C.2 Advertising and Promotion[1]

Western School of Science and Technology: A Challenge Foundation Academy ("Western Tech: CFA") will execute an aggressive advertising and promotion plan, taking advantage of its affiliation and partnership with TeamCFA and its sister, feeder elementary school, Pioneer Preparatory School: A Challenge Foundation Academy ("Pioneer Prep: CFA"), which already has a strong presence in the Maryvale neighborhood. TeamCFA will provide advertising and promotion support at no cost to Western Tech: CFA as part of its network support services.

A. Advertising and Promotion Plan for Student Recruitment

At full build out, Western Tech: CFA will have 100 students in each grade level, 7-12. However, this is not expected to be achieved during the first three years of operation. The following are the enrollment goals for the first three years of Western Tech: CFA's existence:

Grade Level	Year 1	Year 2	Year 3
7th	50	75	75
8th	75	50	75
9th	75	100	75
10th	n/a	75	100
11th	n/a	n/a	75
12th	n/a	n/a	n/a
Total	**200**	**300**	**400**

Table C.2.1: Enrollment Goals for Years 1-3

There are several primary ways in which Western Tech: CFA plans to attract and enroll students: 1) enroll current Pioneer Prep: CFA students, 2) market to new students who attend charter elementary schools in Maryvale, 3) market to families of existing TeamCFA partner organizations, and 4) market to families in the immediate vicinity of the target community. This way, Western Tech: CFA will be advertising and promoting within a community already familiar with the concept and benefits of school choice.

First, Western Tech: CFA will reach out to existing Pioneer Prep: CFA students and families. The Founding School Director of Western Tech: CFA, Mr. Peter Boyle, has been a teacher and school leader at Pioneer Prep: CFA since the 2010 school year. In addition, the current school leadership and governance of Pioneer Prep: CFA and TeamCFA have indicated strong support for Western Tech: CFA. At the end-of-year parent survey in 2012, over 90% of Pioneer Prep: CFA parents and families indicated satisfaction with Pioneer Prep: CFA; thus, as the continuation school for the academic program of Pioneer Prep: CFA, Western Tech: CFA expects a large portion of Pioneer Prep: CFA students in grades 6, 7, and 8 for the 2013-2014 school year to enroll in Western Tech: CFA. Thus, the baseline enrollment goals for grades 7, 8, and 9 for Year 1, and 7 and 8 for Year 2, are based upon the current enrollment numbers for those incoming classes at Pioneer Prep: CFA.

[1] Portions of this section are adapted from the Hirsch Academy: A Challenge Foundation Academy charter application, approved by the Arizona State Board for Charter Schools January 14, 2013.

The key to reaching these families is to begin the outreach process early and explain the benefits of a Western Tech: CFA education. Informal outreach to this effect has already begun, but will continue formally and in earnest at the very beginning of the 2013-2014 school year. To do so, Mr. Boyle, the leadership and governance team of both Pioneer Prep: CFA and Western Tech: CFA, and the TeamCFA Community Relations, Marketing, and Public Relations Committees will begin planning and hosting monthly meetings for interested Pioneer Prep: CFA families in October, November, and December 2013 and January and February 2014. As, traditionally, a large portion of Pioneer Prep: CFA enrollment has come from word-of-mouth, Pioneer Prep: CFA families will also be asked to bring friends, neighbors, and family members to these community meetings in order to further spread the word about Western Tech: CFA. These original outreach meetings will be aimed at specifically educating the community about Western Tech: CFA, and families may begin signing letters of intent to enroll at these meetings.

Secondly, as reflected in the enrollment goals above, Western Tech: CFA will aim to recruit incoming 9th graders from neighborhood charter elementary schools. This explains the increased grade sizes in 9th grade for Years 2 and 3 compared to the 8th grade cohorts in the previous years. To do this, Western Tech: CFA will begin informal relationship building with those schools in August 2013, with the aim to hold community meetings similar to those described above in February 2014. Such meetings will continue until those schools' academic year ends or until the enrollment cap is reached, whichever is sooner. The community meetings at these schools will differ slightly than those at Pioneer Prep: CFA, as they will emphasize Western Tech: CFA's rigorous Advanced Placement-aligned high school programs, rather than the rigorous Core Knowledge-aligned middle school programs. Similar to other outreach meetings, parents will be able to sign letters of intent to enroll at these meetings.

