Helping You Achieve Your Critical Mission via Social Awareness

NEW YORK METRO AREA OFFICE
315 Bullet Hole Rd. | Patterson, NY 12563
845-319-2048

NORTHERN VIRGINIA OFFICE
8322 Thwaite Howe Dr. | Lorton, VA 22079
703-646-5962 (Voice) | 703-646-5995 (Fax)

FLORIDA OFFICE
2300 NE 33rd St. Suite 901 | Fort Lauderdale, FL 33307
571-237-7333 (Cell)

Corporate Website: goodwillcommunications.com
PSA Research Center: psaresearch.com
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A MESSAGE FROM OUR CEO

Public service advertising has been called many different terms, including “advocacy advertising,” “social advertising,” “cause advertising,” and others. In the famous book written by the dean of advertising, David Ogilvy, here is what he had to say about this unique form of advertising:

“Most advocacy campaigns are too little and too late. They are addressed to the wrong audience, lack a defined purpose, don’t go on long enough, are weak in craftsmanship, and advocate a hopeless cause.” He went on to say simply: “advocacy advertising is not a job for beginners.”

With four decades of experience in the field, we would agree with most of Mr. Ogilvy’s comments, and add still another observation. There is very little known about the “science” of public service advertising, and what exists, is scattered all over the place. To our knowledge, there has been one book on the subject, and that was published in India, even though one could easily argue advertising began in America. In the coffee table book published by Advertising Age, “Advertising — The First 200 years in America,” almost as an afterthought, there are a few paragraphs on Cause Advertising on page 265 of a 275-page book.

Strangely enough, PSAs are big business. If you add up all the money being spent on PSA campaigns by foundations, state and federal governments, non-profits and various interest groups, their ad agencies and consultants, public service advertising is a multi-million dollar industry.

This dearth of knowledge about PSAs is what led to the creation of our Public Service Advertising Research Center (PSARC) 15 years ago. We felt that it was important to have a library of articles, case histories and information pertinent to the field, and the Internet was the perfect way to share it.

While the rest of this Capabilities Brochure does not address the right way to launch a PSA campaign, it does describe how we do it, and it is up to those who read our approach to determine if we are the right distribution firm to advance your particular cause or issue.

We hope it achieves that objective.
COMPANY BACKGROUND

OUR USP

In the commercial advertising world, there is a phrase called the “Unique Selling Proposition,” which distinguishes one company, product, or service from others. For our firm, there are several factors that are unique, including:

• We understand that public service advertising is mostly about awareness, and that other tactics must be employed to bring about attitude and behavior change. We help our clients use the most appropriate techniques to achieve those objectives.

• We believe that real social change takes place out in the small towns, cities and communities of our great country, not in Washington and New York. Thus, we develop ways to collaborate with community partners in our client campaigns.

• We try to engage the media in our client campaigns, rather than just use them as a channel for communicating with their audience.

• Public service advertising is our primary focus; we do not get involved in techniques aimed at the editorial end of broadcasting, create campaigns, or claim to be social media experts.

• We help inform, and educate our clients on the changing world of public service advertising through an ambitious client support program.

• We keep our overhead low and pass those savings on to our clients. For those organizations with very limited budgets, we have developed low-cost methods of distributing their PSAs such as our proprietary CablePAK™ service.
A DATA BASED APPROACH TO PSAs

Historically, PSA campaigns have not been executed with the same discipline that is the hallmark of paid advertising programs. Too often PSAs are distributed without careful consideration given to promotional strategy, media selection, and evaluation of campaign impact.

