

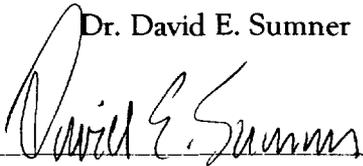
Promoting Hope for At-risk Children
A Marketing Package for the Youth Opportunity Center

An Honors Thesis (HONRS 499)

by

Laura Rebecca Shuherk

Dr. David E. Sumner



David E. Sumner

Ball State University

Muncie, Indiana

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Some would say that the birth of the Youth Opportunity Center (YOC) came in response to an aging children's home consisting of dilapidated walls and decaying pipes. A one-time 1896 farm house, the crumbling 100-year-old building had perhaps been ideal as a turn of the century orphanage. Yet by 1989 the two Muncie newspapers were committing countless headlines to preach the doom of the Delaware County Children's Home.

So begins the brief, written history of the local, Delaware County treatment facility for at-risk children and adolescents. My own "history" with the YOC began much later.

In May of 1997 I gingerly stepped into the "real" journalism world with my first internship. The Myrtle Beach bi-monthly newsmagazines, *Alternative* and *The Coast*, offered a world of opportunity to a 20-year-old, blonde, rookie reporter who relished art gallery openings and tourist attractions. The perks were enough to overlook the fact that the main means of reporting rested with an aging typewriter and a business that employed three people. In reality the employees numbered two and a half; I wasn't paid. Daily life on 10th Street began, much like the rest of the city, at 10:00 a.m. Afternoons were filled with heat, traffic and the tedious review of poorly-written news releases. Every business in Myrtle Beach has a public relations consultant. Restaurants, golf courses, museums, cinemas and festivals constantly fax updates on the week's events and occasionally supply photos. It was during my 10-week stay in South Carolina that the idea of promoting "something" began to appeal to me.

Journalism professors passionately teach numerous ideas and ideals to impressionable, young minds. Accuracy, objectivity and detail are elements of reporting that are held out as standards in the journalism world. As a student focusing primarily on

magazine journalism, my passions also rested in the details of reporting. However, through my Myrtle Beach internship I began to see the benefits of working for an organization as a promoter to the media world. This balance between reporting and promoting is a hard one to maintain. Journalists do not necessarily look favorably upon advertisers and public relations consultants. Pure journalists hold fast to the idea of objectivity: the necessity of telling all sides of a story. Advertisers and public relations consultants, on the other hand, have the duty of telling the best side of the "story" as far as their employer is concerned. Fortunately, walking this teeter totter has not been difficult. Despite the poor reputation that the media has with the general public, most journalists begin with a passion for the work. Journalists, who receive some of the lowest wages in the career world, are certainly not out for the money. On the contrary, journalists believe completely in the cause of telling the world about the world. Although the strict elements of objective reporting are lost in the field of public relations, I eventually began to understand why my desires had originally rested in journalism. As I started to entertain the idea of public relations and marketing, I realized that the strong appeal of journalism for me included two elements: writing and that precious belief in making a difference. Because neither of these things required strict rules or hard-line objectivity, both could be found in public relations as well as journalism. So began my relationship with the Youth Opportunity Center.

My first interview with the former Marketing Director of the YOC, Anne Sutton, involved a student never involved with public relations in any way attempting to convince a marketing director that she should be hired. Fortunately, the confidence worked. On August 24, 1998, I began a three-month development internship devoted to promoting the

facility and its programs. Originally my duties only involved writing thank you letters to donors, occasionally relaying upcoming events to the local media and developing all aspects of the fall, quarterly newsletter. However, a few weeks into the internship I was presented with the task of creating a marketing package for prospective financial donors.

Through a lot of twists and turns I do not entirely understand, millionaires and billionaires are able to donate millions of dollars to an organization that will never actually see that donation. Instead, the recipient of the funds has the option of allowing the money to accumulate interest and eventually ingesting 10 percent of the amount donated. Obviously there is an incentive for the donors to generously give in this manner as far as taxes are concerned, and the relationship that develops between the donor and the recipient substantially benefits both parties. So, one afternoon I sat with the chief executive officer, Rick Rowray, as he explained the technicalities of it all and ended by commissioning me to create a brochure that would somehow entice donors to give up a portion of their earnings.

The marketing package began with a few content suggestions for a brochure. Two months later it ended with an eight-page color brochure, an accompanying folder, a "quick reference" summary sheet and an accompanying mailing envelope. As I anxiously and excitedly explained to my roommates, "I have been given the opportunity to do something that I am extremely unqualified to do. And it is very exciting!"

