)</li> <li>• Listens to/purchases: gospel, country, contemporary Christian, faith/inspiration</li> <li>• Purchases CDs</li> </ul>
TV Viewing	<ul style="list-style-type: none"> <li>• Household has satellite dish (e.g., Dish Network, DirecTV)</li> <li>• Watches Outdoor, Speed, Hallmark, &amp; Weather Channels, Lifetime, Syfy, and TeenNick channels, CMT (Country Music Television), TV Land, TBN, WGN America, Lifetime Movie Network</li> <li>• Watches: early morning shows, game shows, comedy/variety shows, and early evening network news</li> </ul>
Psychographics & Advertising	<ul style="list-style-type: none"> <li>• Buying American-made products is important; may not be brand-loyal</li> <li>• Not environmentally conscious; doesn't buy "green" products</li> <li>• Doesn't eat healthily</li> <li>• Does not use Internet for banking</li> <li>• Not certain if price-conscious when buying; somewhat likely to buy a used vehicle</li> </ul>

## Profile of Urban Metro/Minority Target Group

Approximately **125,000 households** in Virginia; average age in **20s and 30s** (includes a small group of **retiree** households); median household income is **low income** (range \$16K to \$40K); mixture of **households with and without children**; mixture of households with **married couples, single parents, singles**, and non-family occupants; **racially and ethnically diverse** (Black, Hispanic) households; predominantly living in **gateway or larger cities**, more densely populated neighborhoods. The map below shows the density (number) of households that are associated with Target Group 3 ("Urban/Metro Minority"). For select localities, household density is shown in Appendix D for this target group. Because the target households are concentrated in urban areas -- too small to see on the map below -- household density at the zip code level is shown in select localities in Appendix D. The top indicators within each MRI category, which index above 100, are listed below.



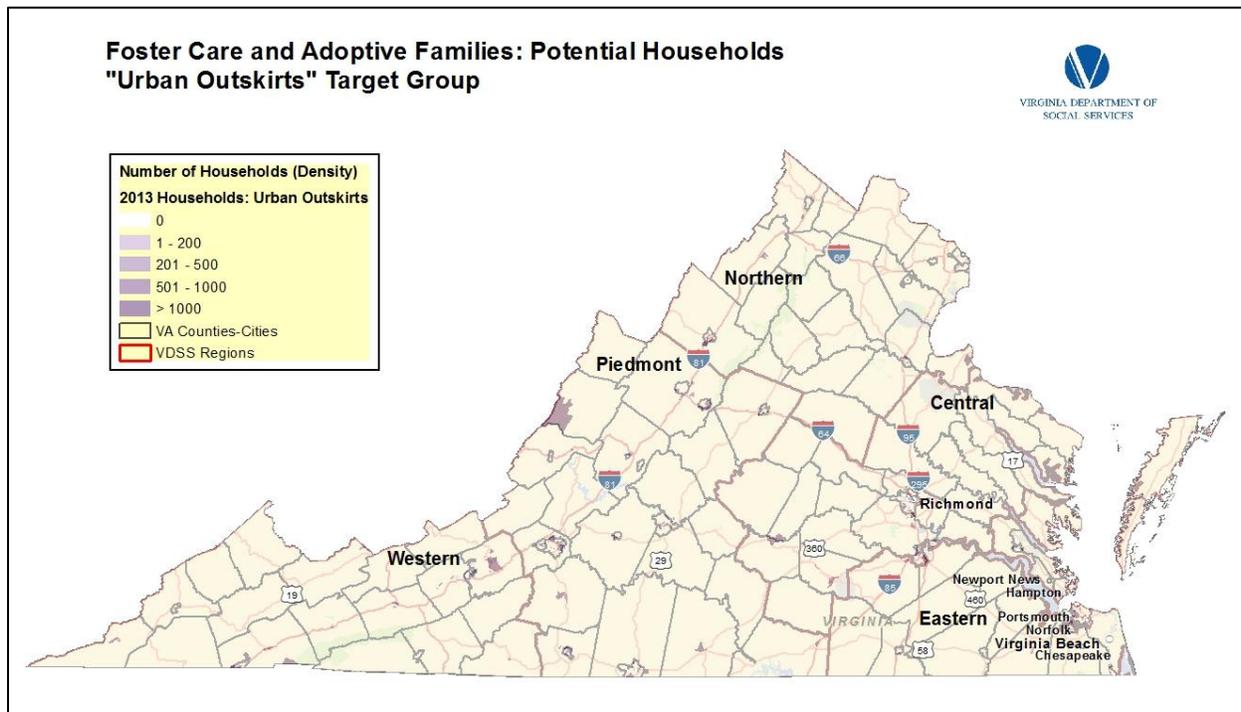
**Table 3: Marketing Characteristics of Urban/Metro Minority Target Group**

MRI Category	Top Indicators
Leisure & Lifestyle	<ul style="list-style-type: none"> <li>• Buys lottery tickets (Daily Drawing, Instant Game) and gambles in Atlantic City</li> <li>• Attends movies (at least once/week), usually prefers horror movies; visited indoor water park in last 12 months</li> <li>• Hobbies: plays chess, plays video (portable) games</li> <li>• Buys books (religious, through book club), purchases DVDs/Blu-Ray movies, rents movie videos (musical), buys lottery tickets</li> </ul>

MRI Category	Top Indicators
Sports	<ul style="list-style-type: none"> <li>• Member of church board; attends adult education courses</li> <li>• Participates in: fishing (saltwater), basketball, football</li> <li>• Attends sports events: NBA basketball games</li> <li>• Watches on TV: basketball (NBA), weightlifting, wrestling (pro), track &amp; field, boxing, lacrosse, motorcycle and bicycle racing, marathon/road running, mixed martial arts, tennis, bowling, volleyball, truck and tractor pull.</li> </ul>
Civic Activities & Political Affiliation	<ul style="list-style-type: none"> <li>• Affiliated with Democratic Party</li> <li>• Attended political rally/speech/protest and public meetings on town/school affairs</li> </ul>
Grocery & Alcoholic Beverages	<ul style="list-style-type: none"> <li>• Shops at following grocery stores: Piggly Wiggly, Save-A-Lot, Food Lion, Giant, Winn-Dixie</li> <li>• Purchases canned goods (meat, stew), instant foods (coffee, frozen breakfast items)</li> <li>• Drinks cognac, brandy, malt liquor; uses prepared mixed drink without liquor</li> </ul>
Restaurants	<ul style="list-style-type: none"> <li>• Purchases food from fast food/drive-in restaurants: Church's Fried Chicken, Popeyes, Checkers, Chuck E. Cheese, White Castle, Krispy Kreme, KFC, Domino's, Boston Market, Sonic Drive-in; uses home delivery</li> <li>• Dines at family restaurants/steakhouses (for lunch): Golden Corral, Waffle House, Old Country Buffet, CiCi's Pizza</li> <li>• Spent up to \$30 for fast food and up to \$50 at family restaurants (past 6 months)</li> </ul>
Shopping	<ul style="list-style-type: none"> <li>• Shops at: Foot Locker, Payless, Burlington Coat, Finish Line, Lane Bryant, H&amp;M, Kmart, Radio Shack</li> <li>• Buys various items (food, non-prescription drugs) at gas stations (BP/Amoco, Citgo) and convenience stores; uses ATMs at convenience stores.</li> <li>• Buys from Avon in-home sales representative; spent \$150+ on in-home shopping (QVC)</li> </ul>
Electronics & Internet	<ul style="list-style-type: none"> <li>• Household owns miniature and regular screen TV, plasma TV.</li> <li>• Brand of home computer: Compaq</li> <li>• Uses internet for employment search, social media (twitter, MySpace), news (ABCnews.com), movie downloads, chat rooms, general search (Ask.com), Spanish language site and writing online blogs</li> <li>• Owns Fujifilm camera</li> <li>• Owns video gaming system (e.g., Nintendo DSi, Xbox, Sony PSP).</li> </ul>
Magazines and Newspapers	<ul style="list-style-type: none"> <li>• Reads magazines (hardcopy) on: baby/parenting, bridal, video games, health, women's fashion, auto, Epicurean (cooking), sports, fishing/hunting, editorial, computer</li> <li>• Reads newspaper for classified/advertisements and TV listings; reads Sunday paper</li> </ul>
Radio & Other Audio	<ul style="list-style-type: none"> <li>• Preferred radio format: urban, Hispanic, oldies, religious; listens to radio both day and night on weekdays and weekends</li> <li>• Listens to/purchases: gospel, R&amp;B, reggae, rap, hip hop, Spanish/Latin</li> <li>• Purchases 5+ CDs in the last six months</li> </ul>
TV Viewing	<ul style="list-style-type: none"> <li>• Watches TV One, BET, SOAPnet, Music Choice, TV Guide, WE tv, TBN, Oxygen, WGN America, VH1, TeenNick, Nick at Nite, MTV2, Lifetime Movie Network, TV Land, Lifetime, ESPN Classic</li> <li>• Watches: early morning news and game shows</li> </ul>
Psychographics & Advertising	<ul style="list-style-type: none"> <li>• Very likely to buy or lease a new vehicle</li> <li>• Buying American-made products is not important; may buy from companies to support environmental or social causes</li> <li>• Has seen ads in taxis and phone booths</li> <li>• Frequently attends religious services</li> </ul>

## Profile of Urban Outskirts Target Group

Approximately **156,000 households** in Virginia; average age in the **30s** (includes a small group of **college town residents**); median household income ranges from **\$24K to almost \$40K**; mixture of households **with and without children**; mixture of households with **married couples, single parents, singles**, and non-family occupants; predominantly **white/Caucasian** households; located in **suburban or urban fringe** communities. The map below shows the density (number) of households that are associated with Target Group 4 (“Urban Outskirts”). Because the households are concentrated on the edge of urban areas – too small to view on the map below – target household density at the zip code level is shown for select localities in Appendix D. The top indicators within each MRI category, which index above 100, are listed below.



**Table 4: Marketing Characteristics of Urban Outskirts Target Group**

MRI Category	Top Indicators
Leisure & Lifestyle	<ul style="list-style-type: none"> <li>• Participates in karaoke, attending dance performances, going to bars/night clubs</li> <li>• Rents videos: horror, news/documentary, classics, musical; purchases DVDs/Blu-ray discs</li> <li>• Hobbies: plays chess, bingo, online computer games (with or without software), electronic console games, furniture refinishing, painting/drawing, indoor gardening, overnight camping; buys lottery tickets (Instant Game)</li> <li>• Member of a religious club</li> </ul>
Sports	<ul style="list-style-type: none"> <li>• Participates in: target shooting, baseball, volleyball, softball, backpacking, canoeing/kayaking, basketball, Frisbee, fishing (freshwater), horseback riding, boating</li> <li>• Watches on TV: truck and tractor pull, bowling, motorcycle racing, auto racing (NASCAR and</li> </ul>

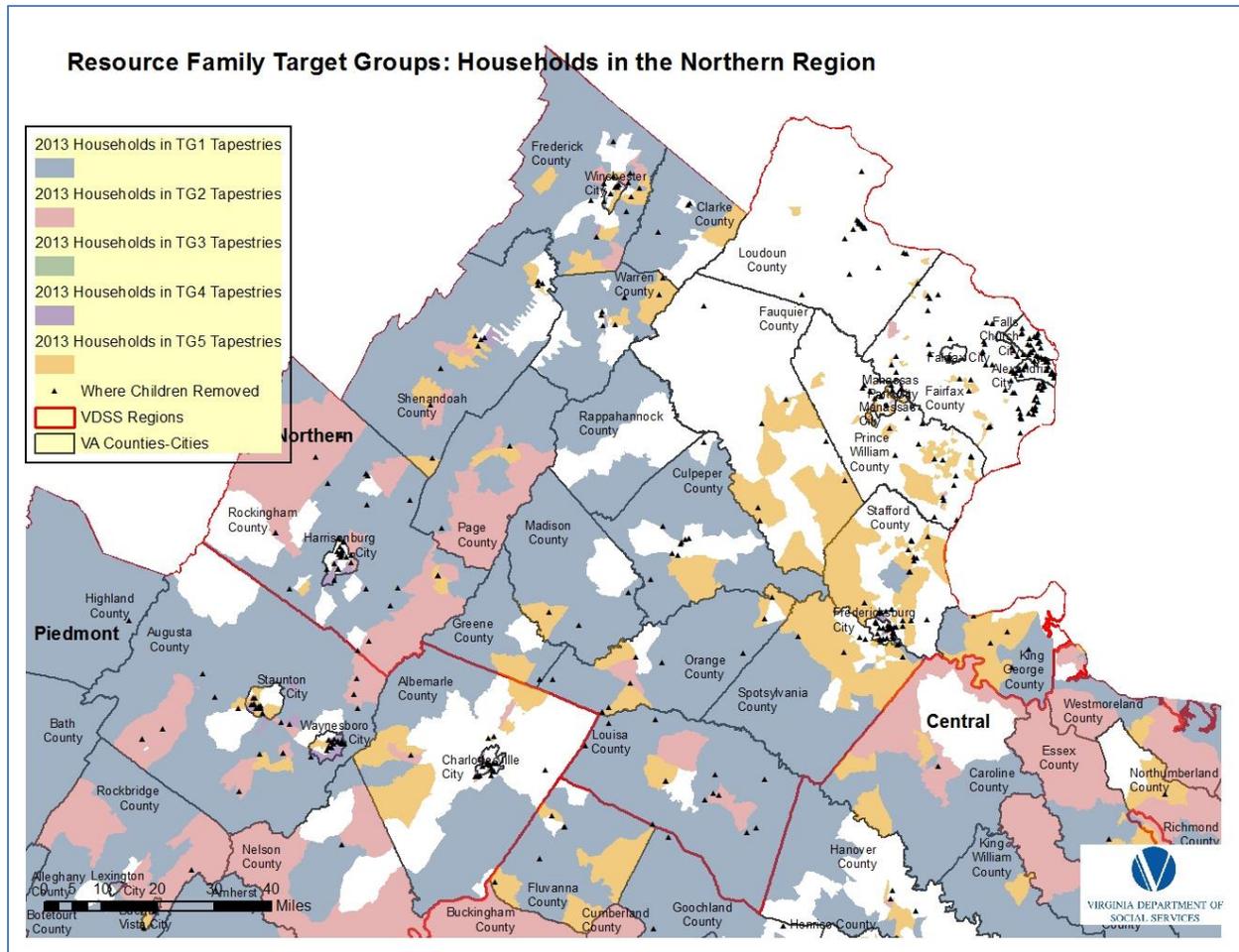
MRI Category	Top Indicators
	non-NASCAR), bull riding, rodeo, volleyball, weightlifting
Civic Activities & Political Affiliation	<ul style="list-style-type: none"> <li>• Political outlook is very liberal; affiliated with Democratic Party</li> <li>• Attended political rally/speech/protest, made speech, wrote editorial letter or called radio/TV, served on local committee, wrote something that was published in last year</li> </ul>
Grocery & Alcoholic Beverages	<ul style="list-style-type: none"> <li>• Shops at following grocery stores: Save-A-Lot, Meijer, Aldi, IGA, Kroger, Wegmans, Walmart, GNC, Piggly Wiggly, Winn-Dixie, Giant; typically spends &gt;\$100 per week</li> <li>• Purchases canned goods (stew, spaghetti/macaroni), instant foods (ground coffee, dinner mixes), frozen foods (breaded chicken)</li> <li>• Consumed beer at bar/club; drank bourbon</li> </ul>
Restaurants	<ul style="list-style-type: none"> <li>• Purchases food from fast food/drive-in restaurants: Long John Silver's, A&amp;W, Steak 'n Shake, Dairy Queen, Arby's, Papa Murphy's, Little Caesars, White Castle, Domino's, Burger King, Pizza Hut, Chuck E. Cheese's, KFC, Taco Bell; uses home delivery</li> <li>• Dines at family restaurants/steakhouses: Texas Roadhouse, Old Country Buffet</li> <li>• Total expenses vary at family restaurants (past 6 months)</li> </ul>
Shopping	<ul style="list-style-type: none"> <li>• Shops at: Kmart, Big Lots, Lane Bryant, Abercrombie &amp; Fitch, American Eagle, Finish Line, Walmart Pharmacy, Radio Shack</li> <li>• Buys various items (drinks, cigarettes) at gas stations (BP/Amoco, Super American/Speedway, Circle K, Stop-N-Go) and convenience stores; uses ATMs at convenience stores; spends \$100+ at convenience stores in last 30 days.</li> <li>• Spends \$50-99 on mail/phone/internet orders (last 12 months)</li> </ul>
Electronics & Internet	<ul style="list-style-type: none"> <li>• Household owns one TV; size of TV in most recent purchase varies</li> <li>• Spent &lt; \$500 on most recent home computer purchase</li> <li>• Uses internet for social media (MySpace), downloading/watching movies and TV programs, writing online blogs, employment search, playing games online; uses Internet at school/library</li> <li>• Owns Kodak camera; spent up to \$99 on camera; printed digital photos</li> <li>• Owns video gaming system (Sony PlayStation/PS).</li> </ul>
Magazines and Newspapers	<ul style="list-style-type: none"> <li>• Reads magazines (hardcopy) on: video games, health, music, bridal, motorcycle, fishing/hunting, automotive</li> <li>• Reads newspaper for classified/advertisements, comics, TV listings; reads Sunday and daily newspapers</li> </ul>
Radio & Other Audio	<ul style="list-style-type: none"> <li>• Preferred radio format: country, soft adult contemporary, oldies; listens to radio evenings and nights on weekdays and weekends, typically at work.</li> <li>• Listens to/purchases: rap, country, hip hop, blues, folk music, hard rock, R&amp;B; purchases up to 4 CDs in last 6 months</li> </ul>
TV Viewing	<ul style="list-style-type: none"> <li>• Watches WGN, TV Land, Nick at Nite, Syfy, TB, CMT (Country Music Television), truTV, TV Guide, Spike, FSN, Outdoor Channel, MTV, Oxygen, FX, Cartoon Network, USA, ESPN Classic, A&amp;E, WE tv, Lifetime.</li> </ul>
Psychographics & Advertising	<ul style="list-style-type: none"> <li>• Not health conscious when eating or buying foods</li> <li>• Not environmentally conscious when buying vehicles or other products</li> <li>• Does not use the Internet for banking</li> <li>• Spends up to 3 hours per week commuting for work</li> </ul>