Thirdly, as Western Tech: CFA does not expect 100% of families from Pioneer Prep: CFA to enroll in Year 1, to reach the enrollment goals above, Western Tech: CFA will be leveraging its relationships with community partners in the Maryvale neighborhood to find additional families and students to enroll. This will include replication of the community meetings described above at the sites or events of community partners such as Stand for Children, the Boys and Girls Club, the YMCA, Maryvale Adolescent Providers Partnerships ("MAPPs"), Maryvale Revitalization Corporation ("MRC"), Univision, and La Campesina. These meetings will begin in February 2014 and continue until July 2014 or until the enrollment cap is reached, whichever is sooner. These community meetings will emphasize all aspects of the Western Tech: CFA program, and parents will be able to sign letters of intent to enroll at these meetings.

Lastly, based upon the reflections and advice of several charter school leaders in low-income urban communities in Phoenix, Western Tech: CFA will be conducting door-to-door enrollment outreach efforts in the target community, based around the intersection of 67th Avenue and Indian School Road, beginning in May 2014. This will continue until July 2014 or until the enrollment cap is reached, whichever is earlier. At each house, Western Tech: CFA will deliver promotional materials and inform families about the program at Western Tech: CFA. Families may also have the option of signing letters of intent to enroll at these meetings.

These four basic methods of enrollment will continue, with roughly the same monthly timeframe, during Years 2 and 3 as well, although they will be adjusted to reflect successful practices for advertising and promotion discovered in Year 1.

In addition, these four basic methods of enrollment will continue, being adjusted as necessary, during Years 4 and 5, when Western Tech: CFA aims to have fully 600 students enrolled, which is the desired charter enrollment cap.

Promotional Materials

As mentioned above, TeamCFA provides marketing, advertising, and promotional services to its schools at no cost. These include the services of a full-time marketing director and the expertise of the Marketing, Public Relations, and Community Relations committees of TeamCFA. Thus, no additional advertising, promotional, or marketing costs are included in the start-up budget or the three-year proposed operational budget. A non-exhaustive description of the marketing materials and support services provided by TeamCFA are listed below:

- School logos, colors, mascot, and brand identity based upon local community themes and landmarks and of the program of instruction and school culture.
- Stationery system based upon logos, colors, mascot, and brand identity.
- Marketing materials, including brochures, folding bookmarks, and signage.
- Supporting materials as necessary, including postcards, flyers, door-hangers, brochures, and potentially other materials.
- Materials for usage on branded promotional materials, including school and athletic uniforms, pencils, stickers, car magnets, cups, and t-shirts.
- Website.
- Access to TeamCFA marketing and public relations materials, including *Around the Network* (online newsletter) and *ConnectCFA* (quarterly periodical).
- Training on marketing and technology outreach.
- Expertise in the areas of marketing, public relations, and community relations.

As of February 2013, Western Tech: CFA has already begun the process of securing these marketing materials, which are targeted to be ready by June 2013. Materials will be available for all of the community meetings listed above and for the door-to-door outreach as well.

The marketing materials will be available in both English and Spanish. Community meetings will be translated for parents into both English and Spanish.

B. Plan Costs

Because of the generous support of TeamCFA, Western Tech: CFA, as mentioned above, does not expect to spend money on advertising and promotion. The costs below are not a responsibility of the school, and are listed for informational purposes.

TeamCFA Marketing Toolkit $7,500

- Stationery System: Letterhead, Envelopes, Business Cards, Word Template
- Vinyl Signage: Coming Soon, Enrollment

- Banner Up Portable signage
- FAQ Accordion-fold Brochure
- Brochure
- Postcards
- Flyers
- Website
- Advertising in ConnectCFA Magazine

School Identity $5,000

- Colors
- Logo
- Mascot
- Uniforms

Printing Costs: $10,000

- Stationery System:
    - Letterhead: 5000/$865 7500/ $970 10,000/$1,075
    - Envelopes: 500/$585 7500/$795 10,000/$995
    - Business Cards: 500/$55ea
- Vinyl Signage 3'x8' $122/ea
- Banner Up $398/ea
- FAQ: 1000/$1,575 2,500/$1,875
- 8-page Brochure 500/$950 1000/$1175 1500/$1375
- Postcards 500/$850 1000/$975
- Flyers 500/$350 1000/$675
- ConnectCFA Magazine 500/$2500
- Fully hosted and customizable website: $5000

C. Determining Plan Costs

The above costs are the responsibility of the TeamCFA Marketing Committee, and not of Western Tech: CFA. Costs were provided by the committee, which estimated these costs based on quotes from various providers and vendors, including FastSigns (Phoenix, Arizona), NuWay (Portland, Oregon), and Heritage (Charlotte, North Carolina), and from past experience marketing for other TeamCFA schools.