The Process (Planning)

The public relations process involves four main elements: planning, research, implementation and examination. As I sat at the end of a long wooden table, holding a

cheap yellow post-it note pad, the realization that I was young and had much to learn weighed heavily on my mind. As anxiety infiltrated my mind, I had little knowledge of the process or developing anything, and I had certainly not come up with any brilliant preliminary plans. The most important people at the YOC gazed politely at me awaiting the extraordinary plans and ideas of the money-making venture that rested in my creation of a brochure. Nervously I presented my vision for the brochure: a full-sized booklet with lots of pictures and smiling children: "We want something that makes this look like a happy place." That was it. Having never planned a brochure before, the processes eluded me. So with help from some friends, I put in extra hours and quickly and carefully began to piece together the promotional kit.

Content

Accumulating the content for the brochure was a large task in and of itself. My involvement with the YOC was solely limited to my internship, and I was sorely lacking knowledge about the facility and its programs. Acquiring this knowledge in order to write a brochure involved numerous interviews with YOC staff, pouring through past brochures and promotional materials and reading aging newspaper clippings about the development of the facility. The process of writing about the elements of the facility was edited and re-edited by those "in the know." Thankfully I was aided every step of the way, and eventually when the plan of content was set in stone, the content itself was well on the way of being completed. The general overview of what the brochure was to contain included: general introduction (who, what, when, where, why), mission and values statements, services, staff, programs, history and needs. The biggest burden of this line up was writing

the history. This also ended up being the most interesting.

History (Research)

The history of the YOC finds its roots in the Delaware County Children's Home. Coming to that conclusion, and filling in the gaps of the "before" and "after," took several hours of digesting countless, yellowed newspaper clippings stuffed in no particular order into a large, black binder. Putting together the history was similar to piecing together an intricate puzzle of names and dates, some familiar and some unknown. The process was time consuming and difficult, but the reward was a beautiful picture of what the YOC is and what it once was. Along with diligently taking notes from newspaper articles, I also found myself diligently taking notes from both Rick Rowray and Circuit Court Judge Steven Caldemeyer. What resulted was a brief, yet specific history that was to consume two pages of the brochure. Along with the search for historical facts, was a pursuit of a historical picture.

Photographs

Once again I found myself digging through old files uncovering distant memories of an old orphanage. The picture that was eventually chosen to accompany the history shows almost in its entirety the Delaware County Children's Home. The picture, located on page six of the brochure, was chosen because the original farmhouse is easily identifiable as well as the multiple additions that stretch out behind the building. The empty, rusted swing in the foreground serves as a reminder of the sad shape of the structure.

The other 14 photographs contained in the pages of the brochure, and the five

photographs used for the summary sheet were much more difficult to obtain. Because of the nature of the facility, all residents need parent-permission in order to be captured on film. In an attempt to minimize the time element of obtaining this permission, we decided to make the YOC video into still-life pictures - a process only available through a company in Indianapolis.

Finally, several panoramic shots were taken in order to fit into the design of the brochure. This procedure, like the others prior to it, was not without its hitches. Eventually, however, the content, history, photographs and designed were woven together, sustained several revisions and were taken to the printer on a little computer zip disc.

Dealing with Printers

Finding a printer for the package was not difficult. Unlike many people in the business world, I was devoid of any connections. I searched the yellow pages for "printers" and started dialing. What I discovered was that my work with printers would aid tremendously in the development of the brochure. For instance, it was Scott at A-1 Graphics who explained to me how the brochure would be put together. He suggested different papers, defined a few unfamiliar processes and patiently supplied 25 different cost estimates (see attachment 1) over a period of three weeks. Chris Hornback of Consolidated Printing not only provided several estimates, she also researched different methods of packaging a video with a brochure, explained the difference between four and five color printing and met with me three times in my office. Ultimately the decision to print the brochure and its accompanying elements at A-1 Graphics came down to cost and the project time that it would take to complete the project. However, the input and

suggestions that both companies offered was invaluable. My subsequent meetings with the CEO revealed decisions about paper color, print quality and paper weight that would have been impossible without the knowledge of the employees at both printers.

Eventually the facts were all accumulated several decisions were made.