MRI Category	Top Indicators
	<ul style="list-style-type: none"> <li>• Attends college and NFL football, MLB baseball games, high school sports.</li> </ul>
Civic Activities & Political Affiliation	<ul style="list-style-type: none"> <li>• Moderate to very conservative political outlook; Republican, Independent or unaffiliated</li> <li>• Attended political rally/speech/protest, wrote or called politician, served on local committee, voted in last federal/state/local election, made speech, attended public meeting on town or school affairs</li> <li>• Volunteered for charitable organization; engaged in fundraising; involved in recycling</li> <li>• Contributed to religious, political, social services, educational, and health organizations</li> </ul>
Grocery & Alcoholic Beverages	<ul style="list-style-type: none"> <li>• Shops at following grocery stores: Publix, Meijer, Kroger, Aldi; shops at Sam's Club</li> <li>• Purchases canned goods (chicken), instant foods (breakfast, ground coffee), frozen foods (hot snacks), bread (French, Italian, pumpernickel, rye), salad toppings</li> <li>• Drinks low-calorie domestic beer and consumes beer at a restaurant</li> </ul>
Restaurants	<ul style="list-style-type: none"> <li>• Purchases food from fast food/drive-in restaurants: Papa Murphy's, Panera Bread, Steak 'n Shake, Chick-fil-A, Arby's, Sonic.</li> <li>• Dines at family restaurants/steakhouses: Texas Roadhouse, Buffalo Wild Wings, Red Robin, Olive Garden, Long Horn Steakhouse, Chili's, Cracker Barrel, Outback, Carrabba's, Red Lobster, Ruby Tuesday, TGIF.</li> <li>• Some HHs spend \$101-200, other HHs spend &gt; \$300 on family restaurants (past 6 months)</li> </ul>
Shopping	<ul style="list-style-type: none"> <li>• Shops at: Dick's Sporting Goods, Kohl's, Dillard's, Michaels, Famous Footwear, OfficeMax</li> <li>• Purchases gift/prepaid cards for restaurants, department stores, coffee shops; bought 7+ cards in last 6 months, usually up to \$200 in last 6 months. Received gift cards.</li> <li>• Orders from website (target.com); spent up to \$499 on mail/phone/Internet orders</li> <li>• Uses coupons (in/on package, instant, via Internet/mail)</li> </ul>
Electronics & Internet	<ul style="list-style-type: none"> <li>• Own 4+ TVs (projection, DLP, Internet connectable TV)</li> <li>• Child uses home computer; uses desktop at work</li> <li>• Owns wireless router, photo printer, external hard drive, document scanner plus software (spreadsheet, personal finance/tax prep); typically owns Toshiba brand</li> <li>• Uses Internet for online photo services and researching new/used car info</li> <li>• Owns video gaming system (Nintendo Wii).</li> </ul>
Magazines and Newspapers	<ul style="list-style-type: none"> <li>• Reads magazines (hardcopy) on: sports, home service, computer, motorcycle, automotive, Epicurean, fishing/hunting</li> <li>• Reads newspaper for circulars, advertisements, sports, entertainment/lifestyle, travel, home/gardening, movie listings, food/cooking, business/finance; reads Sunday newspaper</li> <li>• Visits usatoday.com web site in last 30 days</li> </ul>
Radio & Other Audio	<ul style="list-style-type: none"> <li>• Preferred radio format: religious, rock, adult contemporary, classic rock/hits, news/talk; subscribes to satellite radio (XM, Sirius); typically listens on weekdays.</li> <li>• Listens to/purchases: alternative, soft rock, country, hard rock, classic rock, pop/top 40, easy listening, dance, contemporary Christian</li> </ul>
TV Viewing	<ul style="list-style-type: none"> <li>• Watches FSN, DIY, HGTV, HLN, TLC, Food Network, Fuse, E! and Travel, Military, Biography and Golf channels; has DVR/TiVo; viewed video on demand and pay-per-view.</li> <li>• Subscribes to fiber optic, bundled services, The Movie Channel.</li> </ul>
Psychographics & Advertising	<ul style="list-style-type: none"> <li>• Spends 4-7 hours per week commuting for work</li> <li>• Exercises up to 5 hours per week</li> <li>• Uses Internet for banking and shopping</li> <li>• May be environmentally conscious</li> <li>• Tries to eat healthily and use natural products for family health</li> <li>• Have seen ads at the movie &amp; sports venues, on billboards, in mailers and infomercials</li> </ul>

## Northern Virginia Analysis

As shown in the statewide map (page 6) and the regional map (below), several counties and cities (Arlington, Loudoun, Fairfax, Prince William, Alexandria, Fairfax City, Falls Church City, Manassas City, and Manassas Park City) are sparsely populated with our target group households. We performed a separate analysis focused on foster care and adoptive families residing in four counties and five cities that we designate as “Northern Virginia”.<sup>10</sup>



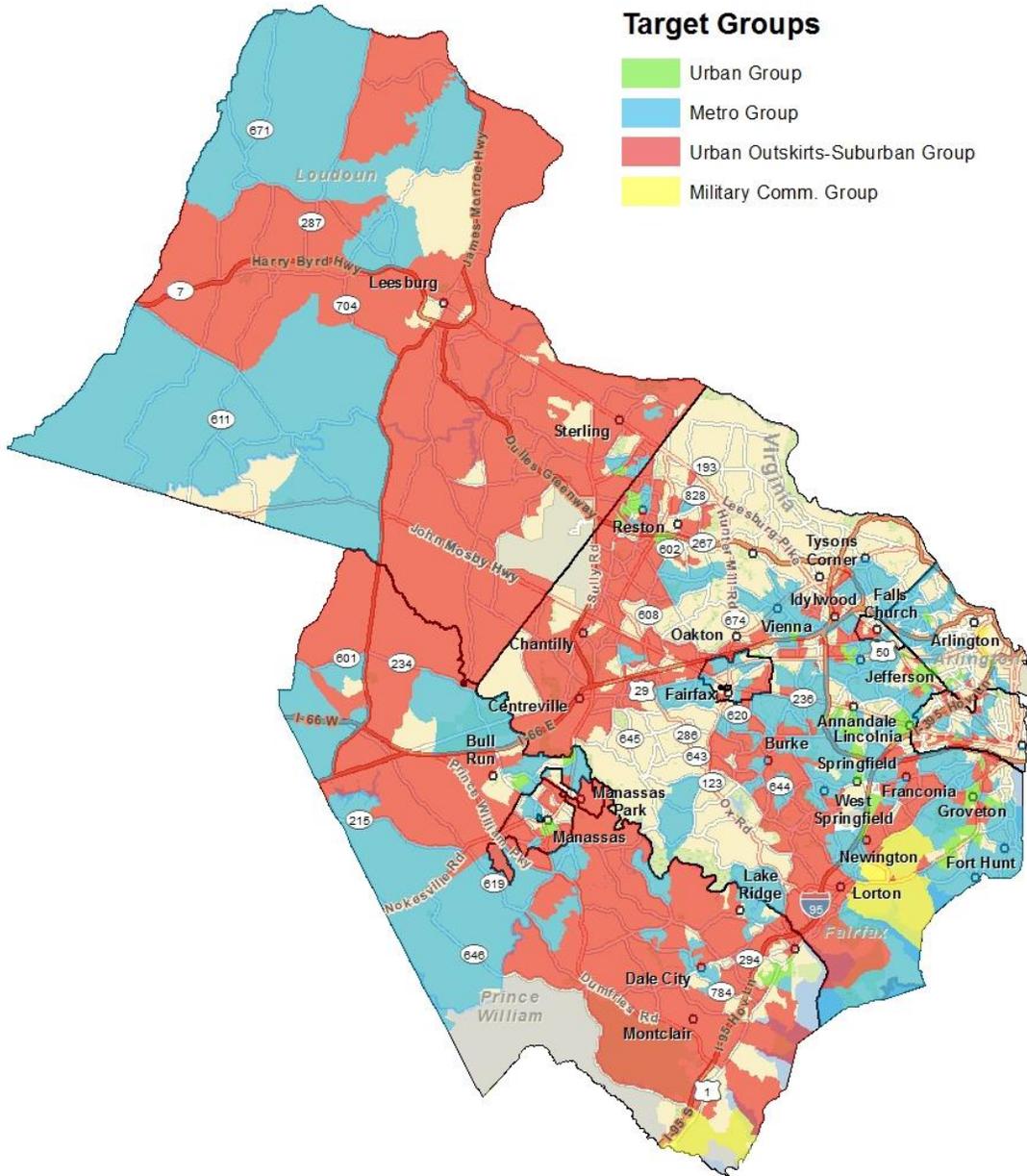
The new analysis was based on **178** addresses in the Northern Virginia area. Fifteen tapestry segments, which indexed either above or close to 100, were clustered into four target groups: 1) Urban; 2) Metro; 3) Urban Outskirts/Suburban; and 4) Military Communities.<sup>11</sup> The map (next page) shows dispersion of the four target groups in the Northern Virginia area.

<sup>10</sup> A previous analysis of the entire Northern Region yielded mixed results. Results are summarized in Appendix E.

<sup>11</sup> The “Military Communities” target group is comprised of one segment, named “Military Proximity”. The tapestry segment “Retirement Communities”, which indexed at 157, was not included in any target group. The rationale was that these residents were more likely to be elderly, living in age-restricted homes or retirement communities, and not have the ability or resources to foster or adopt children and youth.

Appendix E shows household density of specific target groups in select localities in Northern Virginia.

## Foster Care and Adoptive Families: Potential Households in Northern Virginia



The four target groups combined represent nearly **545,000 households** in the Northern Virginia area that can be reached through a targeted recruitment campaign. Appendix G shows the top market research characteristics in the 11 categories for each target group in the Northern Virginia area. Here is a brief description of each target group in the Northern Virginia area:

- The **Urban** target group has a combined total of **37,100** households. These households have residents who are: ethnically diverse (note that many residents are foreign born); are young (i.e., 20's and 30's); either white- or blue-collar in terms of occupation; a mix of married couples, singles and multi-generational households, typically with children; and living in rented space (e.g., apartments, condominiums).
- The **Metro** target group has an estimated **132,200 households**, with residents who are: predominantly White (except for young people in their 30's); in their low- to mid-40's for age; have a white-collared occupation or are retired; married, some with younger children, others with older children; typically, living in an owned single-family dwelling.
- The **Urban/Suburban Outskirts** target group has an estimated **372,500** households, with residents who are: predominantly white (one segment has Asians in the mix); white-collared professionals; in their 30's and 40's; typically, married couples, some having young children, others having older or grown children; and living in owned single family homes.
- The **Military Communities** target group, which consists of one tapestry segment, has an estimated **2,900** households. Residents in this target group are: young (in their 20's); comprised of whites and blacks; connected to the military forces or military installations in the area; married with children; and living in multi-unit dwellings.

## Marketing and Outreach Strategies

For many years, retail marketers have been using market segmentation to find more customers to pitch their product or service. More recently, social marketers are realizing its potential when selling an idea or behavior, such as engaging in healthier behaviors (e.g., abstaining from tobacco use, healthy eating) or preventive behaviors (e.g., getting your flu vaccination, screening for HIV/AIDS).

The same approach can work with recruiting more foster care and adoptive parents. With the support of AdoptUsKids, several states, including Virginia, have used market segmentation to best identify where they can recruit more resource parents. As NRCDR points out in their overview of market segmentation, “if you want to catch fish, you’d best cast your line where the fish are.” I would further add, “...and use the right bait”. Using “Big Data” (i.e., census results and population surveys, market research data) and a market segmentation approach, we can describe our “fish” – that is, resource families -- and identify the “best bait” (i.e., lifestyle and marketing preferences).

Below are suggested ways for using market segmentation data to identify and reach out to potential resource families.

- *Who are your Families?* Use the demographic information in each profile to determine which people and facial images are most appropriate for brochures, posters, and other marketing materials. For example, occupants of households in the Small Town/Rural Upper Income and Lower Income subgroups are more likely to be Caucasian, middle-aged, and married. For target groups that are more diverse, don’t limit your options when recruiting for a “forever family”. Retirees, single adults and single parents with children may be part of your target group.
- *With whom do your Families associate?* Use the top indices in the “Civic Activities and Political Affiliation” category to determine which civic groups your target group households are likely to associate with. The same information can help you learn about how civic-minded and politically involved your target households are. For example, households in the Suburban Periphery target group tend to be active politically – voting in the last election, affiliating with the Republican or Independent parties – and engage in political activities, such as attending political rallies, writing editorial letters, and reaching out to politicians. Furthermore, this group belongs to charitable organizations and may be involved in its fundraising activities. Consider reaching out to these types of organizations to promote fostering and adoption. Consider asking civic leaders and politicians to speak at adoption events.

- *How do your Families Play?* Use the top indices in the “Sports” and “Leisure Activities and Lifestyle” categories to determine how households in the target group like to spend their leisure time away from work.
  - For example, residents in households in the “Suburban Periphery” target group like to participate in golf, bowling, and mountain biking. Furthermore, they will attend high school, college and professional sports such as football and baseball. Partner with professional and semi-professional sports teams to host a “family night” at the park. Invite existing successful resource families and broadcast the event to the wider community to attract potential families. Distribute flyers and hold a family night event at the bowling alley where your customers may go.
  - Residents in the Suburban Periphery target group like to attend country music and rock music performances. Furthermore, they like to go to water parks and zoos. Again, partner with venues to host an event or get permission to distribute flyers.
  - Households in the Urban/Metro Minority target group are more likely to be involved in church boards and/or buy books with religious themes. This is also true for the Small Town/Rural Upper target groups (Upper Income and Lower Income). Partner with the leadership in faith-based communities to reach out to their congregants. This is likely a good source for potential families, depending on the target group and location. Furthermore, many churches provide a social support network that will assist adoptive and foster families.
  - Partner with movie theaters and get approval to distribute pamphlets to patrons. Select times when popular movies that appeal to your families are being shown. Invite existing resource families to special or debut showings. Broadcast advertisements in the theater as part of the run-up to the movie.
- *Where do your Families Eat Out?* Use the top indices in “Restaurants” category to determine the restaurants (whether fast food or family/dine-in) that they patronize. For example, households in the Urban Outskirts target group prefer to eat at Long John Silver’s, A&W, and Steak ‘n Shake fast food restaurants. For more a more family dine-in experience, they go to Texas Roadhouse and Old Country Buffet. One state (Colorado) that used market research data for targeted resource family recruitment placed their messaging on restaurant table placemats at the local Ponderosa steakhouses. You can use a similar approach by placing marketing materials at target restaurants in locations visible to customers, such as entryways, cash registers, and table tops. Partner with the restaurant to sponsor charity events, and mail out special offers and coupons to targeted zip codes.
- *Where do your Families Shop for groceries and other goods?* Using the top indices in the “Grocery and Alcoholic Beverages” and “Shopping” categories, learn where your target

families are likely to shop for groceries and for retail items, such as clothing, shoes, and pharmaceuticals. (For example, households in the Small Town/Rural Lower Income group are likely to shop at lower cost food stores, like Piggly Wiggly and Food Lion, whereas Small Town/Rural Upper Income households shop at Meijer.) You can also determine which target groups are likely to use coupons, purchase or use gift cards, and make purchases at gas/convenience stores. Approach grocery stores and convenience stores about placement of marketing materials, solicitation of customers (set up a display table outside the store), and purchasing gift cards to hand out as incentives for events.

- *How are your Families informed (and entertained)?* Using the top indices in the Media categories (“Magazines and Newspapers”, “Radio and Other Audio”, and “TV Viewing”), find out: what are your customer’s preferred magazines, radio station formats, and TV channels; who is likely to subscribe to daily versus Sunday editions of the newspaper and what newspaper sections they read; when and where they tune in to radio programs; and if they get their news and information through online subscriptions (such as usatoday.com). Suggested strategies:
  - Place radio advertisements and public service announcement on stations with music formats preferred by your target audience. Consider the time of day (e.g., early morning, afternoon, evening, weekends) when your target audience is likely to tune in. Arrange a guest radio interview with a local radio station that plays the preferred music format.
  - Purchase a TV commercial spot on a local or nationwide channel that your target families are likely to watch. Consider when your target families watch television. Do they watch early morning news/talk shows or early local/national evening news shows? Do they prefer comedies, dramas, entertainment specials, etc.?
  - Place advertisements, human interest stories, and letters to the editor in the local newspaper, preferably in sections that your target families are likely to read.
- *Do your Families use the Internet?* Using the top indices in the “Electronics and Internet” category, you can learn the electronic shopping habits of your target households, specifically, if they bought a computer and for what purposes do they use home computers. For example, both the Urban/Metro Minority and Urban Outskirts target groups use social media (e.g., My Space, Twitter, social blog sites). For some target groups, social media sites may be an appropriate place to disseminate information about foster care and adoption.

Bear in mind that some target groups share similar interests, and a specific strategy can be applied to a wider audience for less cost.

## Appendix A: Market Segmentation Analysis – Technical Notes

ESRI's Business Analyst market segmentation tools and reports were used for the analysis.<sup>12</sup> The reports were run using all Virginia households as the baseline.

The analysis steps were as follows:

1. Create a study area for limiting the analysis work to a specific geographic area (in this study, the state of Virginia).
2. Create a trade area representing the geographic area of interest to define market areas where potential customers may live (in this study, all Virginia households).
3. Using lifestyle segmentation data, create a profile for the trade area (Virginia households) to serve as a base for comparison. "Profile base" should be total households, not population.
4. Set up a customer layer: Import and/or geocode customer addresses/locations and then create a map layer representing their geographic coordinates. Note: "Customer" refers to a family residing in Virginia who recently adopted or cared for children in foster care.
5. Create a customer profile using the above-mentioned customer address layer. (This function will also allow the user to directly import and geocode the address data file.) The unit of analysis is household, not population. Tapestry segments<sup>13</sup> are attached to resource family addresses at the census block group level.
6. Using the Segmentation reports, create a tapestry profile report. The **Tapestry Profile Report** shows the tapestry segments and summary groups (e.g., LifeMode, Urbanization) that are highly associated with the study's customers (i.e., foster and adoptive families) and compares the profile of these customers (i.e., resource families) to the profile of the base geographic area (i.e., Virginia). The actual count of customers, the percentage of actual customers relative to the total number of customer records, the penetration rate (the number of customer households per 100 relative to the base household count), and the number of potential households (target market) are reported for each tapestry segment. The Tapestry Index, which is expressed as a ratio, measures the proportion of customers in a particular market relative to the proportion of base households in the same market. An index of 100 represents average likelihood; any number above 100 represents above average likelihood that households in a particular

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<sup>12</sup> For a complete description of how to use the Business Analyst market segmentation tools, refer to ESRI's Business Analyst resource web page. (<http://desktop.arcgis.com/en/desktop/latest/guide-books/extensions/business-analyst/whats-business-analyst.htm>)

<sup>13</sup> "Tapestry segments" are classifications of U.S. residential neighborhoods into unique segments based on demographic and socioeconomic characteristics. In ESRI's 2013 version of Business Analyst, there are 66 tapestry segments, which are summarized across 12 Lifemode groups and 11 Urbanization groups. Beside demographic and socioeconomic data, each tapestry segment contains survey information on marketing preferences.

tapestry segment are one of your customers. For example, the Family Foundations (#34) tapestry has an index of 619, which indicates that households in this tapestry are 6.2 times more likely to be a customer than the average household.

7. Run the following reports: **Match Level Summary Report** to determine how well customer addresses in the analysis database match to existing addresses; **Geographic Summary Report** to determine where (top 20 geographic locations) most of the customers are located; and the **Demographic Summary Report** to describe the demographic makeup of the geographic areas where customers live.
8. Create core target groups based on tapestry segments with the highest index numbers and penetration rates. You may also use the LifeMode and Urbanization summary information to assign tapestry segments into target subgroups. Create a map layer for each target group. When turned on, the layer will show the distribution (or dispersion) of target groups across the state. Furthermore, the user can display the density, or number, of potential households associated with the target group within each census block group.
9. Run the **Understand Your Target Group** profile report to describe the target group(s) in terms of 21 categories of marketing research indices. For this study, we examined characteristics (indicators) in the following categories: leisure activities/lifestyle, sports, civic activities/political affiliation, grocery and alcoholic beverages, restaurants, shopping, electronics/Internet use, magazines and newspapers, radio and other audio, TV viewing, and psychographics and advertising.<sup>14</sup>

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<sup>14</sup> Although not examined in this study, data are available for 10 other MRI categories: automobiles and automotive products; baby products, toys, and games; clothing, shoes, and accessories; electronics and home; financial and insurance; health and personal care; home improvement, garden, and lawn; household goods, furniture, and appliances; pets and products; phones and yellow pages; and travel.

