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1 The Project

1.1 A Little Background

The **Advocacy and Resources Corporation** is a not-for-profit corporation that has a services division, the ARC, and a manufacturing division, ARC-diversified. ARC-diversified produces a dry baking mix, dry milk, and cooking oil that is mostly bought by the government to fill military contracts. This is a multi-million dollar operation. Eighty percent of the facility's employees have a disability. The ARC's goal is to help those in the community that society fails to. The ARC's programs range from case management and family services to mentoring and tutoring a representative payee services to a low-income housing program.

1.2 Scope of the Project

The associates of **The Marketeers Consulting Firm** have drawn together a plan that will launch **The Advocacy and Resources Corporation (The ARC)** far into the 21st century. We at **The Marketeers** believe that The ARC does an incredible job helping people already.

- More people need to know the different types of services that the ARC provides.
- More people need to participate in its efforts in Putnam County and beyond.

The below strategy will only solidify The ARC's position as the Upper Cumberland's premiere advocate for those people un-served or under-served.

2 The Plan

2.1 The Objectives

- Increase the number of potential employees placed by The ARC at places of employment other than The ARC and ARC-diversified.
- Increase the success rate of employees referred by The ARC to other places of employment.
- Educate employers about the benefits of placing referrals from The ARC.
- Educate employers about the fair treatment of referrals with special needs.
- Increase public awareness of the ARC's youth mentoring program.
- Increase donations received by the ARC's mentoring program.

2.2 The Budget

The ARC has a finite amount of dollars that it puts toward marketing and promotion because most of the money raised goes to the actual services provided. The associates think that it is important that this trend continues. The ARC can focus on quality services and at the same time, makes some minor

reallocations of funds to strengthen their marketing effort. The plan will allow ARC to implement it in stages depending on time, money, and need constraints. The goal is to keep the cost at a minimum and the effectiveness at a maximum.

2.2.1 The Breakdown

Radio and TV Announcements	5%
Brochure stands	30%
Distribution of brochure stands	10%
Promotion of Seminars and Open Houses	15%
Media Kits	20%
Article and Press Release development	20%
Total	100%

2.3 Major Issues and Concerns

- Government regulations change frequently and disrupt the continuity of the ARC. The ARC has no control over federal regulations and guidelines.
- There is a strong sense of public apathy from Upper Cumberland residents concerning the ARC's efforts. Little is known about the corporation and all of the services it provides.
- The ARC has had negative past experience in some circumstances with referring potential employees to employers. Poor performance and/or inadequate preparation has resulted in a severed relationship with these employers.
- People fear what they do not know or understand. People with disabilities receive many unfair and inaccurate perceptions about their abilities.
- It is of the utmost importance that the person be put before the disability.

2.4 Segmentation

2.4.1 Employers to hire referrals from the ARC

Referrals from the ARC work best in jobs that are repetitive, simple in the number of tasks, and that have little to no contact with the public. Jobs with these traits include manufacturers, stockroom and mailroom personal, grocery stores, social service organizations like the YMCA, and low stress environments like the Fun Tunnel.

2.4.2 Local business and organizations to educate about the youth mentoring program

There is a wealth of businesses and organizations in the Upper Cumberland that care deeply about improving youths' lives but do not know the extent that youths are neglect or overlooked in the region. To get this message out, the ARC can

focus on churches, social service organizations and other not-for-profit corporations, campus organizations, and local businesses.

2.4.3 Potential donors to meet the needs of the youth mentoring program

The ARC's youth mentoring program that is the only service that is not wholly funded by ARC-diversified. Anytime that the ARC wants to do something with the youth, they must ask for donations in order to make the event happen. The ARC also has about one fundraiser a year that allows for a little spending money for the program. However, time is limited for fundraising and donations make it easier.

2.4.4 Business organizations to encourage employers to hire people with disabilities

There is an overall lack of awareness of the amount of discrimination against people with disabilities. This stems from little education and knowledge on the subject. The ARC can target business organizations whose members are the movers and shakers of the community. These include organizations such as Leadership Putnam and the Upper Cumberland Human Resources Association (UCHRA).

2.4.5 Consumer Behavior Analysis

Employers do not want to hire people that inconvenience them. People are weary of new ideas and trying new things.