In 1983, Goodwill Communications developed a fully integrated, multi-media system exclusively dedicated to PSA campaigns, called PUBSANS™ (Public Service Advertising Analysis System). The heart of this system is a master database comprised of:

- All the broadcast TV stations in the country (1,200); the largest cable systems and multiple systems operators (500) and national cable networks (200)
- Every AM and FM radio station in the country (10,000), as well as networks
- Every major outdoor company in the country

In addition to mailing and contact information at each outlet, the PUBSANS database includes a variety of other information to ensure that client PSA’s are on target, including media intelligence data used in evaluation. The system is organized by media modules, which are fully detailed in the following sections.
SCOPE OF SERVICES

We provide a wide variety of PSA campaign support services. For many organizations we handle the entire spectrum of post-production tasks, ranging from pre-campaign planning to evaluation. The chart below shows many of the services we typically provide for client PSA assignments.

OUR PLANNING PROCESS

PSA distribution and tracking is a fairly complicated process. There is a significant amount of forethought involved in what we do. While we do not necessarily follow this process for every project, we always follow it for new clients, or for those that are particularly complex.

As shown by the following flowchart, we initiate the process by a meeting with the client/agency to grasp a clear understanding of the project requirements, deliverables, timing and budget.

Our initial client meeting addresses the topics shown in the graphic, and once there is mutual agreement on the plan, we issue Not To Exceed Purchase Orders for all work to be performed.
The POs provide precise details on all aspects of the job including shipping instructions. Since we clearly establish that vendors will not be paid for any costs exceeding our POs, this is a strong incentive for them to establish their own internal controls.

**TELEVISION DISTRIBUTION**

**PLANNING**

If we are working with a new client, we prefer to have a personal meeting when we commence work so that we have a clear understanding of the client’s campaign objectives and target audiences. This also gives us an opportunity to discuss optimum timing of PSA distribution. Generally, the first quarter and the week between Christmas and New Years are the best times to release campaigns. However, if they have a summer theme, then the Second and Third Quarters are ideal. To the extent possible, clients should avoid distributing campaigns between Thanksgiving and Christmas, because there is limited inventory.
One of the things we do to help our clients, their ad agencies and independent producers provide us with digital files in the proper format, is to send them our *PSA Producer’s Guide*. This guide tells precisely how PSA masters should be produced, labeled, and sent to our post production house. They in turn add the Nielsen SpotTrac code used in tracking PSAs, the AD ID Code used by stations to track programming assets, close caption the masters, and upload them to the Extreme Reach digital distribution platform discussed later.

**TARGETING**

Since broadcast TV is a mass medium and we have no control over the timing and placement of PSAs, we do not advise precise demographic targeting in our distribution plan. Most stations and networks prefer general audience PSAs, because it is easier to schedule them, and the more we try to target a specific audience, the less chance we will get on the air. If you want to target specific audiences, then it is better to consider radio, outdoor, and place-based media.

**TV NETWORKS**

Getting approval from the major broadcast and cable TV networks is an important part of our distribution strategy. These networks have very specific requirements for getting approval, and we work closely with them and our clients to ensure that our PSA materials meet their criteria. In addition to the broadcast networks – ABC, CBS, NBC and Fox – we include over 200 national cable networks as part of every client distribution. We also get our client PSAs listed on NAB’s Spot Center for downloading by member stations.

**DIGITAL DISTRIBUTION**

In mid-2016, we began distributing digital PSAs to stations rather than using video tapes. We take several steps to ensure that the public service director gets the PSAs, along with background information detailed on the next page. For example, we:

- Use Extreme Reach, the premier PSA distribution platform to post client PSAs on their digital download site. They also push our PSAs out to approximately 2,000 local broadcast stations and networks.
• Provide traffic instructions to ensure that whomever receives the PSAs at the station knows to forward them to the public service director

• Send a digital .pdf file of the storyboard to the station public service director

**PSA DIGITAL DOWNLOAD SITE**

Even though we push digital PSAs out to stations, as a backup, we also have a download platform called PSA Digital. There, we post client files that can be viewed, and stations can download broadcast quality SIGMA encoded digital files.

On this site, the media can preview client PSAs, download them in the desired format, and see information on both the client organization and the issue being promoted.