## Appendix B: Target Households in Each VDSS Region

Figure 1: Target Households in the Central Region

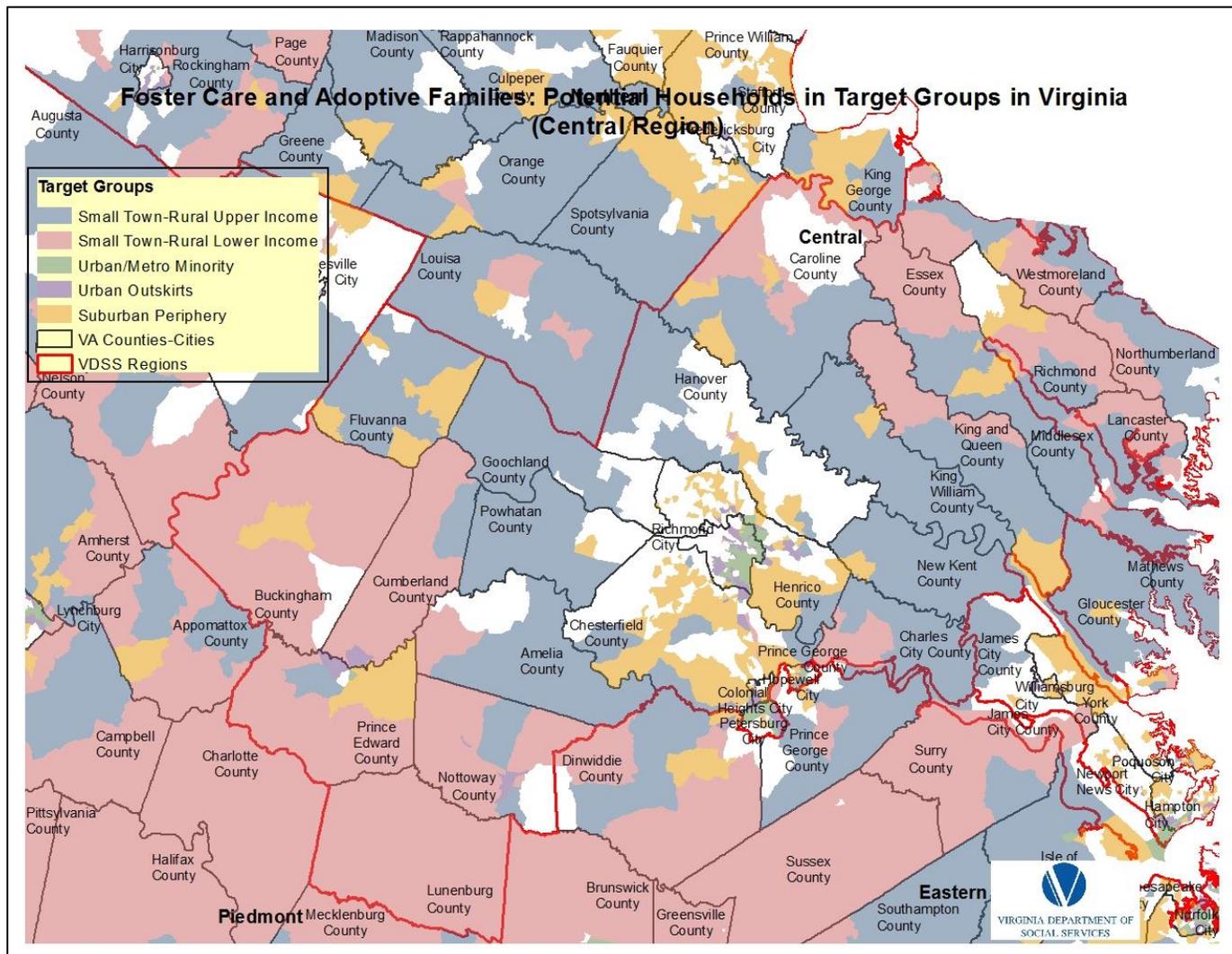


Figure 2: Target Households in the Eastern Region

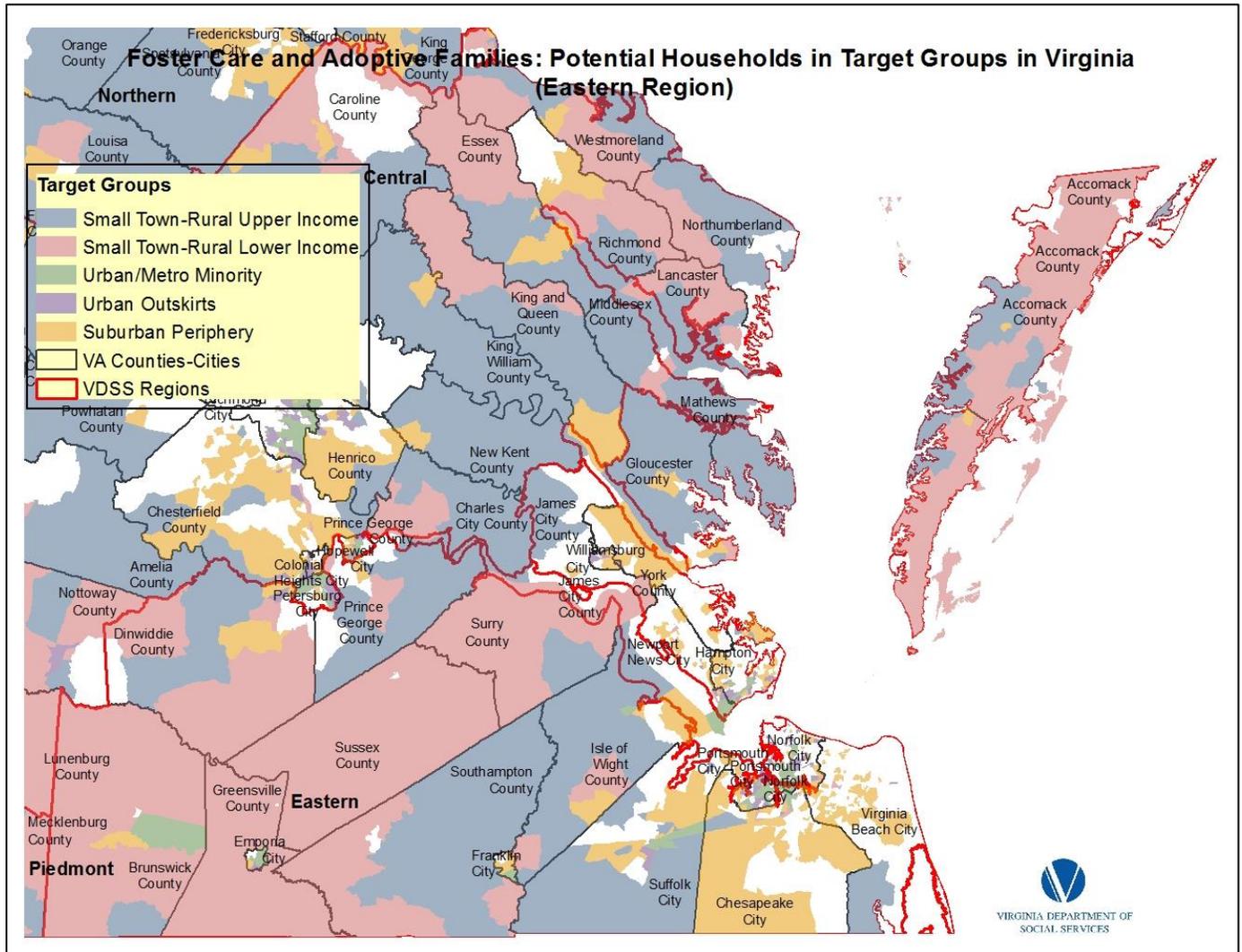


Figure 3: Target Households in the Northern Region

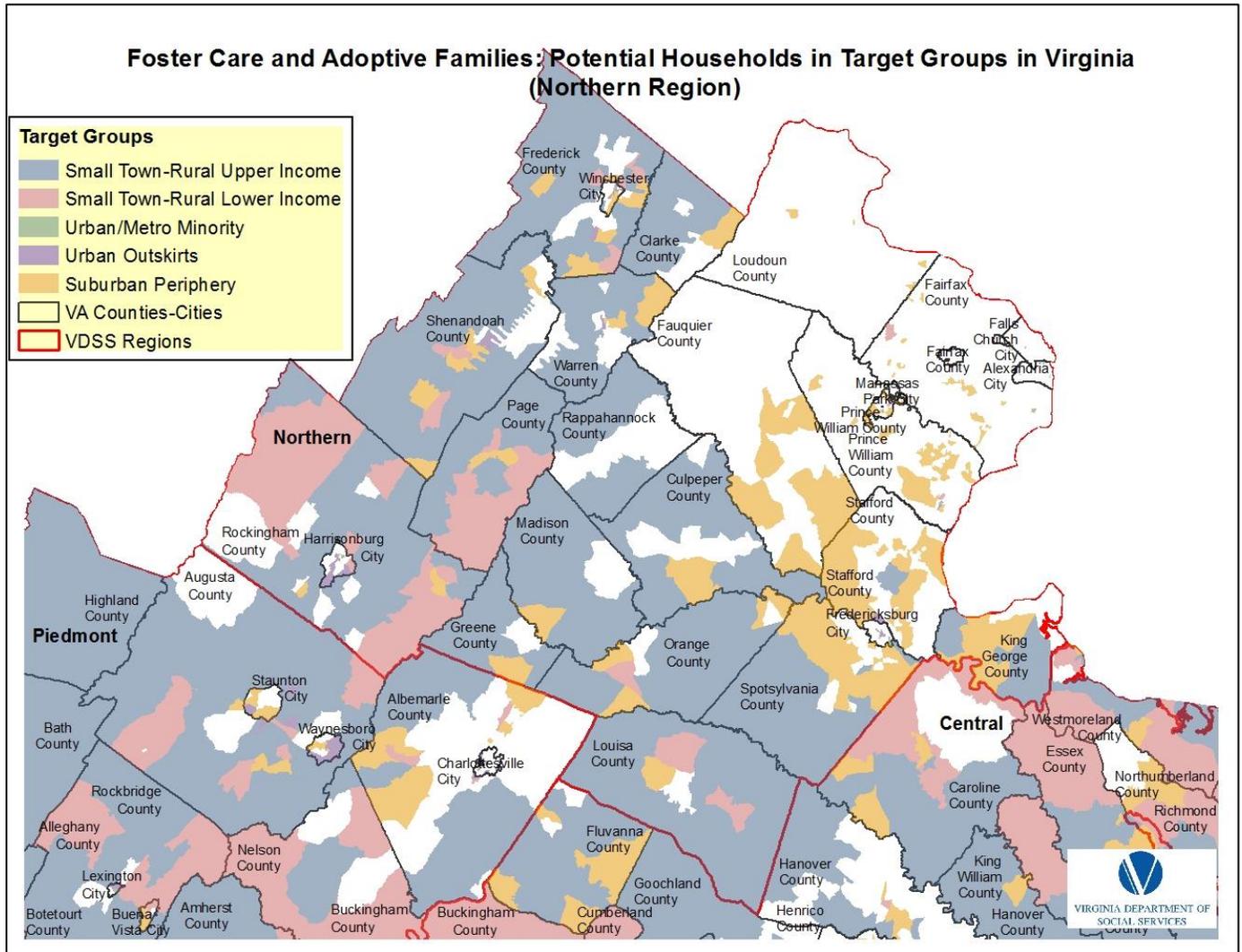


Figure 4: Target Households in the Piedmont Region

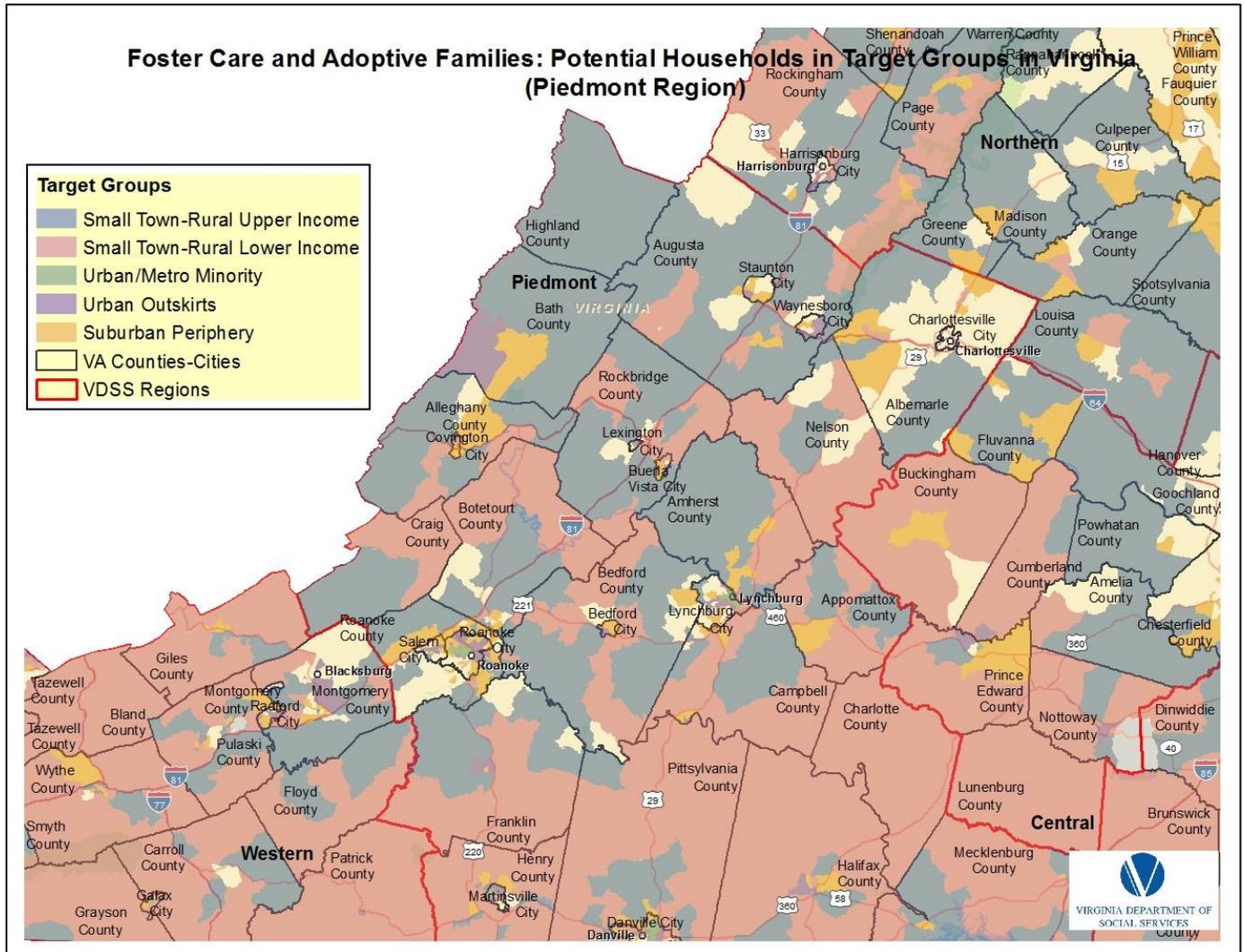
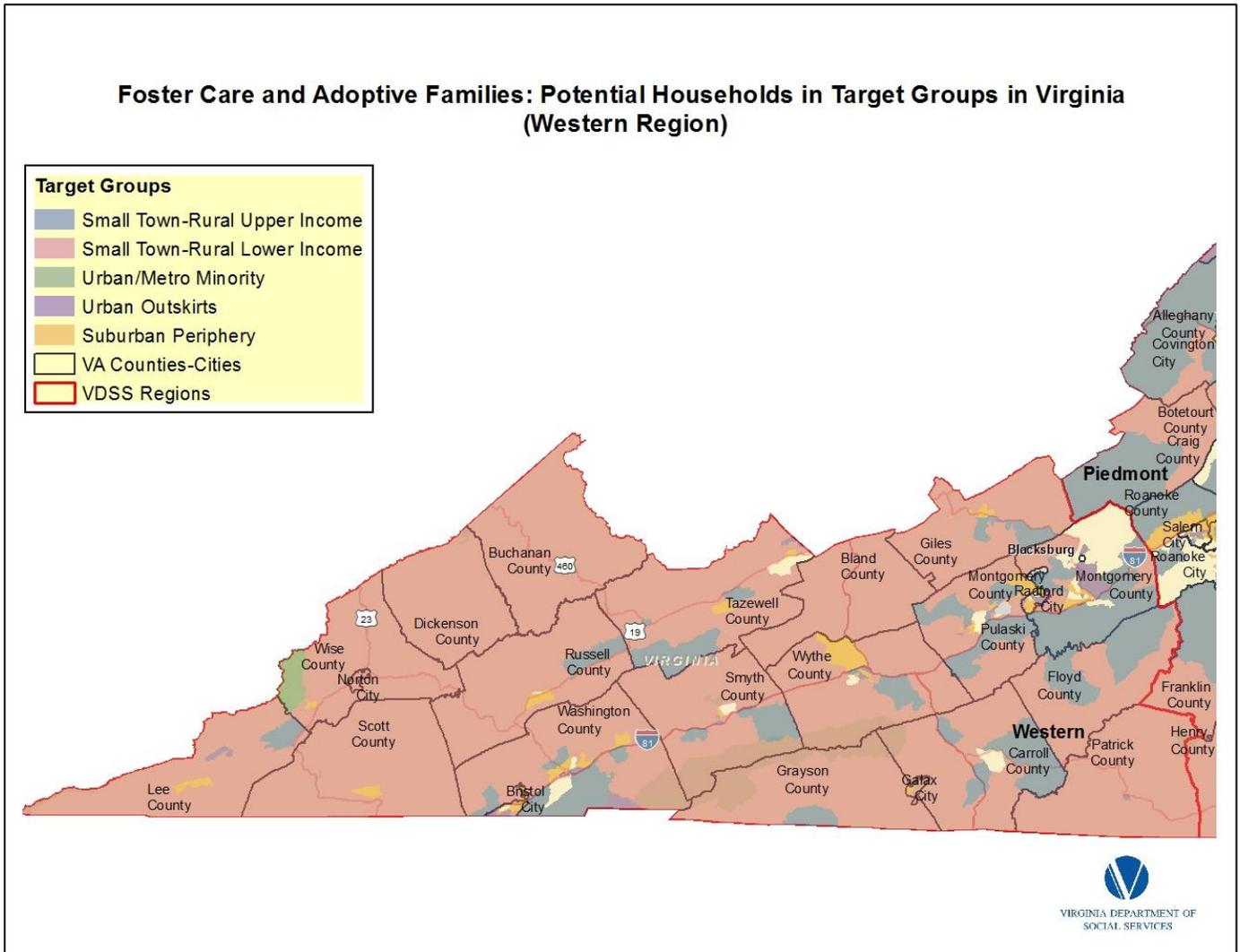


