FIRST THINGS FIRST

Building the Movement for Arizona's Youngest Kids

Strategic Communications Plan
FY 2011-2013

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Section One
Introduction

Elementary school teachers, neuroscientists and child development experts all agree the earliest years provide the foundation for success in school and in life.

Frustrated by Arizona's long-standing dismal rankings on key indicators of child-well-being, a passionate group of Arizonans mounted a citizen-led initiative to expand and enhance early childhood development and health services statewide. Their vision was to build a Movement for Arizona's Youngest Kids where all Arizonans – from parents to policymakers, business leaders to philanthropists – were vested in a single mission: to ensure that every child in Arizona starts kindergarten healthy and ready to learn.

In 2006, that grassroots initiative led to the passage of Proposition 203 and the creation of First Things First (FTF). The initiative included a tax increase on tobacco products to provide a reliable funding source to support the following goals:

- Improve the quality of and access to early childhood development and health programs;
- Increase access to preventative health care and health screenings through age five;
- Offer parent and family support and education regarding early child development and literacy;
- Provide professional development and training of early childhood development and health providers;
- Increase coordination of early childhood development and health programs; and,
- Increase public information about the importance of early childhood development and health.

To date, FTF has allocated more than $284 million to community-based programs and services that help children grow and learn. It is estimated that FTF-funded services touch the lives of more than 330,000 children – that's nearly half of all the children five years old and younger in Arizona. But there's much more to be done in order to fulfill our mission, and challenges are mounting:

- The on-going economic crisis has resulted in a steep decline of tobacco revenues received by FTF (a 20% reduction over the past three years).
- State budget cuts have severely reduced, and in some cases, eliminated programs and services for our youngest children.
- Voter-protected funds are continuously being looked at to backfill those budget cuts.
- And, many Arizonans are unaware of FTF and the importance, value and impact of early childhood development programs and services.

In order to realize the vision, FTF is launching a comprehensive three-year effort to build awareness and knowledge of early childhood development and health, and then motivate people to act on behalf of our youngest children. Although pieces of this are already occurring within FTF's existing operation, a formal effort is needed to engage multiple audiences statewide in an integrated manner in order to catalyze the public will necessary to sustain efforts that ensure all Arizona children have the tools needed to be successful in school and in life. The plan that follows includes a step-by-step implementation plan that ensures engagement of the broadest group of current and potential early childhood champions.

To achieve the goals set forth in this document, work will be done in the following areas of expertise:

- Community Outreach
- Brand Management
- Government Affairs
- Communication, including Media Relations, Marketing and Advertising

Section Two
Goals and Objectives

The following goals, objectives and strategies will guide this three-year effort:

GOALS AND OBJECTIVES

Organizational Goal
Ensure all children in Arizona come to school on their first day of kindergarten healthy and ready to learn.

Plan goal
Build awareness, knowledge and action across Arizona to ensure all children five years old and younger have the tools they need to be successful in school and in life.

Objectives
- Ensure consistent messaging internally and externally by First Things First (FTF) staff, partners, champions and the general public.
- Position FTF as a leader in the Movement for Arizona's Youngest Kids.
- Build and drive support from the general public, elected officials and additional target audiences for investments in early childhood programs and services for Arizona's children five years old and younger.
- Inform Arizona caregivers of children five years old and younger about early childhood programs and services, particularly FTF statewide initiatives and regionally-supported programs.

Strategies
- Educate people on the importance of early childhood development broadly and FTF specifically.
- Recruit and retain new champions of early childhood development broadly and FTF specifically.
- Brand and market FTF to target audiences.
- Motivate all champions to act.

These goals and the corresponding objectives and strategies are the foundation for this document. Sections Six through Nine outline detailed tactics and tools FTF staff and volunteers, in partnership with its champions, must employ to gain and in some cases re-establish commitments to FTF's mission and build the wave of support that is critical for this movement to succeed.

During the next three years, FTF seeks to expand the number of civic-minded Arizonans who understand the importance of early childhood, and are willing to show their support for children five years old and younger. A target of 63,710 new champions between July 1, 2010 (beginning of Fiscal year 2011) and June 30, 2013 (end of Fiscal Year 2013) has been established, with an annual targeted outreach goal of 12,842 champions.

This effort is a wonderful opportunity to expand our early childhood development and health movement and to ensure all Arizonans can participate in the shared responsibility to help children grow up healthy and ready to learn.

Section Three
Measurements and Benchmarks

All efforts to build support for the Movement for Arizona's Youngest Kids should set measurements and benchmarks to track progress and momentum. Recent research and data collection provides a basis for the following measurements and tactical benchmarks. This outlines the ways in which First Things First (FTF) can determine if it is succeeding during each step of this plan. More specifically, this answers the question, "How do we know if what we are doing is working?"

To assess the overall impact of this plan, the following criteria and benchmarks will be used:

When building consistent and effective messaging, all audiences should first be knowledgeable that FTF exists and then be able to articulate the overall mission. Increase total awareness of FTF in Arizona from 20% in 2009 to:

- 24% in Fiscal Year 2011
- 27% in FY 2012
- 32% in FY 2013

To be a leader for early childhood education and health experiences, FTF must be able to drive support of its mission and work. In 2009, 69% of Arizonans surveyed who are aware of FTF either strongly or somewhat support FTF. Increase this support to:

- 75% in FY 2011
- 80% in FY 2012
- 85% in FY 2013

Arizonans must prioritize early childhood education against other state issues. In 2009, 76% of Arizonans ranked early childhood education and health care as important or very important. Increase the perceived importance of early childhood development issues to:

- 78% in FY 2011
- 79% in FY 2012
- 80% in FY 2013

During the next three years, FTF seeks to expand the number of civic-minded Arizonans who understand the importance of early childhood, and are willing to show their support for children five years old and younger. Section Eight outlines the specific audiences that will be targeted, and the specific number of champions to be secured in each audience. Overall, the annual FTF Targets for Future Champions include:

Year 1 FY 2011: 12,842 new people
Year 2 FY 2012: 25,684 new people (Cumulative Years 1 & 2)
Year 3 FY 2013: 38,526 new people (Cumulative Years 1-3)

The results of the FTF Family and Community Survey presented clear evidence that Arizona families have some understanding of child development, but that further information and educational outreach is necessary.

FTF is addressing this need through a variety of statewide strategies – such as Quality First, Arizona Parent Kits and the Birth to Five Helpline – as well as regional strategies such as home visitation and parenting education. These programmatic strategies will result in improvement in four areas measured by the survey:

Brain development	Only about a quarter (22%) of respondents understand that the capacity to learn may be or is definitely set from birth, leaving a large majority unaware of this crucial aspect of child development

Language and literacy development	Although false, almost one-half (48%) of respondents indicated that television might promote language development as effectively as personal conversation.
Emotional development	More than one quarter (27%) of respondents believed that children cannot sense and react to their parents' emotions until after they reach seven months of age or older, although emotional development starts at or before birth.
Developmentally appropriate behavior	Respondents often had unrealistic expectations for behavioral development, such as 40% indicated that 15-month-olds should share, and 26% believed that three-year-olds could be expected to sit quietly for an hour.

FTF Policy, Program and Evaluation are working to establish the specific range of improvement expected in these measures by the time the next Family and Community Survey is completed. Communications will support those improvements through the tactics noted in this plan. The specific themes to be addressed in these tactics are identical to the themes being addressed by the programmatic strategies:

1. Anytime is learning time.
2. It's not about the stuff! It's all about the quality of the relationships between young children and their caregivers.
3. The early years provide opportunities for parents and families to affect their child's learning.

These benchmarks and measurements help not only to drive the overall effort but also inform activity related to each of this plan's four objectives. This is expressed in greater detail in Sections Six through Nine.

Section Four
Communication Research and Messaging

Research Summary

To ensure the most effective messaging is used to support the Movement for Arizona's Youngest Kids, First Things First (FTF) analyzed the wealth of existing national early childhood development messaging research. In late 2009, FTF also conducted statewide messaging research to determine what values are common among Arizonans regarding FTF and early childhood issues. Messages that resonated at the national level did not always coincide with those messages that resonated among Arizonans. FTF used the cross-over between the national and statewide research to inform the strategies and tactics critical to building a successful Movement for Arizona's Youngest Kids. This also allows FTF to provide a sound rationale behind every part of the effort.

Messaging Context

Efforts at the community, state or federal level can be won or lost based on the ways in which people voice support for – and respond to criticism about – investing in early childhood, and by extension, FTF. For a message to sink in, the message needs to be heard seven to eight times. Therefore, each audience needs to learn about FTF and its impact multiple times. While it is preferred that this message come from a variety of sources, the same message is heard consistently every time. Below is a snapshot of national research, Arizona research, and credible messengers/messages. Messengers/messages to avoid also are included. A more detailed messaging analysis is located in Appendix One of this plan.

National Messaging Research

Studies reviewed include:

- *Talking Early Child Development and Exploring the Consequences of Frame Choices*, Frameworks Institute
- *The Heckman Equation*, James Heckman
- *Communicating About Children*, Luntz, Maslansky Strategic Research Analysis
- *What Grown-Ups Understand About Child Development*, DYG, Inc.

Key takeaways:

1. *Talking Early Child Development and Exploring the Consequences of Frame Choices*
    - Americans don't really understand what happens in early childhood development, making them vulnerable to "default" thinking on the matter – such as child-rearing being solely the role of the family, self-reliance being the main goal of the successful self-made child, and physical safety being a primary concern.
2. *The Heckman Equation*
    - Early childhood development simply isn't top of mind, yet many of the problems that can be solved through good early childhood development (education, health, the economy and crime) are. Americans do believe that every child should have access to effective early childhood development, but they often believe programs and services are there only for low-income families. Our plan will benefit from linking social investment with economic advancement.
3. *Communicating About Children*, Luntz, Maslansky Strategic Research Analysis
    - Early childhood development affects us all, and we must instill the sense of ownership and intimacy about the children and the future. These action items are extremely achievable, and not focusing on them creates negative impacts for everyone. A few tips include staying away from technical language, personalizing the children you are talking about by referring to them as "kids," and creating tangible examples of how not funding a specific program today means a less successful society in the future.
4. *What Grown-Ups Understand About Child Development*, DYG, Inc.
    - While adults are well informed about many areas of child development, there are substantial gaps in other important areas that can significantly impact early childhood development. The greatest

levels of misunderstandings include a child's ability to sense what's going on around him/her, the most beneficial forms of play, expectations of young children, and discipline and spoiling. However, even with some misunderstandings, there is widespread support for various policies that support young children and their families.

Arizona Messaging Research

When localizing information to Arizona, three additional studies have greatly influenced this plan:

- FTF Family and Community Survey on Early Childhood Development
- FTF Message Testing
- Awareness of Early Childhood Development and FTF in Arizona

Key takeaways:

1. Family and Community Survey on Early Childhood Development
   - The number of children in Arizona continues to grow, as does the diversity of families. Unfortunately, parents often do not have a good understanding of what leads to good child development, what indicators should happen at what point in their child's life or where to go for such assistance. Families with lower income and education levels are particularly at risk.
2. FTF Message Testing
   - Arizonans know their children need the right tools if they are to succeed and that each child needs proper support to be prepared for school. Messaging that is very positive in nature, comes from trusted community educators, is specific to why early development is important, and paints an inspirational outlook for each child drew the most support. Health, nutrition, mental health and language skills aren't always understood as being part of early childhood development the way education and school preparation are, requiring further explanation of these needs.
3. Awareness of Early Childhood Development and FTF in Arizona
   - Awareness of FTF is extremely low, even though support for early childhood development programs is high. Although Arizonans recognize that children represent our future and that they need to get the right start, other issues such as K-12 education, job availability, crime/violence, and the state budget deficit are being prioritized at this time. The Arizonans surveyed do believe the mission of FTF is a good one (although ambitious). There was a misperception of a bureaucracy and duplication of efforts with other child-focused organizations among some focus group participants. Some participants were concerned that they were not aware of how their voter-approved tax money is being spent.