2.5 The Competition

Just because the ARC is a not-for-profit corporation does not mean that there is any competition. Our goal is to win priority over other not-for-profit organizations, other seekers in the job market, other employee representative groups, and other organizations that depend on donations.

2.6 The Service Mix and Product-market

2.6.1 The Service Mix – Now

Currently, the ARC is a self-sustaining not-for-profit corporation that receives funding through ARC-diversified and government grants. The ARC offers a wide range of services to those who are un-served or under-served such as low-income housing, mentoring programs, and representative payee services. However, few people know of the ARC's mission and even fewer agree to help further their mission.

2.6.2 The Service Mix – The Future

The associates at *The Marketeers* believe that the ARC can make an even bigger difference in people's lives. The end product of this plan will include

- ✓ an increased number of employees placed successfully by the ARC,

- ✓ more educated employers about the benefits and fair treatment of hiring referrals with special needs,
- ✓ and increased donations to the ARC's youth mentoring program.

2.6.3 What are We Selling?

- Competent and qualified employees
- Improvement of the region's youth
- Improvement of the quality of life in the region
- Improvement of the future

2.6.4 What's the Value?

- Good stuff > Bad stuff
- Helping the region's youth not to be society's problems in the future
- Encourage the youth to contribute to society now and in the future
- Overcoming people's negative perceptions of those with disabilities
- Diminishing biases
- Expanding people's personal freedoms
- Strengthening the Upper Cumberland by connecting its residents

2.7 Positioning

2.7.1 Positioning Strategies

The ARC can position itself as the corporation that implements what it promotes to the public. Not only does their strategy work, it works really well. Skeptics' arguments will hold no weight with this approach. The ARC has the proof that it can be done. Businesses can run effectively with employees who have disabilities.

2.7.2 The Stakeholders

- Employees at the ARC and ARC-diversified
- People with disabilities
- The region's youth
- The region's businesses

2.8 Branding

The unique and outstanding quality of the ARC is that they practice what they preach. They talk the talk and walk the walk. The ARC's mission is to help those un-served or under-served. ARC-diversified does just that through the multi-million dollar manufacturing facility that employees those who are un-served or under-served. They also further this through the services they offer. The ARC sets a strong example for all of us.

2.9 The Strategy

The strategy is best viewed in chart form. See Appendix A.

2.10 *The Marketeers's Top Eleven*

1. A Breakfast Club to discuss needed improvement in the community
2. Fundraisers every season
 - a. Spring – Golf Scramble
 - b. Summer – Bowling Tournament
 - c. Fall – A Bake-off using ARC-diversified products
 - d. Winter – A Clothing drive
3. An e-mail version of the newsletter
4. A message board on the website
5. Contributions to lobbyist who lobby for people with disabilities
6. Hands-on workshops for the community to better understand life with a disability
7. Job-readiness workshops for people with disabilities and employers
8. Re-engineer current website to enhance navigation, accessibility, and to update the look.
9. Develop a strong public image with a catch phrase or mascot.
10. In conjunction with fundraising events, hold a baking contest using ARC-diversified's products.
11. Recruit an intern (unpaid) to handle philanthropic endeavors.

3 Appendix A – The Strategy

4 Appendix B – Community Organizations

4.1 Associations

Alzheimer's Association-East TN Chapter	2200 Southerland Avenue Ste H-102	Knoxville, TN	(865)544-6288
American College of International Physicians	225 North Willow Avenue	Cookeville, TN	(931)526-8675
American Red Cross	118 South Dixie Avenue	Cookeville, TN	(931)526-4252
Association-Retarded Citizens	435 Gould Dr	Cookeville, TN	(931)432-5981
Brain Injury Assoc Of Tn	118 S Dixie Ave # 28	Cookeville, TN	(931)372-8900
Cookeville Housing Authority	701 Buffalo Valley Road	Cookeville, TN	(931)528-8530
Epperson Swallows Homes	229 Warren Avenue	Algood, TN	(931)537-3222
Masonic Lodge	Public Square	Cookeville, TN	(931)526-2800
United Way	122 South Madison	Cookeville, TN	(931)526-2723
Upper Cumberland Tourism Association	34 North Jefferson Avenue	Cookeville, TN	(931)520-1088
Volunteer Center of Putnam County	122 South Madison Avenue	Cookeville, TN	(931)520-4898