D. Timeframe for Advertising and Promotion Plan

Below is a timeline for the advertising and promotion plan based upon the narrative above. Some steps have already been completed.

MONTH	ACTION STEPS	PERSON RESPONSIBLE
January 2013 (ongoing)	Begin spreading word-of-mouth regarding Western Tech : CFA to potential community partners and current Pioneer Prep: CFA	Founding School Director and team

	parents and families	
January 2013 (ongoing)	Begin spreading word-of-mouth regarding Western Tech: CFA developments among TeamCFA stakeholders through *ConnectCFA* and *Around the Network*	Founding School Director, TeamCFA Marketing Committee, Team CFA Public Relations Committee
February 2013	Begin process of determining brand identity, logos, colors, and mascots	Founding School Director & TeamCFA Marketing Committee
April 2013	Determine verbiage and editorial content for marketing and promotional materials	Founding School Director & Team CFA Marketing Committee
June 2013	Initial marketing and promotional materials available	TeamCFA Marketing Committee
August 2013 (ongoing)	Begin word-of-mouth outreach to Maryvale charter elementary schools	Founding School Director & team
October 2013 (monthly until February 2014)	Host community meetings for Pioneer Prep: CFA families and friends; families begin signing letters of intent to enroll	Founding School Director, Pioneer Prep: CFA team, TeamCFA Marketing Committee (materials), TeamCFA Public Relations Committee (outreach), TeamCFA Community Relations Committee (planning)
January 2014 (planned)	Charter application approved	Arizona State Board for Charter Schools
February 2014 (ongoing until June 2014)	Community meetings at Maryvale charter elementary schools; families begin signing letters of intent to enroll	Founding School Director and team, TeamCFA Marketing Committee (materials), TeamCFA Public Relations Committee (outreach), TeamCFA Community Relations Committee (planning)
February 2014 (ongoing until summer 2014)	Community meetings at community partner events; families begin signing letters of intent to enroll	Founding School Director and team, TeamCFA Marketing Committee (materials), TeamCFA Public Relations Committee (outreach), TeamCFA Community Relations Committee (planning)
March 2014 (at the latest; planned)	Charter contract signed	Arizona State Board for Charter Schools, Founding Governing Board

GOAL: 65 students enrolled		
March 2014 (ongoing)	Families complete enrollment paperwork	Families, Office Manager/Registrar
May 2014 (ongoing) GOAL: 110 students enrolled	Door-to-door outreach with promotional materials	Founding Team
July 28, 2014 GOAL: 220 students enrolled; 200 students attend	First day of school	Founding Team

Table C.2.2: Timeframe Advertising and Promotion Plan

E. Fair and Equitable Enrollment Procedures

To ensure fair and equitable enrollment procedures, Western Tech: CFA will be sure to establish policies and procedures in compliance with ARS§15-184, ESEA 5210(1)(H), and, as a grantee of the Arizona Charter Schools Incentive Program Start-Up Grant, CSP Non- Regulatory Guidance, April 2011.

Over 90% of Pioneer Prep: CFA's current student body qualifies for free or reduced lunch, thus establishing a pipeline of potential low-income and at-risk students for Western Tech: CFA. Additionally, Western Tech: CFA promotional materials will be distributed to community organizations and partners throughout the Maryvale neighborhood to reach low-income and at-risk youth.

Western Tech: CFA will establish partnerships with the YMCA and MAPPs, both of which actively serve low-income and at-risk youth in the Maryvale neighborhood. Western Tech: CFA will place promotional materials with both organizations, and be sure to have a presence or a booth at those organizations' events.

Open Enrollment, Intent to Enroll, and Lottery Process

According to HB2494, enacted in 2013 and which amended ARS§15-184, enrollment preference will be given to students returning to Western Tech: CFA in Year 2 or afterwards, siblings of currently-enrolled students, children of employees of Western Tech: CFA, children of members of the Governing Board of Western Tech: CFA, and children who attended another TeamCFA school, including Pioneer Prep: CFA, as both schools share an Education Service Provider.

Aside from the above-mentioned student populations, all students will have an equal opportunity to attend Western Tech: CFA. This will be ensured by a lottery system. Interested families will complete letters of intent to enroll for their students to apply according to the timeline above in Table C.2.2. Letters of intent to enroll will only include contact information and no additional personal information. This will ensure that no other factors – including language minority, racial or ethnic background, gender, or special education status – will be taken into account in enrollment procedures. Letters of intent to enroll will be available during the publicly-advertised Open Enrollment Window, between the first business day in

September 2013 and the last business day of April 2014 for Year 1 and the first business day of March and the last business day of April for subsequent years.