Future Research

Current research has supplied an excellent foundation for the recommendations included in this plan. However, to stay current, effective and fresh, it is important to keep this level of information flowing. As a result, the following studies are recommended during the next three years.

1. Bi-Annual Family and Community Survey on Early Childhood/Partner Survey – This study is key to understand how caregivers perceive early childhood development and services FTF provides. The information gleaned allows fine-tuning of program development, grant awards and infrastructure expenditures.
   - Timeline: Conducted every other year. (Next Study in 2012)
2. Annual Awareness and Messaging/Positioning Study – A primary method of testing FTF communications in the state, this ongoing survey will show on a macro level how effective this plan has been at achieving stated objectives. It will also test which messages will resonate best with target audiences as well as what specific wording has the best results.
   - Timeline: Conducted annually (2011, and2012)
3. Creative Concept Testing – Prior to spending the time and dollars to produce and distribute larger-scale advertising and communications materials, it is most helpful to ensure their efficiency and effectiveness.

These materials must have the desired effects at the most efficient level of spending. Testing upfront saves significantly more dollars and time over the life of the effort.

- Timeline: Conducted prior to any major rollout, estimated to be every other year. (2010 and 2012)

Credible Arizona Statewide Messengers and Messages

All Arizonans have a shared responsibility in helping Arizona children grow up healthy and ready to learn. Research suggests certain messengers are more effective at getting this point across.

Top 6 Credible Messengers:

Elementary School Teachers	School Counselors/Psychologists
University researchers	Police/other law enforcement
Child advocacy groups	College Professors

Credible Words:	Words to Avoid:
All children	Poor children
Giving tools to children	Giving support to parents
Starts children on the right path	Increases America's competitiveness
Builds a solid foundation	Benefits our State
Committing	Investing
Fulfilling a commitment	Providing services

Research shows that only seven percent of Arizona residents believe Arizona's children are "very" or "extremely" prepared to learn when they enter kindergarten. It is not surprising, then, to see what messages resonate across all audiences.

Credible Messages Among Most Audiences

1. Getting children ready for school means more than packing their lunches, filling their backpacks, and getting them to the bus on time. In fact, the job of helping children succeed in school starts the day they're born.

2. About 80% of a child's critical brain development happens before age three (and 90% by age five). The brain connections made during this time lay the foundation for a lifetime.

3. A child who receives early childhood education and healthcare services before age five is more likely to succeed in grade school, high school and beyond.

4. Quality healthcare is a vital component of any successful early childhood development program. First Things First has made access to health care for young children a priority.

Audience Specific Credible Messages

1. In order for children to be successful in school and beyond, they must start out on the right path. Early childhood programs give children a solid start in life and a foundation on which they can build.

2. Children who attend early childhood programs start off on the right path and are more likely to perform better in school, have higher graduation rates, and are more likely to attend college.

3. Studies show that children exposed to high-quality early childhood education have better language and math skills, better social skills, and better relationships with classmates. These students score higher in school-readiness tests, are 40% less likely to need special education or be held back a grade, and are 70% less likely to commit a violent crime by age 18.

Less Compelling Messages Across All Audiences:

- The national research on Return on Investment arguments does not resonate as well in Arizona.
- Message: 90% of business leaders surveyed said high-quality preschool is important to increase America's competitiveness. Nationally, business leaders work as great messengers, but not in Arizona. Only 29-35% of those surveyed thought business leaders were credible messengers.
- Message: Early childhood commitments save taxpayers money. Committing to these programs benefits society in the long-term through reduced crime costs, less welfare dependency, and a more productive citizenry.
- Message: By investing in educational and developmental resources for children from birth to age 5 in order to develop cognitive and social skills during this critical developmental period, we gain more capable, productive and valuable citizens that pay dividends to our state and nation for generations to come.
- Message: 90% of business leaders surveyed said high-quality preschool is important to improve America's workforce to compete in the global economy. (Conservatives 39% support, 55% overall)
- Message: Saving taxpayers money we gain more capable, productive, and valuable citizens that pay dividends to our state and nation for generations to come

A more detailed messaging analysis is located in Appendix One of this plan.

Section Five
Branding

A strong, clear brand brings many benefits. It builds recognition and support, drives loyalty, conveys leadership, creates trust, allows for marketing and communications efficiencies, exudes professionalism, indicates commitment and pride, and is more memorable.

The First Things First (FTF) brand has evolved over time – from the messaging used in the 2006 campaign to pass Proposition 203 to the current brand being used, which was the result of significant work in 2007. As part of the research to inform this plan, FTF determined that it was not necessary to reinvent the brand, however, it was necessary to:

1. Re-visit the messaging used to convey the brand, taking in to account the results of the Arizona-specific message testing summarized in Section Four.
2. Implement a brand strategy across the agency to ensure the consistent application of the brand by all stakeholders, including statewide initiatives and grantees (which were not part of the agency in 2007); Regional Council members and staff (many of whom were not with FTF when the current brand was developed); and across all FTF communications vehicles (which are expanding every day).

The uniform application of the brand strategy – with only slight modifications to respect cultural responsiveness to some messages – will ensure that FTF is being viewed effectively and consistently across the state. To assist in building this consistency, an existing position within the FTF Communications Team will be assigned the responsibilities of a Brand Advocate. Section Six provides a full explanation of this role, as well as descriptions of tool kits, templates, training and other materials necessary to maintain a consistent brand.

Sections Six through Nine include effective branding tactics and tools that will help achieve the plan's objectives. In getting to these tactics, a brand analysis took place. In these sessions, stakeholders articulated their expectations for how FTF should be perceived. Today, very few audiences have an opinion of FTF, since many haven't heard of it or know what programs and services it supports.

This is an excellent opportunity because there aren't any negative connotations to overcome. To address awareness issues and gain support, FTF can take control of its brand and ensure consistency across all target audiences and communication tools. Going forward, all FTF-funded activities and message touch points will accurately reflect a purposeful FTF brand.

To identify any brand, the following six aspects must be defined.

- Heritage: The tangible assets and perceptions that have been the building blocks to lead the brand to what it is today.
- Personality: Like the personality of a person, these are the characteristics that make the brand unique in how it looks, acts and feels.
- Visual Assets: Those visibly recognizable executions of the brand.
- Emotional Benefits: How a person feels when interacting with the brand.
- Functional Benefits: Products and features the brand offers.
- Self-expressive Benefits: How a person is perceived for having interacted with the brand.

To create a roadmap for the FTF brand, FTF defined the characteristics best reflect the FTF mission. Only then are we able to set the path for how we will achieve the right perceptions.

Heritage:

- Well-regarded founders
- For ALL Arizona children and caregivers
- 31 regional councils at community level
- Builds benefits for all of Arizona's citizens
- Council members are child development experts
- Exceptional Board of Directors
- Voter-approved
- Tribal investment
- Excellent infrastructure

Personality:

- Caregiver – warm, caring, understanding
- Teacher – mentoring, not preaching
- Approachable – not bureaucratic
- Trustworthy, friendly, neighborly
- Knowledgeable and resourceful
- Responsible, reliable, good stewards
- Open
- Authentic
- Passionate
- Professional
- Forward-thinking
- Non-judgmental
- Innovative / fresh

Visual Assets:

- Building blocks (old logo)
- Basket-weave logo (newer logo)
- Black and white photo imagery
- Color blocks
- Lime green / royal blue
- Logo type
- Name recognition
- Web sites
- Parent kits
- Collateral
- Capital
- Videos

Emotional Benefits:

- Sense of accomplishment, pride
- Helping the greater good
- I'm making a difference
- Appreciative, appreciated
- Engaged
- Secure
- Equipped
- Empowered
- Supported
- Individual

Functional Benefits:

- Resources
- Statewide network, infrastructure
- Web site
- Statewide and local programs
- Quality First
- Professional Reward$
- TEACH
- Parent kits
- Grants

Self-Expressive Benefits:

- Community minded
- Selfless, I'm a giver
- A better, smarter parent
- Visionary – a leader
- Creating a better future
- Fulfilling hopes, dreams
- Effective
- In touch
- Helpful
- Involved

Section Six
Objective One: Ensure Consistent Messaging Internally and Externally

Approach
Communicating about early childhood and First Things First (FTF) in a consistent way is critical to building a successful movement. Core messages for frequently asked questions can be found in Appendix One. Additional, more tailored messages will be developed on an on-going basis to suit the needs of various targets and audiences.

A robust array of collateral materials will be developed to support statewide and regional tactics. These materials provide multiple internal and external audiences with basic and specific information regarding early childhood development and health, as well as FTF's approach. All collateral materials will have two common factors: the content of both will be driven by core strategic messages, and they will have a consistent brand identity. Where necessary to accommodate cultural or geographic preferences in messaging – as identified through the message testing – collateral materials can be developed and tailored to meet those needs.

Collateral materials must be integrated throughout every aspect of the Movement for Arizona's Youngest Kids. When something new occurs (programs, framework, new data) materials must be revised or new ones created that target various audiences (i.e., media, grantees, elected officials, etc.) and are consistent with the FTF brand.

Initial Target Audiences
While it is imperative that all Arizonans know and understand the importance of early childhood development and FTF's role in supporting young children, it will be important initially to focus limited resources and time on a few key audiences: Caregivers, Civic-minded Arizonans, Regional Partnership Councils, Grantees, Early Childhood Development and Health Related Providers, Proposition 203 Original Endorsing Organizations, Voter Protection Organizations, Early Childhood Coalitions/Advocacy Organizations, the Medical Community, Researchers, Women's Organizations, Tribes, Faith Organizations, K-12 community, Public Officials and Candidates.

Communication and Collateral Materials

<u>Statewide Tactics</u>

Tactic: Message Development and refinement

1. Outline of ideal communication framework and corresponding responses
2. Tailored message development for priority messengers and audiences
3. Continued modification of messaging to reflect new, revised and/or emerging frames
4. Recommended timing of targeted messages

Tactic: Electronic Communications
Establish a statewide email listserv that provides information to champions on a regular basis. The listserve will include the distribution of the following items which are being developed:

- Weekly email updates and special alerts when needed
- Monthly newsletter
- Quarterly updates to messaging tools
- Regular mailings to champions

❖ <u>Statewide Measurement and Benchmarks</u>

1. Annual increase in number of listserve participants (13,000+ in FY2010; 26,000+ in FY 2011; 39,000+ in FY2012

2. Individual messages may include a specific action recommended, for example, to visit a Web page or sign up for email alerts. When messages include a "call to action" that can be measured, it will be.

Regional Tactic:
The email listserv will have the capacity to send emails by Regional Council area. By encouraging personal and professional contacts to sign up for FTF Email Alerts, Regional Councils will be building the database of champions who can receive both FTF and Region-specific information. Templated content will be created and Regional Councils will decide when it makes sense to send it to their community. For example, a template could be created for announcing new grants, and as grants are awarded, the Council can send a branded email alert to champions in their community. The email can be forwarded and includes a link for signing up for additional alerts.

- Regional Measurements and Benchmarks
  1. If regions choose to implement this tactic, they will establish their own goal for increasing the number of individuals on the FTF listserv from their region.
  2. Individual messages may include a specific action recommended, for example, to visit a Web page or sign up for email alerts. When messages include a "call to action" that can be measured, it will be.

Statewide and Regional Tactic:

Tactic: Internal and External Collateral Materials and Templates
There are certain collateral materials that routinely are needed by FTF. Many of these materials already exist, but will be reformatted to reflect the most effective messaging. Other materials have been created or are being created, based on past requests. Wherever possible, collateral materials will include the FTF Web address and a call to the reader to sign up for Email Alerts. Templates allow FTF to quickly develop additional collateral materials that are consistent with the FTF brand.