**CLIENT SUPPORT/PROMOTION**

In the new era of digital distribution, campaign promotion is more important than ever, because now files are either digitally distributed to the station, or they must be downloaded from a digital platform. Since there is no longer a physical, hard copy package landing on the public service director’s desk, promotion is of paramount importance. Accordingly, we take several steps to ensure the appropriate decision-maker knows the PSAs have been sent to the station, or available for download. We also aggressively promote our client PSAs using several tactics, including:

• Soliciting media endorsements

• Sending blast Emails and hard copy reminders to networks and State Broadcast Associations

• Conducting personal outreach to national TV networks
THE CABLEPAK™ CONCEPT

In the spring of 1992, Goodwill Communications introduced a unique method for non-profits to tap into the growing importance of cable television. However, since local cable systems tend to reach far fewer people than broadcast, our goal was to find a low-cost way to serve these outlets.

The solution we created is called CablePAK, which uses a compilation distribution concept with several clients on the same platform and we distribute all the PSAs at the same time.

- For each release, we create a custom digital download platform called CablePAK Online

- On that platform, we create individual pages where cable systems can view each PSA, download broadcast quality files and get information on the issue being promoted.

To promote the service we use a number of different tactics:

- We send out a newsletter to 550 local cable systems that tells them what CablePAK is, why they should use it, links where PSAs can be downloaded and a brief synopsis of each participant. A business reply card used in evaluation is part of this direct mailer.

- We follow that step with direct digital distribution of all participating clients via Extreme Reach.

- Next, we send out a blast email to all local cable systems on our distribution list.

- Finally, we send out a reminder direct mail piece with a second business reply card which is used to capture usage data.

Each participant receives up to six evaluation reports, including a reminder postcard sent to non-responding cable outlets. The service is distributed twice annually in Spring and Fall. To learn more go to: http://www.goodwillcommunications.com/CS_CablePak.aspx
RADIO

DISTRIBUTION/PACKAGING

Radio is an old, but very viable medium and one that is not only highly mobile, but it is the best medium for targeting specific audiences due to diverse programming. There are more than 10,000 commercial, educational and public radio stations in the U.S., all of which are included in the PUBSANS system. Similar to television, we have compiled a significant amount of ancillary information that is useful when planning a PSA campaign. This includes:

- The material format preferences for each station, i.e., recorded or live announcer copy
- Over a dozen different formats for reaching specialized audiences
- Audience reach and airtime valuation data
- The names of public service directors

Using this data, we can customize client radio distribution lists by geography, market size, or to reach certain target audiences by selecting program formats.

In terms of packaging, we use the FlexMailer, which consists of a four-color cover and a slot on the inside where the CD and a four-color script booklet are inserted, along with an evaluation response card.

Similar to television, we handle the entire task of replicating CDs, printing packaging elements, mailing and evaluation. While we are still distributing hard copy CD mailers, we also upload radio PSAs to Extreme Reach, and we also post them to our PSA Digital platform. Finally, we use blast emails to let stations know how to download PSAs.
PRINT MEDIA

While we have distributed PSAs to print media for decades, they are becoming less of a factor in our client distribution plans, because this medium has been replaced by social media and outdoor.

OUT OF HOME MEDIA

BENEFITS

If there is one huge success story about the usage of PSAs in an increasingly competitive media environment, it is outdoor. It provides our clients several advantages over other media:

• It reaches people where they live, work and play

• We can target specific audiences with our client messages

• It provides more linger time to deliver the message than most other media

We have placed our client PSAs in all types of outdoor media, ranging from sports stadium Jumbotrons, airports, highway billboards, shopping centers, transit cars, bus stops, in retail establishments, or just about anywhere people gather.

A digital sign we posted in New York City’s Times Square which receives 400,000 daily visitors.
PLACE-BASED MEDIA

Increasingly the media landscape has become more segmented, and we must reach people where they spend their time, in order to deliver messages that are important to them.

