



ADVANCING THE PROFESSION AND THE PROFESSIONAL.

West Virginia Chapter

2000 Crystal Awards

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Community Relations Campaign

First Place/Best in West Virginia

Here for Life

CAMC

Situation

In 1999, Charleston Area Medical Center was at the height of a major downsizing effort which would eventually eliminate \$44 million dollars (total beginning in 1998) from the budget by December 1999. Nearly 400 positions were eliminated-yet number of people who lost their jobs was kept to a minimum (40).

If there was a PR fiasco in the works, Charleston Area Medical Center and its parent company Camcare Inc. were involved. The problems were best explained in daily headlines - 'CAMC to eliminate another 250 jobs,' 'CAMC's investments made less than expected,' 'CAMC faces \$40 million in penalties,' 'CAMC rates going up 6 percent,' 'CAMC bond ratings lowered due to debt,' 'Hospital president is leaving,' 'Camcare cuts mobile screenings, PR veteran,' 'Mammogram cuts concern (West Virginia) first lady,' and 'Despite trouble paying its bills, CAMC won't cancel its (administrators) retreat.'

Research

Results from a focus group administered by a local agency, as well as CAMC's own internal communications work group, confirmed three major reasons an internal and external reassurance campaign was needed.

1. Reports of the hospitals financial difficulties caused members of the community to fear patient care would be compromised.

Employee morale had hit rock bottom. The rumor mill was running and speculation was rampant. Employee concerns intensified because downsizing and restructuring was continuing and programs and positions were being eliminated.

2. Competition/market share. Results of the focus group perceived CAMC as the 'untouchable ivory tower.' While community members were proud there was a local hospital known for its technology and research and is place to go if you're really sick, they didn't believe we projected a warm and compassionate image. Comments included seeing CAMC as 'cold and stark,' 'not involved in the community' and 'they are there to help you, but by God, theyre not a warm place to go to.'

3. Top of mind awareness - concerned CAMC would lose this status. CAMC's competition was spending \$600,000 in television advertising alone portraying a warm and caring image. CAMC's advertising dollars were reduced to a \$464,000 budget for all marketing and public affairs projects.

Planning

Based on the issues highlighted from the research, a two-fold reassurance campaign was developed. The objectives for this campaign were to emphasize:

1. CAMCs continued commitment to quality health care and erase the 'ivory tower' image.

2. The 'softer side' of CAMC. The best way to tell the CAMC story was through the hospital's employees, patients, board members and professional staff.

Individuals who were already involved in community organizations were selected to represent CAMC. These individuals were shown in their volunteer environment, placing them first and foremost as a member of the community as well as a vital member of the CAMC team. Twelve individuals were selected. Three of the best stories were used in all venues.

- By beefing up our advertising and public relations efforts, the goal was to solidify CAMC's presence and protect its market share as the area's leading hospital.

- Target audience-internal (employees, physicians, board members, volunteers); external (various CAMC constituents living within CAMC's primary and secondary service areas-ages 25-64).

- Budget-Use existing marketing and public affairs budgeted dollars to accomplish the components of this campaign, \$267,000 was designated for advertising and public relations activities. To accommodate the expense, some budgeted projects were reduced or eliminated. CAMC marketing and public affairs staff conceived and executed the entire plan without agency support because the agency bid was over \$300,000 and only contained half the advertising components.

- Concept/theme - *Here for life!* was selected as the campaign theme that best incorporated the objectives. First, the campaign was to reassure our audiences that CAMC's commitment to quality care and to our friends and neighbors remained strong-CAMC was here yesterday, CAMC is here today and will continue to be here for years to come. Secondly, that CAMC will continue to strive to enhance the quality of life.

Execution

For the first time, the execution of a major campaign rested solely with the hospital's marketing and public affairs department. This campaign began May

1999, and ran through November 1999. Working under tight deadlines-one month-most of the components for this campaign were developed and executed internally: writing, graphic design, media placement, TV and radio production, coordination of meetings, purchase of specialty items.

Public Relations Components

- Scheduled monthly guest appearances at local civic and association meetings
- Work with local talk radio producers to feature CAMC experts
- Employee morale builder to include Vital Signs' (employee newsletter) CEN (internal television station) stories featuring patient success stories
- Special employee luncheons scheduled for all shifts. Giveaways and prizes were awarded (\$17,000)-Here for life! paraphernalia which included T-shirts, buttons, bumper stickers, bubble gum, lollipops available for all 4,100 employees
- Series of special town meetings for employees scheduled for all three CAMC locations at each shift change (six town meetings per day for two weeks)
- Physicians were updated weekly on budget issues in their own internal weekly publication, Physicians' News

Advertising Components

- Newspaper ads: a total of 16 newspaper ads ran in cycles through Charleston Newspapers, The State Journal and West Virginia State Medical Journal. With more than 100,000 in circulation, the combined buy had more than 1.6 million impressions. (\$25,000)
- TV Production and Placement: Produced three television commercials with original music. Placement would include the local network stations and cable programs from September through November. The mixture included early news, evening news and primetime viewing. Special packages for high-rated football and special programming also was included. The buy reached 99 percent of CAMCs targeted audience a total of 6.7 times. (\$120,000). More than 80 employees were featured in at least one of the spots.
- Radio Production and Placement: produced three radio commercials with original music. (\$30,000)
- Billboards: used existing contracted space and developed new boards to reinforce the CAMCs Here for life! theme. (\$21,000)

Evaluation

- More than 1,000 employees attended the town meetings.
- 917 employees attended the luncheons
- We were \$54,000 under budget on the entire campaign.
- Nielsen ratings completed by WSAZ in the late fall of 1999 indicate that CAMC is the top-of-mind awareness winner in the southern West Virginia market-earning a 67 percent share This equals the nation's #1 TOMA leader.
- The new billboards earned CAMC to top-rated slot among medical providers.

