



**Federal Communications Commission
Digital Television (DTV)
Consumer Education Support Services
March 5, 2008
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Consumer Education Plan Deliverable





**FEDERAL COMMUNICATIONS COMMISSION
CONSUMER EDUCATION PLAN**

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INTRODUCTION

The Digital Television Transition and Public Safety Act of 2005 mandates that on February 17, 2009 all full-power broadcast television stations in the United States will stop broadcasting on analog airwaves and begin broadcasting only in digital. This important change benefits consumers by providing improved television viewing and potentially more programming options. It also benefits communities by freeing up valuable spectrum for use by emergency responders, and brings the government monies for deficit reduction.

The Federal government is keenly aware of the need to educate all U.S. consumers about the transition, especially those who rely exclusively on over-the-air (OTA) broadcasts and who may lose television service if they do not take action. For many consumers, particularly some of the most vulnerable Americans, television not only provides entertainment, but also serves as their connection to the world and their lifeline in emergency situations.

The Federal Communications Commission (FCC) is responsible for making rules to facilitate the upcoming transition, enforcing those rules to protect consumers, and promoting awareness of the transition through direct to consumer education and other outreach tools including media relations.

SITUATION ANALYSIS

The sheer number of people who must be made aware of the DTV transition in a short amount of time poses a significant communications challenge. However, within the general public, there is a segment of the American population that is particularly vulnerable – those consumers who rely strictly on OTA broadcasts. According to the Consumer Electronics Association, there are currently about 13.5 million analog OTA households in the United States. Non-English speaking/minority, rural/tribal, senior, disabled and low-income populations represent, on average, a higher proportion of OTA households.

For all consumers, change can be difficult and confusing, but for these populations in particular, there is generally added resistance and skepticism to change, especially when that change is beyond their control. These consumers can be reached by a variety of trusted communications channels. Due to initial outreach efforts by the FCC and other governmental and industry organizations, information about the digital TV transition is being disseminated through the media, through publications and through trusted ambassadors who are beginning to engage in the process of getting information to their constituents.

With less than one year until the transition, the public-private industry participation in outreach to consumers is almost unprecedented. Led by the FCC and the U.S. Department of Commerce's National Telecommunications and Information Administration (NTIA) on the public side, and industry associations, community-based organizations, manufacturers and retailers from the private sector, the necessary agents for a successful consumer education campaign are engaged. The challenge is ensuring the information communicated from each of these important information sources is accurate, consistent and coordinated.

Media coverage about the transition has increased steadily, spiking in January 2008 in the wake of the Consumer Electronics Show and the launch of TV Converter Box Coupon Program.



While the stories to date have been covering the basics of the transition, reporters soon will be looking to report on new angles and issues related to the transition.

The FCC must develop a consumer education plan that will augment its current outreach activities and educate the American public to create a steady drum beat of evolving messaging around the transition leading up to February 17, 2009. Creative thinking and a disciplined approach will be essential to keep the transition – a confusing technical issue – relevant for the American public in a somewhat cluttered media landscape.

STRATEGIC APPROACH

The primary goal of the Consumer Education Plan is to identify channels and outreach activities not yet employed by the FCC to ensure that Americans are made aware of the digital television transition so that they may reap the benefits of it and, if necessary, take action so they are prepared when transition occurs. At the same time, the plan must take into account those high OTA audiences that may be harder to reach through conventional information channels.

Ketchum recommends that the FCC:

- Concentrate communications to “over-the-air” (OTA) consumers and hard-to-reach populations.
- Leverage earned media tactics to deliver appropriate messaging.
- Identify direct-to-consumer channels that will cost-effectively target OTA households.
- Create and distribute publications and TV and Radio PSAs that are clear, concise and consistent.
- Communicate directly with target populations through public and private partnerships, Web site and call center.

Ketchum recognizes that the FCC has already created a DTV Transition campaign identity/logo and materials; established and supported partnerships with industry and advocacy organizations; and conducted extensive media outreach. This Plan seeks to augment those efforts by providing recommendations for updating the identity design, refining messaging, providing additional media support, and implementing direct-to-consumer initiatives to extend the FCC reach to all consumers and to key audiences especially.

Based on this understanding, what follows is Ketchum’s recommendation for defining target audiences, developing messages and materials, distributing information and measuring success, to complement existing FCC outreach initiatives.

MESSAGE PLATFORM

For most consumers, the FCC has been and must continue to be the “go-to” source for information about the DTV transition and specifics on the options consumers may be considering.

Messages disseminated to consumers must be clear and simple. Messages must provide the information consumers are looking for and they must be accessible to all of the target populations through delivery via multiple formats and languages.



Ketchum is familiar with research conducted by National Association of Broadcasters (NAB) and other industry partners. Our current work with these organizations can also help to ensure the messages across organizations and agencies are consistent to help avoid consumer confusion.

Based on the current state of the environment, we would anticipate messages will evolve in phases over the next year as consumer awareness of the transition grows. Messages will move from the basics of the transition to conveying more detail and urgency as the transition nears. These phases are not linear and there will likely be consumer interest in every phase throughout 2008 and into 2009.

AUDIENCES

Ultimately, the consumer education and outreach efforts conducted by the FCC will touch the majority of U.S. consumers. However, the FCC places emphasis on consumers who receive their television signals OTA and on those who are hard to reach and may be unaware of the upcoming digital transition, including: a) senior citizens; b) non-English speaking and minority communities; c) people with disabilities; d) low-income individuals; and e) people living in rural and tribal areas.

Ketchum, through its work with NTIA, knows the geographic areas with the highest OTA populations, both by sheer number and by percent OTA. In addition, data supplied by MRI Doublebase provide insight into these populations, from demographics to media consumption and preferences.