These venues include airports, waiting rooms, offices, retail chains, exercise facilities, gas pumps, shopping malls, and even TV screens in taxi cabs. To see how we placed various types of outdoor posters for one of our clients, go to:
http://www.slideshare.net/dakotabill/aaos-ooh-presentation
IMPORTANCE OF LOCALISM

Most non-profits think of their issue and their mission in a national context. The reality is that all social change takes place out in the communities that comprise our national fabric. For that reason alone, being able to localize your issue in some way greatly increases the chance of getting your messages used, because other than national networks, all media are local. This graphic clearly demonstrates that fact.

Goodwill Communications has extensive experience working with local and state chapters, affiliates, and military recruiting stations to help them place PSAs in local communities. We have written an article titled: “How to Place PSAs in Your Community,” which you can view at: www.psaaresearch.com/psaprimerr.html

There are a number of ways we can support the important work of your community outreach teams, which include:

- Staging a Webinar where we review the successful local outreach tactics we have employed for our clients
- Providing taggable, localized spots

We also provide an interactive map showing the level of PSA support that is generated for each state which is described further in the section dealing with Evaluation.

CAMPAIGN EVALUATION

Goodwill Communications designed the first evaluation software for public service advertising campaigns in 1983, and needless to say, campaign evaluation is an important part of every campaign we distribute. We are now on the fourth iteration of our PUBSANS software, which is much more robust than previous versions.

One of the ways we use the Internet to help our clients and their community partners see very detailed campaign results, is to post evaluation reports to a password protected site called the PUBSANS GATEWAY. On the Gateway, clients can access their evaluation reports on-line, download them, or import them into other software such as Excel. For new clients, we walk them through the process of how to access the various features of our reporting software.
MULTI-MEDIA EXECUTIVE SUMMARY
To make it easy for clients to see an overview of their campaign, we prepare a management summary of usage data for each media component, and then total them for a complete picture of campaign effectiveness.

Executive Summary Report

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<th>STATES</th>
<th>CITIES</th>
<th>DMAS</th>
<th>OUTLETS</th>
<th>PLAYS</th>
<th>VALUE</th>
<th>GROSS IMP.</th>
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<tr>
<td>TOTAL RADIO</td>
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<td>91</td>
<td>191</td>
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</tbody>
</table>

This summary provides feedback on number of airplays, markets, print and outdoor placements, estimated value and Gross Impressions.

BROADCAST TV

We provide many different types of TV evaluation reports, because typically 75% or more PSA value will derive from that medium. Shown on the left are the different types of reports we create, and the graphic on the right shows the A.C. Nielsen reporting process.

MONITORING

Via this method, an audio fingerprint is placed on the digital TV files sent to stations. Nielsen has monitoring facilities which pick up the embedded PSA signal in all 210 TV markets. We then download the data from Nielsen, add value to the raw data, and provide our clients with SpotTrac Plus™ evaluation reports.
Monthly reports with weekly updates are prepared to depict key trends and detailed PSA usage patterns including:

- Number of spot markets and individual networks using client PSAs for the month and cumulatively

- Number of spots used by each station for each month and cumulatively

- Dayparts when spots are being aired during six different time frames

- Usage by spot lengths and creative title

- Advertising equivalency value (what it would cost to buy the airtime) and Gross Impressions

- Usage by DMA (population centers)

- The value of individual placements and campaign totals

Our software generates colorful graphs to illustrate our client reports and all reports can be exported to Excel with a single click for customized internal reporting.

**STATE LEVEL REPORTING**

For our broadcast TV evaluation reports, we provide an interactive map such as the one shown here that is much more intuitive than looking at static evaluation data. When the user’s cursor lingers over a particular state, the PSA values for that state are displayed. The map also quickly shows the states where a campaign is performing well, and where more work is needed, according to four levels of attainment.
RADIO EVALUATION
There are limited radio monitoring options, which are expensive and do not provide full coverage. Accordingly, we continue to use business reply cards for our radio evaluation reports. However, we design them to elicit very specific usage information and we send reminder postcards to increase our response rate.