For ease of distribution and to streamline internal resources an online automatic ordering mechanism and customization function will be created so staff, councils and grantees can directly order the amount they need. These materials and templates include:

- Updated FTF Fact Sheet Packet (i.e., General, Programs, Regions, Funding, Accountability, Brain Science, Economics)
- Policy Briefs on Statewide Initiatives
- Power Point Presentation
- 8 ½ x 11 template primary and secondary pages (for one-sheets, fact sheets, briefs, etc.)
- 8 ½ x 11 cover
- Paper newsletter
- Digital newsletter
- Postcards
- Posters
- Flyers
- CD/DVD label
- 8 ½ x 11 tri-fold brochure

Regional Tactics:

1. Regional Fact Sheets
2. Regional Brochures
3. Regional Newsletter (electronic and hard copy)
4. Specific fact sheets by topic (central template that can be tailored to region, messenger, audience)
5. Specific one-pagers by topic (central template that can be tailored to region, messenger, audience)

- Statewide/Regional Measurements and Benchmarks

1. The number of collateral materials ordered by Program Divisions and individual Regional Councils during the first year that the online ordering system is available will be used as the baseline to establish goals in future years for increasing the number of collateral materials distributed.
2. In addition, since most of the collateral materials will include the FTF Web address and a call to sign up for Email Alerts, those responses also will be tracked.
3. Increase total awareness of FTF in Arizona from 20% in 2009 to 24% in FY 2011

Brand Support

Consistent messaging begins with a well-defined brand. To ensure the brand is upheld by all of central staff, Regional Councils, grantees and external staff, the following materials will be provided. There will be a secure portion of the FTF Web site so staff, councils and grantees can download these resources on demand.

Statewide Tactic

- Brand assets – logos, tag line, color palettes, talking points, photos and other information needed to ensure a consistent look-and-feel and tone of the brand
- Branding tool kit – these all-in-one kits will contain everything needed to learn how to use the brand as well as the tools to create executions. The kit includes a style guide, templates, samples, training materials, access to Web resources and online ordering, and approval processes.
- Style guide – a reference on how to properly use brand assets such those listed above. It includes specifications for where marks can be used, how much space they require, Pantone color references, logo options and when to use each, stock photography, common message blocks, and so forth.
- Templates – Ready-to-use blank versions of numerous materials will be provided, including presentations, electronic and paper newsletters, Web pages, social media samples, emails, scripts, advertising materials, fliers, leave-behinds, and other materials. Two template newsletters will be available: one distributed statewide and one solely for use by Regional Councils to promote local strategies. Both will be available in an electronic format or printed as necessary.
- Samples – completed executions will be provided both as ready-to-use materials as well as models for creation of customized versions.
- Training – to help facilitate the maintenance of the brand, training sessions will be provided to all internal and external staff who represent FTF. Training can be in-person, by phone or by Webinar. An overview will be provided on all aspects of creating appropriate brand touch points and materials will be provided to reinforce what is taught. A branding tool kit will also be provided.
- Downloadable brand resources – all brand assets and tool kits will also be available through a password-protected area on the FTF Web site.

To ensure ongoing consistency of the brand, an existing position within the Communications Team will be assigned the responsibility of a Brand Advocate. Although an advertising agency will develop most of the brand elements and branded materials, the FTF Brand Advocate will:

- Define and be the authority on the FTF brand
- Refine and evolve the brand
- Monitor and approve brand usage
- Ensure ongoing consistency of the brand
- Build additional templates and executions according to brand standards
- Apply the FTF brand attributes, such as messaging or logos, to all communication efforts conducted by or on behalf of FTF
- Maintain a style guide for use of brand assets
- Train internal staff, regional councils, grantees and others on properly using the brand
- Review and approve use of brand assets within materials created by other entities
- Maintain a resource for distributing digital brand assets

- Manage an ordering system for the localization, ordering and delivery of physical executions of the brand, such as brochures, mailers, newsletters and so forth
- Work closely with outside advertising, public relations, public affairs and other consulting agencies for their use of the brand
- Layer the brand with other communication messages

Tactic: Regional Partnership Council and Grantee Brand and Marketing Support Kits:

The Regional Councils are comprised of dedicated volunteers who spend many hours helping FTF serve the needs of Arizona's children and caregivers. Grantees implement the majority of FTF-supported programs every day. The tools and guidelines provided to both Regional Partnership Councils and Grantees must be simple to use, cost efficient, and flexible for their local needs. Easy to use tools and guidelines will help FTF ensure consistent messaging is received and disseminated by its stakeholders.

Comprehensive brand and marketing support kits introduce stakeholders to the brand, the guidelines for usage and the tools they need to properly use the brand. The kit could be mailed, but whenever possible should be delivered in person to the Regional Partnership Council chair or Grantee to be discussed in more detail. Each Grantee kit is a streamlined version of the Regional Partnership Council brand and marketing support kit but serves the same purpose.

These kits of materials will include the following:

- All of the materials in the Brand Support tactic describe above
- Disk with approved logos, fonts, PowerPoint template and sample presentations
- Instructions for using the online ordering system for materials. As discussed in the tactics for this section, an online ordering system for materials reduces cost and effort while improving oversight and compliance with established brand guidelines. Regional Councils can quickly and easily order the needed materials and FTF's marketing team can be confident that only approved branded materials are being used.
- Instructions and benefits for logging in to the Regional Council section of the FTF Web site
  By directing the Regional Councils to seek updates and information on the Web site, FTF can minimize the need for production and mailing of printed materials to the Regional Councils, saving operational costs. Creating on online dialogue with the Regional Councils via e-mail and the Web site allows for more frequent two-way communication. This improved responsiveness and communication will improve efficiency as well as elevate perceptions of FTF among staff and volunteers.
- General guidelines and best practices for the development and use of promotional materials
- Recommended options for local media placement

Grantee kits include an additional three components:

1. A list of public relations best practices
2. Suggestions for how Grantees can partner with Regional Councils to more efficiently promote programs
3. Brochures, samples, and other collateral materials or promotional educational reinforcement items for use at conferences, meetings, and in the lobby or office of every Grantee.

❖ <u>Statewide/Regional Measurement and Benchmarks</u>

1. Increase total awareness of FTF from 20% in FY 2009 to 24% in FY 2011.

Tactic: Educational Reinforcement Materials (Leave-Behinds)

Educational reinforcement materials give the individual who interacts with FTF champions a tangible item to take with them that reinforces the FTF brand. Because the leave-behinds will include the Web address wherever possible, they also remind the recipient of where they can go for additional information about FTF. FTF will develop a list of approved "leave-behinds" suitable for a variety of settings. Some examples include:

- Pen/highlighter

- Post-it notes
- Reusable grocery bags
- Onesies
- Car magnets
- Crayons
- Band-aids

❖ Statewide/Regional Measurements and Benchmark

1. The number of collateral materials ordered by Program Divisions and individual Regional Councils during the first year that the online ordering system is available will be used as the baseline to establish goals in future years for increasing the number of collateral materials distributed.
2. In addition, since most of the collateral materials will include the FTF Web address and a call to sign up for Email Alerts, those responses also will be tracked.
3. Increase total awareness of FTF in Arizona from 20% in 2009 to 24% in FY 2011

Public and Community Relations

This is a critical time for FTF to spread the word about its programs, funding, goals and how the organization fulfills its early childhood education mission around the state. In order to maximize public relations opportunities, FTF messengers must be able to articulate key points and circle back to those main points (bridging) in media interviews. The following tactics will prepare champions to execute the public and community relations strategies discussed in Section Seven.

Statewide Tactics

Tactic: Advanced on-camera media training

This is essential as we focus in 2010 and into 2011 on increasing the education about FTF. Key officials need to be on message and prepared for TV interviews, news conferences, speaking engagements, ambush interviews and the like.

A classroom setting will cover topics such as "The 8 Deadly Sins", "The Be's and Don'ts", "'Bridging' Out of Trouble" and more, and will walk participants through the basics of media training. Individuals then go through advanced on-air training, put through the paces of mock interviews and news conferences, sneak attacks and real-time video critiques.

Regional Tactic

Tactic: Create a 'communications tool kit' for use by FTF Regional Councils to help increase awareness about FTF-funded events and programs throughout the state.

The PR tool kit would include, but not be limited to, the following:

1. Brief overview of key points from media training.
2. Template to create a basic press release for media in each Regional Council's area of the state.
3. Template to increase awareness of an upcoming event using FTF funding.
4. List of media contacts for each area of the state.
5. Tips for using social media (Facebook, Twitter) and regional groups (local chamber, Rotary, PTAs, etc) to spread the word.

❖ Statewide and Regional Measurements and Benchmarks:

1. Increase in number of media hits
2. Maintain or improve tone and consistency of message

Section Seven
Objective Two: Position FTF as a leader in the Movement for Arizona's Youngest Kids

Approach

To secure a leadership position in the field of early childhood development and health, First Things First (FTF) must cast a broad net among its key audiences. FTF must not only be a resource but a primary source for all things related to its mission. The section below outlines tactics, benchmarks and measurements that position FTF to meet this objective, while simultaneously building and advancing a statewide Movement for Arizona's Youngest Kids.

First Things First's ability to credibly lead this movement also rests on the substance of funded strategies and our ability to articulate a successful vision. To that end, the Arizona Early Childhood Task Force, convened in February of 2010 will finish its work in June 2010 and present its findings to the FTF Board. Those findings are expected to include a vision for the system that serves young children, characteristics and outcomes for the system along with specific goals and recommendations for FTF's strategy.

Leading a movement goes well beyond messaging and communications and is rooted in the substance of FTF's approach. Translating those recommendations into our statewide and regional funding strategies, our programmatic approach and our communications strategies is essential.

Initial Target Audiences

Caregivers, Civic-minded Arizonans, Regional Partnership Councils, Grantees, Early Childhood Development and Health Related Providers, 2006 Original Endorsing Organizations, Voter Protection Organizations, Early Childhood Coalitions/Advocacy Organizations, Medical Community, Researchers, Women's Organizations, Tribes, Faith Organizations, K-12 community, Public Officials and Candidates.

Advertising and Marketing

Tactic: Paid Media Advertising to Build Public Support for Young Children

Statewide:

Effectively reaching the targets throughout the state is no easy task. Many of the various niche groups that make up the target are dissimilar in their interests, lifestyle characteristics and media usage habits. Urban residents in the state's major metropolitan areas have more media options available to them than those living in the rural communities.

Beginning August 2010, advertising through statewide media outlets will help FTF cast the widest possible net geographically throughout urban, rural and tribal Arizona. Local media vehicles in major metro areas will increase overall reach to large clusters of the state's population. All of the selected statewide, regional and local media vehicles will be targeted to reach civic-minded women 25-54.

Consistency of Message

As indicated early in this document – and stressed again throughout Section Six – in order for a message to sink in to a person's mind, they must hear the same message repeatedly (7-8 times). The messaging and creative concepts used in the advertising campaign will be driven by FTF's message research.

Statewide and local television

Most households have at least one television, making it an ideal medium to reach as many of our targets as possible. Spots will run during the time periods and in programs with the largest number of female viewers ages 25 to 54.

Advertising schedules will be placed on Cox, Qwest, Cable One and a variety of other providers will reach cable subscribers statewide. Spot schedules on broadcast stations will also be placed in the major metro areas with the largest clusters of the population.

Statewide radio sponsorships

Radio offers low cost, efficient audience delivery. Production costs are lower than most media and creative can be changed frequently to accommodate messaging requirements to niche audiences.

Skyview Satellite Network broadcasts *Arizona News Radio* programming on local radio stations in both urban and rural communities throughout the state. Sponsorship of the news coverage is available through 30-second spots with air in the news broadcast. News sponsorships will coincide with other statewide marketing efforts.

Internet display ads

Current statistics indicate more than 74% of Americans regularly access the Internet and that number continues to grow. Phoenix was ranked the 17th most wired city in the nation, according to a recent report by *Forbes* Magazine. A cooperative study just released by Arbitron and Edison Research indicates the Internet is now "more essential" to Americans than TV. As a result, Internet presence is essential for FTF in reaching its targets.