Audience Preferences		
<p>African American</p> <ul style="list-style-type: none"> • 43% men and 57% women • 64% did not go to college • 67% have HHI of less than \$30K • 48% live in top 25 markets • Media they most trust: TV (41%); newspapers (28%) • Media that keeps them informed: TV (67%); magazines (65%) • 66% have online access • 25% have Internet access at home • Stores they've shopped at in the past 3 months: Wal-Mart (66%); K-Mart (27%); Target (26%) • Types of leisure activities they prefer: listen to music (34%); dine out (26%); cook out (25%) 	<p>Asian American</p> <ul style="list-style-type: none"> • 57% men and 43% women • 31% did not go to college • 45% are college graduates • 56% have HHI of more than \$50K • 69% live in top 25 markets • Media they most trust: Internet (30%), TV (29%), newspapers (26%) • Media that keeps them informed: newspapers (61%); Internet & TV (53%) • 80% have online access • 69% have Internet access at home • Stores they've shopped at in the past 3 months: Wal-Mart (60%); Target (43%) JC Penney (32%) • Types of leisure activities they prefer: listen to music (36%); garden (33%); dine out (31%) 	<p>Hispanic/Latino</p> <ul style="list-style-type: none"> • 54% men and 46% women • 79% did not go to college • 5% are college graduates • 57% have HHI of less than \$30K • 58% live in top 25 markets • Media they most trust: TV (40%) • Media that keeps them informed: TV (40%); TV (66%); newspapers (57%) (despite data showing low readership) • Only 44% have online access • 23% have access at home • Stores they've shopped at in the past 3 months: Wal-Mart (62%); Target (33%); K-Mart (22%) • Types of leisure activities they prefer: listen to music (34%); dine out (25%); entertain family and friends at



Audience Preferences		
		home (24%)
<p>Native American</p> <ul style="list-style-type: none"> 61% men and 39% women 59% did not go to college 8% are college graduates 51% have HHI of less than \$20K Only 26% live in top 25 markets Media they most trust: TV (36%); newspapers (28%); Internet (21%) Media that keeps them informed: TV (66%); newspapers (64%) 79% have online access 35% have access at home 36% have access at library or school Stores they've shopped at in the past 3 months: Wal-Mart (63%); Target (25%); JC Penney (21%) Types of leisure activities they prefer: listen to music (53%); read books (32%); cook out (30%) 	<p>Senior</p> <ul style="list-style-type: none"> 39% men and 61% women 71% did not go to college 15% are college graduates 49% have HHI of less than \$20K 39% live in top 25 markets Media they most trust: TV (37%); newspapers (32%) Media that keeps them informed: TV (74%); newspapers (70%) Only 40% have online access 23% have access at home 15% have access at library Stores they've shopped at in the past 3 months: Wal-Mart (56%); JC Penney (30%); K-Mart (29%) Types of leisure activities they prefer: garden (42%); dine out (40%); read books (38%) 	<p>Rural</p> <ul style="list-style-type: none"> 50% men and 50% women 68% did not go to college 11% are college graduates 56% have HHI of less than \$30K 9% live in West Central Media they most trust: TV (35%); newspapers (28%); radio (15%); Media that keeps them informed: TV (68%); newspapers (64%) 67% have online access 32% have access at home 27% have access at library or school Stores they've shopped at in the past 3 months: Wal-Mart (78%); K-Mart (22%); JC Penney (21%) Types of leisure activities they prefer: listen to music (42%); dine out (38%); entertain family and friends at home (35%)

PRIORITY MARKETS

In order to maximize resources while also recognizing the FCC’s mandate to educate specific, harder-to-reach populations, the Ketchum team has chosen 45 U.S. Designated Market Areas (DMAs) to focus its efforts during the consumer education outreach (see list below). The basis for the recommended markets is based on the following data:

- Number of OTA households more than 150,000 and/or
- Percentage of OTA households more than 20 percent and/or
- Top 10 city of residence for largest target demographic groups

45 Target DMAs*		
DMA Rank	DMA Name	State
1	New York	NY
2	Los Angeles	CA



45 Target DMAs*		
DMA Rank	DMA Name	State
3	Chicago	IL
4	Philadelphia	PA
5	San Francisco-Oak-San Jose	CA
6	Dallas-Ft. Worth	TX
7	Boston (Manchester)	MA
8	Washington, DC (Hagerstown)	DC/MD
9	Atlanta	GA
10	Houston	TX
11	Detroit	MI
12	Tampa-St. Pete (Sarasota)	FL
13	Phoenix (Prescott)	AZ
14	Seattle-Tacoma	WA
15	Minneapolis-St. Paul	MN
16	Miami-Ft. Lauderdale	FL
18	Denver	CO
20	Sacramento-Stockton-Modesto	CA
21	St. Louis	MO
23	Portland, OR	OR
25	Indianapolis	IN
27	San Diego	CA
34	Milwaukee	WI
35	Salt Lake City	UT
37	San Antonio	TX
45	Albuquerque-Santa Fe	NM
55	Fresno-Visalia	CA
62	Tulsa	OK
69	Green Bay-Appleton	WI
72	Honolulu	HI
73	Des Moines-Ames	IA
76	Springfield, MO	MO
88	South Bend-Elkhart	IN



45 Target DMAs*		
DMA Rank	DMA Name	State
91	Harlingen-Wslco-Brownsville-McAllen	TX
99	El Paso (Las Cruces)	TX
106	Ft. Wayne	IN
118	Boise	ID
137	Duluth (MN) - Superior (WI)	MN/WI
144	Joplin (MO) - Pittsburg (KS)	MO/KS
147	Lubbock	TX
154	Anchorage	AK
167	Yuma (AZ) -El Centro (CA)	AZ/CA
187	Laredo	TX
202	Fairbanks	AK
206	Helena	MT

*From the U.S. Department of Commerce’s National Telecommunications and Information Administration (NTIA) TV Converter Box Coupon Program Consumer Education Plan as posted on http://www.ntia.doc.gov/dtvcoupon/DTV_ConsumerEducation_120607.pdf.

OVERVIEW

As stated above, consumer education will roll out in phases, each marked by a different emphasis in messaging. As consumers begin to grow in awareness of the DTV transition, they will need more detailed messaging to answer questions about the specifics of the transition. Finally, consumers will need urgent messages to drive them to awareness and action as the transition date approaches. In addition, as the outreach progresses, different media and direct to consumer tactics will be employed to disseminate information as appropriate to each phase.

PHASE ONE: START UP (FEBRUARY - APRIL 2008)

Message Platform: Transition Basics

While consumer awareness about the transition is increasing (as reported in research conducted by the Association of Public Television Stations and the National Association of Broadcasters), many consumers are looking for, and are ready to process, basic information about the transition. In this phase, the tone of messaging will be informational, helpful and focused on the individual consumer. The primary message theme: you need to know this is happening, and you will likely need to take some action.



As many of the current FCC materials do, this first phase of messaging will need to include information that answers consumers' basic questions, such as those listed below.