The 1000 brochures printed were to:

- Have 8 pages, 8.5"x11", plus a cover
- Consist of gloss text paper and gloss cover paper
- Be white with five colors on the front and back of each page
- Have 14 color photographs and one black-and-white photograph

The 500 summary sheets printed were to:

- Be white, 8.5"x11" with five colors on the front and back of the page
- Have 5 color photographs
- Consist of Gloss Text Paper

The 500 video folders and 1500 two-pocket folders were to:

- Be white, 9"x12" with two colors (gray and mauve) on the front
- Have an embossed logo on the front
- Contain places to insert business cards when desired
- Consist of a heavy, glossy

The 500 mailing envelopes were to:

- Be white with two colors (gray and mauve) on the front
- Be 10"x13" in order to accommodate size of folders including video

Implementation

After weeks of constant edits and revisions, the product was deemed "ready" to go to the printer. Once the printer received the disc and accompanying instructions, another long process began of checking and rechecking proofs from the printer. After approving a proof, a blue line (see attachment 2) was made as well as a film of the product. This process was followed with more checking and rechecking. Finally everything was evaluated and examined to an exhaustive point at which everyone involved in the process through up their arms and said, "OK. Print it, baby!" Or . . . maybe that is just what *I* said.

Product & Evaluation

The product which resulted from this project is my dream on paper. What began as a subtle interest in the world of public relations grew to my involvement in the Youth Opportunity Center. Eventually my internship at the facility yielded a rare and wonderful opportunity to create a tool that sells all of the good aspects of the YOC to an investor. Why this tool is so fabulous is because unlike promoting a food product like Pepsi or a grocery store like Marsh, my promotion of the YOC is for a facility with a vision for changing and shaping today's youth. In the fall edition of *Bridges*, the YOC's quarterly newsletter, the CEO writes about the constant placement of youth in the news. Daily, he said, we are bombarded with images and stories about youth being abused, harming themselves, stealing, fighting and even killing others. Youth today are faced with living in a very difficult world and many times under very difficult circumstances. The goal at the YOC is to change the future for these children by giving hope to those who are at-risk. At risk for what? At risk for drug use. At risk for sexual abuse. At risk for gang involvement.

At risk for emotional abuse.

Once again, the idealistic journalist believes completely in the cause of telling the world about the world. What I found at the Youth Opportunity Center was that I could tell the "world" outside of the facility about the world inside. My job is not to change the world, only to explain it. My goal is that through explaining it, that world can change. My hope is that through an eight-page brochure, a matching folder and summary sheet, some investor somewhere will give a million dollars that will subsequently give a child the chance to be at risk for success.

Attachment 1

F:

A-1 Graphics



- Business Cards
- Envelopes
- Letterheads
- Newsletters
- Booklets
- Brochures
- Invoices
- Statements
- Carbonless Forms
- Adhesive Labels
- Tickets
- Scratch Pads
- Posters
- Annual Reports
- Calendars
- Manuals
- Self Mailers
- Folders
- Presentation Materials
- Transparencies
- Logo Development
- Controlled Substance RX Pads

We Print Quality

We also provide
 Die Cutting,
 Embossing,
 Foil Stamping
 and Bindery Services,
 as well as 1200/2400
 Computer Imagesetting

2500 W. 7TH ST. • MUNCIE, IN 47302

765/289-1851

FAX 765/289-0752

Date 10/14 Time 2:15

Number of Pages 5

To: LAURA Shubert @ Youth Opportunity Center

Fax Number 741-4951

Phone Number _____

IF WE HAVE FAXED THIS DOCUMENT TO THE WRONG NUMBER, PLEASE CALL COLLECT AT (765)289-1851. THANKS!

From Scott

Comments/Instructions _____

Here are the updated quotes
you requested. Again, once you
have finalized what you need,
we will gladly go back through
these

Thanks
Scott

Signed _____

741-4951

1000

=====
A-1 GRAPHICS, INC
=====
2500 W. 7TH ST.
MUNCIE
IN
47302

(765)289-1851 FAX (765)289-0752

Customer's Copy
OCTOBER 14, 1998
Estimate No. 316

YOUTH OPPORTUNITY CENTER
ATTN: LAURA SHUHERK

Sales Person :
Job Description: 8 PAGE+ COVER (actual brochure)
Finished Size : 11X8.5 Signatures PerBooklet 2

Signature(s) 1 *****
Specifications : 5 Color Front - 5 Color Back
Paper Name : GLOSS TEXT
Substance : Book 80

Signature(s) 2 *****
Specifications : 5 Color Front - 5 Color Back
Paper Name : GLOSS COVER
Substance : Cover 80

Includes Spot Varnish

Folding, Angle 2
Folding, Parallel 1
Gather sig side stch 2
Trim, split gauge 3
Stitch, Saddle 11
Perf or score-long 2
Perf or score-short 1

This estimate includes all operations and materials to complete the work as specified above based on standard trade customs. Customer's copy and materials will be checked with the specifications. If changes are needed in the estimate we will notify you.