4.2 Child and Youth Services

A Act Of Love Adoptions		Cookeville, TN	(800)277-5387
Agape		Nashville, TN	(800)242-7310
Big Brothers & Big Sisters of Putnam County	104 North Washington Avenue	Cookeville, TN	(931)520-4876
Busy Bee's Day Care	1649 Biltmore Dr	Cookeville, TN	(931)528-1819
Cumberland Family Centers	600 Jeffery Circle	Cookeville, TN	(931)528-2543
Happy Haven Home, Inc.	998 County Farm Road	Cookeville, TN	(931)526-2052
London Bridge	1175 East Tenth Street	Cookeville, TN	(931)528-6860
Small World Adotion Programs		Nashville, TN	(800)544-5083
Therapeutic Interventions	206 South Jefferson Avenue	Cookeville, TN	(931)520-8988
Triad Children & Youth Service	122 South Madison	Cookeville, TN	(931)528-8002
Youth Villages	148 Shipley Street	Cookeville, TN	(931)528-9771

4.3 TTU Campus Organizations

- AAUP (American Association of University Professors)
- Alpha Delta Pi
- Alpha Gamma Sigma
- Alpha Kappa Psi (Co-ed Professional Business Fraternity)
- American Marketing Association
- American Society of Civil Engineers
- Association for Computing Machinery
- Baptist Student Union
- Beta Theta Pi
- Black Student Organization
- Chi Epsilon
- Delta Gamma
- Honors Program
- Kappa Alpha
- Kappa Delta
- Kappa Sigma
- Mortar Board
- Omega Phi Alpha
- Omicron Delta Kappa
- Phi Delta Theta
- Phi Gamma Delta
- Phi Kappa Phi
- Phi Mu
- Pi Kappa Alpha
- Pi Tau Sigma
- Sigma Alpha Epsilon
- Sigma Chi Fraternity
- Society of Manufacturing Engineers
- Tau Kappa Epsilon
- Tennessee Tech Faculty Women's Club
- WHET (Women in Higher Education in Tennessee)
- Zeta Tau Alpha

5 Appendix D – The Deliverables

5.1 Press Release

“It’s that time of year again for the Granny Bunt Bake-Off. The Advocacy and Resource Corporation of Cookeville, TN, sponsors this event in the hopes of raising awareness for those being underserved in our community. The Bake-Off is being held at the Hyder-Burkes pavilion this Saturday where cooks will start their ovens at 9:00 am sharp. For further information on the Bake-Off, visit ARC’s website at www.arcdiversified.com.”

5.2 Seminars

The *Marketeers* have developed a PowerPoint presentation to inform members of the community about hiring people with disabilities and providing for the needs of the region's youth. See *Media Kit*.

5.3 Open House

An open house format can be used in conjunction with seminars or events to allow interested parties an inside glimpse of the ARC. A radio announcement for an event such as this appears in section 6.6.

Hosts: Employees of the ARC and ARC-diversified

Guests: Parties wanting in-depth knowledge of the ARC's mission

Re: To see how the ARC gets things done

Time: 5 to 7 on a Monday, Tuesday, or Thursday

5.4 Personal Appointments

An informal and unstructured schedule works best in this type of environment. Let the interested party's questions guide the discussion.

5.5 Articles for Publication

Here are some tips to help in the writing process courtesy of the Main Ingredient at www.ora.org.