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Play It Safe Around Electricity

American Electric Power

Problem

American Electric Power has always recognized its responsibility to educate the public, especially children, about electrical safety. It is something we are in a unique position to do: no one else can deliver the message with more authority than an electric utility, and no one else has more at stake in keeping people safe.

The problem faced by the company, and which the West Virginia Corporate Communications team chose to address, is that we had no comprehensive program to make this education process happen.

Instead, we simply responded to requests for safety programs by schools and other groups. As a result, we reached only a very limited number of children - fewer than 1,000 a year, and the quality of presentations was not adequate, because we didn't devote resources to planning, materials or speaker training. Plus, with constant pressure to do more with fewer people, less money and less time, it was increasingly difficult to recruit presenters, and for those presenters to be released from their jobs to do the presentations.

Solution

The Corporate Communications team developed a new program, Play it Safe Around Electricity, to reach all children in our West Virginia service territory with electrical safety presentations. This new program is different because of its scale and the way the program is implemented. Never before have we set a goal to reach all children with our message. By focusing our efforts on second graders, over time, that's what Play it Safe will do.

To tackle the problem, we knew we needed to ask questions, get buy-in from all stakeholders, put together a comprehensive plan of action, and follow up to make sure we were on track and adjusting our program as needed. We followed standard public relations planning techniques:

Research

Research within the company and with schools was conducted both to uncover information and to begin the process of getting support for the program. We asked questions of all management employees who would have a stake in the program or who could affect its success. Similarly, we interviewed the West Virginia Department of Education curriculum director to determine the Department's needs. Finally, we conducted focus groups at nine schools to gain teacher insight.

We also conducted research to determine how other electric utilities were meeting their responsibility to educate the public on electrical safety.

Planning

The program was tailored specifically to what each of these stakeholder groups told us. Not surprisingly, because of this we had universal support before beginning the program.

We developed a very simple objective for the program, which supports AEP corporate goals as well as curriculum goals of the Department of Education:

By providing electrical safety education, ensure that every child in AEP's West Virginia service territory knows and avoids electrical safety hazards.

We also developed some secondary objectives - additional things we'd like to gain from the program - which also support AEP's corporate goals:

Increase AEP's involvement in education.

Increase AEP's visibility in the communities we serve.

Increase employee satisfaction and morale, and provide a development opportunity for employees.

With these objectives in mind, we designed the program, developed a database, scheduled schools and recruited approximately 45 volunteer presenters. The 45-minute Play it Safe presentation uses an interactive demonstration unit with which employee volunteers show common electrical hazards in homes and neighborhoods. A special activity demonstrates that people are good conductors of electricity. Louie the Lightning Bug' is incorporated into the program, since

he is a familiar figure to children. Homework and an activity book supplement the program.

Execution

After contacting schools and training our presenters, we kicked off the program in October 1999. During the months of October, November, January and February, our presenters reached almost 13,000 second graders at more than 300 public and private schools in West Virginia. Feedback was voluminous - especially from students! - and extremely positive, from presenters, students, teachers, management and the public.

Evaluation

With a primary objective to ensure that every child knows and avoids electrical safety hazards, we can't ever relax and call our job complete and well done. As with most safety measurements, success is based on something not happening. However, we measured the success of our program in meeting the objectives that we set. Play it Safe provides the method to communicate our message to every child in our territory. An associated homework piece assesses whether the message was received and understood. Our secondary objectives also were met by the program - our involvement in schools is dramatically increased, as is our visibility in the communities we serve. Employees and their supervisors report increased satisfaction and morale as a result of the program. Another indicator of success is the several awards already received for the program. Perhaps most telling of all is the fact that Play it Safe will be taken to other states in AEP's service territory beginning in the 2000-2001 school year.

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Promotional Campaign

First Place

One Valley Bank Y2K Communications

Charles Ryan Associates

As the world waited to see what, if anything, happened to computers as the calendar turned to the Year 2000 (Y2K), One Valley Bank was busily planning and communicating its information to the public in a forthright and timely manner.

Research

Many polls were conducted, nationwide, on the potential crisis that loomed December 31, 1999 and January 1, 2000. Clearly, the public needed reassurance regarding their bank accounts and services, the stock market, Social Security payments and potential scams that could occur. One Valley Bancorp realized the problem and began testing its systems in 1996. As time drew closer however, it was obvious that customers needed reassurance that their money was safe. A Gallup Poll conducted for the Federal Reserve in March 1999 showed that consumers were evenly divided in their concern about Y2K. It also showed that those with more information were less likely to take drastic steps in preparing for Y2K.

Planning

The goals were to

- Reassure and avoid any panic that may cause unreasonable withdrawals from the bank

- Prevent bank customers from losing their money through scams
- Have a smooth transition from 1999 to 2000

Weekly planning meetings took place to discuss plans and measure progress. In 1998, One Valley Bank had conducted a media tour with a Year 2000 expert, Peter de Jaeger, to discuss the problems the Year 2000 (Y2K) would bring. One Valley's Y2K Communications Team developed a three-phased plan. Phase I included training bank employees regarding the issue and how to answer customer inquiries and establishing an Information Line that customers could call with questions. Phase II was the External Communication Plan that included statement stuffers providing status on readiness; press releases; media tours; public speaking; and signage. Phase III focused on the actual calendar change to 2000. This was most critical time for bank employees and one for which they had been planning for more than three years.