Figure 5: Target Households in the Western Region



## Appendix C: Target Households in Metropolitan & Micropolitan Statistical Areas

Figure 6: Target Households in Blacksburg-Christiansburg-Radford MSA

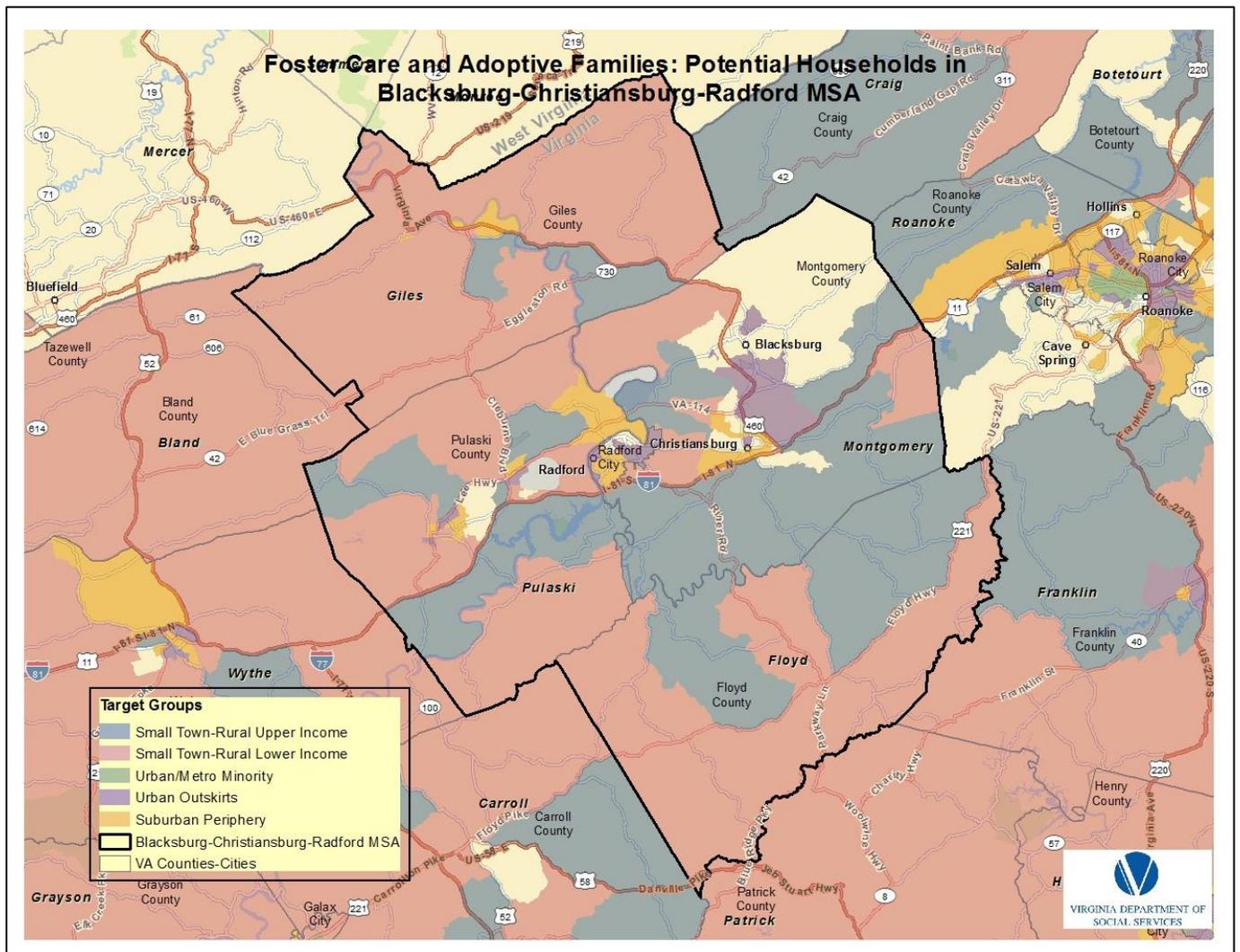


Figure 7: Target Households in Charlottesville MSA

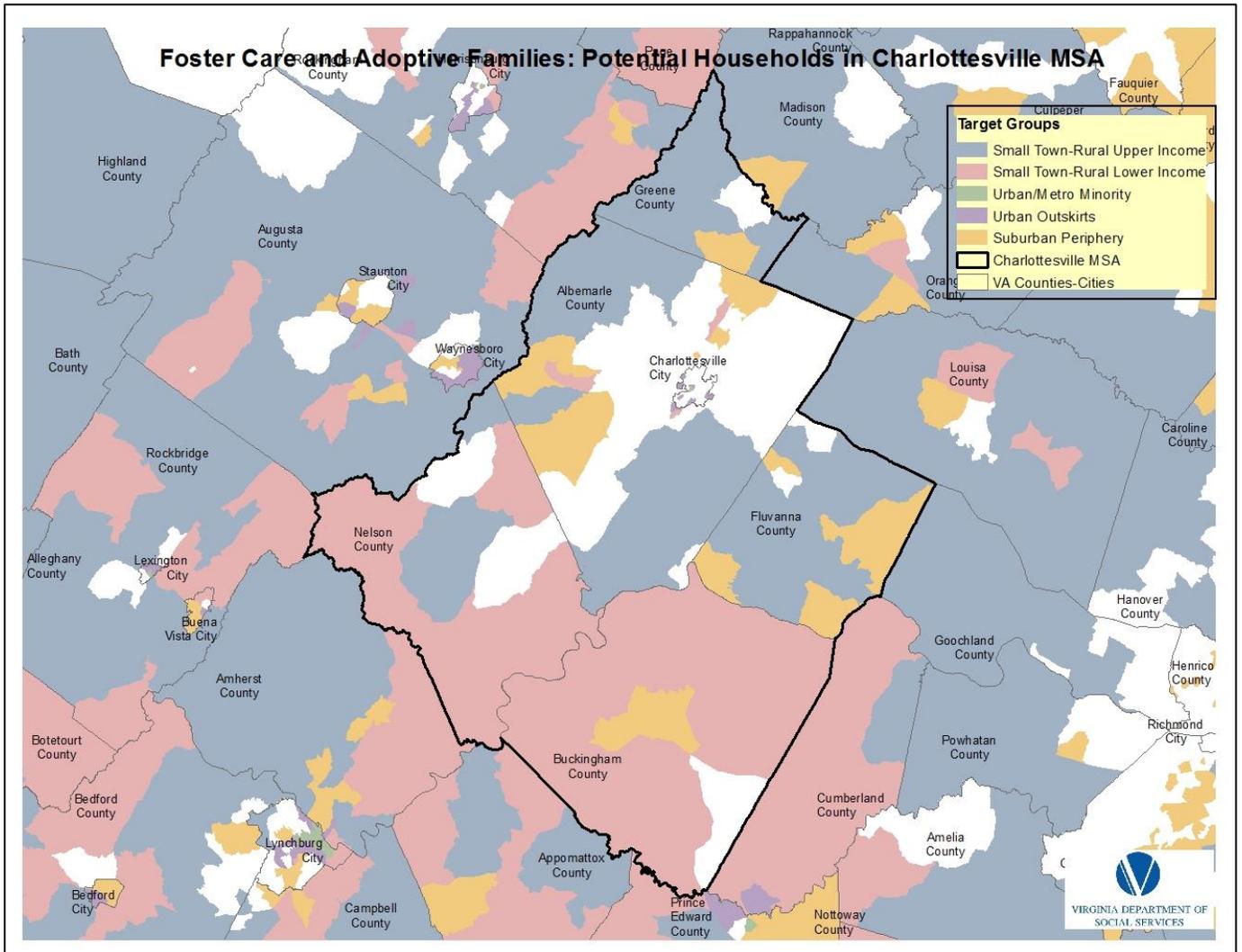


Figure 8: Target Households in Harrisonburg MSA

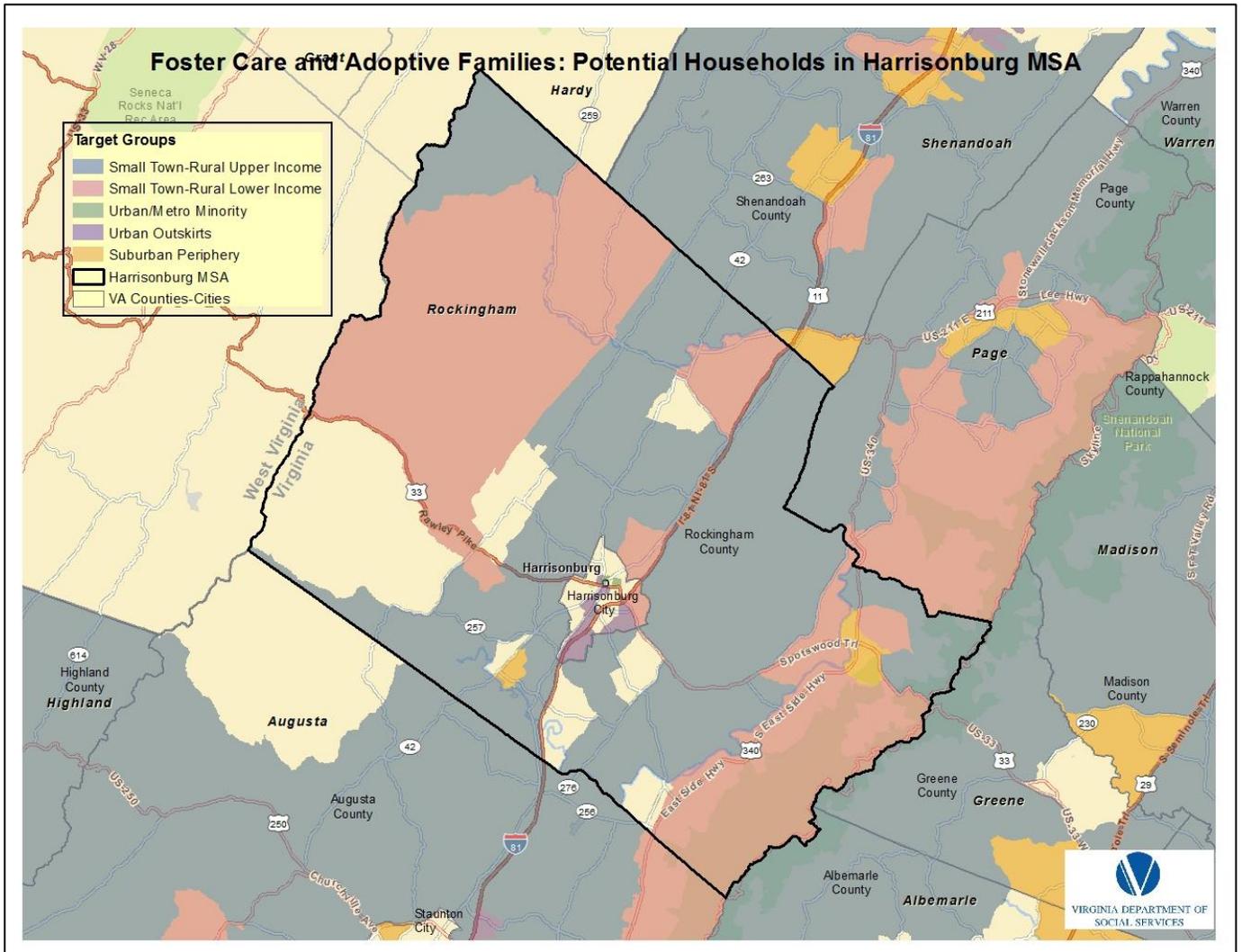


Figure 9: Target Households in Kingsport (TN)-Bristol (VA) MSA

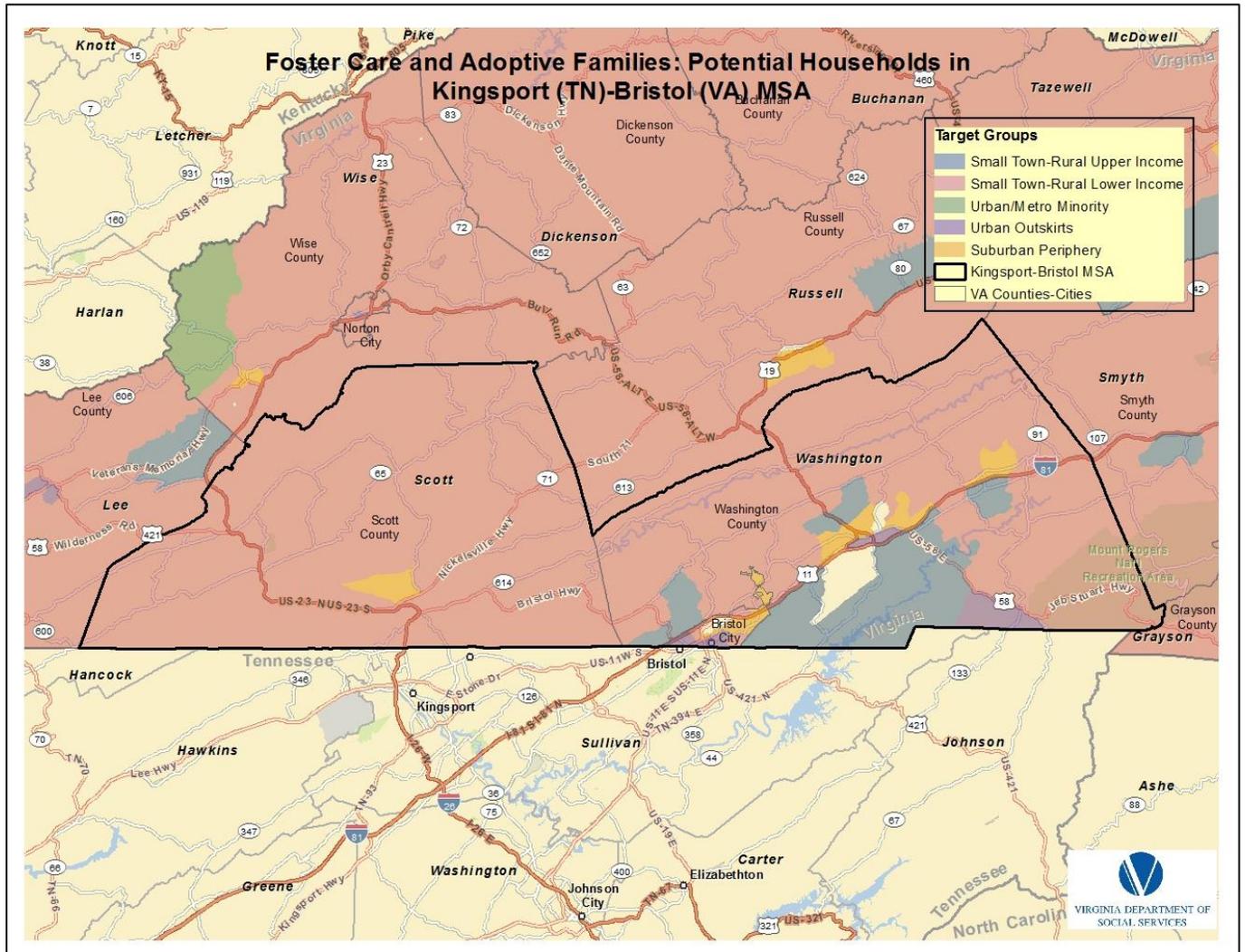


Figure 10: Target Households in Lynchburg MSA

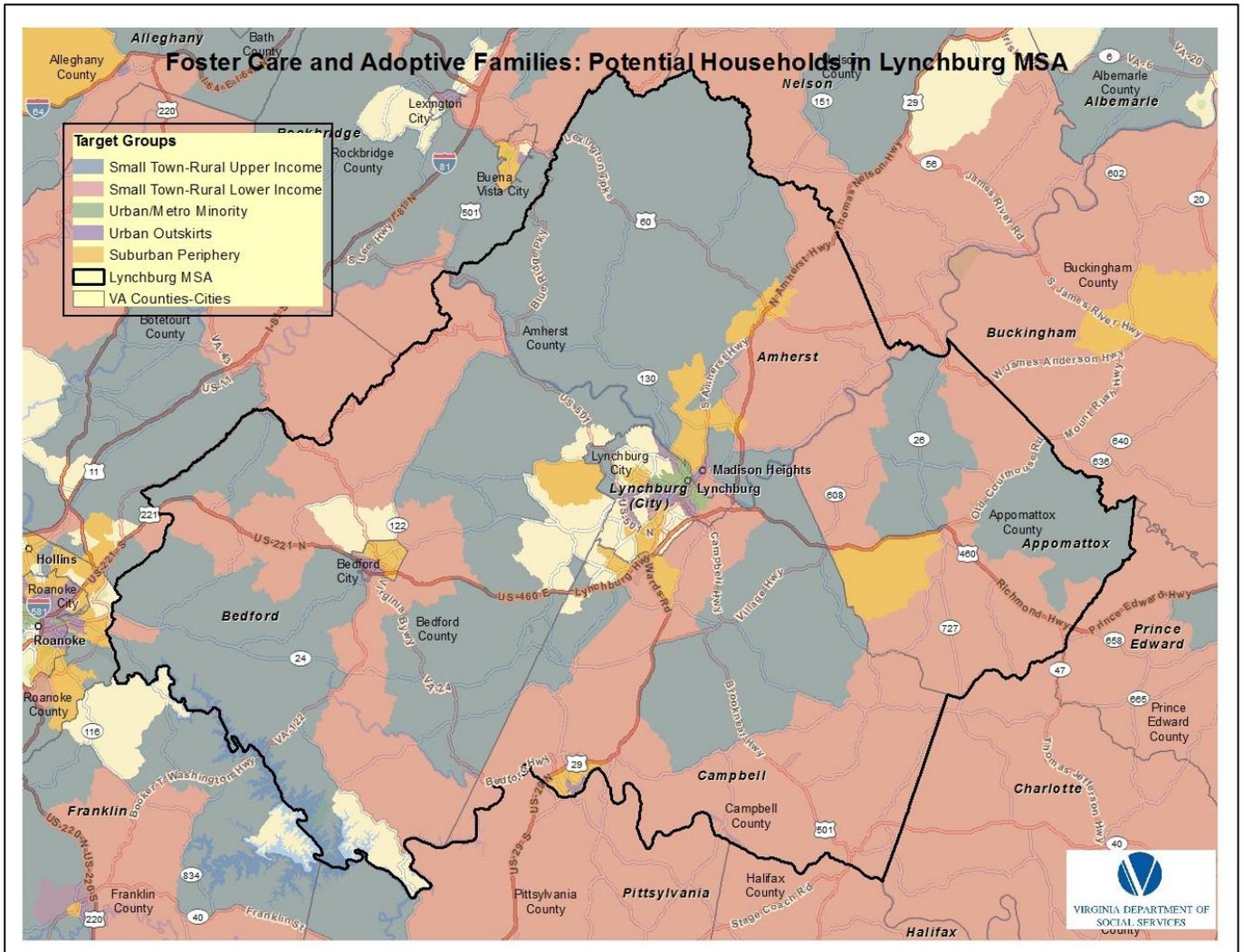