Online display advertising will run on local news websites, as well as lifestyle and general interest sites that appeal to the civic-minded female target. Static and rich media (ads with motion – video, animation, etc.) display ads will be positioned near relevant content and will be geo-targeted to Arizona IP addresses only. Online ad testing will help determine which messages resonate best with key audiences so creative and media placement can be optimized throughout the campaign.

Grocery store displays

FTF will deliver early childhood messaging on shopping carts, floor clings and cooler decals within grocery stores throughout the state. The stores can be hand-selected to prioritize coverage in rural areas or within stores that appeal most to our targets.

Local community newspapers

In spite of declining circulations, newspaper is still a viable medium for reaching a large portion of the state's population. Major metropolitan newspapers like the *Arizona Republic* and *Arizona Daily Star* have very large circulations of somewhat older audiences. In smaller communities, local newspapers are still a primary source of local and current information for its residents.

The nonprofit trade association Arizona Newspapers Association (ANA) represents more than 120 daily, weekly, monthly and bi-monthly publications in all 15 Arizona counties with a combined circulation of over 2.43 million readers. ANA represents not only community newspapers but also those targeting niche audiences – *The Catholic Sun*, the state's third largest publication, *Arizona Capitol Times*, senior monthly tabloid *Lovin' Life After 50*, ethnic, religious and student focused publications, as well as newspapers like *Au-Authm Action News* that are distributed on tribal lands. In addition to fractional black and white print ads in these publications, FTF will run online banner ads on the Web sites of each publication. (Refer to the ANA list of publications included in Appendix Two.

Regional Tactic:

In order to be most effect, a paid advertising campaign should saturate audiences with the same messages over a specific period of time. Regional Councils who elect to participate in the statewide tactics noted above will be encouraged to purchase air time during the same time period as the statewide campaign.

In addition to the statewide media noted above, the following paid media opportunities are available to Regional Councils:

1. Billboards
2. Transit (school bus boards)
3. Cinema
4. Magazine Print

Paid media recommendations will be included within the Brand & Marketing Support Kits that will be provided to each of the Regional Councils. These recommendations, which will provide a menu of available media opportunities, will educate representatives for each region regarding the most appropriate media options available to them, how to best utilize each advertising medium and what they can expect an advertising schedule will cost. This cafeteria-style media plan, which will include cost estimates based on current rates and information, will need to be updated periodically.

The regional advertising and marketing recommendations included in this plan are available to all Regional Councils and include paid media (such as billboards, school bus boards, cinema advertising and print publications), public and community relations, Web and other online resources, and collateral material. Each Regional Council or groups of Councils have the option to select from the menu of options included in those marketing activities that are the best fit for their regions, budgets, timeline, current resources, regional target market, and local programs. Upon request, assistance can be provided in drafting a regional plan, including the selected paid media, creative, public relations needs, Web and interactive requests. The FTF Communications Office will help coordinate all of the paid media activities across the regions.

Tactic: Creative Development

Statewide:

For the advertising tactics described under each objective in this plan, creative concepts and executions will be developed to convey FTF's messages in a consistent way that resonates and emotionally connects with various target audiences. The ad materials designed will balance an understanding FTF's needs and expectations while also pushing past the predictable and conventional. Ad materials will be developed for all approved tactics on the statewide marketing and advertising plan media buy.

Regional:

If Regional Councils choose to participate in any of the above-mentioned tactical recommendations, FTF will produce the ad materials for the selected insertions based on current message testing and consistent with the FTF brand. Upon selection of an approved concept, the creative executions (i.e., print ads, TV spots, radio spots, online ads) will be evaluated by FTF.

- ❖ Statewide and Regional Measurements and Benchmarks

Using pre-determined metrics paid media should also be monitored and optimized during the campaign when possible and evaluated post-campaign. Effectiveness of media placement is measured in three ways:

- Delivery of purchased media;
- Consumer action as a result of call-to-action within the creative ad unit; and
- Overall awareness.

Industry-standard media metrics used to determine audience size for each ad placement at the time of purchase, as well as measure actual delivery of that audience. A post-buy analysis of every campaign will reveal which media vehicles outperformed or under-delivered, assisting the media buyer in the negotiation of future advertising.

- o Television – Nielsen Media Research provides ratings to monitor how many viewers (based on age and gender) are watching specific stations and programs at any given time; Affidavits showing when spots actually aired are provided by stations
- o Radio – Arbitron measures radio station listenership through ratings system similar to Nielsen; Affidavits showing when spots actually aired are provided by stations
- o Online – Ad serving tools help track impressions delivered, click-through to a website, interaction with the ad unit (video plays, roll over, click on the ad unit, etc.)

- Out-of-home – Companies that sell ad space on billboards and in-venue signage monitor audience size in terms of overall impressions
- Newspaper – Most publications report circulation figures based on printing quantities, third party audits, etc.

While media delivery metrics are important in making sure you're getting the most of your media buy, what action the consumer takes as a result of receiving the advertising message is a true measure of effectiveness. Creative messaging and media placement work together to drive consumer engagement so they share the same metrics.

The call-to-action should determine what will be measured:

- Web site analytics – Volume of website traffic to URL, as well as action taken on the site as a result of the call-to-action
- Social media – Metrics used to monitor that social media (friend requests, content of responses, etc.) should also be attributed to the advertising
- Phone calls – Call volume to phone number included in ad
- Engagement – Participation in events, programs and services described

As noted in the section on Measurement and Benchmarks, overall awareness of First Things First is an overarching goal of this Plan, expecting to increase from 20% in 2009 to 24% in 2010. Activity against this goal will be measured annually through a statewide awareness research study.

Just as media delivery and ad effectiveness will be measured for FTF's statewide advertising, regional advertising should also be monitored, optimized during the effort when possible and evaluated post-effort.

Tactic: Public and Community Relations

Statewide:

- Land one appearance per month (on average) by the FTF Executive Director, Board Chair or designee on significant programs with influential reach including Horizon, Fox 10 Sunday Newsmaker, Sunday Square-off, KJZZ Hear & Now, and KUAT Arizona Illustrated.
- Set up "meet and greet"/issues coffee chats for FTF leadership and legislative reporters from the *Arizona Republic*, The Guardian, *Arizona Capitol Times*, and Paul Davenport of the Associated Press.
- Work to land one story per quarter among major media on FTF issues, trends or projects, or an FTF presence in early childhood education reports.
- Conduct additional media outreach according to an editorial calendar (see Attachment Five). An editorial calendar is designed to increase education about and awareness of FTF. This is designed to be flexible and amended based on news of the day, changing needs and priorities, and work underway by FTF. Specific story pitches will be decided based on current trends and the direction of early childhood development issues. Because of the ever-changing media landscape, the editorial calendar is considered a tentative list of earned media targets.
- Reach out to media when there is a national ECD related story and leverage FTF experts on comment
- Ensure that FTF has a seat at the table in sponsoring major ECE-related events in Arizona and presenting in both Arizona conferences and in other states.

❖ Statewide Measurements and Benchmarks

1. 12 executive appearances per year
2. 4 major media placements per year

Regional:

Develop a tool kit for use by FTF Regional Councils to help increase awareness about FTF-funded events and programs throughout the state. The tool kit would include, but not be limited to, the following:

1. Overview of key media training points.
2. Template to create a basic press release for regional media in each council's area of the state.

3. Template to increase awareness of an upcoming event using FTF funding.
4. List of media contacts for each area of the state.
5. Tips for using social media (Facebook, Twitter) and grassroots outreach to regional groups (chamber, Rotary, school PTAs, etc) to spread the word.

Assist Regional Council and FTF staff in landing earned media for large grant awards. Conduct targeted outreach to local broadcast and print outlets in each region, based upon the central office editorial calendar and the relevant issues/events in the region.

❖ Regional Measurements and Benchmarks

1. At least one media hit in every impacted market for each grant award made over $100,000. Regional exceptions would be those tribe related grants under $100,000. (e.g. an award to a Flagstaff grantee would lead to at least one media hit in the Flagstaff market.)
2. At least one media hit in every region based on joint earned media campaigns based on Central Office editorial calendar.

Tactic: Targeted Communications Around Major FTF Studies/Publications

As part of the emphasis on research-based practice, FTF is conducting a series of data-driven studies that represent an opportunity to inform various audiences and engage them in the early childhood development and health dialogue. In order to maximize this opportunity, the results of each study will be assessed and communications goals and strategies will be identified for each. Each communication will include a measurement to gauge its effectiveness.

The specific studies to be considered for targeted communications include:

- Children's Budget
- FTF Annual Report
- Regional Needs and Assets Reports
- St. Luke's Arizona Health Survey; and,
- Child Care Study

The strategies that may be considered include, but are not limited to:

- Press releases and earned media outreach;
- Appearances by FTF leadership on policy-related programs to discuss study results;
- The release of policy briefs aimed at both specific and general audiences; and,
- Webinars with interested stakeholders.

Tactic: Web site Expansion

FTF will enhance its Web site to provide more comprehensive information about the depth of its work. A workgroup comprised of representatives from all Divisions, including the Regional Councils, has identified a list of desired expansions, and those will be phased in according to FTF resources and priorities established by leadership.

Web site Expansions planned in FY 2011 include:

- The Regional Pages will be expanded to allow more local information – including data, strategies and success stories – to be displayed.
- Areas for targeted audiences such as Parents, Policymakers and the Media will be established or expanded.
- Pages related to the statewide initiatives will be expanded or established.

❖ Statewide Measurements and Benchmarks

1. Increase Web site visits/interaction by 10%

2. Position FTF as an online subject matter authority on Early Childhood Development

Tactic: Utilize and monitor social media – including maintaining a Wikipedia listing – to share messages and ensure consistent messaging and branding

The FTF Facebook page and Twitter account are the perfect places to share information and position FTF as the leader of the Movement for Arizona's Youngest Kids. Quick, timely messages to point out successes and give updates will broaden knowledge amongst targeted champions.

- <u>Statewide Measurements and Benchmarks</u>

1. Establish a starting point and show how Web site content, public relations and blogs are contributing to establishing FTF as a subject matter authority.
2. An increase in both inbound and outbound links to/from the FTF site.

Section Eight

Objective Three: Build and drive support from the general public, elected officials and additional target audiences for investments in Early Childhood programs and services for Arizona children Birth to age 5

Approach

To build a successful Movement for Arizona's Youngest Kids, there are many audiences that require attention and some may require more intense grassroots engagement than others. In addition, each target audience includes key individuals that can help carry the First Things First (FTF) message in unique ways, namely *mavens* and *connectors* who have significant personal and professional networks that help to enhance the grassroots effort.

Coalition building is a critical and inherent component of each suggested tactic. FTF will deliberately reach out to various stakeholder groups to share information, coordinate supportive efforts in order to help build and advance the Movement for Arizona's Youngest Kids. Coalition building spurs the grassroots activities that will help meet statewide measurements and benchmarks. These activities will be aided by the online tools, collateral materials and giveaways discussed in previous sections.

There will be a "Going to the People'' effort around the state to key media, influencers and potential partners. This will be spearheaded by FTF leadership and backed by activity of local champions.

<u>Initial Target Audiences & Statewide Tactics, Measurements and Benchmarks</u>

Tactic: Recruit and retain 12,842 champions statewide.

Below are the recommended target audiences during Year 1. Examples are provided of organizations or categories for each audience, reasons for targeting, the exact number of champions needed from that category, and the most appropriate time in which to target them within Year 1. It is not meant to be a comprehensive list of each group that meets the target definition.

Different individuals and organizations are at different stages in their awareness of and support for investment in early childhood, and so they must be engaged in a way that is responsive to that awareness level. For example, if a group is completely unaware of FTF, it makes sense to engage them with a presentation from FTF. However, a group that is already aware of FTF and supportive of the Movement for Arizona's Youngest Kids might be engaged at a more specific level, such as providing tools to its members to assist with further outreach.