Implementation

Phase I

A Y2K coordinator for the entire company was put in charge of all aspects of the program and executives and staff from Virginia and West Virginia were updated weekly on our progress. Regional coordinators were named for each of the six regions of the bank and were brought to Charleston for a briefing on the communications plan and received media training. Appropriate employees in each of the banks 172 locations in Virginia and West Virginia were given background and thorough customer relations training regarding the Y2K issue. Corporate officials also were trained on the issue. After the initial training, a second, more detailed Phase II training was held, along with a refresher on basic Y2K customer responses. Members of the Communications Team monitored the Internet and FDIC for news and information that should be passed along to consumers. Various members of the Y2K Team met with local civic groups and organizations to discuss the bank's status in relation to Y2K.

Phase II

To keep customers apprised of Y2K readiness, Quarterly Updates were prepared for customer statements as well as an oral presentation and press releases. In June 1999, a statewide media blitz was undertaken with the West Virginia Bankers Association to reassure and alert customers to potential scams. During this time an internal One Valley Y2K database was developed to allow all information on the planning and implementation to be accessed by each bank location.

The internal and external communications plans were adapted and filled out in more detail as we approached the change of the century. An information hot line was introduced to take questions from customers who wished to have more detailed information. In August, One Valley Bank spokesperson appeared on a panel at the West Virginia Press Association's annual meeting to discuss Y2K readiness. Press releases advising of One Valley's Y2K readiness were released. This database also was key in the actual Y2K event on January 1, 2000 (Phase III) as each location reported to the Command Center on potential problems or breakdowns.

Phase III

During December 1999, a media line was established so media could dial directly into the centralized Y2K operations center where members of the team gathered on December 31, 1999 to collect information regarding the status of each location and provide assistance with any problems that occurred. Two weeks prior to December 31, 1999, the entire Y2K Communications Team met

to go over the actual Event Plan, discuss plans for signage and generally get up-to-date on responsibilities. The database was a major part of the discussion since that was the primary means of communications. All media messages, talking points and other external information was placed on the media database so that everyone in the bank had access. Signs were printed for Automatic Teller Machines(ATMs) and bank locations in case of a major problem.

On December 31, the Y2K Communications Team began monitoring world news as the calendar turned to the Year 2000 around the world. This was to determine if there were any failures and if so, whether they would affect One Valley Bank's operation.

On the evening of December 31, members of the Y2K Communications Team met at the One Valley Conunand Center that was set up to receive information from each bank location. A schedule was prepared for each bank to call in with its status and the Command Center stayed open to collect the information overnight. A green signal indicated that all systems were operational and there were no problems. Yellow meant that there was minor trouble with one or more systems and they needed assistance. Red indicated that there was a major problem and one or more systems had failed.

Results

Obviously, Y2K was a non-event for most people. There were no bank runs, few people were victims of scam artists and the transition to 2000 was orderly and uneventful. This was due to the three years of planning that went into One Valley's Y2K transition.

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Employer Amnesty Program

WV Workers Compensation Division

The Working Environment

West Virginia is only one of a handful of states which still treats workers compensation insurance as a monopolistic state function. In New York employers can get workers compensation coverage from either the New York State Insurance Fund or any private sector insurance provider. In West Virginia all companies with employees in the state are required by law to write their workers compensation insurance through the Workers Compensation Division of the Bureau of Employment Programs. The Workers Compensation Division is required by law to provide M medical rehabilitation and disability benefits to injured workers, even if their employers are not making their required premium payments.

West Virginia's Workers Compensation Division was formed in 1913. Every year from 1913 until 1997 the agency paid out more in benefits than it collected in premiums. By 1997 this resulted in a \$2.2 billion deficit. Management and retirement of this deficit was made more difficult due to a history of management and accounting which prevented the Division from providing the proper documentation required for a full review by independent audit firms. The first unqualified audit opinion was received in 1997, confirming the \$2.2 billion deficit.

Top Bureau management is appointed by the Governor and confirmed by the State Senate; the nine individuals who function as our board of directors are appointed by the governor without the need for legislative conformation.

Because of the Division's history and status as a state agency our management and actions are often the subject for critical media comment. Many of the major Division operating and financial policies are set by law, and require legislative approval before they can be changed.

The Amnesty Program

The 1997 audit report, and internal follow-up to that audit report, indicated that approximately 4,000 active employers were a year or more behind in their premium payments, owing millions of dollars to the Division. Top agency management changed in January 1997 and made reduction and elimination of the deficit a top priority, viewing it not as money owed the Division, but as money owed the injured workers of West Virginia. Division management, as part of this deficit reduction plan, requested and received legislative approval for a limited, one-time only Amnesty program where these targeted employers could sign a binding repayment agreement to repay all past-due premiums within a 12-month period. The application for Amnesty started on July 1, 1999 and ended on December 31, 1999. All past-due premiums have to be paid by December 31, 2000.

A Bureau-wide communications office was put into place in 1999 and promotion of the Amnesty program was one of the that group's first major assignments.

Objectives

Promotional objectives created by the communications group were and approved by management were: 1,000 employer applications for Amnesty. collections of \$10 million dollars by December 21, 2000.

heighten awareness of the Bureau website.

increased favorable editorial comment.

Limitations

- The original marketing proposal requested a budget of \$184,000, or 2 percent of the targeted payment. The requested budget was reduced to \$90,000.
- All free and paid media functions had to be performed by Bureau employees without assistance from any public relations or advertising agencies.
- Existing agency publications and activities were to be incorporated into the promotional campaign as much as possible.