This estimate is valid for 30 days.

Table with 4 columns: Quantities, 500, 750, 1000. Rows: Unit Cost Per 1000, Estimate Total.

500

=====
A-1 GRAPHICS, INC
=====

2500 W. 7TH ST.
MUNCIE
IN
47302

(765)289-1851 FAX (765)289-0752

Customer's Copy
OCTOBER 14, 1998
Estimate No. 312

YOUTH OPPORTUNITY CENTER
ATTN: LAURA SHUHERK

Sales Person :
Job Description: POCKET FOLDER 1-POCKET WITH VIDEO POCKET (Video Folder)
Finished Size : 9X12

Specifications : 2 Color Front - Nothing Back
Paper Name : CAST COATED
Substance : Book 100

DIE-CUT
GLUE POCKETS
BLIND EMBOSS
NEG FOR EMBOSS
DIE FOR VIDEO

This estimate includes all operations and materials to complete the work as specified above based on standard trade customs. Customer's copy and materials will be checked with the specifications. If changes are needed in the estimate we will notify you.

This estimate is valid for 30 days.

Table with 4 columns: Quantities, Unit Cost Per 1000, Estimate Total, and currency symbols. Rows include quantities 200, 300, 500 and corresponding unit costs and totals.

1500

=====
A-1 GRAPHICS, INC
=====
2500 W. 7TH ST.
MUNCIE
IN
47302

(765)289-1851 FAX (765)289-0752

Customer's Copy
OCTOBER 14, 1998
Estimate No. 313

YOUTH OPPORTUNITY CENTER
ATTN: LAURA SHUHERK

Sales Person :
Job Description: POCKET FOLDER 2-POCKET (folder = non-video)
Finished Size : 9X12

Specifications : 2 Color Front - Nothing Back
Paper Name : CAST COATED
Substance : Book 100

DIE-CUT
GLUE POCKETS
BLIND EMBOSS
NEG FOR EMBOSS

This estimate includes all operations and materials to complete the work as specified above based on standard trade customs. Customer's copy and materials will be checked with the specifications. If changes are needed in the estimate we will notify you.

This estimate is valid for 30 days.

Quantities :	500	1000	1500
Unit Cost Per 1000		\$ 1199.50	\$ 926.32
Estimate Total	\$ 1000.76	\$ 1199.50	\$ 1389.48

500

=====
A-1 GRAPHICS, INC
=====

2500 W. 7TH ST.

MUNCIE

IN

47302

(765)289-1851 FAX (765)289-0752

Customer's Copy
OCTOBER 14, 1998
Estimate No. 314

YOUTH OPPORTUNITY CENTER
ATTN: LAURA SHUHERK

Sales Person :
Job Description: INSERTS (summary sheet)
Finished Size : 8.5X11

Specifications : 4 Color Front - 4 Color Back
Paper Name : GLOSS TEXT
Substance : Book 80

SCANS

This estimate includes all operations and materials to complete the work as specified above based on standard trade customs. Customer's copy and materials will be checked with the specifications. If changes are needed in the estimate we will notify you.

This estimate is valid for 30 days.

Table with 4 columns: Quantities, Unit Cost Per 1000, Estimate Total, and values for 200, 300, and 500 quantities.

The Youth Opportunity Center (YOC) is:

- * **Private, Non-profit**
- * **Approximately 90 Acres**
- * **Comprised of 10 Cottages,
123-Bed Capacity**
- * **Located in Delaware County in East Central Indiana:
3700 West Kilgore Avenue,
Muncie, Indiana 47304**
- * **A Descendent of the Delaware County Children's Home,
Dating Back to 1896**

Who do we service?