Figure 11: Target Households in Richmond City MSA

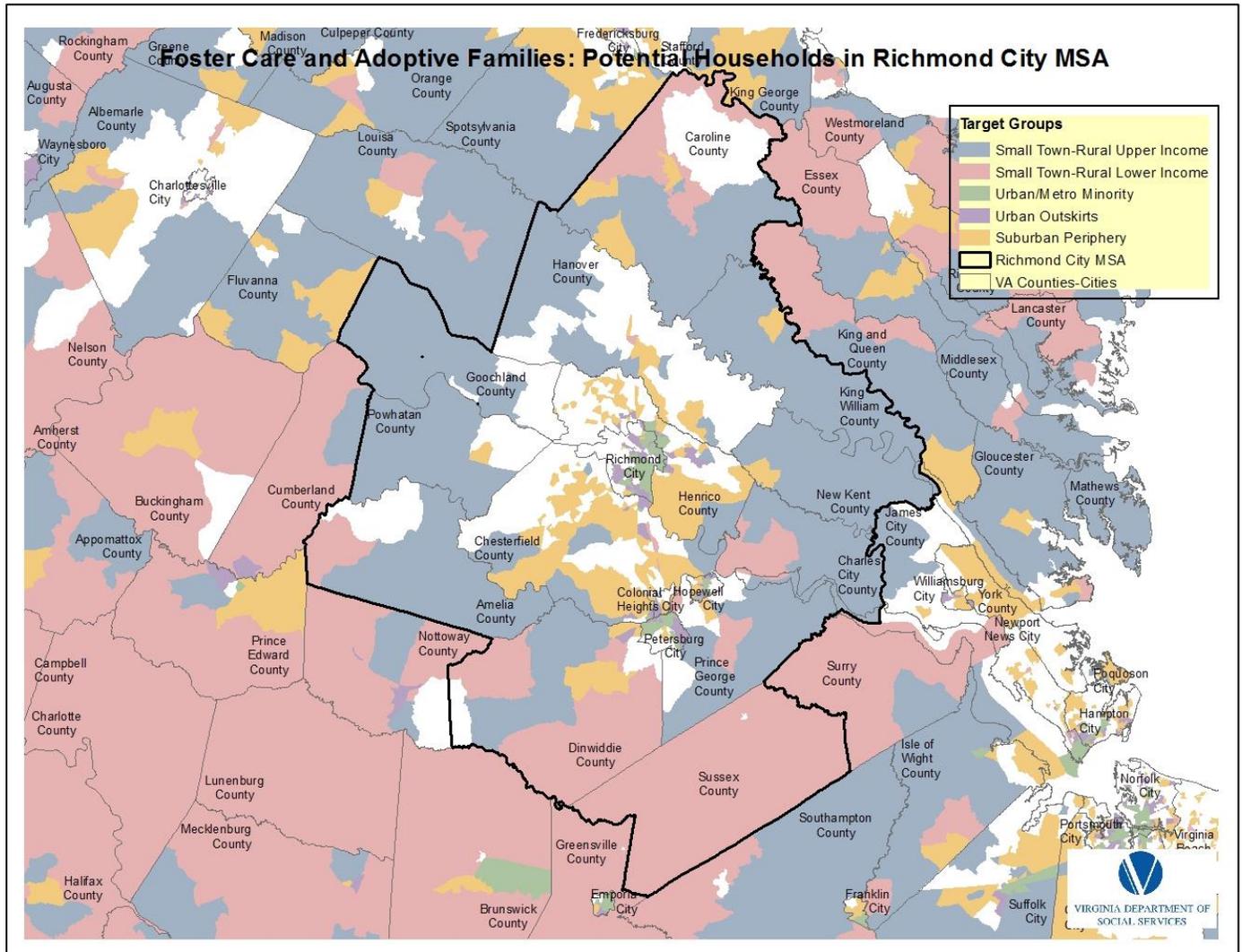


Figure 12: Target Households in Roanoke MSA

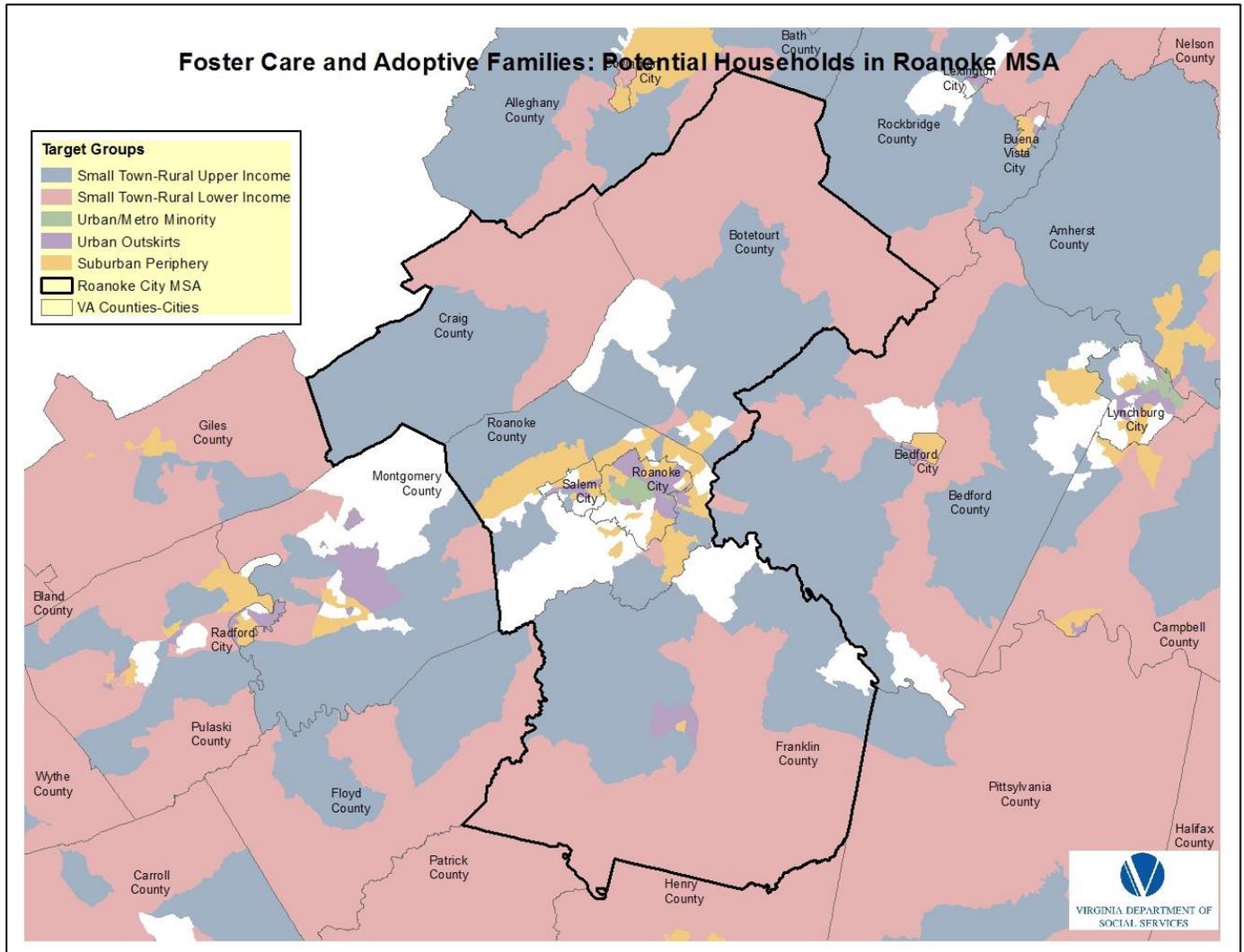


Figure 13: Target Household in Staunton-Waynesboro MSA

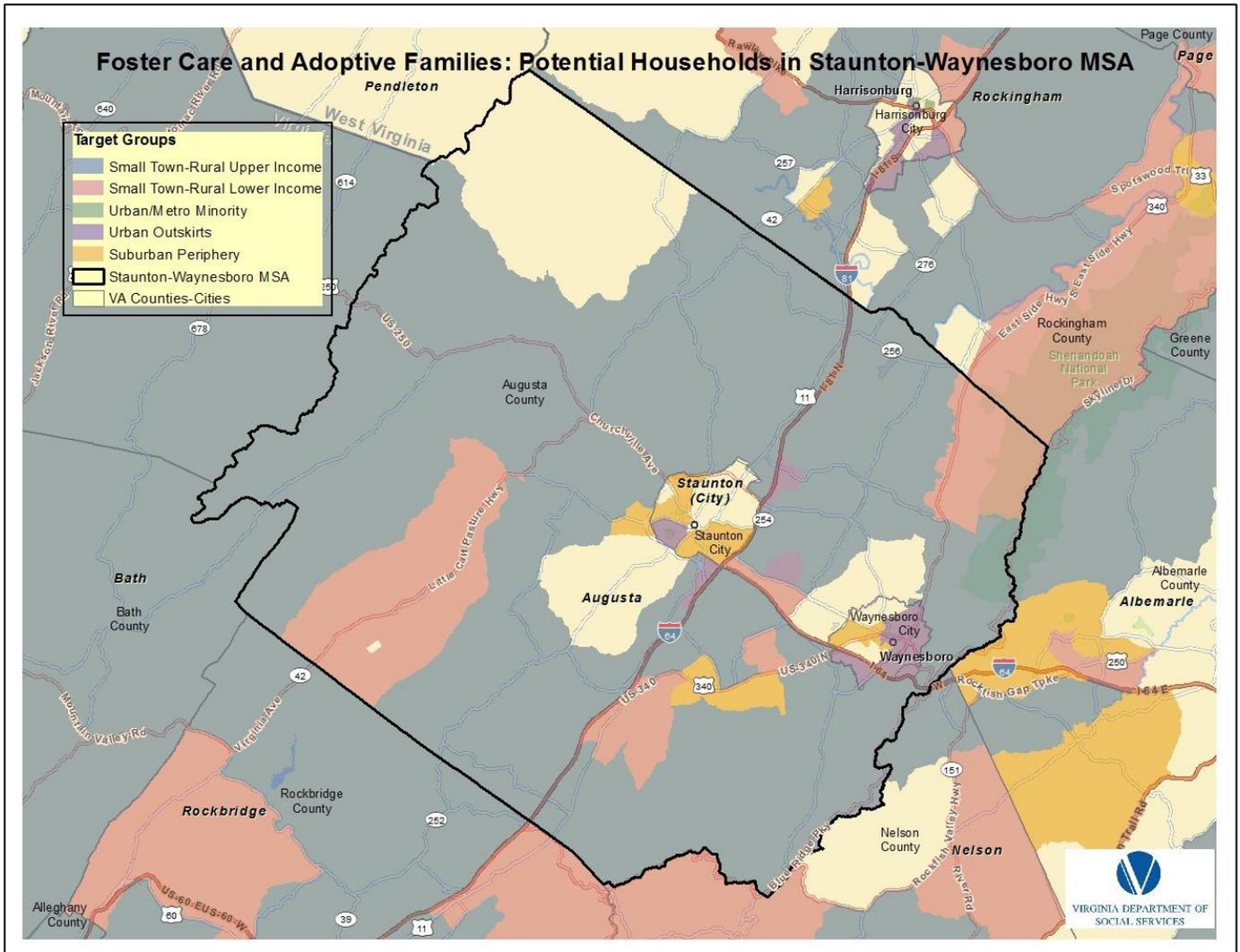


Figure 14: Target Households in Virginia Beach-Norfolk-Newport News MSA

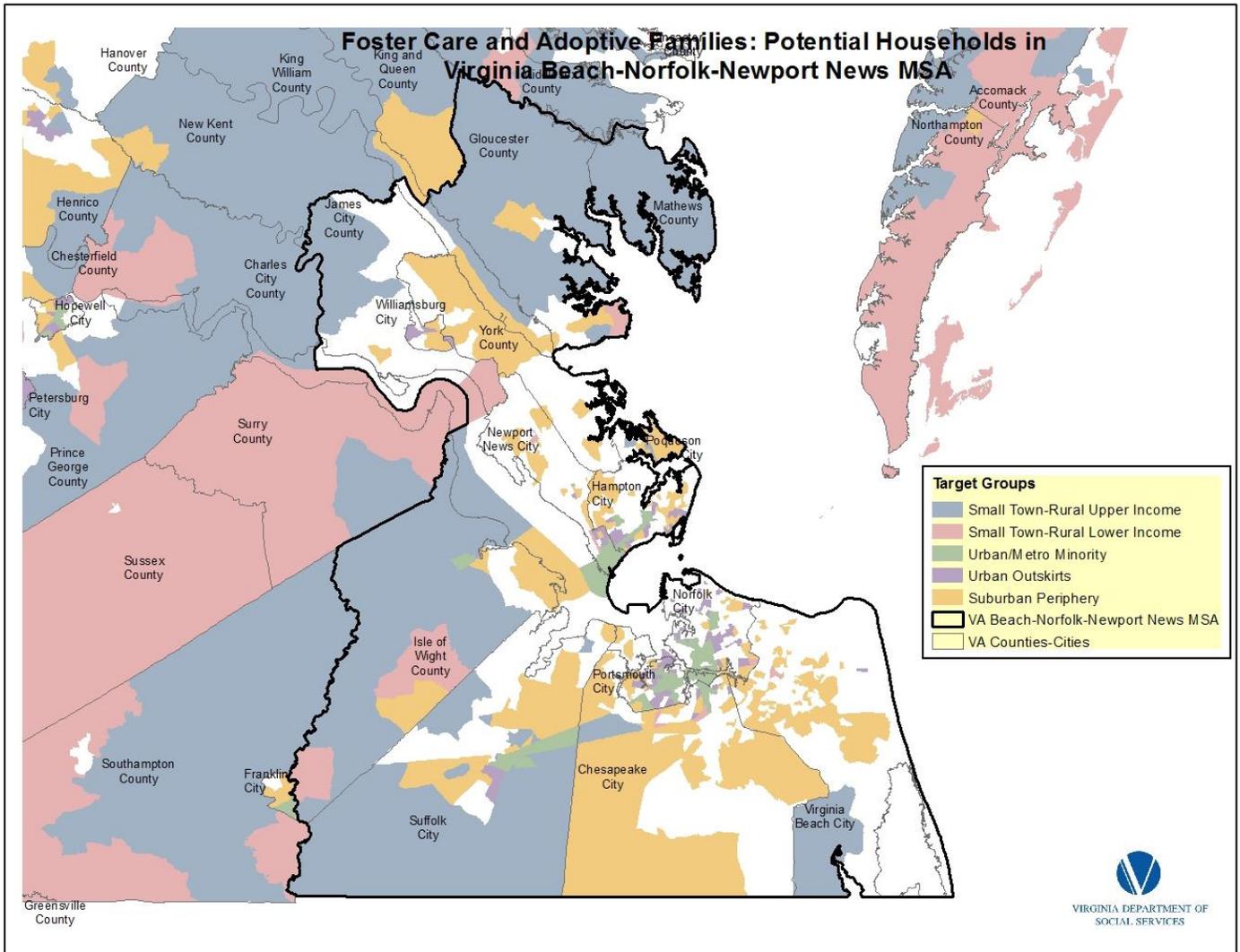


Figure 15: Target Households in Winchester MSA

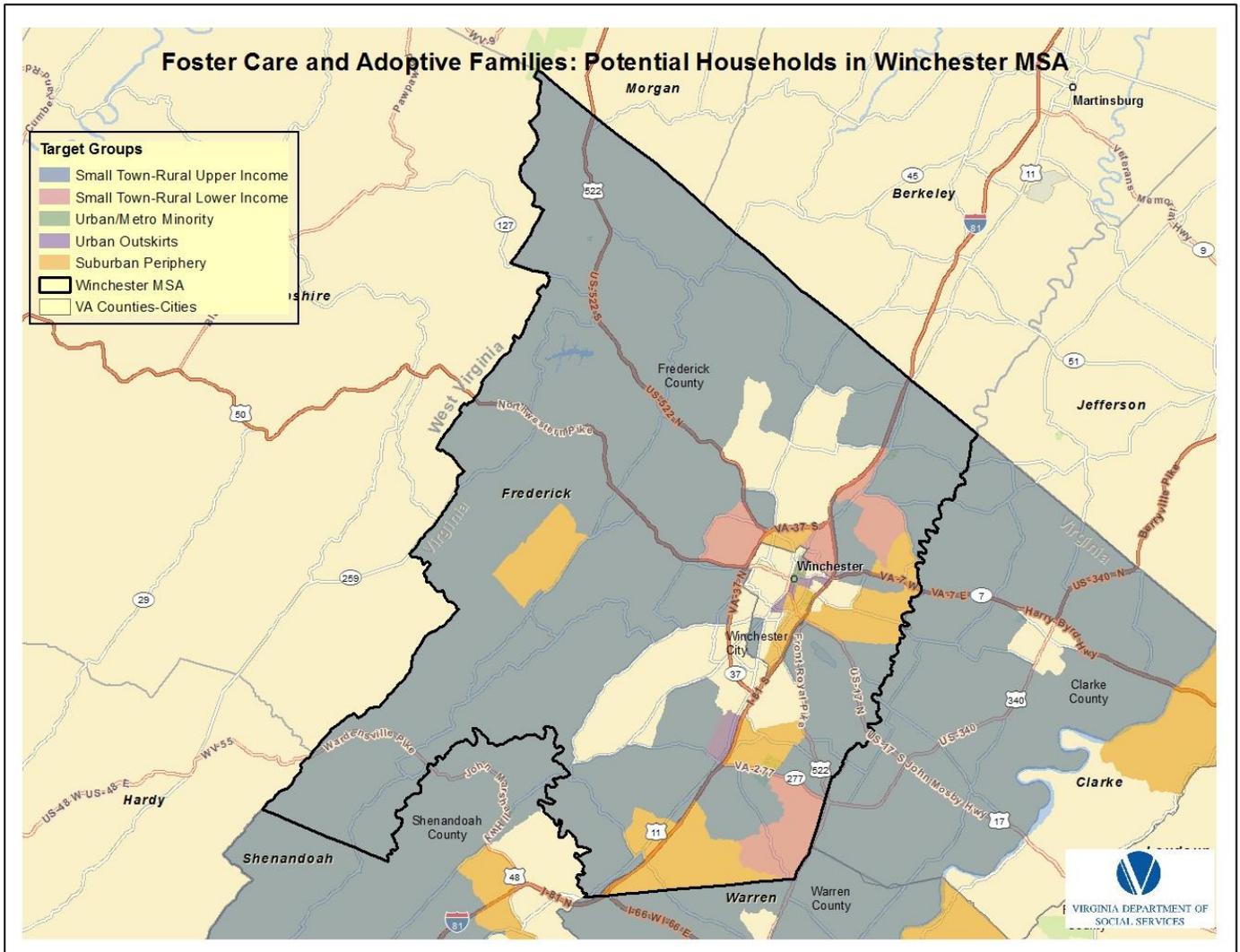


Figure 16: Target Households in Big Stone Gap Micropolitan Area

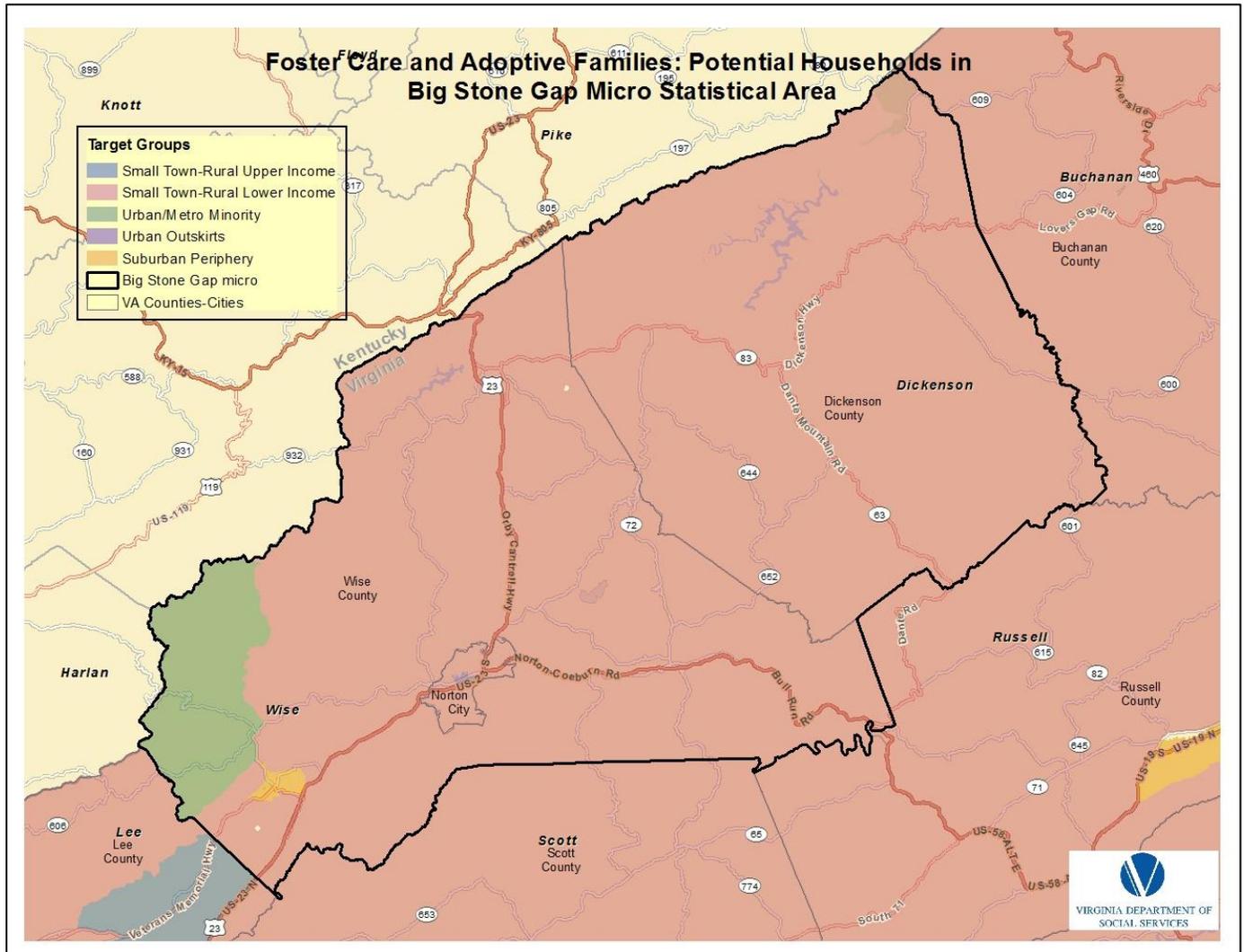


Figure 17: Target Households in Bluefield (WV/VA)-Tazewell County Micropolitan Area