If, by the end of the open enrollment window at 5PM on April 30, 2014, there are more students who have completed letters of intent to enroll than openings in a given grade level, a blind lottery will be held to determine enrollment. The next day, at 9AM on May 1, 2014, a third party will randomly pick names of students who submitted an intent to enroll until the grade level has been filled. After the grade level has been filled, the remainder of the forms will be picked to establish the order of the waiting list. After the lottery, families will be contacted regarding their enrollment status and will be able to officially enroll. It is important to note that the charter contract will be signed prior to any student completing an enrollment packet.

All forms will be provided in both English and Spanish.

Compliant with ARS §15-184, Western Tech: CFA will include all students in the lottery who have submitted the Intent to Enroll Form on time, and will enroll all students selected through the lottery who complete and submit the school's enrollment forms until a grade is full.

Enrollment Procedure and Packet

If a student has been selected through the above procedure, the student's parent or guardian must complete an enrollment packet that includes the following:

- Enrollment Form
- Copies or originals collected from the parent/guardian:
  - ✓ Immunization Records
  - ✓ Social Security Card (optional)
  - ✓ Birth Certificate
  - ✓ Proof of Residency
  - ✓ Unofficial Transcripts (if applicable)
  - ✓ Withdrawal Slip (from previous school)
  - ✓ Attendance History (from previous school)
  - ✓ Discipline Records (from previous school)
  - ✓ Copy of Custody Paper (if applicable)
  - ✓ Copy of Current IEP (if applicable) and Academic Records (or a request for records will be sent to the previous school)
- Forms to be completed by parent/guardian:
  - ✓ Arizona Residency Documentation Form
  - ✓ Home Language Survey (PHLOTE)
  - ✓ McKinney-Vento Eligibility Questionnaire
  - ✓ Consent for Medical/Dental Emergency Treatment and Medical Information Form
  - ✓ Internet Use Policy
  - ✓ Consent for Off Campus Activity
  - ✓ Physical Activity Consent Form

- ✓ Request for Release of Student Records Form
- ✓ Records Request for Special Services Form
- ✓ Media Release Form
- ✓ School Rules and Procedures
- ✓ Expected Behaviors
- ✓ Student Compact and Parent/School Compact
- ✓ Customer Satisfaction Questionnaire

Should the above not be received within ten business days of the lottery, the student's spot is automatically withdrawn and the next student on the waiting list is invited to attend the school.

Applications for Re-Enrollment

Students currently enrolled in and attending Western Tech: CFA in good standing remain enrolled for the following school year, and are not required to submit a new application or go through the lottery process. Students expelled from the school for behavior problems must reapply for admission and will follow the procedures outlined above for new students. Students who withdraw before the last day of the current school year must reapply for admission and will follow the procedures outlined above for new students.

Legal Assurances

The above policies are also consistent with CSP Non- Regulatory Guidance, April 2011[2], including (E-2), "A charter school receiving CSP funds must use a lottery if more students apply for admission to the charter school than can be admitted." In addition, it is permissible for the above exempted students from the lottery to be exempted according to (E-4)(c), "Specifically, the following categories of applicants may be exempted from the lottery…Siblings of students already admitted to or attending the same charter school."

Western Tech: CFA will not have separate lottery pools for any groups, pursuant to (E-5). Nor will Western Tech: CFA favor or disfavor any one group over any other in terms of admission. This would include Special Education or English Language Learner populations, pursuant to (E-6).

The marketing and outreach efforts above ensure that Western Tech: CFA "inform[s] students in the community about the charter school" and "gives each student 'an equal opportunity to attend the charter school,'" according to (E-7). Parent outreach efforts will target all segments of the community, compliant with (E-4).

Outreach efforts may take place through local churches. This will take place in combination with other outreach efforts, including those through community partners' sites. These efforts will be part of a larger broad-based and balanced outreach effort described above. This is consistent with the CSP Non-Regulatory Guidance, which states that "a charter school's outreach and recruitment activities should be designed to reach all segments of the parent community. Thus, a charter school may conduct outreach or

[2] Charter Schools Program. (2011, April). Nonregulatory Guidance.

recruitment activities in churches or through religious organizations as part of a broad-based and balanced effort to inform parents in the community about the charter school and to recruit a diverse student body, but may not favor or disfavor religion in general or any particular faith or house of worship" (F-5).