- What is the DTV transition?
- Why is it happening?
- When is it happening?
- Will it affect me as a consumer?
- What do I need to do?

PHASE TWO: EXECUTION (MAY – OCTOBER 2008)

Message Platform: Transition Detail

As consumers become more aware of the transition, they will begin to probe for more specific information. Messaging for the program will need to evolve as consumers become more savvy to answer questions such as:

- How do I choose a new digital television?
- Will I need a new antenna too?
- How do I get a coupon and/or converter box?
- How do I hook up a converter box?

Information of this type will likely be sought by interested consumers so more detail may be needed, but these should still be written at a basic level with little jargon. Similar to the messages in Phase I, the tone will be informational and helpful.

PHASE THREE: URGENCY (NOVEMBER 2008 – FEBRUARY 2009)

Message Platform: Transition Urgency

In late 2008 and 2009, consumer messaging will need to become more urgent in tone and message. Communication will be direct and frank, such as:

- The time to take action is now.
- If you don't take action now, you may lose your television viewing signal.

Materials Development

During the final phase of the outreach activities, the urgency messaging will focus on the risk for consumers to lose their television viewing signal if they do not act. Therefore it is important to develop materials that convey urgency and remind consumers to take action.

EXECUTION

Following is a detailed description of the DTV transition consumer education program designed to reach broad, as well as specific audiences, over the three phases as described above. The specific outreach tactics have been grouped into three categories:

- Materials Development



- Media Services
- Direct to Consumer Initiatives

Each category details recommended tactics and how they will be executed within each phase. An overview and timeline of all activities by phase is included at the end of the Execution Section.

MATERIALS DEVELOPMENT

The Ketchum team's creative development and production process for any television/video, radio/audio, computer-generated/Internet, or printed materials generally begins with research to help inform the audiences with whom we are communicating and identify any restrictions or guidelines in development. Due to time limitations, Ketchum will rely on our experience and formative research to guide material development for the FCC.

The FCC is communicating to diverse target audiences. The team will work together from the outset to ensure we obtain design that is appealing to a majority of target populations when efficiencies can be found. However, Ketchum will also develop multiple versions of a product to ensure that we meet the needs of a variety of specific audiences when necessary

Ketchum Recommendations

Creative Brief: A creative brief outlines the target audience, objectives of the project/piece, key messages, consumer benefits, research insights, and the parameters for the creation of future material. The development of the creative brief is a collaborative process that involves a multi-disciplinary Ketchum team and the key FCC contacts.

- Ketchum will develop a Creative Brief as a foundation for all materials and Web site content and development.

Audit of Logo/Identity, Materials, Web Site: In order to ensure a cohesive, unified set of materials and identity, an audit of core materials is necessary.

- Ketchum recommends a design and content audit of existing materials and www.DTV.gov Web site.

Development of Graphic Standards: To ensure to that all materials and presentation of messaging is consistent, it is important to have a simple, straightforward set of standards available to those who wish to use the materials.

- Ketchum will develop a style guide containing essential rules regarding the logo, typography, color and other design standards for print and web applications.

PowerPoint Template: For use in presentations by FCC staff, partners, and others who wish to share DTV transition information with the public. The template can live on the DTV Web site for easy access.



- Ketchum recommends developing a DTV Transition PowerPoint.

Fact Sheets: Fact sheets are a cost-effective way to create messaging for dissemination.

- Ketchum recommends developing additional fact sheets based on the results of the materials audit. These may be developed in multiple languages, low-literacy, or Braille depending on need.

DTV Logo Enhancement: The DTV logo currently provides a visual identity for the DTV transition but no call to action to drive consumers to the DTV Web site or toll-free number.

- Ketchum recommends enhancing the current logo to include a tagline with a call to action.

DTV.gov Web Site: The DTV.gov Web site is a core element in consumer education. This is where consumers, partners, stakeholders and media come to find accurate, dependable, easy-to-access information about the DTV transition. It is key that the Web site be up-to-date and user-friendly.

- Ketchum recommends enhancing the visual design and site architecture for better usability and comprehension.

Print PSA: This tool offers an easy, affordable way for partners and interested stakeholders to build awareness for the DTV transition, the Web Site and toll-free number.

- Ketchum recommends developing a print PSA.

Public Service Announcements: Public service announcements can be an effective means to reach large numbers of consumers through radio and television.

- Ketchum recommends producing a radio and TV PSA in multiple lengths to provide broadcast stations with a wide range of choices. We will convert the finished spots to electronic files that can be played or downloaded from the Web. Each spot developed for radio and TV will be produced in multiple languages and formats. In order to realize cost savings, we will develop concepts that can be used across many cultures. For example, we will consider animation with voice over, rather than using talent who would have to be re-shot for every language.

Broadcast-Quality Video and Audio Segments: Educational video, audio and Web segments have a wide variety of uses: to feature on public, educational and government access channels; for use at outreach events and workshops; or for distribution to partners and other consumer organizations. Working with Media-C to produce video and audio segments, the Ketchum team will develop a concept and coordinate production.

- Ketchum recommends producing three versions of an educational video, perhaps a 2:00, 5:00 or longer. These videos will employ music and graphics as appropriate to deliver a



clear message. Including all three options on a DVD will provide presenters in a variety of settings with multiple options. Each of these products will be accessible to the visual and hearing impaired and – as with the PSAs, and as budget permits – should all be produced in a variety of languages. Again, the concept will be developed to keep it cost-effective.

Materials Development: Phase One

In this phase, we will conduct an audit of core materials and Web site, make recommendations for enhancements and additions and begin development of needed materials.

Tactics	Description	Audience
Creative Brief	A situational analysis of the communications landscape including program objectives, target audience, current consumer mindset.	FCC
Audit of Logo/Identity, Materials, Web Site	Complete audit of existing core materials.	FCC
Development of Graphic Standards	Based on partner need and audit, provide recommendations, create graphic identity standards.	FCC
PowerPoint Template	Design PPT template.	General and key target audiences
Two - Three Fact Sheets	Identify and begin design and content. May need to develop one in later phase with urgency messages.	General and key target audiences
DTV Logo Enhancement	Provide recommendations for enhancements; implement upon approval.	General and key target audiences
DTV.gov Web Site	Provide recommendations for enhancements; implement upon approval.	General and key target audiences
Print PSA	Begin development of concept and design.	General and key target audiences
One Television and One Radio Public Service Announcement	Begin development of radio and TV PSAs in multiple lengths (15-, 30- and 60-seconds) to provide broadcast stations.	General and key target audiences
Three Video Segments	Begin development of three versions of an educational video. These videos will feature sound bites from Chairman Martin and other Federal government or industry partners, as appropriate.	For distribution to general and key target audiences



Materials Development: Phase Two and Three

In these phases, we will complete production of the electronic products and begin distribution. As we approach the urgency phase, we will assess existing materials and determine if we need to change messaging or develop new materials, e.g. fact sheet.