- ✓ Write to tell your story, not to fill pages.
- ✓ Create a working title. Your working title helps focus your ideas. Make it brief (three to six words), use an active verb, and aim to be clever but not obtuse.
- ✓ Provide the by-line, that is, the author' or authors' full name(s), title, and business.
- ✓ Write a lead sentence or paragraph that compels your audience to read the article. Among the devices you can incorporate into a lead are a surprising statistic, a witty or shocking quotation, a question, a scenario, or an analogy. Most important, your lead must be relevant to your topic and get to the point quickly: What is the purpose of your story?
- ✓ Write freely, and let go of your inhibitions. Don't attempt perfection in the first draft of your article. This is the time to get down all your thoughts.
- ✓ Use subheadings in the story to signal to the reader the direction and focus the story is taking.
- ✓ Pay attention to tone. The tone you adopt is crucial to your article's readability. You risk insulting readers by preaching or lecturing. Convey your ideas by showing, not by telling readers what they should do. Avoid excessive jargon, and define the jargon you must use. Spell out any common or necessary acronyms on the first usage.
- ✓ Be comprehensive. Use details that add clarity. Provide statistics, dates, and quantities that support your points. Note the people involved, the money required, the time and resources available for a solution, and the tools or measures used to evaluate success.

- ✓ Point out the relevance to others. Make your points using examples from your experience; then explicitly tell readers how they can apply your experience at their businesses.
- ✓ Write as you speak.
- ✓ Make your conclusion as memorable as your lead.
- ✓ Write a one-sentence author identification (providing the author's full name, title, business, and location) at the end of the story.
- ✓ Edit your article thoroughly. Delete unnecessary words and phrases. Turn passive sentences into active ones. Move paragraphs to achieve continuity. Make sure that every paragraph follows logically from the one before it. Don't be satisfied until every sentence says precisely what you want it to say.
- ✓ Double-check the accuracy of your article.
- ✓ Test your article by asking a few colleagues to read it. They may point out ways to clarify your message, add an example, or liven up your lead sentence.

5.6 Radio and TV Announcements

"The Advocacy and Resources Corporation or the ARC as we of the Upper Cumberland are familiar with are holding their fall open house this week. It's this Tuesday from 5:00 to 7:00 pm at their offices on Gould Drive. For more information visit their website at www.arcdiversified.com. The ARC encourages anyone who is interested in improving the community or just helping out to attend. Granny Bunt will again cater the even with her delicious biscuits...I don't know about you but I can't wait. I love those biscuits."

5.7 Brochures

See Media Kit.

6 Appendix C – The Audit

6.1 ARC Questionnaire 10/24/02

Submitted to us by mail from Cristy Milner - received October 24, 2002

Please give a brief history of the organization.

Founded in early 1970's as a support group for people with mental retardation. In 1987, the ARC opened an office to assist disabled people with employment and other services. In 1992, the organization changed its name to "The Advocacy and Resources Corporation".

Describe your product.

Provide case management, representative-payee, housing, and children's services to persons with disabilities. Also, produce Granny Bunt's Bakery Mix & My Favorite Flavors brand instant milk and puddings.

Describe your target market?

For services: disabled population; for products: military and general public.

Do you compete effectively against other similar organizations? And, if so, how?

There are no similar organizations.

Do you feel that you have a totally dependable product supply?

Yes – we make it.

Do you feel that you provide expedient customer service?

Yes – no complaints.

Can you provide your service with low-cost operations?

Yes – see annual report.

Do you feel your product is consistent in quality?

Yes – ISO 900

Do you deliver your product conveniently to the customer?

Yes – no complaints.

Do you target a broad heterogeneous market?

Yes – we are trying to get into more of a commercial market.

Do you provide several standardized product options that sufficiently meet a variety of customer needs?

Yes – variety of flavors – nonfat option

Do you make frequent, minor product modifications, but keep products in the acceptable range of cost and quality?

No

Do you plan operations centrally to find the most efficient means for carrying out all business processes?

Yes

Do you invest to achieve efficiency-driven production systems? Yes – expanding production facility by 20,000 square feet

Have you developed information systems geared toward capturing and distributing information on inventories, shipments, customer transactions, and costs?

Yes – developed database for that.

Do you maintain a system where efficiency improvement is highly rewarded?

Not really – because of range & severity of persons who have a disability. There are rewards for safety practices.

Do you apply any research geared toward product development?

Yes – our lab is always trying new products and recipes

Do you feel the organization has better-than-average marketing skills?

Yes- billboard, brochures, website, newspaper articles

Are you able to take advantage of rapid exploitation of market opportunities that are presented?

Yes

Do you move new ideas rapidly from concept into actual product (or distribution) modification?

Yes - modification

Are you a leader in product, distribution, or promotion innovation ideas?