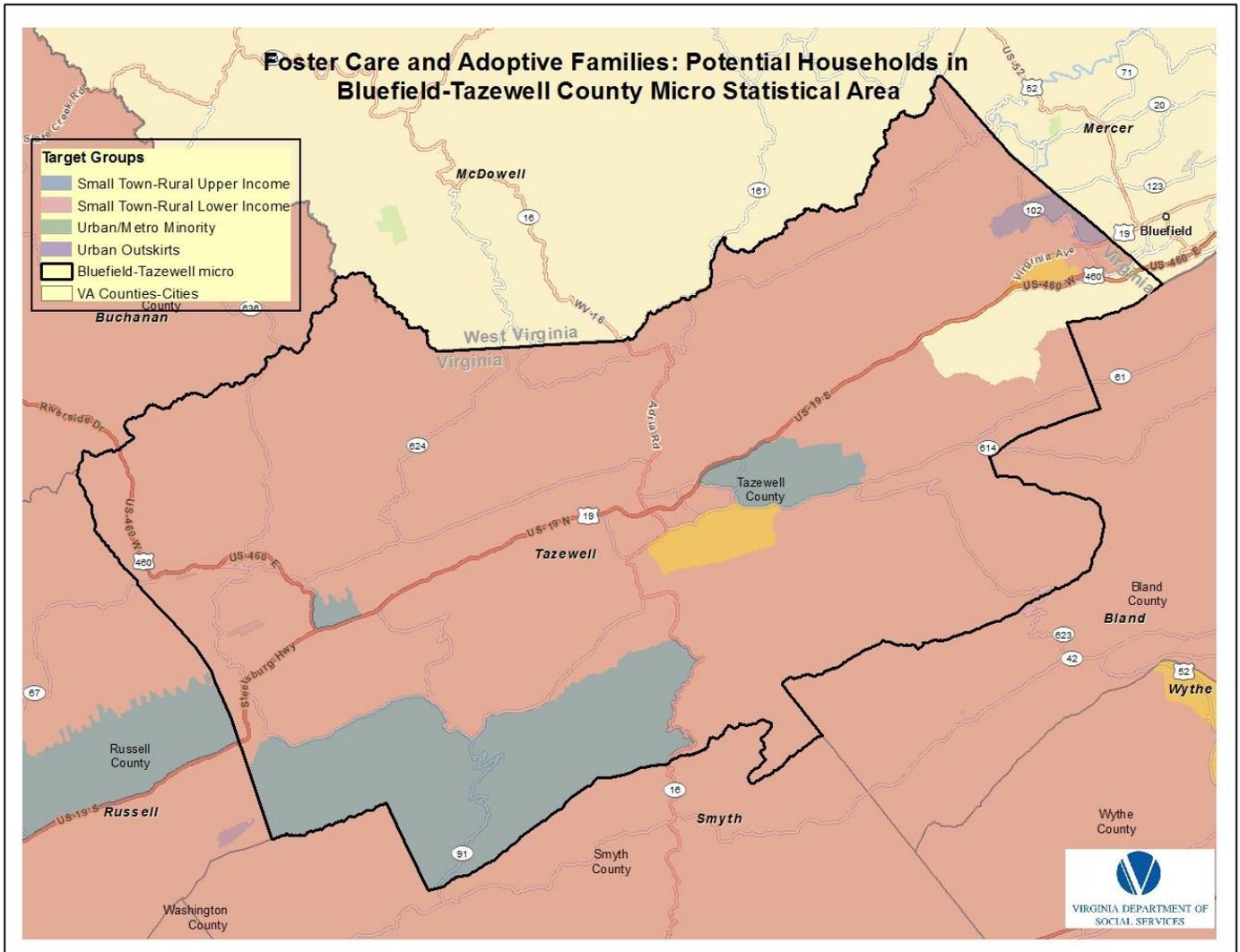


Figure 18: Target Households in Danville Micropolitan Area

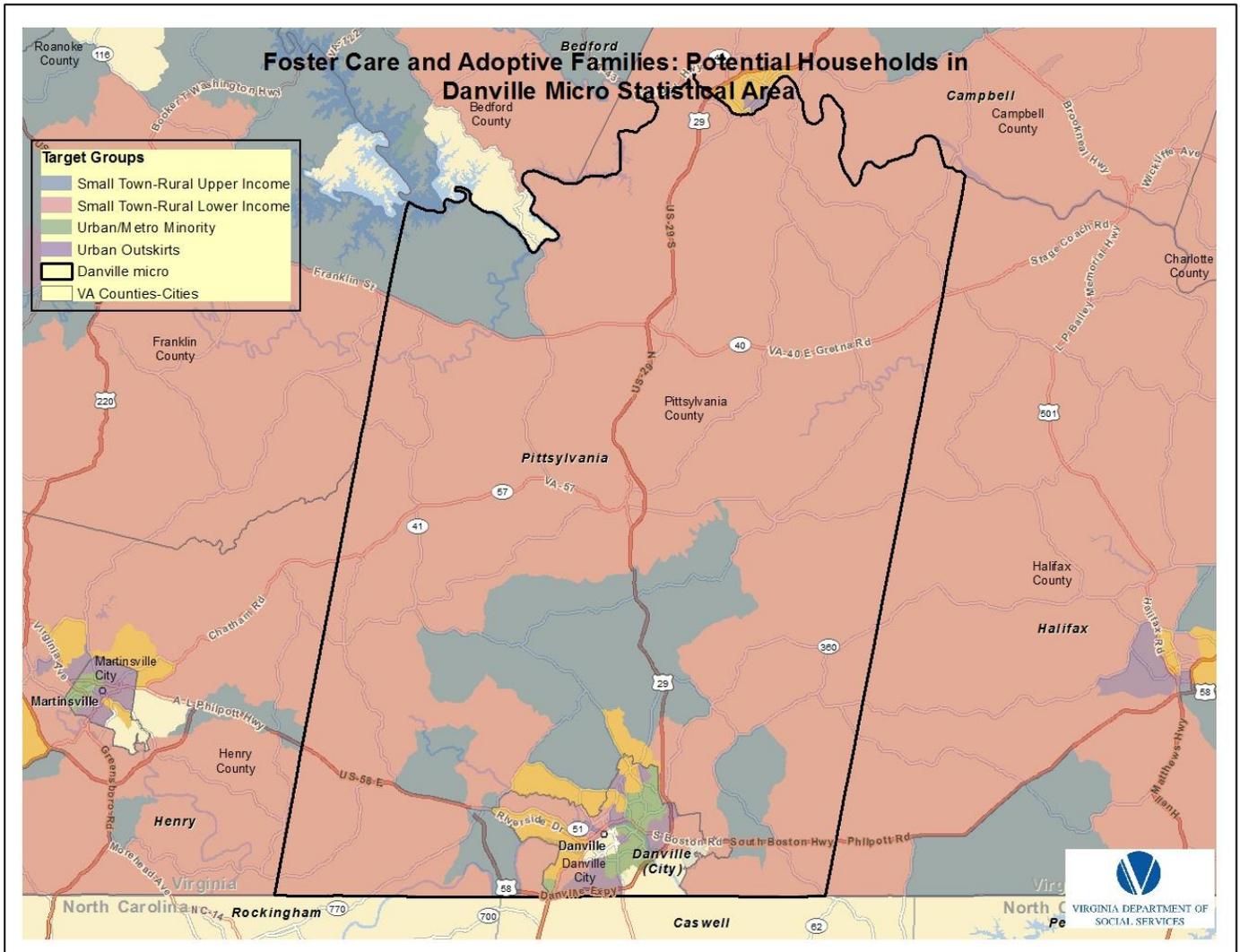






Figure 21: Urban/Metro Minority Households in Richmond City

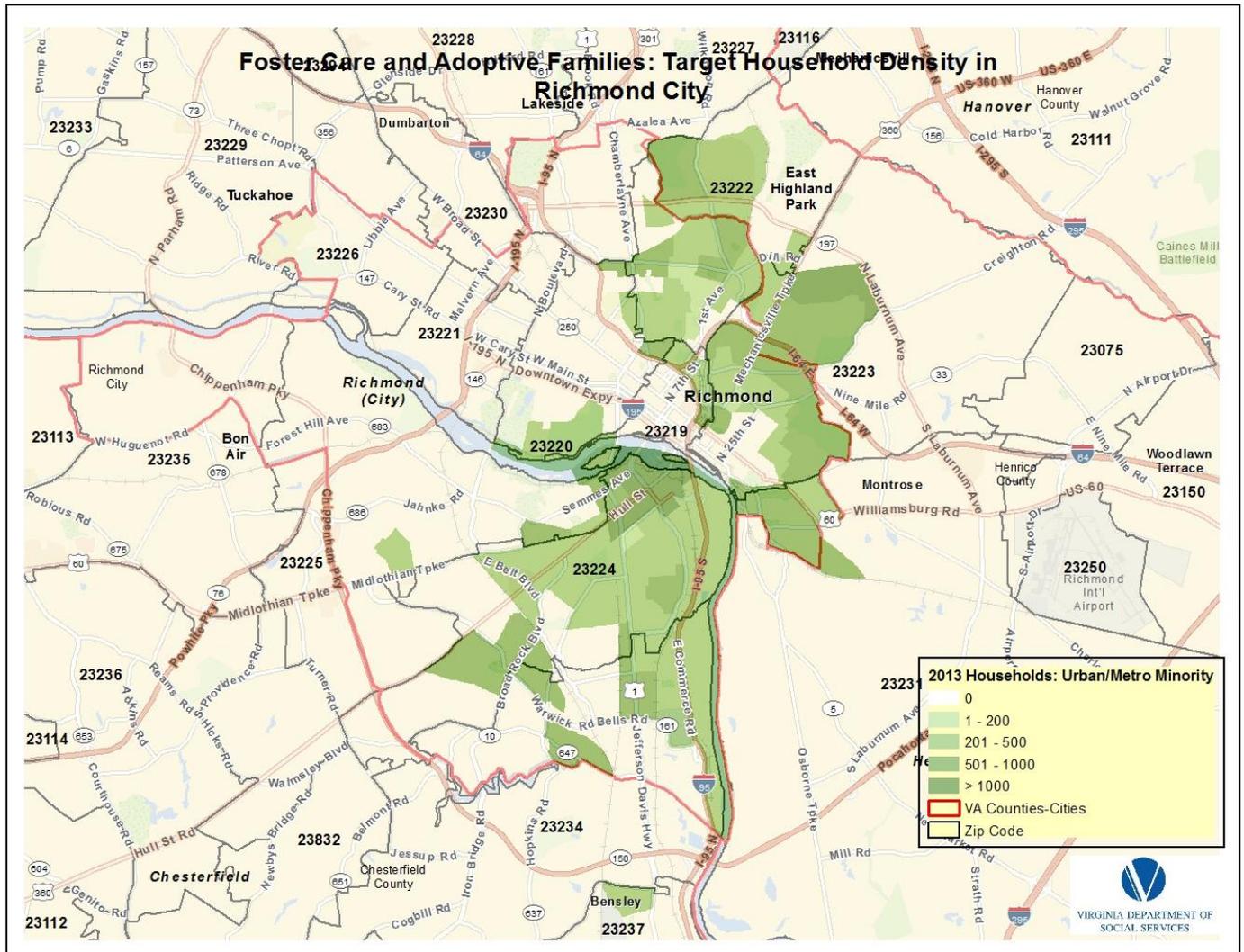


Figure 22: Urban/Metro Minority Households in Roanoke City

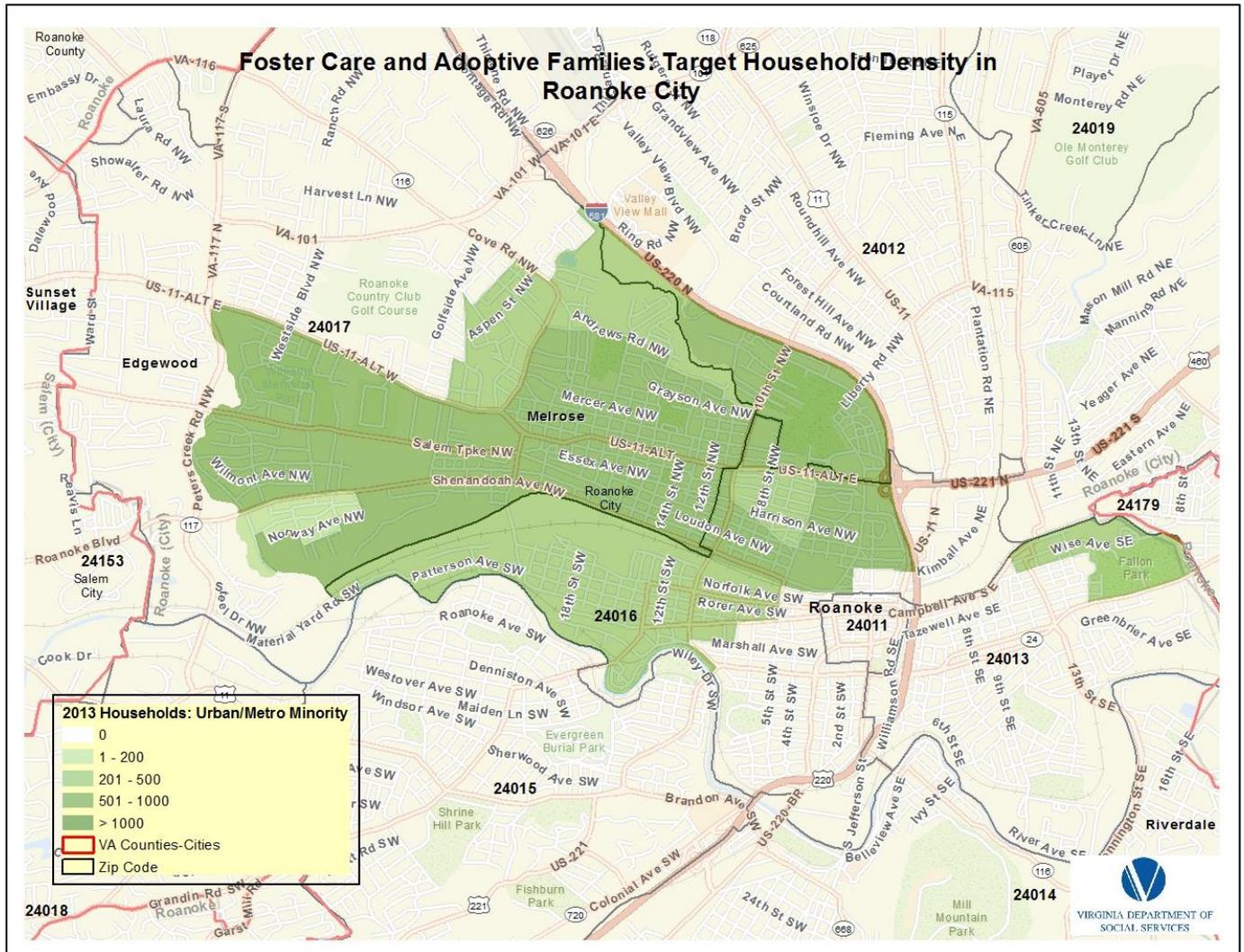




Figure 24: Urban Outskirts Households in Norfolk and Portsmouth

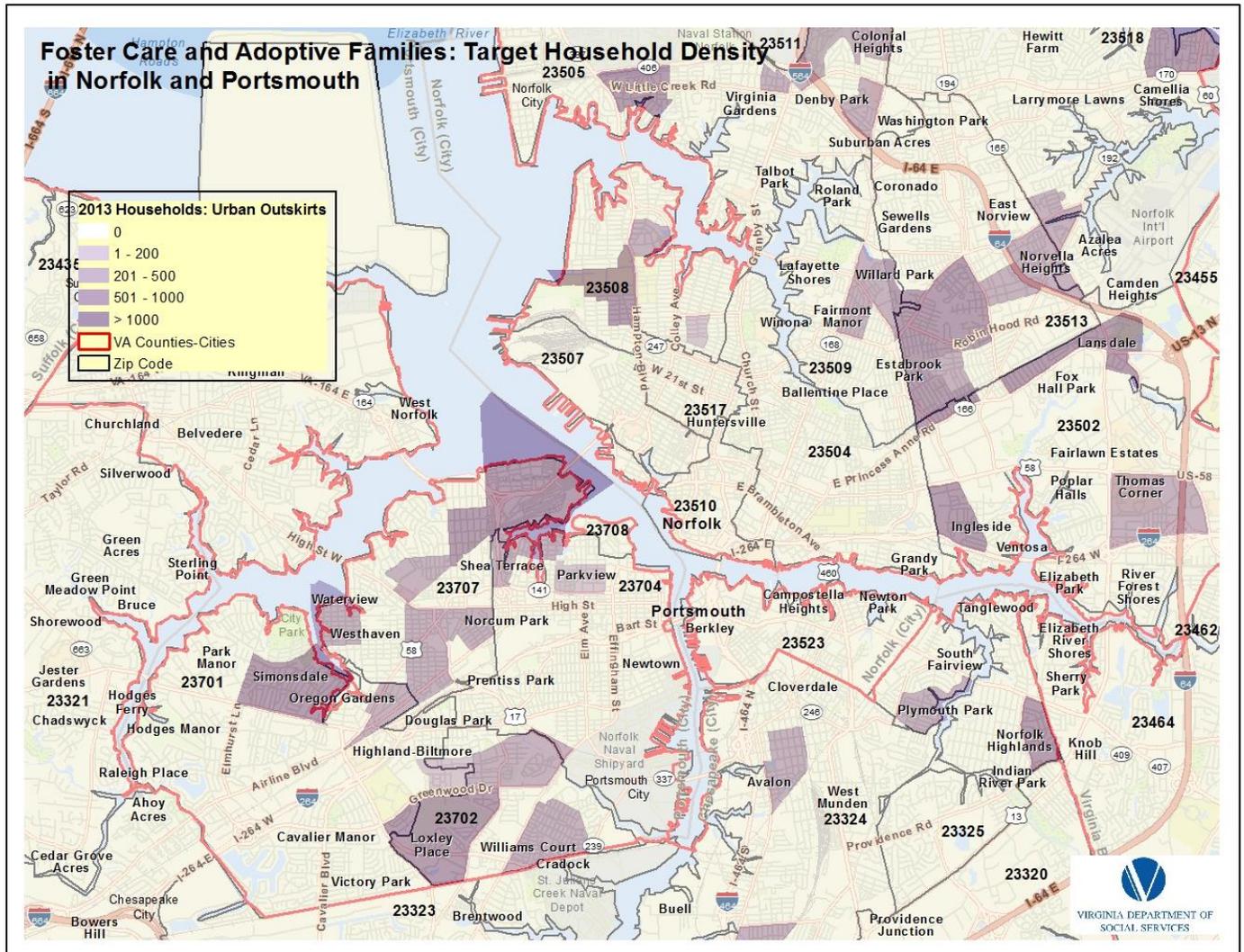






Figure 27: Urban Outskirts Households in Staunton-Waynesboro

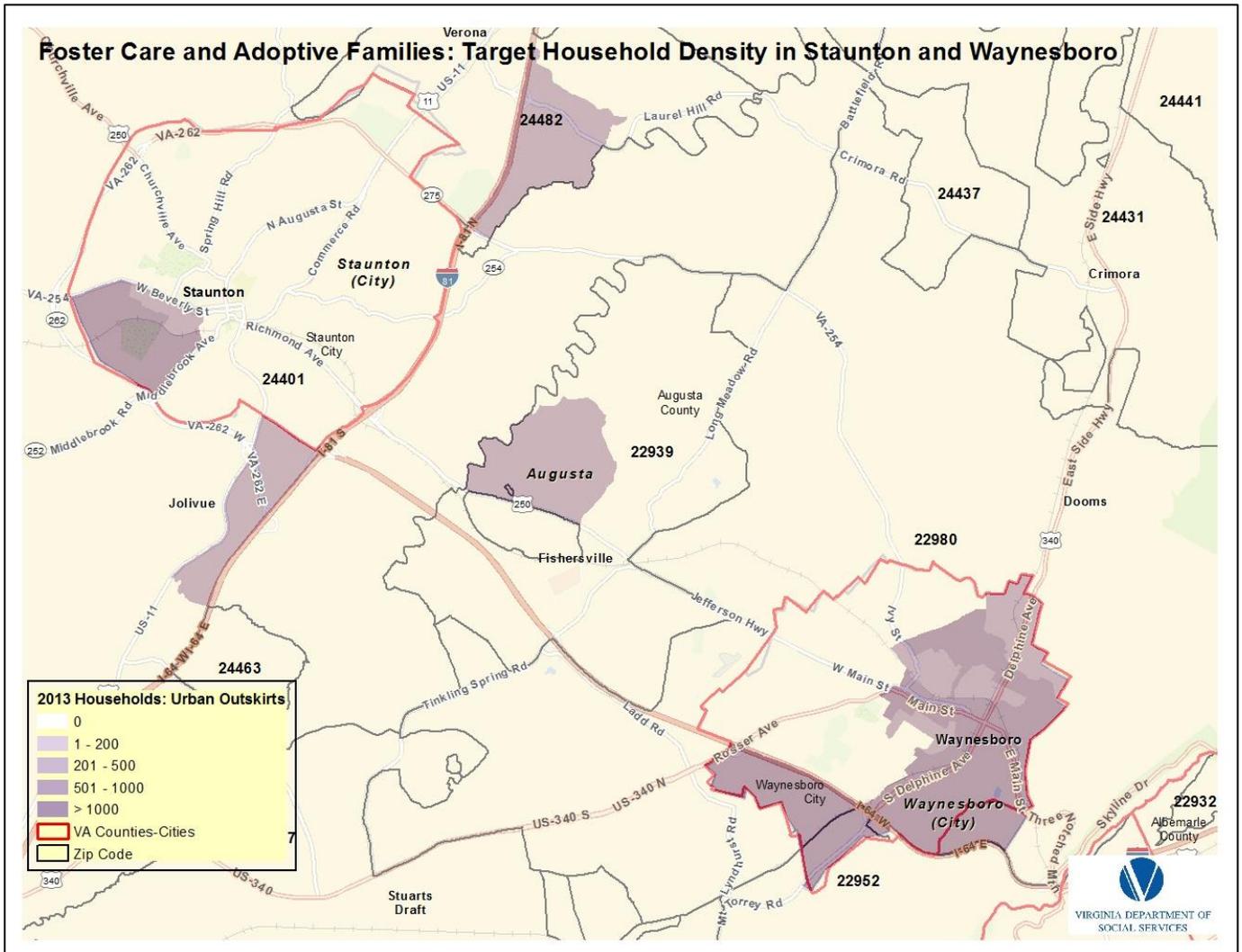








Figure 31: Metro Households in Fairfax County

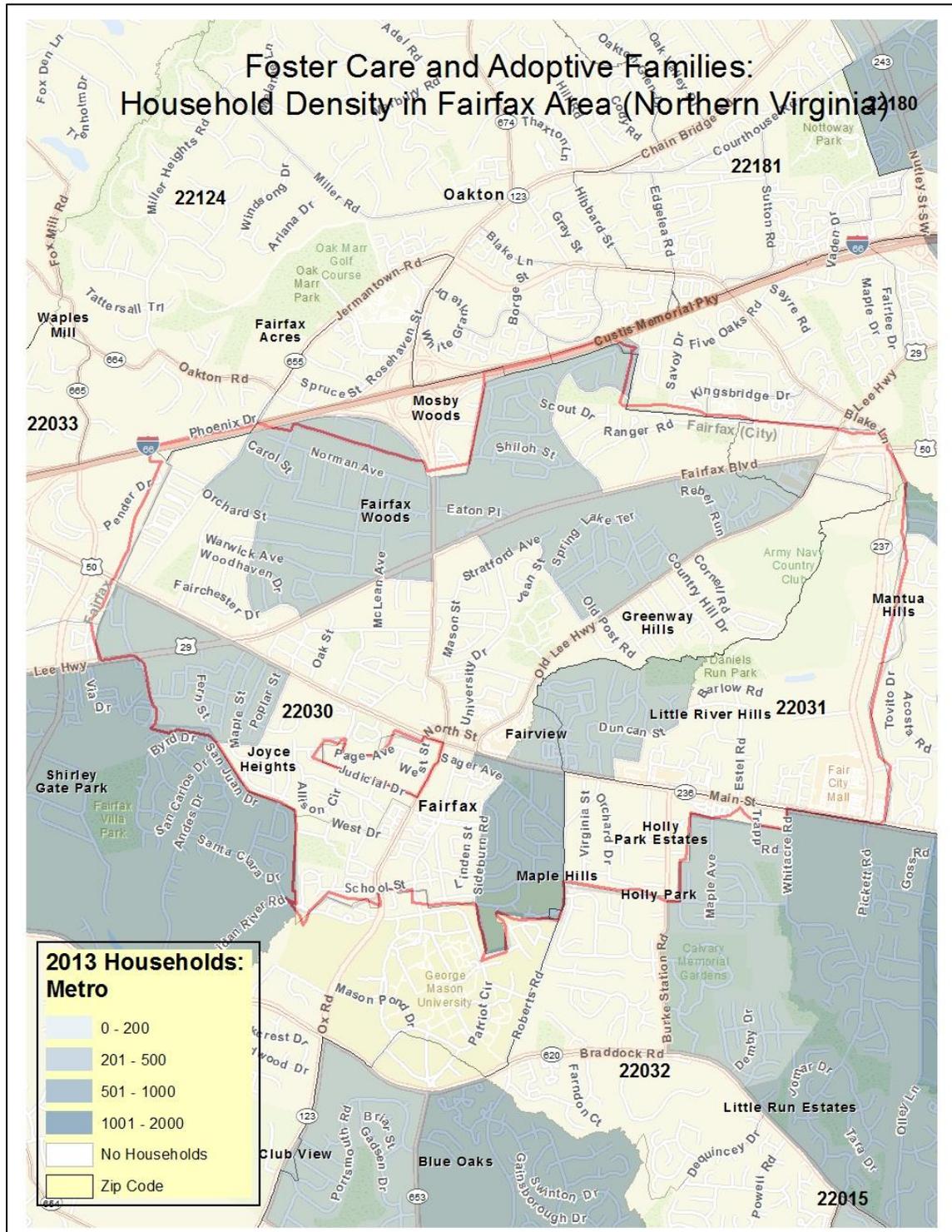


Figure 32: Urban Outskirts/Suburban Households in Leesburg

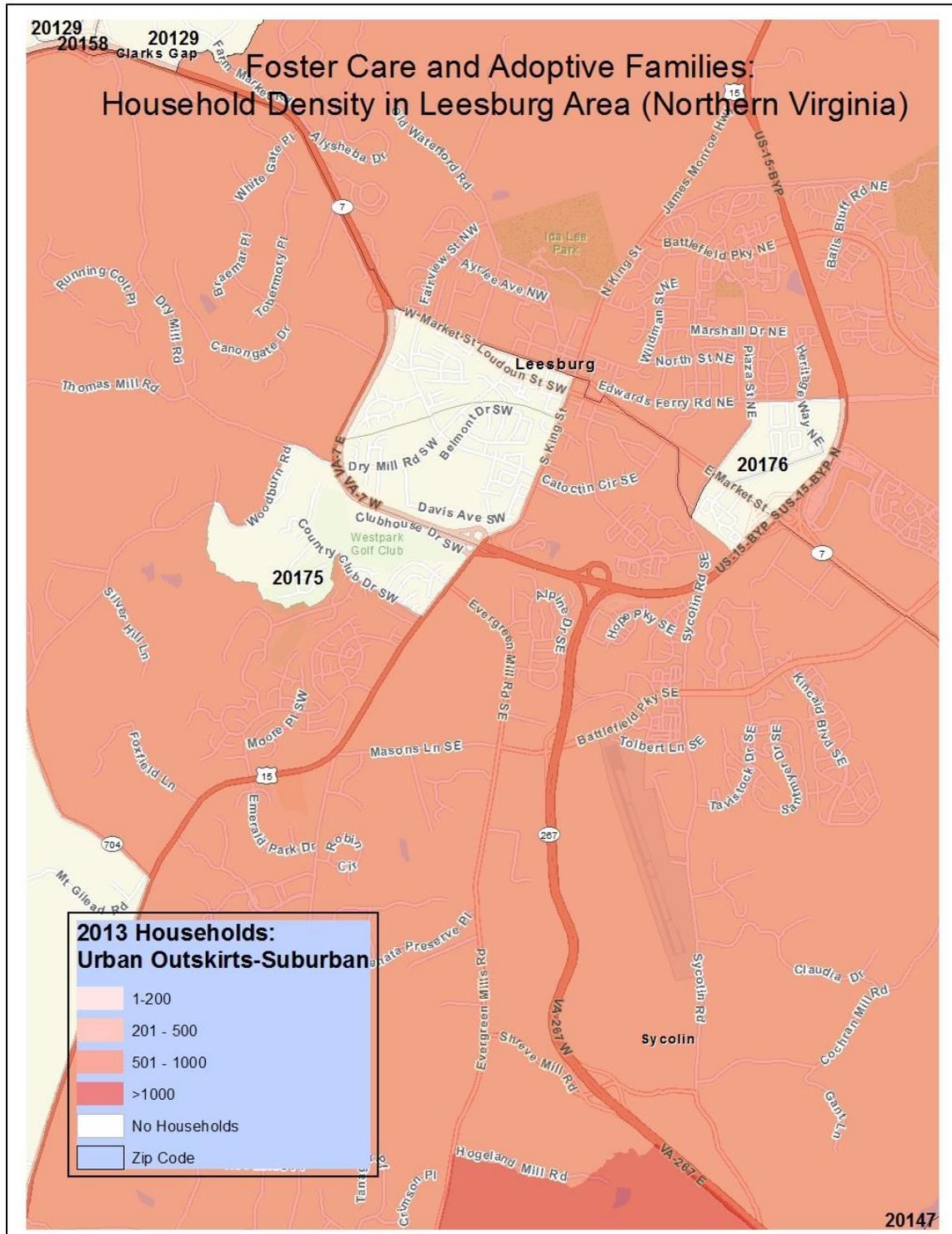


Figure 33: Urban Outskirts/Suburban Households in Manassas City & Manassas Park City