Regardless of the outreach tactic, audience members will be asked to distribute and engage in utilizing sign up cards that outline a list of tactics to engage champions in efforts that help build the Movement for Arizona's Youngest Kids. This sign up card is included in Appendix Four of this document, but some of the tactics offered on the form include, but are not limited to, the following:

- Give one presentation to another organization
- Disseminate FTF information to staff and champions
- Put FTF information on organizational website
- Allow FTF to submit articles for organizational newsletter
- Participate in a meeting with or call an elected official
- Participate in meeting with a member of the media
- Secure opportunity for FTF person to give a presentation
- Write letter to editor or Op-ed

Individuals conducting educational outreach – which may include FTF staff, Board members, Regional Council members, grantees and community champions – will be provided with extensive information about the tactic to use with audiences depending on their existing level of engagement. In addition, tools will be developed to assist any champion in conducting outreach. Those tools include:

1. General fact sheets
2. General one-pagers
3. Information about reporting outreach activities for tracking purposes
4. Drop-in newsletter articles to submit to organizations for their publications
5. Regular email updates with topical information highlighting different aspects of early childhood
6. Quarterly policy briefs
7. Letter to the editor and OpEd templates
8. Talking points, for ongoing communication with target audiences

Tactic: Tool Kits will be developed to be left with audience members so that they can continue with their own educational outreach. The kits will include the following which can be offered online (or in hard copy format as needed):

1. One pager: summary of FTF and its overall goals and achievements
2. Current Press Release: A recent release reflecting an event or achievement-preferably one that coincides with the group or individual receiving the information being presented
3. Fact Sheet: One page document with current statics regarding best practices or recent achievements – preferably one that coincides with the group or individual receiving the information being presented.
4. Business Card: Contact person who can provide additional information on any subject matter included in the kit.
5. CD/DVD: Instructional videos, special events, organizational overviews, key interviews, heartstring videos/story bank stories and other visual tools will be made available online (or can be provided on a CD or DVD as needed).

In Year 1, the target audiences include:

Target Audience: Early Childhood Development and Health-Related Providers
Target Number of Champions: 2,500
Initial Timing: May-November
Providers are the life-blood of FTF's work and shoulder the majority of the programs supported by FTF dollars. They reach a large portion of the potential audiences from which FTF will need to garner support, especially during Year 1. If properly engaged they can have a significant, positive impact on not only improving perception but also meeting tactical goals and benchmarks.

Target Audience: 2006 Original Endorsing Organizations
Target Number of Champions: 1,500
Initial Timing: May-November
The 2006 Original Endorsing Organizations are a critical partner in continuing the success of FTF. They understood early on why the creation and long-term sustainability of an independent statewide organization focused solely on Arizona's youngest children were so vital. Many individuals within this target audience have been identified within FTF message research as trusted sources to early childhood information and data sharing.

Target Audience: Early Childhood Coalitions/Advocacy organizations
Target Number of Champions: 250
Initial Timing: May-November

Early Childhood Coalitions/Advocacy organizations are second only to Providers when it comes to understanding the impact of early childhood programs on children, parents and the community at large. These organizations have the capacity to harness their memberships, who have significant breadth and depth throughout other priority audiences outside of their own organizations.

Target Audience: Prop 203 Groups
Target Number of Champions: 1,500
Initial Timing: May-November
The recent actions of the Arizona Legislature to reverse the Voter Protection Act set a precedent that places all VPA groups in danger of losing their funding. Conducting outreach to them to strengthen the fabric of support for voter-protected funds assists FTF in the short term and other voter-protected initiatives in the long-term.

Target Audience: Medical Community and any other related organization
Target Number of Champions: 500
Initial Timing: May-November
Those in the medical community can speak with authority regarding the physiological, psychological and mental health related impact (positive and negative) early childhood programs have on children. They have volumes of data that proves such an impact. FTF needs messengers like those in the medical community to leverage this expertise and knowledge not only within their communities but also among other target audiences to help garner additional support.

Target Audience: University Researchers
Target Number of Champions: 500
Initial Timing: May-November
Researchers involved in longitudinal studies relative to early childhood have significant data regarding the general and specific impact of such early childhood programs on communities. Message research has indicated that researchers are one of the most trusted groups to deliver the FTF message. Securing support from researchers and engaging them with other key audiences can help educate and persuade people to not only understand the significance of FTF programs but to motivate them to act to protect those same programs.

Target Audience: Woman's organizations
Target Number of Champions: 1,500
Initial Timing: May-November
Within Arizona there are many women specific organizations that can help assist FTF to expand its network of support. Women, as a group, are often more likely to be active with children's organizations and understand the impact of services funded by organizations like FTF. Regardless of political affiliation, women tend to be more vocal/active than most about particular issues.

Target Audience: Tribes
Target Number of Champions: 500
Initial Timing: May-November
The children within tribal areas are some of the highest risk children in Arizona. Early childhood development programs have and can continue to reduce that risk and produce more significant and positive outcomes for not only those children, but for the tribal nation as a whole. If FTF is to be a success, it must continually increase understanding and engagement of FTF systems in tribal communities and the effort to build an all inclusive Movement must ensure that the children, parents and communities within tribal nations are fully engaged as they have some of the highest risk factors that FTF programs can help address, reduce and even eliminate.

Target Audience: Faith Organizations & Institutions
Target Number of Champions: 1,000
Initial Timing: May-November

Faith organizations are many times a third party that has significant power to validate, or make irrelevant, issues brought to them by members of that community. In addition, the natural personal and professional networks that exist within faith organizations allow for messages to be distributed efficiently and broadly. Engaging key faith organizations will help FTF advance messages and expand its scope of support.

Target Audience: K-12
Target Number of Champions: 2,500
Initial Timing: September-December (once school resumes)
All school districts and the people within them are witnesses to the success of, and tremendous need for, a sustainable, statewide system for early childhood programs. They, like providers, are on the front lines almost every day experiencing what children need and how parents, policymakers and the community can work together to address those needs. K-12 institutions are the largest network of stakeholders that are located in every county and community throughout Arizona. Harnessing not only the support but also the expertise of this stakeholder group is critical to FTF's success. In addition, FTF message research has indicated that elementary school teachers are one of the most trusted individuals to deliver the FTF message.

Statewide and Regional Measurements and Benchmarks for trainings and community outreach

- Train 320 individuals for active work (2 trainings per month; 20 people per training). *This should include participation by new champions, existing champions, regional council members, and anyone else interested in spreading the early childhood message.*
- Secure endorsements from (600 total or 75 per month) --individuals, stakeholder groups, and local elected officials (5% of total outreach)
- Collect 248 total or 31 per month story bank stories. *These stories are testimonials from FTF clients that speak to the impact and critical nature of FTF programs and services. The story bank will inform various types of earned media tactics (basis for press releases, examples of impact, example for a site visit, participant for site visits etc).This is a statewide benchmark.*
- Sign up 12,842 champions per year – this means that the individual or organization has committed to doing one of more of the activities on the Sign Up Form found in Appendix Four.

At the end of Year One, a review of efforts will be conducted. At that time it will be determined which target audiences should be added for Years 2 and 3 and what measures will be used to indicate success.

Tactic: Outreach to Elected Officials and Candidates Running for Office

2010 and 2012 are both significant election years. It is incumbent upon early childhood champions to reach out to elected officials and candidates running for office. Elected officials are making critical decisions every day that not only affect FTF directly, but the system of services for young children that exist within other agencies.

Statewide
FTF will develop a government affairs strategy that includes activities during and outside the legislative session. These activities will include:

- Ongoing briefings from FTF Executive staff and Board
- Collaboration with coalition partners to promote a common agenda
- Invitations to elected officials to attend FTF events, forums, seminars and trainings
- Distribution of timely collateral material and communications
- Candidate briefings for candidates running for Governor, Secretary of State and Superintendent of Public Instruction

Regional

Regions are encouraged to involve elected officials and candidates running for office whenever possible. Opportunities include:

- Attending regional partnership council meetings.
- Touring programs that have received FTF funding.
- Briefings to discuss regional issues related to early care and education.
- Kits with the most recently and relevant collateral material specific to a region.

❖ Statewide and Regional Measurement and Benchmarks

1. Candidates running for office are aware of FTF and speak positively of the organization and its mission.
2. Elected officials are aware of FTF, speak positively about the organization and support FTF in their decision-making.

Section Nine

Objective Four: Inform Arizona caregivers of children under six, about Early Childhood programs and services, in particular FTF statewide initiatives, and regionally supported programs.

Approach

First Things First has funded a number of statewide initiatives and dozens of Regional Council strategies to help young children reach kindergarten with the tools they need to succeed. Because these services are not provided directly by First Things First, it may be difficult for parents and caregivers to realize the enormous impact that First Things First is having on their children.

The Communications Strategies outlined in the previous Objectives will reach parents and caregivers – as part of our targeted audiences – with general information about FTF and the importance of early childhood. The intent of this section is to reach parents with information that links FTF to the supportive services that make a difference in their lives and the lives of their children.

Some of these initiatives, such as TEACH and Professional Reward$, are still relatively new, but the Communications Office will work with FTF Policy to layer strategies on the tactics noted below as these programs are expanded.

Initial Target Audiences

Parents and Caregivers

Statewide Tactic

Tactic: Collateral Materials

<u>Quality First Collateral</u>

Quality improvement is a complex process that Quality First participants often struggle to communicate with parents. In addition, many parents are unaware that their provider's quality improvement efforts are funded by FTF. The following series of 9 collateral pieces have been identified as helping achieve two goals: help parents understand what quality child care is and why it is important, and help parents associate quality with FTF. In addition to the Quality First information, each item will contain parent tips that they can use at home related to the topic covered.

All of these items will be branded Quality First / FTF. Their use will be strongly recommended to existing Quality First sites and will be required for sites that join Quality First after July 1, 2010. The series includes:

1. What is Quality? – This piece describes quality care and why it is important. It identifies quality improvement as a process, not a quick-fix. It applauds the Quality First participant for their commitment to quality improvement. The Parent Tip in this piece would be how to make ordinary moments quality learning moments.
2. Quality First Milestones (1) – This would be provided to parents after their Quality First site has been assessed and has an approved improvement plan. It highlights the areas of quality in which the participant scored well, and outlines plans and timelines for improving the areas that need it.
3. Quality First Milestones (2) – This would be provided to parents after the Quality First participant completes their progress report. It highlights the improvements that have been made and additional improvements that will be worked on.

4. Quality Counts – This would be provided to parents once the center has been rated, and explains to them what the rating means.

The following five pieces do not refer to Quality First milestones, but to other FTF programs that are either part of the Quality First process or that provide valuable information to parents about early childhood:

1. Parent Kits – this piece would be given to the parents of all newborns enrolled in a Quality First site. It would highlight Kit elements for parents (additional details in Parent Kit strategy below).
2. TEACH – highlights how TEACH promotes quality and how to work with their child's teacher to benefit their child.
3. Professional Reward$ - highlights now Reward$ promotes quality and what they can do to show their appreciation for their child's teacher.
4. Health Consultants – highlights how Health Consultants contribute to quality and what they can do to help their child be healthy now.
5. Mental Health Consultants – highlights how Mental Health Consultants contribute to quality.

Arizona Parent Kit Collateral

Arizona Parent Kits are distributed by all birthing hospitals to parents before they leave the hospital with their newborn. Because of the excitement and stress that often accompany baby's arrival at home, parents may forget the valuable resource they have readily available. The following collateral materials are intended to remind parents and expectant mothers about this resource.

Parent Kit Fact Sheet – this is the piece used by Quality First sites as well. FTF will work to leverage its relationships with state agency partners to have the fact sheet sent to all DHS-licensed and DES-certified providers. This version will be in black and white for ease in printing, but providers will be advised they can make color copies from the Web site. Providers will be encouraged to provide the fact sheet to the parent of any child six months old or younger who enrolls in their program. FTF also will leverage relationships with groups such as the Association for Supportive Child Care to further disseminate this information.

Post Card – a post card will be designed intended for use in obstetrician offices so that expectant mothers know about the parent kit and are looking for that information. The card will remind parents to ask for the kit if they are not offered one at the hospital.