Yes- we promote at every opportunity and are expanding ways to distribute.

Do you focus on customer loyalty?

Yes – we have a customer satisfaction survey.

Do you scan the environment in search of new opportunities?

Yes- we look for employers willing to work with the disabled population.

Do you focus on an attitude of “how can we make this work?”

Yes - always

Do you feel that you view success and failure differently from other organizations?

Definitely! We are truly “one of a kind”.

Do you provide a flexible product for customized solutions?

We produce bakery mix & food products. These are not “customizable”.

Is there a wide presence of collaborative negotiation skills involved in satisfying customer needs (product, distribution, or promotion)?

Not necessarily. Our contracts originate from the government.

Do you emphasize customized products that meet a variety of unique customer needs?

Yes – in the Community Services Division

Do you develop and maintain an intimate knowledge of customer requirements?

Yes – both at ARC-Diversified & Community Services.

Do you consistently “reinvent” solutions as customers’ problems and needs change?

Yes- both sides but especially Community Services

Do you assess relationships of customers on a long-term, or lifetime bases?

Yes – our “disabled” consumers are ours for “life”.

Do you exceed customer expectations consistently?

Yes – we are ISO9002 certified.

Do you ever form strategic alliances with other organizations to address customers’ needs?

Yes – In the past we've partnered with employers in the community to provide more opportunities for persons with disabilities.

Do you have advanced levels or problem/opportunity identification and solutions systems?

Yes – not sure of details for ARC- Diversified. Providing social services revolves around this concept.

Describe current situations and trends of ARC

We employ a workforce that consists of 75% disabled consumers. We manufacture food products for the government and the money brought in by these funds the Community Services division, which provides its services free of charge.

Review ARC's performance over the last three years

The company continues to grow and expand. Each year we win awards for our work and achievements.

List key issues of ARC

Safety for employees, quality of product, providing effective solutions and "gap" services to the disabled population.

What are ARC's objectives to its benefactors (customers)?

Provide products & services that meet and/or exceed customer expectations.

What benefit would you like to see our group accomplish for your organization?

Possibly a promotional item to promote awareness of services available to disabled consumers as well as educational information to the general public regarding issues of employment and/or transportation (or the lack of it) for these people.

6.2 ARC Interview 11/08/02

Are you restricted by lack of funds in any Community Services program area?

Perhaps the Mentoring Program- ARC has a 3yr. contract with CSA. The Community Services Agency (CSA) gives X amount of dollars and this covers ARC's expense of mentors and transportation – there is no extra money. Fundraising events must raise any money spent for the supported children's recreational activities. Recently, a golf tournament raised \$3,000. These monies, along with in-kind donations of tickets to games, etc., allow children to attend and participate in recreational functions. Any extra money raised is needed for children's activities first. ARC does not budget for any marketing expense here, unless much more money could be raised.

What Community Services program area do you wish to utilize most in the near future?

- The new program, Ticket-to-Work for the Employment Services Program - this program is a result of new law that allows SSI individuals to keep their SSI income they draw and health insurance they are presently on (Medicaid) while still working and earning wages
- Awareness of the opportunities for employers to hire qualified candidates who are disabled

- Part-time male mentors for the Family Support Services program
- General awareness for the Family Support Services program to organizations and individuals who could participate in helping ARC assist qualified individuals
- The disabled need more transportation services to/from work: UCHRA provides one bus, but this is inadequate. ARC has looked into providing their own bus, but the costs are too high. Therefore, there is no present solution
- New promotion of community participation to assist children by a “Smiling Feet” campaign; this program could perhaps have corporate sponsorship and community involvement to provide shoes to needy school children – this promotion idea is in concept stage only (no development)

Do you have specific action goals in each of the Community Services program areas that you must reach because of contracts won or grants received? Do you have specific action goals established by your own organization?