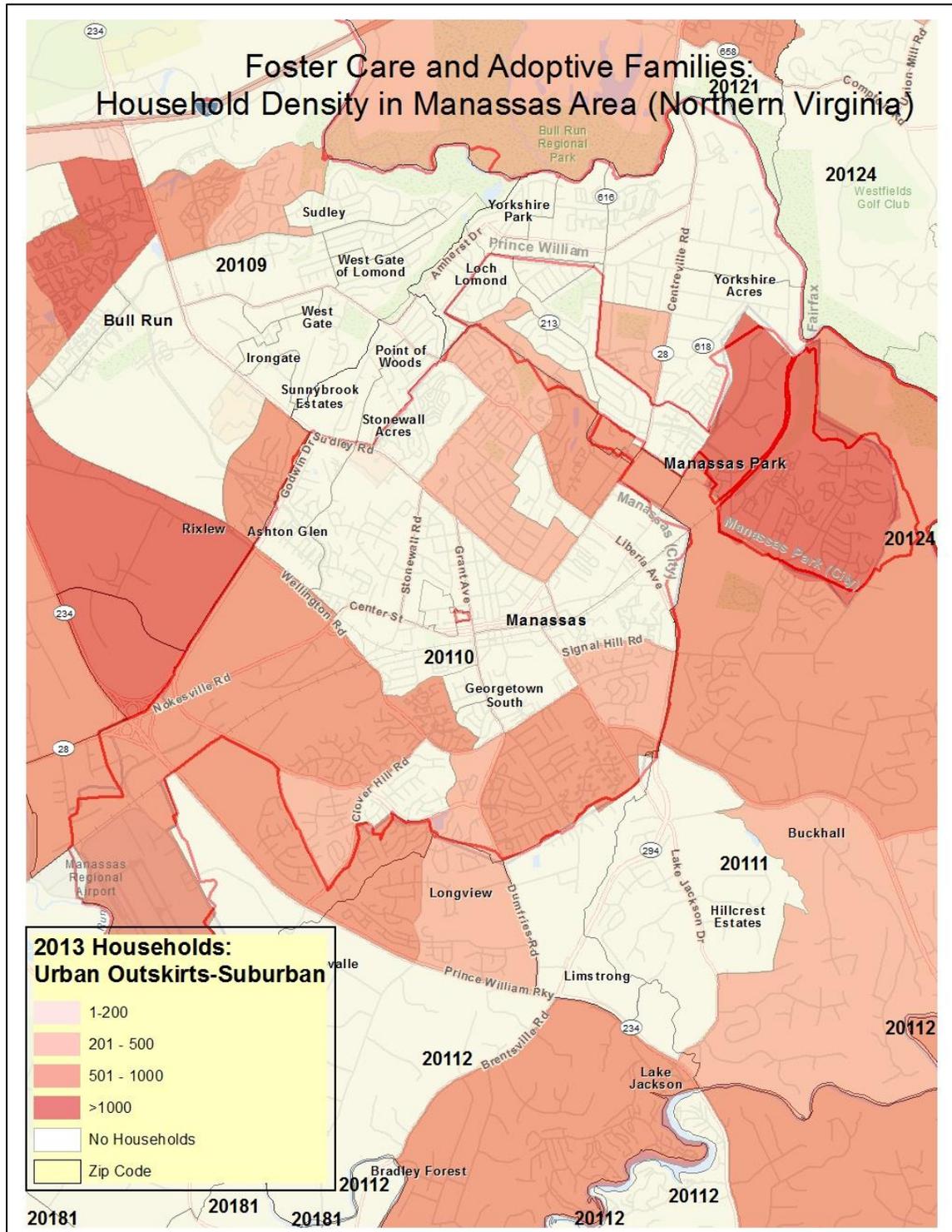


Figure 34: Urban Households in Annandale Area

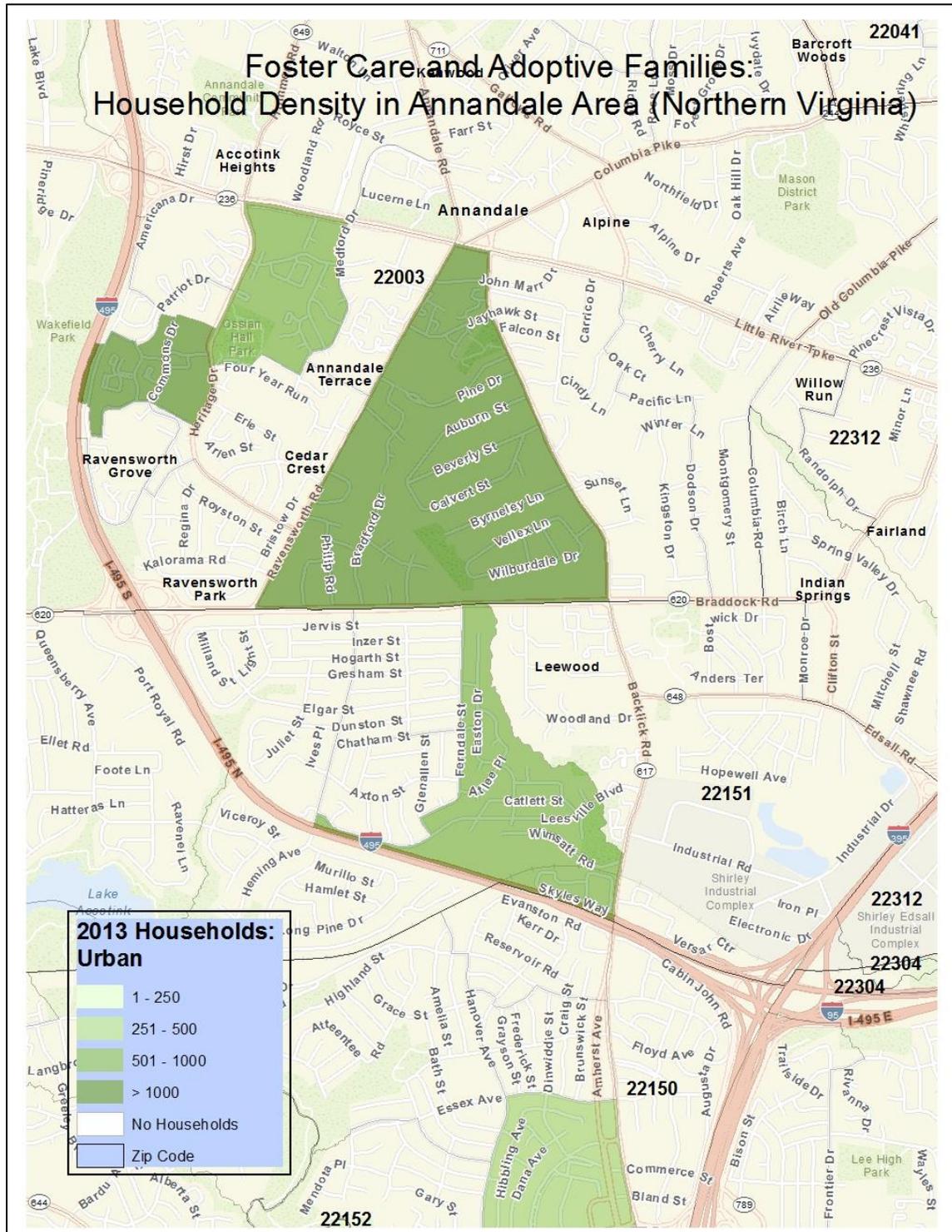
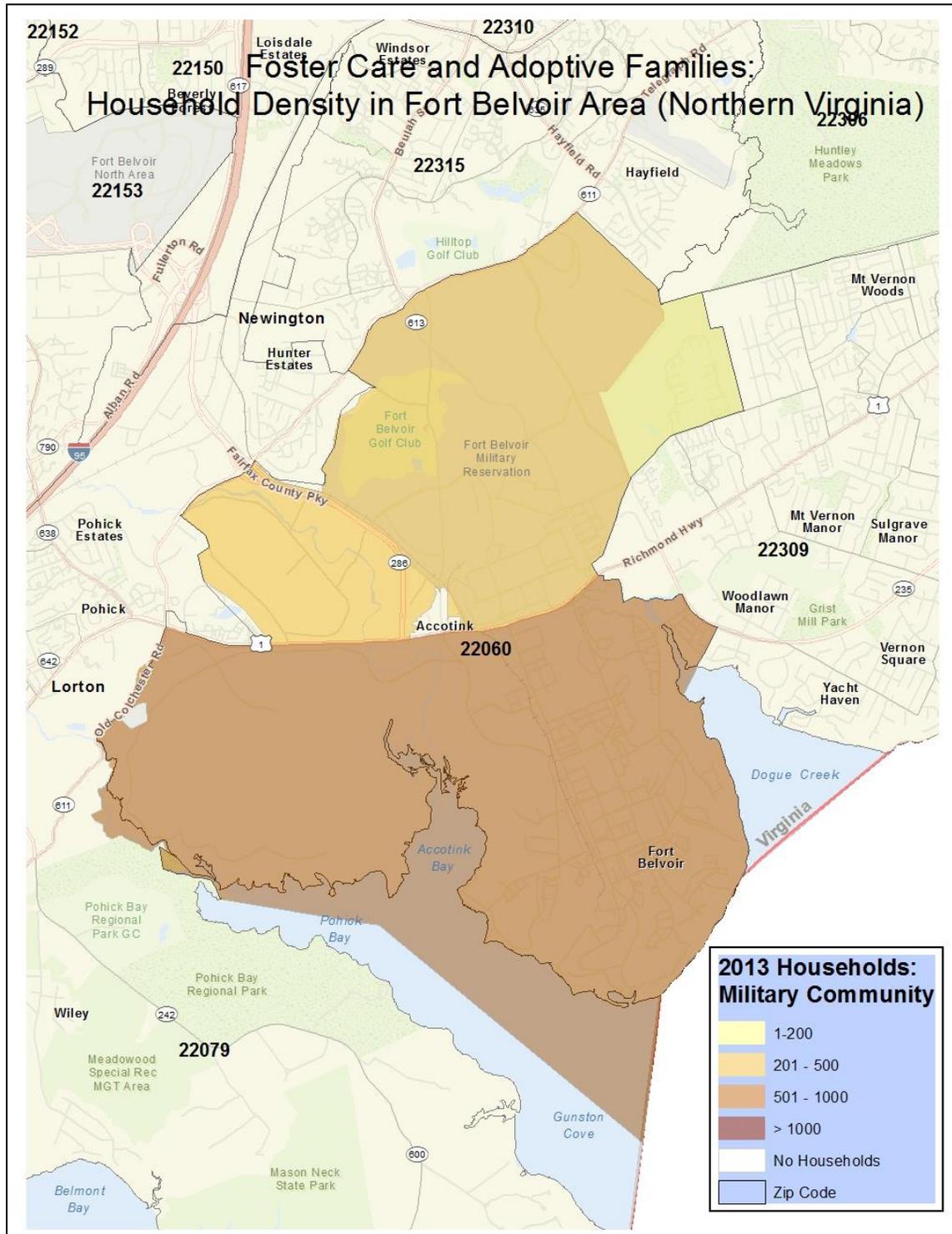


Figure 35: Military Community Households in Fort Belvoir Area



## Appendix F: Northern Regional Market Segmentation Analysis

In the original analysis, several counties and cities (Arlington, Loudoun, Fairfax, Fauquier, Prince William and Stafford counties and cities of Alexandria, Fairfax, Falls Church, Manassas and Manassas Park) in the VDSS Northern Region were sparsely populated with households in our five target groups (see map on page 27). Based on the recommendation from the NRCDR consultants, we performed additional analyses focused on resource families from the Northern Region only.