- Statewide/Regional Measurements and Benchmarks

1. The number of Quality First and Parent Kit collateral materials ordered by Program Divisions and individual Regional Councils during the first year that the online ordering system is available will be used as the baseline to establish goals in future years for increasing the number of collateral materials distributed.
2. In addition, the collateral materials will include the URL of a specific page on the FTF Web site, so that the impact can be tracked, e.g the number of visits to the Parent Kit page on the Web site in the months following the release of the post cards.
3. Improvement in parent responses on awareness measures identified by Policy and Program Evaluation.

Regional:

Tactic: Born Learning Collateral Materials

FTF has made the Born Learning collateral materials available to all Regional Councils to get parent education messaging into the local communities. Born Learning helps parents and caregivers create quality early learning opportunities for young children. A wealth of collateral printed parent education materials make it simple and easy for parents, grandparents, informal caregivers and professional child care providers to discover, understand and apply

the latest research to help children come to school ready to succeed. The material helps parents make learning fun and take advantage of everyday moments.

The *Born Learning* materials are tested and immediately available option for Regional Councils. They are co-branded with the FTF logo. When possible, FTF recommends that Regional Councils invest in Born Learning materials to supplement their parent education efforts. Because of the quality of the Born Learning materials and the ease with which they can be co-branded with FTF, Born Learning has been selected as the suite of collateral materials available to FTF Regional Councils. The Tribal Technical Assistance Group has raised the concern that the Born Learning materials may not be suitable for tribal communities, and the FTF Communications team will continue to work with TTAG to find a viable alternative for that specific situation.

- Regional Measurements and Benchmarks

1. Number of Born Learning materials ordered and distributed
2. Improved parent understanding of several early childhood issues, as measured by the Family and Community Survey.

Tactic: Public and Community Relations

Statewide Tactic:

Parent Kit:

1. Work with interested hospitals to decide how to better market and communicate the information in the Parent Kit to their patients.
2. Provide copies of Parent Kit post card as leave-behinds for large events targeting parents of young children.

All statewide initiatives:

1. Seek out opportunities to highlight statewide initiatives in media stories, either at certain times of the year (such as Mother's Day for a Parent Kit), or as a local example for national stories dealing with quality child care, wage and compensation of the child care workforce, etc.
2. Look for large opportunities to reach parents (e.g. Arizona State Fair, Fabulous Phoenix Fourth, Tempe Festival of the Arts, Renaissance Fair)
3. Profile FTF for "Phoenix Files'' in *Phoenix Magazine*; also look for opportunities to place FTF in *Phoenix Magazine* education- or child-related stories.
4. Profile FTF leadership in *Arizona Woman* magazine.
5. Target specialty publications geared to moms such as *Raising Arizona Kids*, *Arizona Parenting*, etc.
6. Provide FTF content to Mommy Times blog, SheKnowsIt.com, and Bear Essential News for Kids.
7. Increase exposure for FTF through an "Ask an Expert" program produced by the local PBS affiliate in Phoenix (KAET-TV). The 30-minute program allows for dialogue between a host and three FTF or early childhood experts. On the air date, approximately 30 volunteers would be in the studio live to answer viewer calls before, during and after the show. The program is also posted on the KAET Web site along with other "Ask an Expert" programs that have aired, and would likely appear on one of the University of Arizona PBS channels in Tucson.

The goal is to educate the public about key early childhood education issues and provide a chance to get the FTF name out in the community. In addition, the show can be posted on the FTF Web site providing further exposure and reach.

- Statewide Measurements and Benchmarks

1. Two blog hits per month
2. One story each quarter in a specialty publication.
3. Increase total awareness of First Things First from 20% in 2009 to 24% in 2010

4. Increase support from parents who are aware of FTF from 50% to 55% in FY 2011

Regional Tactic:

- Use success stories from locally-funded parent support services to do targeted outreach to local broadcast and print outlets in each region
- Embrace ways to reach the community without using technology. Consider communication tools such as bulletins in faith-based newsletters, presentations to civic organizations, and an FTF presence at events and locations popular with families (county fairs, town festivals, skating rinks, rodeos)
- Regional Newsletter and Editorial Guidelines: Template and editorial guidelines that allow regions to "drop in" articles about their successful programs. Email listserv then allows for distribution to their area.

❖ Regional Measurements and Benchmarks

1. One media hit every two months in local regional publications.
2. Increase in distribution numbers for newsletter
3. Story placement in 1-2 community publications – such as newsletters – each month.

Section Ten
Appendices

1. Core Messaging

2. Advertising Campaign Supplemental Documents
   - Regional Media Market Analysis
   - Arizona Newspaper Association Publication List
   - County School Districts List for School Bus Advertising

3. Editorial Calendar

4. Sign-up Form

FIRST THINGS FIRST

Core Messages

Below is a cursory list of questions and answers that address the 10 most common questions being asked of First Things First (FTF). This list encompasses core messages for everyone to use and will begin to help shape a new way in which people can talk about FTF and about early childhood. The result will help shift negative frames to positive frames, buttress existing positive frames and provide positive information where there is a gap in understanding.

Message

By having disciplined consistency executed on what is communicated, we will have the desired impact on listeners.

What do we say? The Q&A is your staple.
When do we say it? Repetition is key for maximum effect.
Who says it? It's best if all supporters are on the same page, saying the same thing.
To whom do we say it? While we must focus energies on priority audiences, the more people who are "in the know" the better.
Why do we say it? How and what we communicate is a critical component of building a Movement for Arizona's Youngest Kids.
How we say it? Through community presentations, the media, our brand, the Web, and any other tactic we can employ, we must use all vehicles to spread the word about early childhood development and health.

Message Q&A

1. Why should I care about someone else's children?

The better start in life children get, the more likely they are to succeed in school, less likely to receive failing grades or be retained/left back, more likely to advance into college and successful careers. They also tend to be healthier and demand less from the public service system.

2. What is the purpose of First Things First?

First Things First works to make sure every child in Arizona comes to school on their first day of kindergarten healthy and ready to learn.

3. Why do you do what you do?

Getting children ready for school means more than packing their lunches, filling their backpacks, and getting them to the bus on time. In fact, the job of helping children succeed in school starts the day they're born. We do not interfere with parents and families and how they raise their children, but rather we partner with them to provide education and health services to prepare children for success.

4. How do you do that?

FTF was purposefully structured so money goes to kids, not a bureaucracy. FTF has Regional Partnership Councils staffed by local citizens that determine what programs are best for the children of their community

and exactly how FTF dollars should be distributed to support those programs. That means 90 cents of every dollar go directly to benefit Arizona's youngest children (by law, only 10% goes for administration). FTF programs support families, health and early care and education. The amount of money allocated to each Regional Partnership Council is based on the number of children five years old and younger in their community, with extra consideration given for children living in poverty.

5. How much am I paying for this?

When Proposition 203 was approved, it included a dedicated funding source – an 80-cents per pack tax on cigarettes. It is a dedicated funding source to ensure FTF was separate from existing government programs and to provide greater control to local communities and parents to decide what programs they want to best raise their children.

6. What have you done with the money?

First Things First has allocated more than $284 million in funding to programs and services throughout Arizona. By the end of FY2010, we expect:

- Almost 11,000 children who would have had nowhere else to go have been able to remain in child care while their parents work, look for work, or prepare themselves for work;
- 330,000 children benefit from outreach to doctors that result in improved health care coordination, physician knowledge of best practices in caring for young children, and appropriate referrals.
- 125,000 parents of newborns to receive an Arizona Parent Kit before they leave the hospital. The kit includes with critical information about healthy parenting practices and how to support their baby's early learning;
- 33,000 Arizona children are receiving improved childcare from better-trained teachers in more nurturing, literature-rich learning environments; this is called QUALITY FIRST.
- 66,000 children benefit from child care health consultants who help early caregivers create healthy, safe learning environments.

7. What is early childhood development?

Early childhood development is education, literacy and getting young children prepared for school. It means making sure children have access to adequate health and nutrition, mental health and language skills. It's for ALL parents and ALL of their young children.

8. How will I know if what FTF is doing is working?

Led by the three public universities in Arizona, there is a longitudinal study that is the "Consumer Report" for early childhood investment. Without it, we don't have a guide to point us in the direction of what programs are best, which do not work, which we should avoid, and in what should we invest our tax dollars. Longitudinal studies help to prove that early childhood development programs are not 'extras' or 'icing on the cake;' rather they are a fundamental piece of our success as a state.

9. What will happen if there is no more funding for FTF?

Fewer children will come to school healthy and ready to learn. Children will not be provided with the tools they need to succeed and parents will have fewer education and health options to raise their children in way they think is best.

Here's what two families out of thousands have to say:

Family 1: "I know that without the grant we would never have been able to find or afford such capable and qualified therapists, and the fact that my husband and I received the necessary training to successfully continue the program is so wonderful. This has made a huge difference in my daughter's life."

Family 2: “When I found out about First Things First, I just didn’t know what I was going to do. We share one bedroom in a tiny apartment; I drive an older car: I don’t have credit card debt, and I still wasn’t making it,” KJ said. “Without First Things First, I would have had to quit my job to take care of T, and we’d probably be on welfare.”

10. What do you want from me?

All Arizonans have a shared responsibility to help Arizona children grow up healthy and ready to learn. We need you to tell others about the good work of FTF. Tell them that for children to be successful in school and beyond, they must start out on the right path. Early childhood programs give children a solid start in life and a foundation upon which they can build. Your support can help build that foundation.

Timing

For a message to sink in to a human being’s brain, the message needs to be heard seven to eight times. Therefore, each audience needs to learn about First Things First and its impact multiple times. Preferably, the messengers are varied and diverse, but the same message is heard consistently over time.

Messengers

Based on the research conducted on behalf of First Things First from December 2009-February 2010, K-12 education consistently ranks highest among important issues. Therefore it’s reasonable that Arizonans believe the most credible messengers about early childhood development and health are elementary school teachers. Across all demographics, elementary school teachers ranked the best with 82 percent the lowest level of support in any category. A close second for messengers across all demographics were school counselors/psychologists. Nationally, business leaders work as great messengers, but not in Arizona. Only 29-35% of those surveyed thought business leaders were credible messengers.

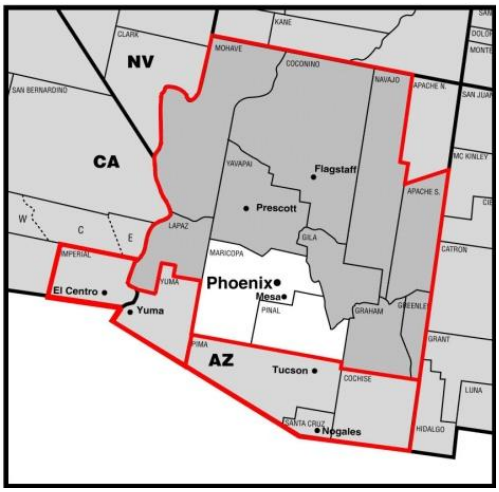
FIRST THINGS FIRST

First Things First will run a statewide campaign to all areas of the state during 2010 that will serve as the foundation for all First Things First marketing efforts. Each region, whether in urban or rural areas, has the opportunity to emphasize messaging and extend the impact of statewide advertising on a regional level with supplemental regional advertising buys.

The following media plan provides cost estimates based on current advertising rates and information for paid media throughout Arizona. This menu of available opportunities identifies the most appropriate paid media options available by market and explains how to best utilize each advertising medium.

While the costs provide minimum spending levels by medium, advertising will be more effective as part of a larger media mix. Qualitative data of each community such as income levels, ethnicity, and lifestyle characteristics of local residents must be considered with each region's individual advertising plan. Each Regional Council can work with First Thing's First central office to coordinate the planning and purchase of advertising for their region.

<u>Broadcast and cable television</u>
Arizona is divided into three different Designated Market Areas (DMA), which are the geographical boundaries defined by Nielsen Media Research for television viewing measurement.