Tactics	Description	Audience
One Television and One Radio Public Service Announcement	Complete production. Post finished spots on the Web site as electronic files that can be played or downloaded. Begin distribution.	For distribution to general and key target audiences
Three Video Segments	Complete production. Post finished segments on the Web site as electronic files that can be played or downloaded.	For distribution to general and key target audiences
Fact Sheet	During urgency phase, development of an additional fact sheet may be necessary.	For distribution to general and key target audiences

MEDIA SERVICES

In order to reach consumers with information about the DTV transition and how the FCC is informing consumers, the Ketchum team recommends working not just through broadcast outlets, but through all available media channels including radio, print, and online news services.

With the high level of media interest in the DTV transition, proactively leveraging “earned media,” or stories written by journalists, to raise consumer awareness can provide key benefits including an increased level of credibility and trust with the consumer; a way to get information out quickly when necessary; and an effective use of the available resources.

Ketchum Recommendations

Satellite Media Tour: A Satellite Media Tour (SMT) is a series of back-to-back television interviews conducted by a spokesperson or spokespersons from one central location but broadcast around the country. Normally each SMT interview is three to four minutes in length with five to seven interviews conducted in each hour. Satellite Media Tours are an effective way to disseminate messages – whether developing news or simply to broadcast helpful information for general audiences. SMTs offer the ability to leverage the FCC messages across the country, targeting specific regions if warranted. While SMTs usually feature a single spokesperson, they can be used as a platform to feature an FCC partner in the DTV transition, whether to reach a particular audience with a trusted advisor from that community or to leverage messages to a broader population.

- Ketchum recommends three SMTs throughout the outreach phases.



Radio Media Tour: A radio media tour (RMT) is a series of back-to-back radio interviews of an FCC spokesperson at a central location conducted by any number of radio stations and/or networks over the span of a few hours. Radio interviews are typically blocked in ten-minute increments, allowing for approximately six scheduled interviews per hour.

- Ketchum recommends two to three RMTs throughout the outreach phases.

Drop-in Article/Matte Release: A drop-in article or matte release is a formatted, consumer-related article provided to an approved vendor for distribution to key newspapers across the country. These media tools allow your message to be disseminated unfiltered by commentary. Newspaper editors normally use matte releases to supplement staff-written stories to fill soft news sections of the paper. These can be targeted to specific populations or provided in languages other than English to reach specific segments of the target audience.

- Ketchum recommends six matte releases: two targeting the general audience, two targeting the African American audience and two targeting the Hispanic audience.

Television B-Roll: A B-roll is a made-for-television package of interviews, background, and coverage of FCC events of interest and workshops that can be compiled and edited with specific DTV transition messaging by the FCC and disseminated to television stations across the country. These stations may use the B-roll to enhance a feature story in development on the DTV transition or with live read introductions by newscasters. B-roll is versatile and can be easily and cost-effectively updated and redistributed as news develops.

- Ketchum recommends producing one B-roll package to distribute to broadcast media.

Telebriefing: A telebriefing is a briefing conducted via phone with any number of invited media from news organizations. Telebriefings normally last approximately 45 minutes to an hour in length. Telebriefings allow for a controlled environment where a spokesperson can speak on a designated topic and then open up the phone lines for questions from attending media. They usually yield wide media coverage since the attending media often file stories following the briefing.

- Ketchum recommends the FCC host one to two telebriefings for media.

Proactive, Fractured Media Outreach: This media outreach focuses on targeted, segment outreach to media outlets that are preferred by the FCC's key audiences. This outreach requires providing a story angle to a reporter and following up to help secure a written or broadcast news story. This method of outreach provides opportunities to get key messages into stories written by media outlets that will reach the target audiences. Because these stories can be pitched from a variety of different angles, they may appear in the lifestyle, feature or business section of newspapers, as well as in the standard news pages.

- Ketchum recommends long lead desk side briefings and OTA market outreach.



Backgrounder Briefings/Editorial Board Meetings: A background briefing allows a spokesperson to meet with staff writers at major news outlets and provide information and context for a major news story or issue. Editorial writers approach editorial board meetings as a way to evaluate the issue brought to them, decide if the issue warrants editorial support, and, if so, determine the newspaper's position. Meetings do not always result in coverage. However, these meetings may allow for the development of an eventual features piece, a guest editorial or a letter-to-the-editor in lieu of a stand-alone editorial.

- Ketchum recommends the FCC conduct background briefings and editorial board meetings with the media.

Op-eds/Letters to the Editor: Op-eds, the abbreviation for the page of a newspaper that runs opinion and editorial features, normally appear opposite a newspaper's editorial page. The length of an op-ed is regulated by each newspaper; however, in general, an op-ed should be approximately 600 words in length. Newspapers processing of the op-ed can take up to four weeks, unless the topic is considered a "hot" news item.

A letter to the editor is written for and sent to a newspaper or magazine to present an organization's position, make a correction or respond to another story or letter written. Print publications generally prefer letters to the editor be 150 to 200 words in length.

- Ketchum recommends that the FCC provide an Op-ed to top newspapers and write letters to the editor, as necessary.

Online Chats: An online chat allows a spokesperson to provide information and respond to questions via electronic means. Most are guided by a reporter asking questions, and likely opening the discussion to consumer questions that are submitted via e-mail or some type of instant messaging.

- Ketchum recommends that the FCC participate in online chats with major newspapers.

OTA Market Outreach: Another effective means to garner media coverage surrounding the digital television transition is to identify, preferably in the morning, a one-to-two hour time frame on the Chairman's calendar in March for Ketchum to pitch interviews with media in three or more OTA markets. These markets will be interested in the impact of the transition on their audience. Outreach would be conducted to radio and print media in these markets so the Chairman is able to conduct the interview via phone.