Our radio PSA usage reports include:

- Market, call letters and format of stations using PSAs, as well as the frequency and duration of PSA usage
- Dollar value of the exposure and cumulative totals for the campaign
- Spot lengths used and usage by program format
- Gross Impressions

OUT OF HOME EVALUATION
Our outdoor advertising PSAs are printed and shipped by our partner Circle Graphics. Values and Impressions are based on rate cards provided by leading outdoor companies like Lamar and Clear Channel. Materials are ordered through a fulfillment website and reports are provided by Circle Graphics that detail the market, type of board (billboard, poster, shelter, etc.), and quantity.

Values and impressions are then calculated by matching the rate card information to the order data. According to the OAAA (Outdoor Advertising Association of America), the average posting duration for a PSA is 3 months. Many are posted for significantly longer periods depending on market and location.
Out of home evaluation reports include:

- Title of campaign
- State, city, where exposure occurred
- The quantity, location of billboard where PSA was used
- The duration, estimated value and reach of exposure in Gross Impressions

**YOUR PSA PROGRAM PERFORMANCE**

There are at least a dozen different ways to demonstrate if your campaign is performing well, and rather than to detail them all here, you can go to the article posted to our website entitled: *How You Can Use Evaluation Data to Fine Tune Your PSA Program* at: http://www.psaresearch.com/bib4401.html for more details.

**CONDUCTING A PSA AUDIT**

Most of us get so wrapped up in our daily jobs that we are on auto pilot – management wants some stats for the board to prove your PSA program is working, and as long as you feed them some data, they are happy.

However, we wanted to take this to another level, which is why we conceived the concept of a PSA Audit™ which poses four underlying questions:

**One:** How well is your PSA program performing?

**Two:** How does your campaign compare to a standard?

**Three:** Does your PSA program support your critical mission?

**Four:** What is your PSA ROI (Return On Investment)?

**ANNUAL PERFORMANCE REVIEW**

For many of our multi-media clients, we prepare an extensive year-end PSA review, focusing upon 13 different parameters of performance. In this review, we use charts and graphs to show:

- Campaign and media-to-media comparisons by type
- Market penetration and year-to-year comparisons
- Individual station, network, spot market comparisons
- Benchmark comparisons showing how your campaign performs against a standard
CLIENT SUPPORT SERVICES

Unquestionably, the PSA environment is getting increasingly more competitive. Beyond planning and executing campaigns for our clients, we provide ongoing counsel regarding rapidly changing media trends and PSA techniques. We accomplish this via several different client support activities including:

- A newsletter, Good News, which highlights the latest trends in campaign design, new media opportunities and evaluation procedures
- Our PSA Clinic provides customized training based on client needs
- Webinars to help our clients develop more effective Local outreach efforts

THE PSA RESEARCH CENTER

The Public Service Advertising Research Center is the only site on the Internet dedicated exclusively to public service advertising, social issues marketing and cause marketing.

It has six sub-sites as indicated by this graphic, which provide visitors very detailed background on all facets of public service advertising and allied fields of marketing.

We are planning a complete redesign of the site, adding new features to help visitors find anything on the site that will answer their questions, or provide best practices on how non-profits can use social marketing tactics to achieve their communications objectives.

To access the site, click here: www.psaresearch.com
OUR PRO-BONO WORK

We don’t pay lip service to public service advertising. We practice what we preach.

AngelCare
After the devastating earthquake in Haiti, we created a complete national TV PSA campaign pro-bono for AngelCare, a child sponsorship organization, which provides assistance to poor people in under developed countries. This included revamping their website, packaging and distributing their PSA to 1,000 broadcast stations and evaluating the campaign for six months at no cost.