Tools

- Statewide radio commercials
- Division newsletters
- Division website
- Other existing Division publications
- Posters
- Targeted short-run brochures
- Direct mail

Results Summary As Of April 4, 2000

2,633 employers applied for Amnesty.

\$13.4 million has been collected; if the current collection rates continues this projects to \$53.6 million.

Amnesty related website visits averaged 3.17 percent of total web visits during the six months of promotion; in October 1999 the Amnesty area of the Division's website was the number one visited area.

Some of our most critical media critics made favorable editorial comments about the success of Amnesty.

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Internal Communications Campaign

WVDRS Library

WV Division of Rehabilitation Services

Research

As a government entity, the Division's programs are under constant review. If a program is underutilized, then that program is eliminated and funding is directed elsewhere.

Informal interviews of staff and students were conducted to discern their knowledge and uses of the library, its contents and its services. Significant gaps were noted in knowledge of hours, loan procedure for remote field staff, availability of Internet, availability of magazines, newspapers, and fiction. The library's location, which is in a remote corner of a 13-acre complex, was also a mystery, particularly to new employees and students. Interviews found that staff and students believed that the library contained primarily disability research papers and journals.

A committee was formed to address library usage. The committee reviewed library circulation data, which is gathered and reported monthly by WVDRS librarians. The librarians reported the following, from March through May:

- 55 books were checked from the library
- 264 staff members used the library
- 319 students used the library
- 116 hours were logged on the Internet system

Monitoring traffic in the library is significant because resources such as magazines, newspapers, and certain journals cannot be checked out.

Planning

The Communications unit met with Staff Development Manager Angie Farha and the Library staff to develop a Communications Strategy (included) with the objective of increasing library utilization. The usage increase would be determined by analyzing data collected from the library from June to August 1999; as compared to a similar timespan from March to May 1999.

Objectives were:

- 110 books checked out from the library, a 100% increase.
- 396 staff members using the library, a 50% increase
- 478 students using the library, a 50% increase
- 174 hours logged onto the Internet computer resource, a 50% increase.

The following tactics were planned:

- a monthly book review column in news@drs (an electronic newsletter for staff to serve as a reminder of the existence of the library and the variety of holdings;
- a summer reading program in which staff and students would sign up, and their check-outs would be tracked for the duration of the program;
- a bookmark which listed library services and hours, to be placed in all books checked out from the library, as well as given out at informational displays, new employee and new student orientation packets, etc;
- a tour "stop" to be added so that new staff and new and potential

students could view the library, look over the holdings, learn about hours and checkout procedures; and ask questions;

- an open house and reception to celebrate the summer reading program, including posters, prizes, drawings, and award certificates;
- a permanent bulletin in the main hallway which, monthly, would reflect new and seasonal titles, hours, etc.

The library staff had a very small budget... \$200 dollars. Therefore, most of the work would have to be completed in-house.

Execution

- a monthly library column appeared in news@drs (an electronic newsletter for staff), which highlighted a book of relevance to the season (i.e. a book about traveling in July) or made general library announcements.
- a summer reading program for staff and students was publicized through news@drs, morning announcements on the complex PA system, and posters in the library.
- a bookmark was designed by the communications staff and printed by our in-house print shop. The bookmark listed library services and hours. The bookmarks were placed in all books checked out from the library, as well as given out at informational displays and in new employee and new student orientation packets.
- a tour "stop" was added so that new staff and new and potential students could view the library; look over the holdings; learn about hours, Internet and checkout procedures; and ask questions.
- an open house and reception was held to celebrate the summer reading program; including posters, prizes, drawings, award certificates. Most of the funds for this program were spent on prizes and decorations for the open house.
- a permanent bulletin board for the main hallway was purchased and installed at a cost of \$60. The bulletin board was changed to reflect new and seasonal titles, (i.e. gardening books in May), hours, etc.
- characters (Mark T. Book and Rita Goodbook) were created and used on displays posted in the library and cafeteria, which described the library and its services.

The intranet portion is currently under development. Staff members will be able to search the contents of the library; and to make online book check-out requests.

Evaluation

Even with a limited budget, the program exceeded nearly all of its goals. Data collected from June to August 1999 indicates the following:

- 180 books checked out from the library, a 227% increase.
- 382 staff members using the library, a 45% increase
- 671 students using the library, a 110% increase
- 221 hours logged onto the Internet computer, a 91 % increase.

In addition, staff and student interviews, particularly among people new to the agency, show a greater awareness of the library and its services.

Special Events

First Place

When You Believe

WV Division of Rehabilitation Services

Research

The Rehabilitant of the Year (ROY) Award was created 32 years ago to honor our clients' achievements. The program is also used as a way to increase public awareness for the Division of Rehabilitation Services (DRS). Until 1998, there had been no research conducted to determine if this program was an effective public relations tool. Publicity of the event was usually minimal.

A recent Communications Audit determined that while our employees saw this event as successful, our external audiences reported little or no knowledge of this significant annual event. Members of the Communications staff conducted random interviews with Consumer Advisory Council members, legislators and state government staff. The results of these interviews reinforced our belief that many citizens in West Virginia, as well as the legislators who control much of our budget, were not fully aware of the functions of the agency or the outcomes of our programs. Our agency had earned the reputation of being the "Best Kept Secret in West Virginia." The general public and our governmental leaders were not aware of our client success stories even though this award was developed in 1968 and a ceremony had been held every year since 1975. This lack of awareness was not conducive to the promotion of our programs. We set out to showcase our success stories in a manner that would draw attention to our programs as well as increase our funding.