- Ketchum recommends the FCC conduct OTA market outreach several times during the course of the year.

Radio Actuality: A radio actuality is a group of sound bites about a specific topic.

- Ketchum recommends that the FCC Chairman Martin record several of these sound bites explaining the digital television transition, why it is beneficial to communities and how consumers may prepare for the transition.



An “earned media” strategy that relies on the tactics described here is not only cost-effective, but can also maximize coverage of the transition through multiple media channels – television, radio, newspapers, magazines and online – to offer breadth of coverage across the U.S. and its territories. At the same time, media outlets that are heavily used by the target populations can also be provided with story ideas that resonate specifically with their viewers, listeners and readers to ensure depth of coverage among these consumers.

To move effectively in the short amount of time available, the Ketchum team will generally rely on the following media outlets segmented as follows:

National Media

- National broadcast networks (morning shows and nightly news)
- National radio
- Cable networks
- Talk shows/news magazines
- National news weeklies
- National Sunday supplements
- Wire services
- Online outlets
- Magazines
- Industry trade publications

OTA Markets - High-OTA markets and OTA markets with disproportionate numbers of target populations, such as Hispanics and seniors will be targeted through:

- Local TV and radio stations
- Major daily newspapers

Target Populations - Media outreach will be targeted to each of the vulnerable populations based on the media habits and preferences of the individual population such as publications targeted at seniors, African Americans, rural and tribal communities.

Media Services: Phase One

During the first phase, media outreach tactics will focus on providing media with basic information about the transition. We will work with the media to provide them with information about what the transition is, why it is happening, and the need for consumers to take action to prepare for the transition. Though some tactics below are intended to reach broad audiences, we have selected others to narrowly target the five specific high OTA audiences.

Tactic	Description	Audience
One Satellite Media Tour	SMT with Chairman Kevin Martin with focus on the one-year anniversary of the transition took place Friday, February 22 between 12:30 and 1:30 p.m. in 17 key	OTA markets



Tactic	Description	Audience
	over-the-air (OTA) markets. Briefing materials provided in advance. Ketchum secured ten interviews with stations in New York, Boston, Tampa, Detroit, Houston, Cincinnati, Honolulu and St Louis to include FOX, CW, ABC, and NBC. Ketchum also provided a DVD history of the SMT with the Chairman and monitoring reports from Cision confirming airing of the interviews.	
Ongoing OTA Market Outreach	Ketchum will conduct outreach.	OTA, seniors, Asian populations
One Radio Actuality	Ketchum will pitch this for placement with national syndicate radio and Metro Networks.	General audience
Two Drop-in Articles/Matte Releases	Ketchum recommends writing and distributing a matte release to the general audience as well as African American audience regarding the benefits of digital television transition.	African American audiences
Ongoing Hispanic Media Outreach	Pitch guest interviews featuring the FCC's Spanish speaking spokesperson for Univision's <i>Despierta America</i> and Telemundo's <i>Cada Dia Con Maria Antonietta</i> .	Hispanic audience

Media Services: Phase Two

For the second phase, Ketchum recommends using the same basic transition messaging for media outreach. As the public gains a better understanding of the transition, messages will be expanded to provide not only the basics of the transition, but also more specific information such as what a consumer should look for when shopping for a new digital television as well as details on how to hook up converter box. The following tactics will be used to garner coverage.

Tactic	Description	Audience
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Tactic	Description	Audience
One Radio Media Tour	Radio interviews with designated the FCC spokesperson.	OTA markets
Ongoing OTA Market Outreach	Ketchum will conduct outreach.	OTA markets, African American populations and the disabled.
Op-ed (s)	Op-Ed from the FCC Chairman to major national newspapers. However, major newspaper request exclusive rights to the piece and it may not be pitched or published to other newspapers.	General and/or high OTA markets
One Satellite Media Tour	Ketchum recommends conducting outreach to for a one-to-two hour SMT with Chairman Martin regarding the benefits of the digital television transition.	Key OTA markets
One Television B-Roll	Ketchum recommends creating and disseminating a bites and b-roll package in August around the six month countdown to the transition.	General and OTA markets
One Telebriefing	Ketchum recommends that the FCC host a telebriefing with NTIA, NAB and DTV Coalition and other industry partners surrounding the six month countdown to the transition.	General and specific markets
Online Chats	Ketchum recommends featuring the FCC Chairman in online chats with prominent newspapers such as the <i>Washington Post</i> .	General audience
Backgrounder Briefings/Editorial Board Meetings	Ketchum recommends conducting outreach to key national newspapers including the <i>New York Times</i> , <i>Wall Street Journal</i> ,	General audience



Tactic	Description	Audience
	<i>Washington Post</i> and <i>USA Today</i> to secure editorial board meetings or background briefings regarding the digital television transition.	
Two Drop-in Article/Matte Releases	Ketchum recommends writing and distributing a matte release regarding the impact of the transition on this community and actions to take to prepare for the transition.	African American and Hispanic audiences
Ongoing Long Lead Outreach	Ketchum recommends that the FCC conduct desk side briefings with magazines reaching to garner coverage in late-2008 or early-2009.	Key target audiences

Media Services: Phase Three

For Phase Three, messages will build and include urgency to let consumers know that need to take action soon or risk losing their television viewing signal. The following tactics will be employed during this phase.

Tactic	Description	Audience
100-Day Press Event	Ketchum recommends that the FCC collaborate with NTIA as well as other industry partners to host a press event marking the 100-day countdown to the transition. This event will focus on the need for consumers to act to ensure that they are prepared for the DTV transition. In addition, this will provide an opportunity to encourage consumers to make sure that they check with family, friends, neighbors and others in their circle to make sure they are ready for the transition.	General and key target audiences



Tactic	Description	Audience
Radio Actuality	Ketchum recommends recording and distributing a radio actuality featuring sound bites from the FCC Chairman regarding urging consumers to act to prepare for the upcoming transition.	General and key target audiences
Drop-in Article/Matte Release	Ketchum recommends writing and distributing two matte releases one to the general public and one to Hispanic media urging consumers to act to prepare for the DTV transition.	Hispanic audience
One 30-Day Press Event	Ketchum recommends that the FCC collaborate with NTIA as well as other industry partners to host a press event marking the 30-day countdown of the digital television transition. This event will specifically focus on the urgency for consumers to act to ensure that they are prepared for the DTV transition and do not lose their television signal.	General and key target audiences
Radio Media Tour	Ketchum recommends conducting outreach to targeted radio stations/programs.	African American, Asian, disabled and senior audiences
Morning Show Outreach	With the digital television transition, only couple of months away, Ketchum will pitch the FCC Chairman for interviews with network and cable morning shows such as “Good Morning America,” “Today,” “Early Show,” “Fox & Friends” and “American Morning.”	General and key target audiences
Letter from the Chairman	Ketchum recommends a letter bylined by the FCC	General and key target audiences



Tactic	Description	Audience
	Chairman for placement in national and key local newspapers. This letter will reinforce the urgency messages and urge consumers to act before February 17, 2009 to avoid losing their television signal.	