“Dedication”
We wrote, produced and distributed a TV PSA titled Dedication to thank the military for their service. To view the PSA, go to: http://www.youtube.com/watch?v=qiWtL0KIXVs

Mothers Against Drunk Driving
The Don’t Go There Campaign
Due to all the work that Bill Goodwill did on the issue of using alcohol responsibly, he became the volunteer communications director for the Broward County, Florida chapter of Mothers Against Drunk Driving (MADD). In that capacity he worked with the president of the Chapter, who produced a very compelling TV PSA titled: Don’t Go There. This very poignant PSA depicts a young woman out partying at night with her friends after they have had too much to drink, which ends in a fatal car crash. Since MADD had no budget to distribute it to the media, we included it in our CablePAK service at no cost.

Operation Not Forgotten
Due to the work we had done on behalf of various veterans’ organizations and military services, we were approached by an organization called Operation Not Forgotten. The goal of this organization is to try to assess at-risk behaviors that contribute to suicide and promote healthy emotional well-being among veterans and their families. They provide these services free of charge to veterans, which is why we wanted to help them any way we could.
Changing the Way Veterans and Their Families Are Helped

Vet Life Communities
By Steve Schlaftman

Soon after a meeting with the Executive Director of ONF, we became their volunteer director of communications. While limited space does not allow us to expand on all the services we provided to ONF, here are a few highlights:

- We created various presentations ONF could give to potential supporters such as Walmart, the American Legion, and even local service providers in the suburbs of Atlanta where ONF is located.

- We wrote and distributed press releases to the media on important ONF activities using our PR Web connections.

- We compiled a database of every organization that serves veterans, and distributed a newsletter to them, introducing the ONF organization and its mission.

- At no charge, we included them in our CablePAK service which is distributed to 500 major cable systems, featuring them on the front page of the newsletter that was inserted into every package going to the media.

- Finally, we encouraged our ad agency partner – August/Lang & Husak to create an outdoor billboard that ONF could promote in the local communities where they provided services.

To learn more about ONF, go to: https://operationnotforgotten.com/
“Suddenly”
To warn people about the dangers of diving into shallow water, we arranged for a TV station in Miami, Florida to provide pro bono production services for a TV PSA entitled: *Suddenly*. We supervised production and distribution of the PSA in South Florida. To view the PSA, go to:

www.youtube.com/watch?v=iTMiDZ9GWGM

“Toys for Tots”
There can’t be anything more compelling than watching a young kid interacting with a really serious U.S. Marine guard at Christmas time. On one hand you have an innocent kid who is out of his comfort zone, trying to make sure Santa Claus gets his wish list. You have a serious Marine guard who is completely dedicated to his guard duty. And he is taught to show no emotion whatsoever while he stands his post.

We represented the U.S. Marines for many years, and distributed perhaps a dozen campaigns designed to support recruitment. However, when we saw the TV PSA on behalf of Toys for Tots, which is a non-profit organization associated with the Marines, we just had to step up to help them.

We distributed the Toys for Tots TV PSA campaign in our Fall/Winter CablePAK at no cost – a value of $8,500. You can see the TV PSA at:

https://www.youtube.com/watch?v=kRMHNILOStI
OUR TEAM

Our senior staff has over a century of experience in marketing (both agency and non-profit), public relations, advertising (commercial and PSA) and media relations. Our two most senior executives shown below, have managed numerous national PSA campaigns, with extensive ad agency experience. For details on our team's background, go to:
http://www.goodwillcommunications.com/Our_Team.aspx

KEY STAFF CONTACTS:

Bill Goodwill, CEO
571-237-7333
bill@goodwillcommunications.com

James Baumann, COO
Director of Client Relations
845-319-2048
James@goodwillcommunications.com

Barbara Nitschke
VP Administration
703-646-5962
Barbara@goodwillcommunications.com
CLIENT HISTORY