Employment Services/Supported Employment: First, the Supported Employment Program is no longer in existence. The funding for Employment Services program (which is still in existence) is not by contract or grants – the costs to sustain the program is budgeted from ARC-diversified (manufacturing plant revenues). For the fiscal year ended 2001, there were 250 individuals served in the Employment Services program. Of that number, 57% resulted in positive placement. Tracking the individuals for 90 days after hire date arrived at this positive placement determination. The present number served continues in this same range (250). There were no specific action goals mentioned for the future. A future action goal would be the completion of the plant expansion now in progress (20,000 square feet added). Increased number served would be 30 to 40 more part-time employees. There is no intensive coordinated plan for reaching a broad spectrum of employers about qualified applicants

Family Support Services: The mentoring program is directly funded by a contract with the Community Services Agency (CSA). The referrals are received by the CSA. ARC must pay for mentors and transportation, who must see the individuals served at least 6 hours each week. In the past, the individuals served by the mentoring program totaled 70-75 individuals served per month (the maximum ever concurrently served was 90). Today, the served in the mentoring program total 13. The reason for the large decrease is due to changes in state budgets. In addition, the service time delivered to individuals has dropped from the average time of 90 days service downward to 27 – 30 days service. (Limitations)

All other services, such as the homemaker aid services, the respire services, and representative to disabled children for school assistance are funded by ARC-Diversified. The total qualified individuals served for all services of the Family Support Services in the past year were approximately 500.

Representative Payee: ARC served approximately 275 to 300 individuals last year

Housing: ARC has 6 rental houses for the low income

Concerning Employment Services: How do you presently develop prospective employers who will hire the disabled?

There is not a current intensive, broad plan. In the past, there was a network with Goodwill, but this plan has ceased. Another plan may begin soon with Goodwill. ARC relies on networking. ARC has invited organizations by “open house” invitation and has initiated contacts by this method. Also, ARC has published success stories of individuals in local papers with promotion and contact information for prospective employers.

How do you establish criteria for “persons with disabilities”? *What qualifies them as disabled?*

There are differences between the government’s criteria and ARC’s criteria. To be generally disqualified by the government, a “disabling condition that can be fixed or controlled” limits acceptance. ARC is much more broad. A diagnosed disability qualifies.

What are the monetary advantages, tax advantages, or qualifying advantages to employers when hiring the disabled?

There are tax advantages for employers who hire employees that have been referred by ARC with diagnosed disabilities. See ARC’s website for information.

What methods of effective promotion do you use to establish the credentials of the disabled to the prospective employee? Are there any disadvantages addressed, such as increased health insurance or liability insurance to the employer?

It is important to note: ARC must be careful; they cannot sell the “disability” of individuals. Individuals must be hired on their qualifications to work. ARC has no intensive, broad promotional plan for promoting these qualified applicants. The type of employment addresses the disadvantages of hiring. Most all disabled individuals work part-time, thus eliminating the worry for qualification for health insurance. Also, large-sized employers are sought to eliminate other obstacles.

Who would be responsible for implementing any marketing plan of action for the several Community Service program areas (assigning responsibility, setting deadlines, and confirming the budget)?

Employment Services: Vickie Bush, Training Director and Employment Specialist
Family Support Services: Vikki Thomas, Community Services Manager

Family Support Services: Concerning the mentoring program, do you accept volunteer mentors?

Yes, volunteers can be recruited. They must pass background checks and go through training. If accepted, they are paid for their mentoring services. Male mentors are needed.

Define the product/products in the Employment Services area? (the product is the “something of value” you offer to others)

- Qualified job candidates with disabilities
- Training and education on issues of disability and employment
- Tracking of placement and follow-up
- Educating employers about incentives with reference to the Ticket-To-Work program, (a federal program) offering more opportunities for qualified applicants who are disabled
- Educating employers about incentives with reference the social benefits and tax credits for hiring qualified applicants who are disabled
- ARC is aware of transportation-related service needs of disabled individuals, but ARC has not developed this service gap yet

ARC employs three team leaders for product service delivery.

Who are the publics of the Employment Services program area (the publics are the market – the people with common interest in these products)? And, do you

receive assistance with any other agencies in identifying and maintaining these publics?

- Qualified job candidates with disabilities
- Employers
 - Manufacturers
 - Grocery stores
 - YMCA
 - Fun Tunnel
 - Employers who need stock people
- Advisory boards to identify prospective employers
- Agencies with transportation mechanisms
- Organized volunteer services with transportation mechanisms

ARC did work with the Vocational Rehabilitation office for supported employment but this program has ceased.