DIRECT TO CONSUMER INITIATIVES

Direct to consumer outreach can be effective at reaching consumers in places where they work, shop, or travel. However, costs for this kind of outreach can be prohibitive. Ketchum has identified two cost-effective direct-to-consumer outreach activities to reach maximum target audiences through donated space and store collaboration.

Ketchum Recommendations

Transit/Outdoor Public Service Advertising (PSA)

For direct to consumer outreach, transit and outdoor public service advertising offers a cost-effective way to reach millions of consumers in their local areas. The PSA program provides donated advertising space on billboards and at bus stops and airport dioramas in target cities. The PSA program requires funding for production, printing and installation of the ads. However, these costs are minimal compared to the reach and frequency that will be achieved using these methods.

- Ketchum recommends that the FCC participate in the public service advertising (PSA) program offered through Clear Channel Outdoor for outdoor/transit advertising.

To move effectively in the short amount of time available, the Ketchum team will use the following outdoor advertising mechanisms:

- 8-sheet Posters
- 30-Sheet Posters
- Transit shelters
- Airport dioramas
- Spectacolor HD LED Video Screen
- Spectacolor Static Wallscape

Transit/Outdoor advertising will allow the FCC to target a broad range of consumers and provide them with information about the transition.



Messages for direct to consumers outreach will focus on the basics of the transition and as the transition nears will provide more details and encourage action by consumers to prepare for the transition.

Outreach through Grocery Stores

To reach a broad number of consumers, the FCC has recommended identifying grocery store chains which may be willing to disseminate information about the DTV transition. This could include printing information on receipts, posters displays and distribution of flyers or other materials.

Ketchum has researched and identified several potential grocery store chains with stores across the country. Of the many chains, we have identified three with broad reach and multiple store outlets:

- Kroger (2, 467 stores in 31 states)
 - Safeway (1,521 stores in 22 states)
 - Topco Associates (13,000 stores with 62 member-owners)
- Ketchum recommends conducting outreach to these chains which include stores in priority markets servicing our target audiences to determine if they are willing to collaborate with the FCC to distribute information to their customers through their all or some of their grocery stores. We may also explore possible collaboration with participating chains or individual stores in high OTA markets to determine what materials are necessary and if they opt to develop or print these as needed.

Following are three charts that show the number and location of stores in each grocery store chain:

KROGER COMPANY		
LOCATIONS	STORES	STORE TYPES
Alabama	10	Kroger
Alaska	11	Fred Meyer
Arizona	120	Fry's, Smith's, Fry's Marketplace
Arkansas	37	Kroger
California	386	Ralphs, Food 4 Less, Foods Co.
Colorado	137	King Soopers, City Market
Georgia	173	Kroger
Idaho	14	Fred Meyer, Smith's
Illinois	59	Kroger, Hilander, Food 4 Less
Indiana	149	Kroger, Jay C, Pay Less, Owen's, Food 4 Less, Scott's
Kansas	73	Dillons
Kentucky	105	Kroger
Louisiana	10	Kroger
Michigan	139	Kroger
Mississippi	30	Kroger
Missouri	20	Kroger, Dillons, Gerbes
Montana	4	Smith's

TOPCO MEMBER-OWNERS	
Acme Markets	IGA (supermarkets)
Affiliated Foods Southwest	Imperial
Affiliated Foods Midwest	Kings
Alex Lee, Inc.	Laurel Grocery
Associated Grocers of the South	Larroc
Associated Grocers, Inc.	Lunds
Associated Grocers of Florida	Marketplace
Bashas'	Marsh
Big Y	Mason Brothers
Bi-Lo	Meijer
Brookshires Grocery Company	Mitchell Grocery
Bruno's	Pathmark
C&S Wholesale Grocers	Penn Traffic
Centro Cuesta Nacional (CCN)	Piggly Wiggly Carolina
Certco	Price Chopper
Certified Grocers	Pueblo
Coborn's	Raley's
Food City	Roche Brothers



KROGER COMPANY		
Nebraska	14	Baker's
Nevada	56	Smith's, Food 4 Less
New Mexico	26	Smith's, City Market
North Carolina	19	Kroger
Ohio	215	Kroger, Kroger Marketplace
Oregon	55	Fred Meyer, QFC
South Carolina	13	Kroger
Tennessee	120	Kroger
Texas	199	Kroger
Utah	28	Smith's, Smith's Marketplace, City Market
Virginia	63	Kroger
Washington	127	QFC, Fred Meyer
West Virginia	46	Kroger
Wyoming	9	Smith's, King Soopers, City Market
Total	2,467	19

TOPCO MEMBER-OWNERS	
Foodland	Schnucks
Fresh Brands	Scolari's
Fresh Market	ShopKo
G&C Food Distributors and Brokers	Spartan Stores
Giant Eagle	Stater Brothers
Golbon	The Merchants Consortium
Gordon Food Service	Ukrop's Super Market
Grocers Supply	UniPro Food Service
Haggen	United Supermarkets
Harris Teeter	W. Lee Flowers and Company
Harvey's (supermarket)	Wawa
Heinen's	Wegmans Food Markets, Inc.
Hy-Vee Food Stores	Weis Markets
62 Member-Owners 13,000 Stores Around the U.S.	

SAFEWAY			
Locations	Stores	Locations	Stores
Alaska	35	Nebraska	5
Arizona	115	Nevada	28
California	521	New Jersey	5
Colorado	122	New Mexico	4
District of Columbia	16	Oregon	101
Delaware	5	Pennsylvania	32
Hawaii	19	South Dakota	3
Idaho	6	Texas	112
Illinois	82	Virginia	45
Maryland	74	Washington	168
Montana	12	Wyoming	11
22 States Total 1,521 Stores Total			

Topco Associates LLC is a \$7.3 billion, privately held company that provides innovative solutions for its food industry member-owners and customers. Together, Topco members represent more than \$110 billion in consumer sales and have thousands of stores across the country.