The children that live at the YOC are:

- * Court Placed by the Juvenile Probation Department
and the Division of Family and Children
- * Placed by the Department of Education
- * 2-18 Years of Age
- * Males and Females
- * From Across the State of Indiana

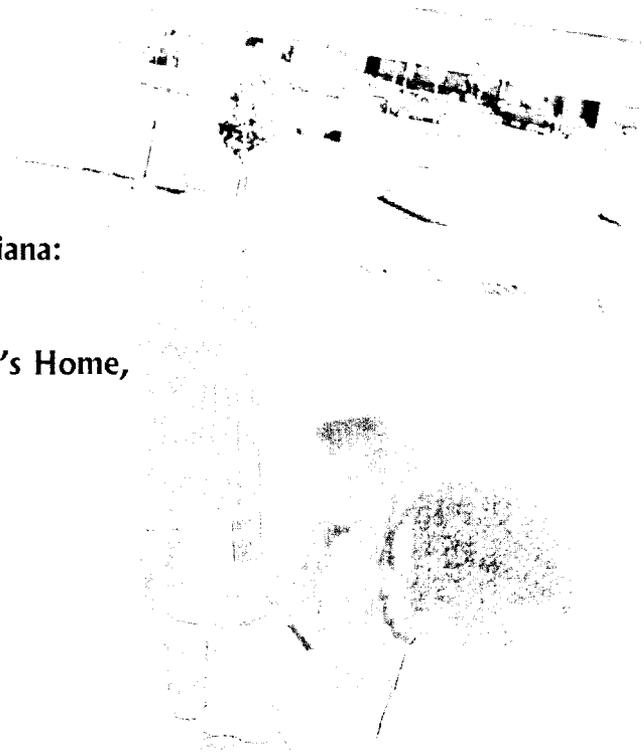
What behaviors do we see?

- * Substance Abuse
- * Depressive/Anxiety Disorders
- * ADHD
- * Sexually Maladaptive Behaviors
- * Deficit Social Skills
- * Poor Academic Achievement
- * Aggression
- * Conduct Disorders
- * Oppositional Disorders
- * Emotional Disturbances
- * Truancy
- * Incurability
- * Runaway Tendencies
- * Eating Disorders

Why do the youth suffer from these behaviors?

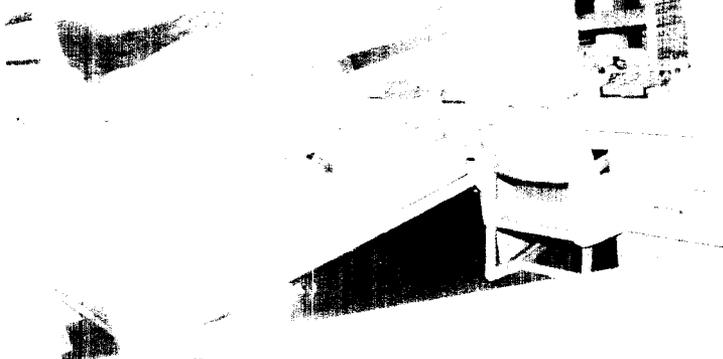
Often the children at the YOC are victims of:

- * Neglect
- * Dysfunctional/Broken Homes
- * Physical Abuse
- * Sexual Abuse
- * Family Substance Abuse



services

- Structured Living Environment
- Life-Skills Education
- Individual, Group, and Family Counseling
- Diagnostic Testing
- Parenting Classes
- Aftercare Service
- On-Grounds School
- Transportation
- Medical Services
- Tutoring, Reading Clinic
- Individualized Treatment Planning
- Recreational Services



staff

- 12 Master-Level Counselors
- 2 Psychologists
- 12 Case Managers
- 1 Contract Physician
- 1 Full-Time Registered Nurse
- 1:6 Staff to Child Ratio
- 3 Doctoral-Level Diagnostic Interns
- Child Care Specialists
- Support (Administrative) Staff

needs

- Debt Retirement** - retirement of \$5.8 million debt
- Technology** - computers for educational needs
- Vans** - six vans, one car needed for transportation
- Scholarships** - finances for education/job training
- Expansion** - future construction on campus
- Library** - books, maps, educational materials
- Program Incentives** - rewards for good behavior



estate planning

Estate planning ensures that after death, property will be disposed of according to personal wishes. It protects against federal estate tax, expenses of estate administration, lack of estate liquidity and other causes. A will gives substance to concern about family, friends and other beneficiaries. The YOC is extremely grateful to any bequests to the center.

Rick Kenney, Chief Executive Officer
3700 W. Kings Avenue, Miami, Florida 33109
(708) 289-2437 (888) 637-1129