Planning

Beginning in April, the communication team developed a strategic plan for the Rehabilitant of the Year program with the main objective of increasing awareness and a secondary objective of increasing our funding. These objectives would be measured by the amount of publicity received for the event and the outcome of the legislative session.

An October date was selected to coincide with *National Disability Awareness Week and Employ People with Disabilities Month Celebrations*. These two national events are held annually during September and October. Holding the event in October would also allow us to use the materials in our legislative and annual reports.

The first task assigned to the team was to select a quote and a theme to use as a basis for all our design elements. We selected, "*When You Believe*" as the theme. Our quote was from Helen Keller, "*Believe ... no pessimist ever discovered the secrets of the stars, or sailed to an uncharted land, or opened a new heaven to the human spirit.*" The quote and the theme exemplify the mission of the agency, which is to enable and empower people with disabilities to work and to live independently.

Our agency has 7 districts. One winner is selected from each district. From these recipients an overall State Winner is chosen. Awards selection committees in each district made nominations for potential award recipients. The state office committee made the final selections in early July. The goal of these committees was to select recipients which best typify the achievements of all individuals rehabilitated in the state. The event was scheduled to take place on the West Virginia Rehabilitation Center campus so we could allow the public to have full

access to our top-notch facility. The committee also made the decision to use the students in the Food Service Training program to prepare and serve the luncheon, which would follow the ceremony. This would serve the dual purpose of showcasing our students in training and cutting costs for the event. Included in our plan was the design and development of support materials for the event: an audiovisual production, photographs, narratives, articles, programs, invitations, press releases, and press kits.

The full communications plan is included with these materials.

Execution

Once the selections were completed, award recipients, employers and counselors were contacted. Arrangements were made for the audiovisual team to go on-location to shoot footage, conduct interviews and take photographs for use in the collaborative materials needed to support this event. Information from the interviews was taken back to the writing team for use in compiling the narratives for the programs and the articles for the media.

While taping and interviewing was going on in the field, the design team was working on the basic layout for the invitations and the program booklet.

Governor Underwood was contacted and scheduled to be the guest speaker at the event. Media contacts were initiated to announce the event.

Invitations were sent to the families of the winners and to honored guests (including consumers, advisory groups and legislators). General press releases to announce the event were mailed out the first week of September. These were followed by faxed releases to selected media (statewide) 10 days prior to the event and phone calls the day of the ceremony. Feature articles were written for each award recipient, which were sent to their hometown newspapers on the day of the ceremony.

The DRS Communications staff completed all materials in-house, with the exception of the program cover and invitations. Each client was featured in an article in our external newsletter, *Workable*. This newsletter is used as a marketing tool to our consumers, legislators and partners.

October 15, 1999, the auditorium stage was draped in tulle and gossamer with a 4 foot silver star hanging in front of the curtain, above the heads of the seated award recipients. A color guard march in to begin the ceremony and announce the entrance of the governor.

The audience heard remarks from the Director of DRS, the Cabinet Secretary, Department of Education and the Arts and the Governor of the State, but the best presentations given were the acceptance speeches from our seven award recipients. These individuals, who had conquered many challenges to become successful, brought tears to the eyes of family, friends and rehabilitation professionals as they thanked the ones they felt had made it possible for them to succeed.

The minister who asked the blessing at the luncheon following the ceremony said that he had been to many awards events before but none had ever touched him like this one.

Evaluation

This program achieved both objectives. Articles were published in our agency newsletter and used in our Annual Report and Legislative Report. Local media contacts normally result in about a 40% rate of publication.

For this event, articles were printed in every newspaper that received a press release.

(100% participation rate from print media statewide was achieved with this promotion.) One television station broadcast excerpts from our Awards program

on the evening news. The ROY program video was featured on the public access television program, *Listen to Me*.

DRS director, Jim Jeffers was invited to speak on *Talkline*, a statewide radio talk show, about the event and the national tie-in with Employ People with Disabilities Month. Rehabilitant of the Year was also the focus of two State Government publications: *The Governor's Desk*, an on-line column written by the Governor that appears on the State's website and *Stateline*, a government agency newsletter.

Input from our Consumer Advisory Groups, in the months following the Rehabilitant of the Year ceremony, indicated an increased awareness of programs offered by DRS.

Our funding was increased for fiscal year 2000. Legislators made an increase in appropriations for our programs. Governor Underwood, who is an active participant and supporter of our program, was so impressed with our production that he requested an invitation to attend and speak at our next Rehabilitant of the Year awards ceremony.

Clients, their employers and their families were honored, while at the same time we were given an opportunity to showcase our facility and our programs.

Audience members commented on the caliber of the program saying, "This was the BEST Rehabilitant of the Year program we have ever attended!"

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Full of Wonder, Plenty of Wild

Charles Ryan Associates

Research

From previous research conducted by the West Virginia Division of Tourism, it was learned that most of West Virginia's visitors (63 percent) were people who visited the state for only one day. They also tended to be younger and less affluent than those of comparison destinations. Because West Virginia lies within 500 mile radius of more than 50 percent of the nation's population, it seemed reasonable to try to increase the overnight visitors, thereby increasing travel revenues and boosting the lodging segment of the tourism industry. State origins of overnight guests were from West Virginia, Maryland, Pennsylvania, Virginia, Ohio and North Carolina. All of these were border states except North Carolina. West Virginia has a small tourism budget (\$1.5 million) compared to neighboring states - Ohio \$10.1 million and Virginia \$10.5 million. To achieve economics of scale, the Division decided in 1998 to use an integrated approach to marketing that included advertising, public relations

Planning

With the exponential growth in tourism marketing over the last decade it is sometimes difficult to convince travel writers for national publications to visit your location. So, when an opportunity with Forbes American Heritage magazine came along, we seized it to take West Virginia to New York. This was a perfect fit with Tourism's theme for the year that was "Heritage."