In addition, through the Ketchum network in San Francisco and Chicago, we have existing relationships with the Safeway and Topco Associates chains respectively, which may help to leverage their participation. We will seek their collaboration and seek options for printing and distributing information.

Direct to Consumer: Phase One

In this Phase, for the outdoor/transit PSA program, we will focus on engaging space, developing the “look and feel” of the displays and securing space. For the in-store promotion, we will begin to engage participants and outline the proposed activities.



Tactic	Description	Audience
Outdoor PSAs through Clear Channel Outdoor	For the most effective, most efficient, and most capable outdoor medium to reach all our demographic targets we recommend using 30-Sheet Poster, which is 12'3" H x 24'6"H. These are efficiently effective medium to disseminate the FCC messaging about the DTV transition to the public. In addition, 30-Sheet Posters have audience reach that is measured by the Traffic Audit Bureau, which provides the FCC with certified reach and frequency of target audiences.	Top 20 OTA markets
Transit Advertising in Bus Shelters	Transit ads height are approximately 65" H x 44" W. The PSAs will be placed at bus stop shelters in New York and Sacramento. These ads are highly visible both to daily transit commuters, but also motorists.	General audience in top 20 OTA markets
Outreach to Kroger, Safeway, Topco Grocery Chains	Identify community outreach contacts. Investigate collaboration opportunities. Determine type and number of materials. Develop materials, if necessary.	OTA and general audiences

Direct to Consumer: Phase Two

In this Phase, for the outdoor/transit PSA program, we will begin the installation of the boards and transit shelters. For the in-store promotion we will begin the distribution process.



Tactic	Description	Audience
Outdoor PSAs through Clear Channel Outdoor	Ongoing installation.	General audience in top 20 OTA markets
Transit Advertising in Bus Shelters	Ongoing installation.	General audience in top 20 OTA markets
1 to 2 Participating Grocery Store Chains	Determine details of outreach activity. Begin rollout of materials distribution.	OTA and general audiences

Direct to Consumer: Phase Three

For outdoor advertising/transit PSA program, we will continue to install boards and posters in new cities. We will begin installation of the airport dioramas and create urgency messaging for the New York City venues. For the in-store promotion, we may begin distribution of urgency fact sheets or flyers, as appropriate.

Tactics	Descriptions	Audience
Outdoor PSAs through Clear Channel Outdoor	For the most effective, most efficient, and most capable outdoor medium to reach all our demographic targets we recommend using 30-Sheet Poster, which is 12'3" H x 24'6"H. These are efficiently effective medium to disseminate the FCC messaging about the DTV transition to the public. In addition, 30-Sheet Posters have audience reach that is measured by the Traffic Audit Bureau, which provides the FCC with certified reach and frequency of target audiences.	Top 20 OTA markets
Airport Dioramas	Dioramas are 35mm color slides approximately 43" h x 62" w, which are illuminated and attractively framed. These will be placed in five (5) airports in high OTA markets. Dioramas are located	General audience



Tactics	Descriptions	Audience
	throughout the airport and are visible to passengers as they enter via ticketing, proceed along the concourses, at gate areas and in the jet bridges as they board aircraft. In addition, they are also located at baggage claim and ground transportation.	
Spectacolor HD LED Video Screen	Located in Times Square this spectacular LED video screen features audio and provides reach to 1.5 million people every day. The FCC PSA would run an average of 4 times per hour and 96 times per day.	General audience in high OTA market
Spectacolor Static Wallscape	The Spectacolor Static Wallscape varies by size depending on the location. The PSA will be located in New York City and will be a visible landmark from many areas of the city.	General audience in high OTA market
1 to 2 Participating Grocery Store Chains	Develop additional materials if necessary to communicate urgency messages. Distribute as appropriate.	OTA and general audiences

STRATEGIC COUNSEL AND PROJECT MANAGEMENT

The FCC has been, and will continue to, execute DTV transition educational outreach activities. This means full coordination and information exchange must occur between Ketchum and the FCC to ensure resources and activities are not duplicated. As laid out in the Quality Assurance and Surveillance Plan (QASP), Ketchum recommends the communication interface strategies below be implemented between the FCC and the Ketchum team to facilitate full communication:

Consumer Education Plan: The Consumer Education Plan will guide and frame the execution of the FCC’s Digital TV consumer education campaign during the course of the contract year. In this document, the Ketchum team will outline tactical elements to support the campaign.

- Ketchum will develop a Consumer Education Plan as a framework for future projects and tasks within the first 30 days of contract award.



Weekly Meetings and Reporting: Ketchum will participate in weekly meetings with the FCC staff (phone or face-to-face depending on necessity) to ensure all are aware of activity status and task progression. Select meetings will be designated for specific topics, such as key media outreach or direct-to-consumer outreach. In addition, Ketchum will submit to the FCC weekly reports outlining activities completed by the team over the past week, anticipated activities for the upcoming week and any outstanding decisions that need to be made.

Day-to-Day Communication and Approval: The Ketchum team will make themselves available via telephone and e-mail for all day-to-day activity. In order to streamline communication, Zachary Tindall will serve as the primary point of contact on the team, with Martha Pratt positioned as the secondary, back-up point of contact. As standard practice, Ketchum will forward all work, including strategies, creative executions, draft materials copy, etc. to the CO, COTR and Alternative COTR.

Monthly Billing and Reporting: Every month, Ketchum will provide the FCC Contracting Officer invoices for services rendered and a report outlining activities completed by the Ketchum team during the course of the previous month.

Recap Reporting by Phase: At the end of each phase, Ketchum team will provide a review of the outreach activities.

Quick-Turnaround Request and Staff Support: On occasion, the FCC may require the Ketchum team to assist with unplanned requests that fall outside of the previously described outreach activities in this Consumer Education Plan. To address these ad hoc requests, we have created a budget category to be held in reserve for the FCC support, and will tap the funds by client request and as needed throughout the contract year.

MEASUREMENT

The success of the consumer education plan and specific tactics will be measured specifically and monitored through successful production of materials, media tracking reports, material distribution tracking reports.