ARC did network with Goodwill but doesn't presently. A networking program is scheduled to resume again

ARC utilizes the UCHRA bus, but one bus for this area is inadequate.

Define the product/products in the Family Support Services program area?

- Mentoring services for children
- Tutoring services for children
- Related recreational activities for children who receive tutoring and mentoring
- Homemaker aid services
- Assistance in filling out applications (for various opportunities)
- Services for respite care
- Services sustaining the necessities of life; food, clothing, and shelter
- Other various services to make living easier for the disabled and low-income
- Representative advocate for children with disabilities in school systems

ARC employs three team leaders and six support staff

Who are the publics of the Family Support Services? And, do you receive assistance with any other agencies in identifying and maintaining these publics?

- Qualified children who receive services – see qualifications for the mentoring program
- Qualified families who receive services
- Related agency services that interact with ARC:
 - Department of Human Services
 - Department of Children's Services
 - Community Services Agency
 - Department of Mental Health and Retardation
 - Plateau Mental Health Center's "Endeavor" program
 - Triad Youth Home
- Juvenile Court Judges and their related social service agencies
- Part-time mentors
- Individuals interested in training for the part-time mentoring program
- Organizations interested in fund-raising to support the related recreational activities of children who are in the mentoring and tutoring programs
- Other organizations that help support ARC with other various services and campaigns for qualified individuals

To qualify for the mentoring services, children must have appeared in the court system (children who have been in trouble) or children who are headed for state custody

6.3 ARC Interview 11/12/02

How do you want your image to change with employers as you try to place qualified candidates?

An employer of persons with special needs – meaning that they might need an accommodation. ARC needs education awareness – to emphasize the loyalty of these employees, employers must work through issues

Are there restrictive barriers (such as certain laws passed) that may limit marketing criteria when promoting qualified candidates with disabilities?

No

Do many individuals seek your counsel who are overqualified for entry-level positions? Is this an opportunity that you would like to promote more? OR, is ARC already seen as a reliable source for higher-level positions to employers seeking to hire qualified persons with disabilities?

99% are entry level and even lower – others don't really need ARC.

Are there any other local agencies that promote qualified persons with disabilities to prospective employers? Do you work together/independent?

- UCHRA Career Center
- Department of Vocational Rehabilitation (did have a grant relationship with them in the past)
- Pacesetters (a client must be born with mental retardation)

List potential partners and how you might team up with them to promote job placement?

Sometimes, applicants have been sent to Wise Staffing – a temporary placement service

Can you effectively meet demand of qualified job seekers at the present?

There is much more demand than ARC can fill. There is a waiting list with ARC employment. In a given month, 8 to 15 may seek employment and usually 0 are placed. ARC, on average, places 2 per month to work at ARC-Diversified.

Have you considered an Employer Advisory Board and Employment Committee? Do you have an effective employer database?

There is no employer database. An advisory board was tried in the past in collaboration with Goodwill. This was very discouraging because of lack of interest.

What promotional techniques have you used for promoting the Employment Services to prospective employers? And, were these effective or not effective?

In-person sales	Somewhat effective – HR often “too busy”
Telemarketing	Hard to get people on phone or to return messages
Group presentations	Helpful for short periods of time
Brochure	Helpful – but people don't always read them

Networking	Helpful – somewhat effective
Recognition Events	Promotes awareness – not necessarily employment
Annual reports	Very helpful – most effective
Billboards	No referrals or calls yet (had BB's for 2 years)
Feature stories	Get lots of referrals/clients – no employers
Publishing articles/reports	Never had a response from employers
Trade fairs	Somewhat effective
Business after hours	Use booths – promotes awareness
Open House	Best response to employers – once per year

What promotional techniques have you used for promoting the Family Support Services to volunteers who can offer support? And, were these effective or not effective?

Mainly through word of mouth. The Community Services manager calls Tech and the Retired Citizens Center for volunteers. Others also volunteer.

How would you want to change your image as you seek donors for fundraisers for the Family Support Services?

Not sure. Now ARC uses publicity through newspapers to promote. Radio Channel 7 is used. Billboards are used. The web page is used. The annual golf tournament is the focus event to raise money.