NON-PROFITS/ASSOCIATIONS

Association of State Securities Administrators
American Academy of Child Psychiatry
American Academy of Dermatology
American Academy of Orthopaedic Surgeons
American Association of Retired Persons
American Beverage Institute
American Civil Liberties Union Foundation
American Digestive Health Association
American Federation of Teachers
American Infertility Association
American Health Assistance Foundation
American Physical Therapy Association
American Legion
American Lung Association
American Petroleum Institute
American Savings Education Council
American Society for Plastic Surgery
American Speech Language & Hearing Association
American Trucking Association
American Women in Radio & Television
AngelCare
Canine Companions for Independence
CARE
Catholic Communications Campaign
Catholic Campaign for Human Development
Cellular Telephone Association
Childreach (Foster Parents Plan)
Chimney Safety Institute
Church of Jesus Christ of Latter Day Saints
Citizens Commission on Human Rights
Collaboration for a New Century
Communities In Schools
C.O.U.R.S.E Consortium (smoking cessation)
Crippled Children’s United Rehabilitation Effort
Defenders of Wildlife
Disabled American Veterans
Drug-Free World
Entertainment Industries Council
Evangelical Lutheran Church of America
Foundation Fighting Blindness
Foundation for a Better Life
Greenpeace
GetTech Coalition
Human Rights Foundation
Make-A-Wish Foundation
March of Dimes
LifeSharers
National Association of Securities Dealers
National Association of Insurance Commissioners
National 4-H Council
National Association of Town Watch
National Easter Seal Society
National Endowment for Financial Education
National Geographic Education Foundation
National Health Council
National Hospice Foundation
National Mental Health Association
National Multiple Sclerosis Society
National Organization on Disability
National Osteoporosis Foundation
National Psoriasis Foundation
National Recording Academy of Arts & Sciences
National Sleep Foundation
Operation Lifesaver
Partnership for a Drug-Free America
Physicians Committee for Responsible Medicine
Research!America
Retirement Fund for Religious
Rocky Mountain Elk Foundation
Rotary International
Special Olympics International
Share Our Strength
Vision Aware
Vision Council of America
Volunteers of America
Wilderness Society
World Vision
Youth for Understanding International Exchange
Youth for Human Rights
U.S. Jaycees
U.S. Olympic Committee
USO
CLIENT HISTORY

U.S. GOVERNMENT AGENCIES

Consumer Product Safety Commission  
  Pool Safely  
  Anchor It!

Corporation for National Service  
  AmeriCorps  
  Foster Grandparent Program  
  Retired & Senior Volunteers Program

Environmental Protection Agency  
  Energy Star Program  
  Climate Leaders Program

Energy Department

Equal Employment Opportunities Commission

GSA Consumer Information Center

Federal Emergency Management Administration

National Aeronautics & Space Administration  
  National Library of Medicine  
  Peace Corps

Selective Service System

Social Security Administration  
  U.S. Department of Agriculture  
  Food Safety Inspection Service  
  Forest Service  
  Natural Resources Conservation Service  
  Animal Plant & Health Inspection Service

U.S. Department of Commerce

U.S. Department of Transportation  
  Federal Railroad Administration  
  Federal Motor Carrier Safety Administration  
  National Highway Traffic Safety Administration  
  U.S. Coast Guard - Boating Safety/Recruiting

U.S. Department of Defense  
  Air Force Recruiting Service  
  Air/Army National Guard  
  Joint Recruiting Advertising Program  
  Navy Recruiting Command  
  Naval Reserve  
  Marine Corps Recruiting Command

U.S. Department of Health & Human Services  
  Administration on Aging  
  Centers for Disease Control  
  National Cancer Institute  
  National Diabetes Education Program  
  National Eye Institute  
  National Heart/Lung/Blood Institute  
  National Institute on Aging  
  National Institute of Mental Health  
  National Library of Medicine  
  Office on Women’s Health  
  Substance Abuse & Mental Health Services Administration  
  Center for Substance Abuse Treatment

U.S. Department of Housing & Urban Development

U.S. Department of the Interior  
  Bureau of Land Management

U.S. Department of Justice  
  Office of Violence Against Women  
  Office on Victims of Crime

U.S. Department of Labor  
  Employee Benefits & Security Administration

U.S. Department of Veterans Affairs

U.S. Fire Administration

U.S. State Department

U.S. Treasury Department  
  Internal Revenue Service  
  Savings Bonds