Ketchum will employ the following to track activity:

- Media log
- Material distribution log

In addition, Ketchum has provided specific measurement and tracking reports for each recommended tactic.

Materials Measurement

Radio and TV PSAs

Monitoring, tracking and custom usage reports are standard as well as a final report that tracks and analyzes confirmed airings.



Video Segments

Ketchum will monitor usage of video by partners and provide the FCC with a report indicating where the video is placed online or shown at conferences or other speaking engagements.

Media Services Measurement

Satellite Media Tour

Following a Satellite Media Tour, the Ketchum team will produce a full report with measurement guidelines to include number and length of interviews, video footage if available, analysis of key messages and media impressions garnered. Ketchum also will provide a DVD history of the SMT with the Chairman and monitoring reports from Cision confirming airing of the interviews.

Radio Actuality

Ketchum will provide the FCC with updates on outlets that expressed interest or requested actuality to run. Ketchum will provide a report to the FCC based on outreach regarding placements of the actualities.

Radio Media Tour

Ketchum will provide a complete report on all RMT interviews scheduled and conducted as well as coverage provided as a result.

OTA Market Outreach

Ketchum will provide the FCC with a complete report on all interviews scheduled and conducted as well as coverage provided as a result.

Op-eds

Ketchum will provide the FCC with updates regarding Op-Ed placements and a final report detailing where the Op-ed ran.

Television B-Roll

The b-roll will be Sigma encoded and tracked. Ketchum will provide with a monthly report outlining use of b-roll by stations based on Sigma encoding.

Telebriefing

After the telebriefing, Ketchum will provide the FCC with the list of all media participants. Ketchum will also provide a transcript of the telebriefing. In addition, we will monitor for media coverage and provide a report including media impressions.

Online Chats

Ketchum will provide audience numbers where possible.

Backgrounder Briefings/Editorial Board Meetings

Ketchum will provide the FCC with a list of all editorial boards or background briefings outreach as well results of outreach.



100-Day Press Event

A report will be provided to the FCC outlining all coverage garnered from the press conference.

Radio Actuality

Ketchum will provide a report to the FCC based on outreach regarding placements of the actualities.

Drop-in Article/Matte Release

The vendor will provide a report on online and print placements of the article. Ketchum will share these reports with the FCC. Ketchum will also provide a final report detailing all placements, audience reach, etc.

30-Day Press Event

Ketchum will provide support at the press conference and monitor for coverage. A report will be provided to the FCC outlining all coverage garnered from the press conference.

Morning Show Outreach

Ketchum will monitor for coverage and provide the FCC with a report on all morning show interviews.

Letter from the Chairman

A final report detailing all the newspapers that ran the letter will be provided to the FCC.

Direct to Consumer Measurement

Outdoor Advertising

The proposed outdoor advertising program has audience reach that is measured by the Traffic Audit Bureau, which provides the FCC with certified reach and frequency of target audiences.

Grocery Store Promotion

A final report detailing number of participating stores, materials disseminated and consumers reached.



TIMELINE

Outlined below is a complete timeline of outreach tactics proposed throughout 2008 and into 2009.

Materials Development Activities	Phase 1: Start-Up			Phase 2: Execution						Phase 3: Urgency			
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Creative brief	●	●											
Audit of logo/identity, materials, Web site		●	●										
Development of Graphic Standards			●										
DTV Logo Enhancements			●	●									
DTV.gov Web Site Enhancements			●	●									
Print PSAs		●	●	●									
PowerPoint Template			●										
Fact Sheets			●		●					●			
TV Public Service Announcements		●	●	●	●	●	●	●	●	●	●	●	●
Radio Public Service Announcements		●	●	●	●	●	●	●	●	●	●	●	●
Video Segments				●			●					●	

Media Services Activities	Phase 1: Start-Up			Phase 2: Execution						Phase 3: Urgency			
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Satellite Media Tour (SMT)	●						●		●				
Radio Media Tour (RMT)				●						●			
Drop-in Article/Matte Release			●			●				●			
Television B-Roll Package							●						
Telebriefing								●				●	
Proactive, Fractured Media outreach	●	●	●	●	●	●	●	●	●	●	●	●	●
Backgrounder Briefings/Editorial Board Meetings									●				



Media Services Activities	Phase 1: Start-Up			Phase 2: Execution						Phase 3: Urgency			
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Op-eds/Letters to the Editor						●							
Online chats									●			●	
OTA Market outreach	●	●	●	●	●	●	●	●	●	●	●	●	●
Radio Actuality		●			●						●		
Long lead outreach						●							
100-Day Press Event										●			
30-Day Press Event												●	
Morning Show Outreach													●

Direct to Consumer Outreach Activities	Phase 1: Start-Up			Phase 2: Execution						Phase 3: Urgency			
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Research, development and coordination of outdoor PSA campaigns	●	●											
Production and installation of 100 transit shelter PSAs (75 8-sheet posters, 1,300 30-sheet posters)		●	●	●	●	●	●	●	●	●	●	●	
Research and development of grocery store campaign	●	●	●										
Installation of 8-week NY Times Square HD LED Display										●	●		
Installation of static wallscape in New York City, NY											●	●	
Production and distribution to grocery store chains				●		●		●		●		●	
Printing and Installation of Airport PSAs (Ten - 43x62 dioramas)										●	●		



Strategic Counsel/ Project Management Activities	Phase 1: Start-Up			Phase 2: Execution						Phase 3: Urgency			
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Consumer Education Plan	●	●											
Kick-off meeting	●	●											
Weekly Meetings and Reporting	●	●	●	●	●	●	●	●	●	●	●	●	●
Monthly Billing and Reporting		●	●	●	●	●	●	●	●	●	●	●	●
Recap Reporting			●						●				●



Measurement Activities	Phase 1: Start-Up			Phase 2: Execution						Phase 3: Urgency			
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Media Monitoring (of all Media Service Tactics)	●	●	●	●	●	●	●	●	●	●	●	●	●
Materials Distribution Log			●						●				●
Outdoor PSA campaign tracking and reporting			●						●				●

BUDGET SUMMARY

The following budget has been developed to reflect the phases of activity as laid out in the consumer education plan. Each tactic has been budgeted to reflect fee and out-of-pocket costs. However, these costs are based on certain assumptions and actual costs may, in fact, be lower or higher depending on execution. Ketchum will monitor resource allocation and cost and report these to FCC on a monthly basis.

See attachment PDF budget.