Sponsored by American Legacy, the event was scheduled for May 20, 1999 and included an exhibit at the Forbes Galleries and a reception with travel writers.

American Heritage worked closely with the Division of Tourism and agency staff to assure a well-organized and successful event. Their tasks included securing the gallery space for the exhibition, assisting with invitation mailing,

providing staff for the event and a guest registration table for the event, provide flowers for the tables. In addition, the Forbes Galleries offered to work with a chef from The Greenbrier in preparing and serving refreshments. Once the basics were agreed upon, the work began. A "Heritage" logo was designed for signage and collateral materials. To assist writers in better understanding West Virginia destinations, a "journal" was prepared to act as a media information kit. The design was that of an old, leather backed journal that had photographs and information about attractions in five geographic regions: The regions were marked with tabs and included the Eastern Panhandle; The Greenbrier and eastern locations; Southern West Virginia; River Cities along the Ohio; and the Northern Panhandle. A West Virginia map was tucked inside the front cover of the journal and a CD-ROM with high-resolution photos and contact numbers of every location mentioned in the journal was inserted in the back cover.

Kiosks were designed with the help of the West Virginia Division of Culture and History, which provided interesting artifacts to add to the exhibits of pottery, glass, fabric, food items and other West Virginia products.

For entertainment three live actors were asked to appear as Booker T.

Washington, Margaret Blennerhasset and Eleanor Roosevelt. An Appalachian Trio was commissioned to quietly play in the background during the reception. Signage, programs, and exhibits all used the Heritage logo and theme and, as visitors left, they were presented with a tote bag with the logo and Cabin Creek Quilts included a quilted cellular telephone case.

Execution

A group of staff members, agency personnel, actors and musicians arrived in New York on May 18, 19 and 20. All had schedules of media outlets to visit and tasks for which they were responsible. As representatives made the rounds of media visits the day of the reception, several writers who had not planned to attend changed their minds and made it a point to come to the event.

The actors representing historical characters were in costume and spoke to visitors in the first person, making historical events seem more pertinent and interesting. Crafts from Tamarack, made by West Virginia artisans were on display. They included Fiesta pottery, West Virginia wines, apple butter, woven fabrics and handcrafted pottery. Quilts from Cabin Creek Quilts were used to cover tables and Forbes provided floral centerpieces resembling wildflowers.

Results

Approximately 50 travel writers attended the reception and, unlike some events, most stayed until the event was over. They included representatives of Gourmet, Audubon, American Legacy, American Heritage, American Woman, Tour and Travel Odyssey, and several freelance writers. Guests had long and informative conversations with the actors and staff and were extremely complimentary of the event and materials.

The visit has resulted in a number of inquiries to the West Virginia Division of Tourism office.

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Project Entries

Annual Reports

When You Believe

WV Division of Rehabilitation Services

Objectives - As a state agency, we are required to provide an annual report to the governor and people of the state of West Virginia. In this report we must share our successes and our goals for the future. The objective is to provide an attractive medium through which to share the accomplishments of our agency. The theme of our Annual Awards ceremony was so popular that we decided to carry it over in our annual report. The 1999 Annual Report, "When You Believe", was the perfect vehicle to showcase our programs and achievements.

Audiences - This report is required by the governor's office as a summary of our agency's accomplishments for the fiscal year. It is available, upon request, to the general public. It is provided to Consumer Advisory Councils, Statewide Independent Living Councils, Business and Community Leaders and Partners of our Agency. We use our annual report, in addition to a legislative report, as a tool to provide information to legislators and government officials who determine our budget each year.

Budget - Our budget for this annual report was \$2,000. We came in under budget at \$1,834.

Results - We have received many positive comments about our annual report. Perhaps the most telling response to our report was an increase in funding during the legislative session this year. Our agency director states, "This annual report, "When You Believe," conveys the agency's purpose, message and results in a highly attractive and appealing manner."

1999 Annual Review, 2000 Action Plan

Huntington Regional Chamber of Commerce

Each year the Huntington Regional Chamber of Commerce produces an annual review to distribute to its entire membership of more than 700 member businesses. The program is also distributed at our annual dinner to more than 400 guests and to those businesses requesting information about our Chamber. This year's theme for our 109th Annual Dinner with keynote speaker Senator Robert Dole was "Leading Business to New Horizons." Since this piece was to be distributed at the dinner we decided to carry the theme over to the review and throughout our publications for the year.

The objective of the review is to sum up the year's goals and accomplishments while providing a look towards the year ahead. Our budget for this piece was \$2,500 for 1,500 copies.

We have received a lot of positive feedback regarding this piece and we hope that you will find it favorable as well.

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Internal Communications

First Place

Common Thread

American Electric Power

The START safety newsletter, *Common Thread*, is written for American Electric Power Fossil and Hydro Production Employees. This public includes the 4500 men and women who work in the 17 power plants and the hydro facilities. START is a behavior-based safety group which focuses on correcting the

behaviors which can cause an accident. It includes employee empowerment, doing the right things for the right reasons and sending employees home better each day than when they arrived because of the relationships they develop with each other. It encourages employees to take care of each other.