1. Phoenix (Prescott) – extends from Maricopa and Pinal countries all the way up into northern Arizona
   - 12th largest DMA in the country
   - Because it is the most populated city in the state, it costs more to effectively reach its residents
   - Variety of media choices so it is necessary to buy across multiple stations in order to have effective reach within the market
   - Phoenix stations have much lighter penetration into some rural areas since many require cable or satellite in order to receive the station broadcasts

2. Tucson (Sierra Vista) – includes all of Pima, Santa Cruz and Cochise counties
   - 68th largest DMA in the country
   - Much smaller and less expensive than Phoenix, yet still more costly than smaller rural markets
   - Variety of media choices so it is necessary to buy across multiple stations in order to have effective reach within the market

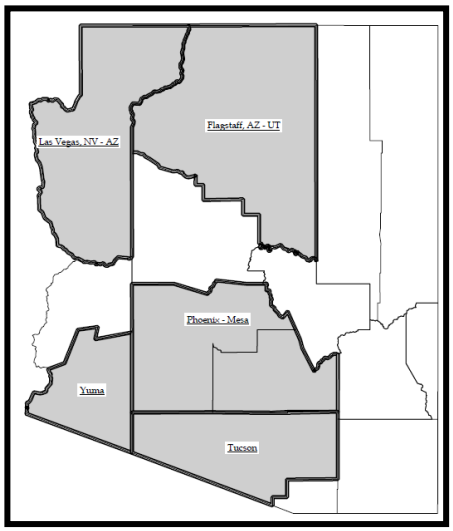
3. Yuma-El Centro – includes both Yuma, AZ and El Centro, CA, which are often on different time zones
   - 164th largest DMA in the United States
   - Small population makes it much less expensive
   - Fewer media outlets so it requires fewer stations on a given buy
   - Large Hispanic population limits reach through English-language stations

Regions within any of the three DMAs are encouraged to build upon the television advertising that will air as part of the statewide campaign. Costs for 30-second pre-recorded spots will vary according to the size of the market, the estimated audience size of the programs in which the spots will run, as well as inventory supply and demand at the time of the media buy. A mix of both broadcast and cable is recommended.

Market / DMA	3-week TV schedule cost	
	Broadcast	Cable
Phoenix	$184,000 - $190,000	$32,000 - $35,000
Tucson	$40,000 - $50,000	$8,000 - $10,000
Yuma	$13,500 - $15,000	$1,100 - $1,500

Radio

Arizona is divided into five different Metro Statistical Areas (MSA) but only Phoenix and Tucson have ratings data available from Arbitron to help determine audience size by station. Phoenix is the 15th largest MSA in the country with nearly 3.2 million people (12 years or older). There are many stations in every format giving listeners a multitude of choices. Tucson is the 61st largest MSA in the country and has a 12+ population of 824,000. Because it is a much smaller market than Phoenix it costs much less to reach Tucson residents.



Radio stations vary in strength of signal and size of audience. Throughout Arizona there are a number of locally-owned and operated radio stations supported by their small communities. In the metro areas, there are a number of stations with very strong signals that stretch into some of the rural areas. In non-rated markets outside of the two largest metro areas, costs vary based upon size of the market, competition and supply and demand. There may only be one station in a rural market or there may be several.

Advertising is most often purchased in a 30 or 60-second format. Schedules should be purchased on several stations of varying program formats whenever possible to increase the reach within that market. Because radio signals do not have defined geographical boundaries (although the stations estimate their reach based on signal strength and topography) their broadcast may spill over into neighboring markets. Multiple regions can pool resources to reach a statewide audience through spot schedules or in-program sponsorships of news and sports programs that are broadcast across local radio affiliate stations.

Market / MSA	3-week radio schedule cost
Phoenix	$52,000 - $65,000
Tucson	$14,000 - $18,000
Rural Communities	$400 - $1,500
Statewide	$30,000-$35,000

Local community newspapers

Individual regions can increase frequency of message in their own communities by running ads in their local newspapers. These fractional ads will be in addition to the ads running as part of the statewide campaign and should run on alternative weeks. Local insertions will allow each region to highlight specific programs most relevant to their local community. *(Please refer to attached list of local community newspapers.)* Costs range from $89 for the *Gila Bend Sun* to $20,040 for the *Arizona Republic* per half-page black & white ad insertion.

Out-of-Home

Billboards provide geographic targeting specific to each region but may also represent multiple regions based on traffic patterns on roadways leading in and out of markets. Costs are based on the average number of people who will see the board on a regular basis, as well as on supply and demand. Many cities have restrictions on outdoor signage so there may be little or no inventory available.

Billboards are available in a variety of sizes, which also impacts the cost. A freeway board (14'x48' vinyl bulletin or digital board) in Phoenix may cost up to $15,000 per month, while a small billboard on a rural highway may cost as little as a few hundred dollars. Below are some estimated costs based on recent available inventory reports

Transit signage works similarly to billboards but with the benefit of an increased reach across a larger geographic area in highly populated metro areas. In Phoenix, display ads on city buses and light rail trains can reach a large number of people and create significant buzz.

Market	14'x48' Bulletin	Smaller Display (10'x30', 10'x40', 12'x24', etc.)	Bus – King Board (1 network, 50 faces)	Bus Wrap (2 city buses)	Train Wrap (1 light rail train)
Phoenix	$55,000 - $70,000		$52,000 - $60,000	$42,000 - $50,000	$68,000 - $80,000
Tucson	$35,000 - $50,000				
Rural		$3,300-$6,000			
*Costs are based on a minimum 5-month contract					

Cinema

Another way to reach Arizonans out-of-home is through on-screen advertising in the (approx.) 50 movie theaters located throughout the state. There are a number of variables that impact the costs:

1. Theatre network (Harkins, AMC, Cinemark, etc.)
2. Number of screens available (5 - 25) within each theater
3. Number of ads available to run weekly (200 – 940 on-screen exposures)
4. Estimated attendance at each location (180,000 – 2+ million annually)
5. Length of advertising contract (4 – 52 weeks)

:30 Audio/Video Spot – on-screen theatre		
Cost per week per theatre	16-week total	52-week total
$204 - $2,118	$3,264 - $33,888	$10,608 - $110,136

Community based out-of-home

Early childhood messages on display signage in community recreation centers, daycares, and on school buses will capture caregivers' attention in a relevant environment and context. This type of community-focused marketing is available in statewide, including in rural areas and on tribal lands where media options are fewer. *(Please refer to attached list of Arizona School Districts for school bus advertising.)*

Venue	Display Ad Unit	Description	Cost
Recreation centers	3'x5' vinyl banner	2 banners per site	$560-$755/month per center
Chid care signage	2'x3' poster & 3'x5' floor mat	1 poster & 1 floor mat per site	$350-$550/month per center
School bus signs	16"x96"	60 signs minimum, 9 months	$160-$300/month per sign

Contextually targeted magazines & online

Ads in targeted local magazines, *Raising Arizona Kids* and *Phoenix Magazine*, as well as in regional editions of well-known national publications *Family Fun*, *Parents* and *Family Circle* will capture the target's attention in contextually relevant environment. Likewise, banner advertising on mom blog sites and other family-oriented websites will target caregivers while they're most receptive to early childhood development messages. Regions may place ads in these publications individually or multiple regions can pool resources to run statewide ads.

Publication	Circulation	Distribution	Full page, color ad cost
Phoenix Magazine	71,000	Phoenix metro	$7,300 - $8,500
Raising Arizona Kids	30,000	Phoenix metro	$2,765 - $3,500
Family Circle	60,700 (AZ circulation)	Arizona - statewide	$7,520 - $9,000
MNI – Family Network: *American Baby* *Disney's Family Fun* *Parenting Early Years* *Parents*	88,010 (AZ circulation)	Arizona - statewide	$16,950 - $18,000

Arizona Newspapers Association, Inc.

CITY	NEWSPAPER	PUB DAY	DAILY CIRC	SUN CIRC
DAILY NEWSPAPERS				
Bullhead City	Mohave Valley Daily News	Sun - Fri	8,729	9,689
Casa Grande	Casa Grande Dispatch	Tue - Sun	7,925	7,625
Flagstaff	Arizona Daily Sun	Sun - Sat	11,353	11,343
Kingman	Kingman Daily Miner	Sun - Fri	7,786	8,020
Lake Havasu City	Today's News-Herald	Sun - Sat	10,793	11,545
Phoenix, Statewide	The Arizona Republic	Sun - Sat	389,701	516,562
Prescott	The Daily Courier	Sun - Sat	15,433	16,712
Sierra Vista, Bisbee	Sierra Vista Herald/Bisbee Daily Review	Sun - Sat	9,110	9,816
Sun City, Sun City West, Surprise, Youngtown	Daily News-Sun	Mon - Sat	12,027	-
Tucson	Arizona Daily Star	Sun - Sat	121,399	153,974
Tucson	The Daily Terrirtorial	Mon - Fri	464	-
Yuma	Yuma Sun	Sun - Sat	19,209	20,315
WEEKLY & SEMIWEEKLY NEWSPAPERS				
Ajo	The Ajo Copper News	Wed	1,892	-
Apache Junction, Gold Canyon	Apache Junction Independent	Wed	16,443	-
Apache Junction, Gold Canyon	Apache Junction/Gold Canyon News	Mon	20,967	-
Arizona City	Arizona City Independent	Wed	427	-
Benson	San Pedro Valley News-Sun	Wed	2,478	-
Canyon City, Cordes Junction, Cordes Lakes,	Big Bug News	Wed	4,373	-
Bisbee	The Bisbee Observer	Thurs	1,941	-
Bullhead City	Bullhead City Bee	Fri	2,641	-
Camp Verde, Cottonwood	The Bugle/The Verde Independent	Sun	4,243	4,243
Camp Verde, Cottonwood	Journal Extra	Wed	10,003	-
Cave Creek, Carefree, Scottsdale	Sonoran News	Wed	43,647	-
Chandler	Chandler Independent	Wed	16,443	-
Chandler	Chandler Tribune	Sun	24,000	24,000
Chino Valley	Chino Valley Review	Wed	7,470	-
Clifton	The Copper Era	Wed	1,728	-
Coolidge	The Coolidge Examiner	Wed	1,811	-
Douglas	The Douglas Dispatch	Wed	1,938	-
Eloy	Eloy Enterprise	Thurs	651	-
Flagstaff	Flagstaff Live!	Thurs	8,300	-
Flagstaff, Navajo-Hopi Reservation	Navajo-Hopi Observer	Wed	15,000	-
Florence	Florence Reminder and Blade-Tribune	Thurs	1,229	-
Fountain Hills	Fountain Hills Times	Wed	5,225	-
Gila Bend	Gila Bend Sun	Thurs	792	-
Gilbert	Gilbert Independent	Wed	16,443	-
Gilbert	Gilbert Tribune	Sun	32,000	32,000
Glendale, Peoria	Glendale-Peoria Today	Fri	33,333	-
Glendale	The Glendale Star	Thurs	6,982	-
Globe-Miami	Arizona Silver Belt	Wed	3,032	-
Globe-Miami	Copper Country News	Wed	19,811	-
Globe-Miami, San Carlos	The San Carlos Apache Moccasin	Wed	1,627	-
Green Valley	The Green Valley News and Sun	Wed & Sun	9,346	9,346
Heber-Overgaard	Mogollon Connection	Wed	1,315	-
Holbrook, Snowflake, Taylor, Winslow	The Tribune-News/Silver Creek Herald	Wed	6,198	-
Holbrook, Snowflake, Taylor, Winslow	The Tribune-News	Fri	3,117	-
Kearny, Hayden, Winkelman	Copper Basin News	Wed	1,609	-