The new analysis was based on 443 addresses in the Northern Region that were successfully geocoded to the zip code level or better. Twenty-nine tapestry segments, which indexed above 100, were categorized into four target groups based on LifeMode and Urbanization characteristics: 1) Small Town/Rural (with Upper Income and Lower Income groups combined); 2) Urban/Metro Minority; 3) Urban Outskirts; and 4) Suburban Periphery.<sup>15</sup>

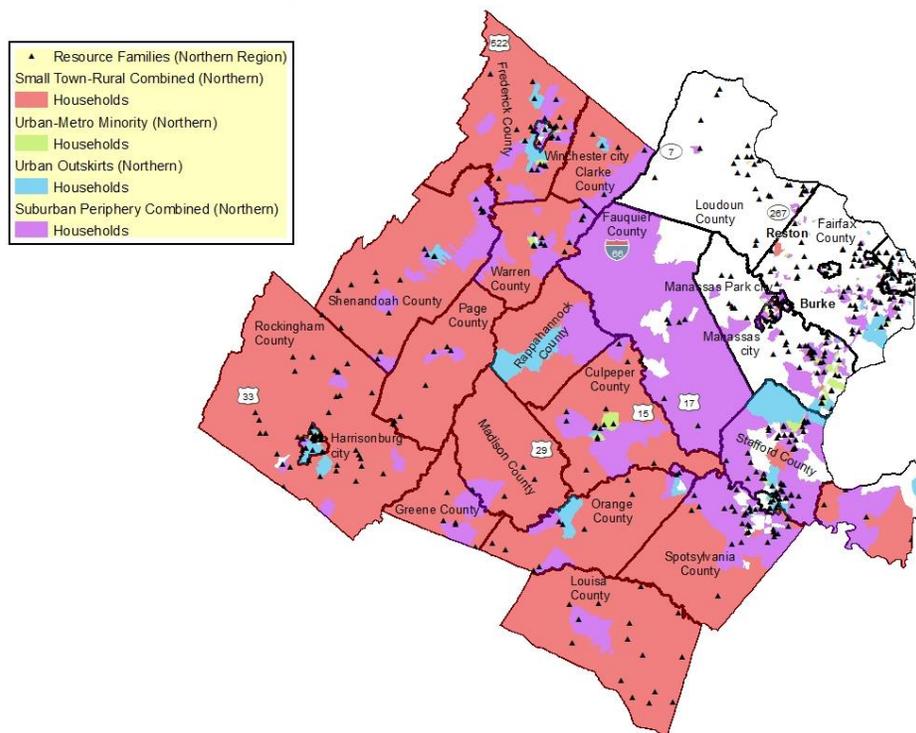
The map on the next page shows dispersion of the four target groups in the Northern Region. Six counties and cities (Alexandria, Arlington, Fairfax County, Fairfax City, Falls Church, and Loudoun) have few or no households belonging to any of the four target groups. One-in-four (28%, 124) resource families live in these areas. Half (53%, 66) of these families fall in four tapestry segments, which index below 100 but have many households in the Northern Region.<sup>16</sup>

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<sup>15</sup> VDSS examined several scenarios where the target groups were split – for example, Suburban Periphery split into sub-groups based on LifeMode traits – or combined. Examining the target profile reports and factoring in the number of estimated households and racial diversity of the population, we determined that: 1) the upper income and lower income Small Town/Rural target groups should be combined; 2) the Urban/Metro Minority and Urban Outskirts target groups should remain separate; and 3) the Suburban Periphery should not be split.

<sup>16</sup> Suburban Splendor (n=15), Boomburbs (n=17), Wealthy Seaboard Suburbs (n=18), and Enterprising Professionals (n=16). Across the Northern Region, these four segments accounted for 396,000 households.

## Resource Family Target Groups: Households in the Northern Region (revised)



Here is a brief description of each target group in the Northern Region:

- The **Small Town/Rural** target group has a combined total of 116,000 households. These households are predominantly white, with an average age in the 40's, of varying median annual income (from the \$32K to \$61K), predominantly married couples but some neighborhoods having singles, and having a mix of families with and without children.
- The **Urban/Metro Minority** target group has an estimated 43,700 households, which are predominantly non-White. The average age of household occupants are under the age of 45 years (ranges from 27 to 44 years). Annual household income varies from very low income (\$16.9K) to lower middle income (\$46K). This group contains a mix of households with different family structure types (e.g., married, unmarried, with children, childless).
- The **Urban Outskirts** target group has an estimated 54,700 households, is slightly more affluent than households in the Urban/Metro Minority group (range of \$24K to \$64K), more variable in age (range of 22 years to 50 years), and predominantly white but has similar racial makeup as the U.S. These households contain a mix of married and non-married occupants, some of whom are college students, empty nesters, and retirees.

- The **Suburban Periphery** target group has an estimated 206,800 households that are predominantly white (less diverse than the U.S.), middle to upper income (range: from \$43K to \$83K), of average age in the 30s and 40s, and have a mix of married, unmarried, family and childless households.

## Appendix G: Marketing Profiles for Target Groups in Northern Virginia

	Urban	Metro	Urban Outskirts/Suburban	Military Community
Leisure & Lifestyle	<ul style="list-style-type: none"> <li>Plays pool; dances; karaoke; plays chess; goes to the movies (horror, crime, comedy, thriller, action); paints/draws</li> <li>Attends horse racing; visits theme parks; goes to Atlantic City and Las Vegas to gamble</li> <li>Rents movies (foreign, news/-documentary, horror)</li> </ul>	<ul style="list-style-type: none"> <li>Buys books online (Amazon, B&amp;N) and in stores (B&amp;N), uses e-reader</li> <li>Goes to Atlantic City and Las Vegas to gamble; went to the beach</li> <li>Attends classical/opera &amp; dance performances, live theater; goes to museums, movies</li> <li>Member of union, AARP, charitable organization</li> </ul>	<ul style="list-style-type: none"> <li>Buys books online (Amazon, B&amp;N) and in stores (B&amp;N); uses e-reader; purchased digital books</li> <li>Goes to theme parks, zoo; gambles in Las Vegas</li> <li>Participates in fantasy sports league, book club</li> <li>Rents and/or purchases DVDs/Blu-ray discs through Netflix and Redbox</li> </ul>	<ul style="list-style-type: none"> <li>Plays musical instrument, goes on overnight camping trip; member of religious club</li> <li>Attends dance performances, classical music/opera performances, movies</li> <li>Rents/purchases DVDs/Blu-ray discs and videos (classics, musical, foreign, news/documentary, TV show), through Redbox or Netflix;</li> <li>Purchases books (travel, history, digital) online (B&amp;N), participates in book club</li> </ul>
Psychographics & Advertising	<ul style="list-style-type: none"> <li>Supports social, environmental and charitable causes through buying certain brands</li> <li>Environmentally conscious re: purchasing vehicles and eating organic foods</li> <li>Has seen ads at bus stops/train stations and inside taxis</li> <li>Not concerned about buying American-made products</li> </ul>	<ul style="list-style-type: none"> <li>Rarely attends religious services</li> <li>Exercises 3+ hours per week</li> <li>Seen ads at bus stops/train stations, on buses/trains, top of taxis</li> <li>Checks food ingredients, eats organic foods; tries to healthy food with nutrition focus</li> <li>Buying American products moderately important</li> <li>Somewhat likely to buy hybrid car</li> </ul>	<ul style="list-style-type: none"> <li>Spends 4+ hours/week commuting</li> <li>Exercises for 3-5 hours per week</li> <li>Has seen ads and product placements at sports/entertain events, movies</li> <li>Somewhat likely to buy hybrid car</li> <li>Global warming is slightly serious problem; government should focus on environmental issues.</li> <li>Buying American moderately important</li> </ul>	<ul style="list-style-type: none"> <li>Spends 4-7 hours/week commuting</li> <li>Has seen ads at bus stops/train stations, on buses/trains, on top of taxis, postcards</li> <li>Supports social causes through buying certain brands</li> <li>Attends religious services regularly</li> <li>Eats organic foods regularly</li> </ul>
Sports	<ul style="list-style-type: none"> <li>Participates in soccer, football</li> <li>Watches soccer (MLS, World Cup), boxing, lacrosse, wrestling</li> <li>Attends NBA basketball</li> </ul>	<ul style="list-style-type: none"> <li>Participates in skiing (downhill), tennis, fishing (salt water), yoga, mountain and road biking, ice skating and swimming</li> <li>Watches NHL hockey, tennis, MLB baseball, bicycle racing</li> <li>Attends MBL baseball, NHL hockey, NFL football games</li> </ul>	<ul style="list-style-type: none"> <li>Participates in jogging/running, weight lifting, Pilates, aerobics, yoga, mountain biking, golf, hiking, and tennis</li> <li>Watches NHL hockey</li> <li>Attends pro and college football, NHL hockey, MLB baseball, college and NBA basketball games</li> <li>Spends \$250+ on sports equipment</li> </ul>	<ul style="list-style-type: none"> <li>Participates in volleyball, Frisbee, Pilates, yoga, basketball, jogging/running, aerobics, weight lifting, backpacking, hiking, road biking and football; spends up to \$250 on sports equipment</li> <li>Watches soccer (MLS, World Cup), NFL football, extreme sports (summer)</li> <li>Attends football (NFL, college), NBA basketball, MLB baseball</li> </ul>

	<b>Urban</b>	<b>Metro</b>	<b>Urban Outskirts/Suburban</b>	<b>Military Community</b>
<b>Civic Activities &amp; Political Affiliation</b>	<ul style="list-style-type: none"> <li>Recycled products in last 12 months</li> </ul>	<ul style="list-style-type: none"> <li>Very to somewhat liberal</li> <li>Contributes to environmental, health, arts/cultural, political, educational, social services organizations and NPR/PBS</li> <li>Engages in fundraising, making speeches, contacting politicians, publishing articles, attending public meetings, writing op/ed letters, attending political rallies</li> <li>Voted in last election</li> <li>Recycled products</li> </ul>	<ul style="list-style-type: none"> <li>Somewhat conservative/Republican (some are somewhat liberal)</li> <li>Engages in speechmaking, attending political public meetings on town or school affairs, publishing, fundraising, serving on local committee, contacting politician; voted in last election</li> <li>Contributes to PBS/NPR, social services, educational, health, political, religious, arts/cultural, organizations; volunteers time</li> <li>Recycles products</li> </ul>	<ul style="list-style-type: none"> <li>Somewhat to very liberal; votes Democrat (or Independent)</li> <li>Engages in publishing, making speeches, attending political rallies, contacting politicians, serving on local committees, attending public meetings on town/school affairs</li> <li>Contributes to environmental, arts/cultural, educational organizations/causes; volunteers</li> <li>Contributed to PBS/NPR</li> </ul>
<b>Grocery &amp; Alcoholic Beverages</b>	<ul style="list-style-type: none"> <li>Shops for groceries at Stop &amp; Shop, Ralph's, Vons, A&amp;P; also goes to grocery warehouse chains (BJ's, Costco)</li> <li>Buys frozen/instant foods (coffee, pancakes/French toast)</li> <li>Drinks nectars, cognac, malt liquor, imported beer/ale, non- or low alcoholic beer, energy drinks, iced cappuccino/-espresso</li> </ul>	<ul style="list-style-type: none"> <li>Shops for groceries at Publix, Winn Dixie, Sam's Club, Save-A-Lot, and Albertsons</li> <li>Uses ground (Folgers) and instant coffee, iced cappuccino, canned stew, nutrition bars, nectars, egg alternatives, and soy milk</li> <li>Consumes energy drinks, malt liquor, Canadian and rye whiskey, cordial/liqueur</li> </ul>	<ul style="list-style-type: none"> <li>Shops for groceries at Meijer, Wegmans, Publix, Safeway, and Whole Foods; spends &lt; \$100/week</li> <li>Uses soy milk, rye bread, nutrition bars, pita bread, frozen vegetarian burgers and ground coffee (Maxwell House)</li> <li>Consumes beer, liquor (rum, port/sherry, vodka)</li> </ul>	<ul style="list-style-type: none"> <li>Shops for groceries at Publix, Costco, and Albertsons</li> <li>Uses ground coffee (Starbucks, Green Mountain), French bread, and frozen vegetarian burgers</li> <li>Buys and/or drinks domestic wine, domestic beer (incl. premium and low calorie), and liquor for home and dining out</li> </ul>
<b>Restaurants</b>	<ul style="list-style-type: none"> <li>Eats at Carl's Jr, Jack in the Box, Chuck E. Cheese, Dunkin Donuts, Boston Market, Baskin-Robbins, Domino's, Church's, Starbucks, Popeyes, and Chipotle for fast food</li> <li>Eats at Denny's, Old Country Buffet and IHOP for dine-in restaurants</li> </ul>	<ul style="list-style-type: none"> <li>Eats at Domino's, Little Caesars, Jack in the Box, White Castle, Papa John's, Sonic, Carl's Jr., Long John Silver's, Chick-fil-a, Church's, Steak 'n Shake, &amp; Cold Stone Creamery for fast food</li> <li>Eats at CiCis, Golden Corral, Texas Roadhouse, Chili's, Denny's, IHOP, &amp; Red Robin dine-in restaurants</li> </ul>	<ul style="list-style-type: none"> <li>Eats at Steak 'n Shake, Quiznos, Panera Bread, Papa Murphy's, Starbucks, Arby's and Dunkin Donuts for fast food; spends up to \$20 per 6 months, for snacks</li> <li>Eats at Old Country Buffet, TGIF, Carrabba's, Olive Garden, Applebee's, and Red Lobster dine-in restaurants; spends up to \$100 per 6 months; dines weekdays, for dinner</li> </ul>	<ul style="list-style-type: none"> <li>Eats at Papa Murphy's, Panera Bread, Cold Stone Creamery, Chipotle, Chick-fil-a, Baskin-Robbins, and Starbucks for fast food</li> <li>Eats at Texas Roadhouse, Red Robin, Carrabba's, Chili's, Buffalo Wild Wings, Olive Garden, TGIF, LongHorn Steak, Outback, and IHOP dine-in restaurants; spends \$301+ per 6 months</li> </ul>

	<b>Urban</b>	<b>Metro</b>	<b>Urban Outskirts/Suburban</b>	<b>Military Community</b>
<b>Shopping</b>	<ul style="list-style-type: none"> <li>• Shops at Walmart pharmacy; True Value and Sears for hardware; JC Penney, Kmart, and Dick's Sporting Goods for clothing</li> <li>• Uses coupons (newspaper, circulars, instant)</li> <li>• Buys gas and bread from convenience stores (BP/Amoco, Citgo); spent \$100+ in last 30 days</li> <li>• Buys gift/pre-paid cards from discount stores</li> </ul>	<ul style="list-style-type: none"> <li>• Shops at Ross, Payless, Famous Footwear, Disney Store, Burlington Coat, Forever 21, Big Lots, Pier 1, Marshalls, &amp; Foot Locker, Walmart Pharmacy, &amp; Office Max; buys in-home (Avon)</li> <li>• Spent up to \$99 on mail/-phone/Internet orders and up to \$49 on gift cards</li> <li>• Shops at AMPM convenience stores; buys ice cream and non-prescription drugs</li> </ul>	<ul style="list-style-type: none"> <li>• Shops at Express, DSW, TJMaxx, and Burlington Coat, FedEx Office, Walgreens Pharmacy, Radio Shack, Office Depot, &amp; Office Max</li> <li>• Shops on target.com and iTunes; spends up to \$499 on mail/phone/Internet orders</li> <li>• Shops at Stop-n-Go, Wawa, 7-Eleven, Circle K, and BP/Amoco convenience stores; spends up to \$99/30 days</li> </ul>	<ul style="list-style-type: none"> <li>• Shops at Target pharmacy, Office Max, Kohl's, Dick's Sporting Goods, Famous Footwear, Michael's, and Dillards</li> <li>• Uses coupons (Internet, instant, preferred customer)</li> <li>• Shops on target.com; spent \$500-799 on mail/phone/Internet orders</li> <li>• Buys gift/pre-paid cards for coffee, restaurants, department stores, bookstores; purchased 7+ cards in last 6 months</li> </ul>
<b>Electronics &amp; Internet</b>	<ul style="list-style-type: none"> <li>• Connects to Internet via dial-up modem and DSL</li> <li>• Purchased most recent computer (Compaq, Acer) 5+ years ago, usually from department/discount store</li> <li>• Printed digital photos</li> <li>• Owns camera (w/ telephoto or wide angle lens, point-and-shoot)</li> <li>• Owns 4+ TVs</li> </ul>	<ul style="list-style-type: none"> <li>• Uses Internet for online dating, downloading video games, writing online blog, visiting chat room, printing digital photos, visiting Spanish language sites, job search</li> <li>• Purchased computer (&lt; \$500 in last year) at discount/dept. store; owns Toshiba, Gateway and Acer brands</li> <li>• Owns one TV, Sony PSP, DVD player/Blu-ray drive</li> </ul>	<ul style="list-style-type: none"> <li>• Connects to Internet via cable modem</li> <li>• Uses Internet for downloading/watching movie/TV program, podcast, online blog, news, education/training, job search, checking movie listings; uses computer at school/library and other places</li> <li>• Owns Apple/Mac brand, purchased for &lt; \$500 in last year</li> <li>• Owns one TV</li> </ul>	<ul style="list-style-type: none"> <li>• Connects to Internet through fiber optic; owns wireless router</li> <li>• Owns software for personal finance/tax prep, spreadsheet, fax communications; child uses home computer</li> <li>• Owns camcorder; visits shutterfly.com</li> <li>• Owns 4+ TVs, usually projection, DLP or connectible to Internet</li> <li>• Owns game system (Nintendo Wii/DS, Game Boy Advance)</li> </ul>
<b>Magazines and Newspapers</b>	<ul style="list-style-type: none"> <li>• Reads hardcopy magazines about baby, video games, women's fashion, computers, parenting, music, bridal, science/technology, motorcycle, and sports;</li> <li>• Reads daily newspaper;</li> </ul>	<ul style="list-style-type: none"> <li>• Reads hardcopy magazines about business/finance, airline, travel, general editorial; uses e-reader</li> <li>• Reads daily and Sunday newspapers; reads newspapers for business/finance, travel, science/technology, health, national/international news, home/gardening, movie listings, fashion, entertainment/lifestyle; uses e-reader</li> </ul>	<ul style="list-style-type: none"> <li>• Reads hardcopy magazines about business/finance, computers, travel, women's fashion, sports, science/-technology, epicurean, news/-entertainment; reads magazines online</li> <li>• Reads newspapers for business/-finance, travel, home/gardening, entertainment/lifestyle, science/-technology</li> <li>• Reads online news (WSJ, usatoday)</li> </ul>	<ul style="list-style-type: none"> <li>• Reads hardcopy magazines about computers, music, bridal, airline, news/entertainment, science/technology, women's fashion, sports, parenting; uses e-reader</li> <li>• Reads these sections of newspapers: circulars, national/-international news, comics, movie listings/reviews, sports; reads online news (WSJ, NYTimes, usatoday)</li> </ul>

	<b>Urban</b>	<b>Metro</b>	<b>Urban Outskirts/Suburban</b>	<b>Military Community</b>
<b>Radio &amp; Other Audio</b>	<ul style="list-style-type: none"> <li>• Prefers Hispanic, rhythmic, urban, news, oldies, jazz, contemporary, and adult contemporary radio formats; listens weekdays (12 am – 6 am) and weekends (day and evening) at home</li> <li>• Listens to/purchases Spanish/-Latin, reggae, and hip hop music; purchases CDs</li> </ul>	<ul style="list-style-type: none"> <li>• Prefers all news, news/talk, jazz, sports, news/talk, classical, adult contemporary, rhythmic, public oldies, alternative, classic rock, contemporary hit, and rock music</li> <li>• Listens to/purchases jazz, classical, and easy listening music</li> <li>• Subscribes to Sirius and XM</li> </ul>	<ul style="list-style-type: none"> <li>• Prefers sports, news/talk, alternative and adult contemporary radio formats</li> <li>• Listens to/purchases pop/Top 40, alternative, easy listening, soft rock music</li> <li>• Downloads songs and albums</li> <li>• Subscribes to XM and Sirius</li> </ul>	<ul style="list-style-type: none"> <li>• Prefers classical music radio formats</li> <li>• Listens to/purchases folk, alternative, dance, reggae, classical, blues, rap, hip hop, R&amp;B, jazz, pop/Top 40, rock</li> <li>• Downloads songs and albums; purchases CDs</li> </ul>
<b>TV Viewing</b>	<ul style="list-style-type: none"> <li>• Subscribes to fiber optic</li> <li>• Watches Music Choice, Fuse, TeenNick, MTV/MTV2, PBS Kids Sprout, Disney XD, Bravo, HSN, Cartoon Network, Nickelodeon, Nick at Nite, BET, WE tv, VH1 Classic, Oxygen, Investigation Discovery; any program on Spanish TV network</li> <li>• Views sports events on pay-per-view</li> </ul>	<ul style="list-style-type: none"> <li>• Subscribes to fiber optic and bundled (cable/phone/internet) services; has DVR</li> <li>• Watches MLB Network, BBC America, CNBC, MSNBC, Bravo, PBS Kids Sprout, HGTV, and Golf Channel; subscribes to all premium TV channels</li> <li>• Viewed TV shows/movies thru On Demand</li> </ul>	<ul style="list-style-type: none"> <li>• Subscribes to fiber optic and bundled (cable/phone/Internet) services; has DVR, incl. TiVo</li> <li>• Watches Golf, HGTV, PBS Kids Sprout, BBC America, FSN, CNBC, ESPN2, MLB Network; subscribes to premium channels (HBO, Showtime, and The Movie Channel); watches TV shows/movies thru On-Demand</li> </ul>	<ul style="list-style-type: none"> <li>• Subscribes to cable TV and bundled (phone/cable/internet) services; has DVR</li> <li>• Watches ESPN, Weather Channel, VH1, TV Guide, MTV, Comedy Central/E!, Bravo, Spike, Travel Channel, FSN, FX, and WGN America; views pay-per-view for sports.</li> </ul>