START stands for Sowing Truth and Reaping Trust.

Each issue has a theme to make employees feel included and a part of the team. The themes encourage history and pride of our facilities/employees. It is designed to look and read unlike other company publications. *Common Thread* has a friendly tone and inviting look.

These themes are chosen from behavioral-based safety surveys on safety needs and from information supplied by top and middle managers and from individual groups and committees. Charts showing safety trends were studied and used in story selection. Focus groups and safety meetings provided additional support material.

Objectives included improving safety awareness and increasing relationships among employees. Goals included using photographs and stories from employees at each location to reach objectives.

This is the second year for the publication. The response has been overwhelming and has achieved results where other communication efforts have not worked. For example, in the world class safety contest, there were few entries until the START newsletter was used to extend the deadline. Over 300 entries were received within days of receiving the START newsletter.

Follow-up research shows START newsletter readership has measurable success while other publications do not have this loyalty. Relationship increases and awareness are recorded in the stories in the publication (including the middle section of the February 1999 issue) and in the requests for coverage of safety team successes. Employees call to be included in the publication. Goal success is measured by feedback to supervisors and the START safety team as well as by the posting of parts of the START newsletter on company and union bulletin boards at individual locations by individual employees. Beyond the written objectives and goals, the newsletter has won several national and local awards. The budget includes printing and mailing costs which total approximately \$4,000 for 5000 copies. It is mailed to the homes of employees.

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Web Sites

First Place

wvdrs.org

WV Division of Rehabilitation Services

Objectives - The West Virginia Division of Rehabilitation Services is the state government agency that assists people with disabilities in achieving their work and independent living goals. We intend to serve as a comprehensive information source for statewide services to people with disabilities. Extensive research was done to discern information needs, as well as web accessibility for the visually impaired. Of primary consideration for design components was accessibility of the site for all disability types. For example-. To be accessible to screen readers for the blind, one of our target audiences, we could not have frames, cascading stylesheets, tables or columns of any kind. Consideration was also given to color contrasting for people with low vision. Underlying tags for

pictures and graphics must also be explained. Thus, while our website may look different to some, it is exactly what is needed by our audiences. Secondly, we serve as an information resource for employers, potential employers, and businesses interested in accessibility issues.

Our first-year goal was an average of 100 hits per day.

Audiences - The primary audiences for the web site are people with varying disabilities, particularly in the state of West Virginia; families of clients and potential clients; students; staff of WVDRS- and employers and potential employers.

Budget - The web site design and content was developed by the current staff of the Division. Approximate salary cost of the DRS staff for the initial design and start-up was \$9,500. On-going site maintenance is completed by the DRS communications staff at an approximate annual cost of \$25,000. A budget for initial software purchases and upgrades was \$2,500.

Results - Currently, the site has expanded to 150 pages in length. Counters indicate an average 200 hits per day, with a peak day in December of 439 hits. We have also completed focus group meetings with members of consumer advisory councils and independent living councils, who indicate that our site is very accessible to people with disabilities, particularly those who are blind or who have low vision. Several representative pages have been included. The entire site may be viewed by pointing your browser to www.wvdrs.org.

Project WET Web Page

WV Division of Environmental Protection

The Project WET (water education for teachers) Web page is the end result of much craftsmanship. What began as a poster evolved through three years of trial-and-error. This effort resulted in the Project WET Web page.

As the Internet is the communication vehicle of 21st century, presence on the Internet would achieve two things. It would enable world-wide access to the site and publicize the Project WET program.

The mission of this national program is *to facilitate and promote the awareness, appreciation and stewardship of water resources through the development and dissemination of teaching materials*. The core publication is the *Project Wet Curriculum and Activity Guide*.

It spreads this acquired knowledge and teaching methods is conducting workshops. Workshops are available in two formats: Teacher Training and Leadership Training.

The target audience of this Web page is all educators interested in raising awareness and increasing stewardship of water resources. This Web page tells about the program, how to get involved, and it even includes participant comments! It explains what the core publication contains, and it informs educators on how they can obtain their own copy. It also includes pictures of students actively learning at educational events.

The Division of Environmental Protection's (DEP) in-house graphic artist, Matt Thompson, designed and constructed the Project WET Web page. Working with Rose Long, Project WET program coordinator and DEP co-worker, what seemed impossible became conceivable. Originating as a poster, it went through numerous rewrites, only to never be printed. Instead, it changed form, from paper to electronic.

Both Long and Thompson are members of DEP, the state environmental agency. Therefore, the budget encompasses their time and energy. When Long decided

to put together a Web page for Project WET, she searched the Internet for other state Web pages. She wanted to see what other states had done.

The Project WET Web page can be accessed on the Web two ways. Directly, by entering: <http://www.dep.state.wv.us/wr/wet/indexpdf>, or through the DEP Web page at: <http://www.del2.state.wv.us>. It can be found by clicking on the link Offices and Programs, then clicking on the link Public Information Office, then clicking on the Project WET icon.

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External Communications

First Place

Workable

WV Division of Rehabilitation Services

Objectives - A communications audit revealed that the Division of Rehabilitation Services' previous newsletter, *Comeback*, was too employee-oriented to meet the needs and interests of our external audience. A focus group was formed to review content and design for a new external newsletter.

The name *Workable* was chosen because it reflects both our goal of making work (having a job) a viable option for people with disabilities and the fact that people with disabilities are indeed ready, willing and able to go to work. The one concern was making the newsletter look professional without going to great expense. DRS is a state agency and the public doesn't approve of extreme expenses for publications produced by a state agency.