CITY	NEWSPAPER	PUB DAY	DAILY CIRC	SUN CIRC
Kingman	The Standard	Wed	8,062	-
Marana	Marana Weekly News	Wed	16,000	-
Maricopa	Maricopa Monitor	Fri	670	-
Mesa, Chandler, Gilbert, Queen Creek	East Valley Tribune	Sun	100,000	100,000
Mesa	Mesa Independent	Wed	23,356	-
Mesa	Mesa Tribune	Sun	33,000	33,000
Creek, Carefree, Desert Hills	Foothills Focus	Wed	24,912	-
Nogales	The Nogales International	Tue & Fri	3,543	-
Page	Lake Powell Chronicle	Wed	1,974	-
Paradise Valley	Town of Paradise Valley Independent	Wed	6,382	-
Parker	Parker Pioneer	Wed	3,328	-
Payson	Payson Roundup	Tue & Fri	5,598	-
Peoria	Peoria Independent	Wed	17,077	-
Peoria	Peoria Times	Fri	5,206	-
Phoenix, Ahwatukee	Ahwatukee Foothills News	Wed & Fri	28,000	-
Phoenix	Arizona Business Gazette	Thurs	1,148	-
Phoenix	Arizona Capitol Times	Fri	1,825	-
Phoenix	Arizona Informant	Wed	25,000	-
Phoenix, Statewide	Asian American Times	Thurs	3,500	-
Phoenix	Jewish News of Greater Phoenix	Fri	6,422	-
Phoenix	La Voz (Hispanic)	Fri	57,242	-
Phoenix	Phoenix Business Journal	Fri	15,658	-
Phoenix	Prensa Hispana (Hispanic)	Wed	64,925	-
Goodyear, Litchfield Park, Tolleson	West Valley View	Tue & Fri	76,472	-
Prescott Valley	Prescott Valley Tribune	Wed	15,367	-
Quartzsite	Quartzsite Times	Wed	298	-
Queen Creek	Queen Creek Independent	Wed	16,214	-
Queen Creek	Queen Creek Tribune	Sun	11,000	11,000
Tumacacari, Green Valley, Arivaca	Santa Cruz Valley Sun	Wed	11,441	-
Safford	Eastern Arizona Courier	Wed & Sun	6,131	6,131
Sahuarita	Sahuarita Sun	Wed	6,500	-
San Luis	Bajo El Sol (Hispanic)	Fri	14,880	-
San Manuel, Oracle, Mammoth	The San Manuel Miner	Wed	1,749	-
Scottsdale	Scottsdale Independent	Wed	15,322	-
Sedona	Sedona Red Rock News	Wed & Fri	5,817	-
Snowflake, Taylor, Whiteriver	White Mountain Independent	Tue	8,415	-
Snowflake, Taylor, Whiteriver	White Mountain NavApache Independent	Fri	10,677	-
Springerville, St. Johns	White Mountain Apache Independent	Fri	2,186	-
Show Low, Snowflake, Taylor, Whiteriver	White Mountain Navajo Independent	Fri	8,491	-
Sierra Vista	The Mountain View News	Thurs	8,665	-
Sonoita	The Bulletin	Wed	1,003	-
Sun City	Sun City Independent	Wed	23,057	-
Sun City West	Sun City West Independent	Wed	14,042	-
Superior	Superior Sun	Wed	771	-
Surprise	Surprise Independent	Wed	22,027	-
Surprise	Surprise Today	Wed	38,502	-
Tombstone	The Tombstone News	Fri	747	-
Tucson	Inside Tucson Business	Mon	6,499	-
Valley	Explorer	Wed	47,475	-
Tucson	Tucson Weekly	Thurs	42,584	-
Wickenburg	The Wickenburg Sun	Wed	3,592	-
Willcox	Arizona Range News	Wed	2,749	-
Williams, Grand Canyon	Williams-Grand Canyon News	Wed	3,900	-
Window Rock, Navajo Nation	Navajo Times	Thurs	23,312	-
MONTHLY & SEMIMONTHLY NEWSPAPERS				

CITY	NEWSPAPER	PUB DAY	DAILY CIRC	SUN CIRC
Casa Grande, Statewide	The Arizona Jackpot	1st/Mo.	2,886	-
Chandler, Tempe	Wrangler News	E/O Sat	20,367	-
Mammoth, San Manuel, Superior, Globe,	The Nugget	Last Wed	5,817	-
Verde, Scottsdale	Let's Go	1st Tues	25,667	-
Glendale	Arrowhead Ranch	Last Wed	16,443	-
Maricopa, Stanfield, Casa Grande	The Communicator	Wed	15,800	-
Phoenix, Maricopa County	The Catholic Sun	Thur	116,429	-
Phoenix, Tucson	Lovin' Life After 50	1st/Mo.	125,000	-
Community	Au-Authm Action News (Native American)	E/O Thur	3,550	-
Scottsdale	The Scottsdale Times	1st/Mo.	33,300	-
Tucson	Arizona Jewish Post	Fri	5,347	-
Whiteriver	Fort Apache Scout	2nd & 4th Fri	2,291	-
COLLEGE & UNIVERSITY NEWSPAPERS				
Coolidge	The CACtus (Central Arizona College)	s	3,000	-
Flagstaff	The Lumberjack (Northern Arizona University)	Thurs	8,000	-
Glendale	The Voice (Glendale Community College)	E/O Tue	6,000	-
Mesa	Mesa Legend (Mesa Community College)	1st & 3rd Tue	5,000	-
Scottsdale	College)	3rd Wed	2,500	-
Tempe	The State Press (Arizona State University)	Mon-Fri	13,500	-
Tucson	Arizona Daily Wildcat (University of Arizona)	Mon-Fri	12,000	-
Tucson	Aztec Press (Pima Community College)	Thurs	7,000	-
		Totals	2,274,994	985,321

School Bus Display Advertising
Arizona School Districts by County

Apache County School District
Window Rock Unified
Chinle Unified

Cochise County School Districts
Bisbee Unified
Bowie Unified
Douglas Unified
Naco Elementary

Coconino County School District
Williams Unified

Gila County School Districts
Hayden-Winkelman
Globe Unified
San Carlos Unified
Miami Unified

Graham County School Districts
Safford Unified
Ft. Thomas Unified

Greenlee County School Districts
Duncan Unified
Clifton Unified

La Paz County School Districts
Salome Elementary
Quartzsite Elementary

Maricopa County School Districts
Aguila Elementary
Agua Fria Union High
Avondale Elementary
Balsz Elementary
Buckeye Elementary
Cartwright Elementary
Cave Creek Unified
Creighton Elementary
Fountain Hills Unified
Fowler Elementary
Glendale Elementary
Gilbert School District
Isaac Elementary
Laveen Elementary
Litchfield Park Elementary
Madison School District
Murphy Elementary
Osborn elementary
Pendergast Elementary
Queen Creek Unified
Roosevelt School
Scottsdale Unified
Washington Elementary

Mohave County School Districts
Littlefield Unified
Kingman Unified
Lake Havasu Unified

Navajo County School Districts
Pinon Unified
Whiteriver Unified

Pima County School Districts
Altar Valley Elementary
Continental Elementary
Marana Unified
Sahuarita School
Sunnyside Unified
Tucson Unified

Pinal County School Districts
Casa Grande Elementary
Coolidge Unified
Florence Unified
Sacaton Elementary
Superior Unified

Santa Cruz County School Districts
Nogales Unified
Santa Cruz Valley Unified

Yavapi County School Districts
Beaver Creek Elementary
Camp Verde Unified
Chino Valley Unified

Yuma County Schools
Gadsden Elementary
Hyder Elementary
Yuma School District Consortium

Month	First Things First Editorial Calendar
April/May 2010	Develop Tool Kit for use by FTF Regional Councils to raise awareness of FTF funded events and programs
	Steve Lynn interview on KUAT's Arizona Illustrated
	Outreach to media outlets in southwestern Arizona--Yuma Sun, KSWT-TV, KYMA-TV
	Rhian Evans Allvin interview on KAET's Horizon
	FTF interview on KJZZ Here and Now
June	Outreach to media outlets/community visits in northwestern Arizona -- Kingman Daily Miner, Today's News-Herald (Lake Havasu City), Mohave Daily News (Bullhead City), KAAA-AM Bullhead City, KGMN--FM (Kingman), KRRK-FM Good Day Sunday (Lake Havasu City)
July	Outreach to media/community visits in northern/central Arizona--Arizona Daily Sun (Flagstaff), KNAU-FM (Flagstaff), Prescott Daily Courier, KAFF-FM (Flagstaff), KAZM (Sedona), KPGE-FM (Page)
August	Outreach to media targeting kids and parents--Raising Arizona Kids, Arizona Parenting Magazine, moms.azcentral.com/Moms Like Me site
	Focus on multi-cultural media outreach to Hispanic and Native American communities.
	Schedule and complete media training (as outlined above in detail) with up to 8 in classroom training session and then up to three for on-camera media training.
September	Media outreach/community visits in southern Arizona--AZ Daily Star (Tucson), Nogales International, KJLL-AM (The John C. Scott Show Tucson), KNST-AM, Tucson TV stations. Stories pitched would include a look at key benchmarks for children birth to age 5, to prepare parents of young children for needs and services available. Develop a pre-kindergarten checklist.
October	Media outreach/community visits to northeastern and east-central Arizona--Payson Roundup, Arizona Silver Belt (Globe), Holbrook Tribune News, KTNN-AM (Window Rock), White Mountain Independent (Show Low), KIKO-AM (Miami)
	Schedule FTF Leadership for a series of political news shows. Focus on educating viewers about the need for FTF and its role. Media targets would include Horizon, Arizona Illustrated, KTVK Politics Unplugged, etc.
	Meeting with Arizona Republic editorial board (This should occur in early October, possibly even in late September.)

Month	First Things First Editorial Calendar
November	Media outreach/community visits in southeastern Arizona--Benson News-Sun, Bisbee Observer, Douglas Dispatch, Eastern Arizona Courier (Safford), Sierra Vista Herald, Tombstone News, Arizona Range News (Willcox), KTAN-1420 AM (Sierra Vista), KATO-AM 1230 (Safford)
December	Pitch late December story on kit provided to new Arizona parents. This can tie in with the traditional 'first baby' of the New Year stories that are always popular.
Jan. 2011	Pitch story looking ahead to FTF work in 2011, stories to preview new bills in AZ legislature
February	Focused outreach on social media front. Create a video to be shared on social media sites and FTF website regarding great work being done.
March	Revisit Native American and Hispanic multi-cultural outreach
April	Media outreach to family/parenting bloggers in Arizona
May	Contact Arizona living section of the Arizona Republic about stories on what can be done for kids in the summer to prepare them for school.
	Develop and pitch pre-school age stories to mom publications, looking at the importance of summer for helping with early childhood education.
June	Refresher for FTF leadership and Regional Councils on media training and talking points for top issues.
FY 2012	Establish top priorities, create messaging and talking points.
	Focus on renewed media relations through issues meetings with editorial boards and key reporters, outreach to key Regional Councils and check-in on alliances with partner organizations.
FY2013	Establish top priorities, create messaging and talking points for the new year.
	Revisit social media and Web site needs.
	Continue statewide push to increase education about FTF.
	Consider new round of media training for up to 8 (classroom) and up to 3 (on air)
	Increase visits by FTF leaders to Regional Council

FIRST THINGS FIRST

SIGN UP FORM

Yes, I am / My organization is willing to do the following on behalf of the Movement for Arizona's Youngest Kids (mark all that apply):

- ☐ Interested in serving on a FTF Regional Partnership Council
- ☐ Give 1 presentation to another organization about FTF, early childhood development and health
- ☐ Disseminate information about First Things First to members or staff or supporters or database
- ☐ Put information about First Things First on organizational website
- ☐ Allow First Things First to submit articles for my organizational newsletter
- ☐ Host an outreach and education training that would be conducted by First Things First
- ☐ Participate in a meeting with or call an elected official
- ☐ Participate in meeting with a member of the media
- ☐ Identify and secure 1 opportunity for an FTF person to give a presentation
- ☐ Write letter to editor or Op-ed
- ☐ Attend a yearly First Things First summit

Name_____
Title_____
Organization_____
Phone_____
Email_____
Address_____

- ☐ Yes, I have the authority to commit on behalf of my organization

Please circle the way in which you prefer to receive your regular communication: Mail Email