Audiences - Our target audience for this publication is the general public, our partners, and supporting councils, consumers, customers, retirees, volunteers and our funding source, state government officials (legislators). We currently have about 2,000 names on our distribution list with more being added daily. This is a very popular publication among clients who have graduated from our training programs.

Budget - We have an in-house printing facility and all design elements are completed by our staff, which greatly reduces production costs for us. We were given a printing budget of \$1,500 per issue. This publication is printed quarterly so we spend about \$6,000 per year.

Results - This new design and change in content has improved our ability to provide information to our target audience. We have received numerous positive comments from both the consumer and the legislative sections of our distribution list. Our executive group is please with the results of this newsletter. We feel it provides our message clearly, with a professional look and style, but without going to great expense.

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Writing

First Place

1999 Annual Meeting and Volunteer Awards Program

United Way

Background: Each year in February, United Way of Kanawha Valley holds a dinner to recognize its outstanding volunteers of the year and to conduct its

annual business meeting of the board of directors. For many years, these were long, drawn out programs with speeches that most volunteers and staff considered boring. In the early 1990s, a revitalized Marketing Committee, made up of community volunteers, decided to change the program format. We saw the dinner as an opportunity to entertain and educate our audience, while fulfilling the purpose for the meeting. We have used themes like the "Wizard of Oz," "Mission Impossible", the Oscars, the Olympics, and most recently, "Who wants to be a Millionaire?". The new format was well received. After the first "new and improved" annual meeting, we surveyed our audience and found we were on the right track. Each year the program has gotten better in terms of both its entertainment and time length. For the February 1999 meeting, our committee wanted a millennium theme. We didn't want to wait until February 2000, because everyone would be sick of that topic by then. The idea we came up with was to travel in a time machine through each decade that our United Way has existed in our community. We had three or four meetings to lay out the premise and logistics of the program. As Marketing Director (staff position), it was my job to take that idea and write a script that would meet our objectives. The dinner was scheduled for February 26, 1999.

Objectives: The purpose of the annual meeting and awards dinner is two-fold. We must conduct our annual business meeting, which includes the nomination of board members and election of officers. We also recognize our outstanding volunteers in each of our organization's functional areas and present the Helping Hand Award, along with several other special awards. In developing the script for the 1999 program, the following objectives were considered.

- 1) We wanted to script a program that would entertain our audience and keep their interest. One way we measure this is to count the number of people who leave before the program is over.
- 2) We wanted a script that would educate the audience about United Way. Since we would be examining the United Way's progression through the decades, we had a wonderful opportunity to share facts about the organization's past and present. Our research included scouring scrapbooks, old newspaper articles and meeting records. We also researched each decade to see what significant events were occurring nationally.
- 3) We wanted a script that would keep the program to 90 minutes, following the dinner. Our prior research showed that most people found that to be a reasonable length of time.
- 4) While our awards program recognizes outstanding individuals, we wanted to make each person in the audience feel good about their volunteer efforts and to be proud of their work with the organization.

Audience: Our audience is made up of volunteers and their guests, directors and employees of our member agencies and other interested people. Each person in the audience paid \$17.50 to attend the dinner. Our guests come from all walks of life in our community. They are CEOs, lawyers, doctors, secretaries, bank tellers, accountants, homemakers, etc. Some have volunteered with United Way for years, while others were new to the experience. The education component of the script is essential because of this opportunity to work with such a diverse group of volunteers.

Budget: Since a staff person wrote the script, we didn't incur any additional costs for script development and writing. We had three or four development meetings, each lasting about 2 hours. I would estimate that it took about 5 hours

for me to write the script, plus time for updates and changes.

Results: The meeting was an overwhelming success. We had set the stage during the reception with a series of displays from United Way and several of its agencies. These displays included photos and memorabilia, such as old American Red Cross uniforms. Each Marketing Committee member who was in his or her "decade" wear mingled with the guests and piqued their curiosity about the program. Our volunteers had made a time machine, with flashing lights and sound effects that drew everyone's attention when they came in the door. During dinner, we sensed that the audience was excited about the program. Each committee member did an outstanding job in his or her role. They delivered their lines with just the right timing and inflections. The audience laughed in all the right places throughout the program. They nearly gave a standing ovation when we literally killed the Y2K bug. Not a single person left early that evening and we finished right on time. After the program, people were coming up to the committee members and staff and thanking them for a wonderful evening. On Monday, each of our staff reported receiving calls from their volunteers, who wanted to compliment us on a job well done. The Marketing Committee volunteers reported receiving similar calls, comments and notes for several weeks.

First Place

Operation: Safety First

WV Public Service Commission

The objective of this speech, delivered during the first-ever Public Service Commission press conference on May 27, 1999, was to announce an important truck safety enforcement initiative—"Operation Safety First!"—and, by virtue of having many media representatives in the building for the first time, to acquaint them (and thus the public) with the PSC's general functions and good works. For support, staff designed and placed a number of over-sized visual aids near the speaker's podium and elsewhere: A map denoting locations of truck crashes in West Virginia; a large "Operation Safety First" logo; a reflective sign to remind motorists of danger zones around big trucks; and special signage at the Main Entrance to summarize the PSC's functions.

The event sparked continuing extensive statewide media coverage (print samples enclosed; video available).

The PSC did, in fact, perform a record number of safety inspections in 1999 during its Operation Safety First campaign (see enclosed clip, "Truck Inspections in West Virginia hit all-time high" @--Gazette, 4/5/00), and positive publicity about the program continues as a result.

Recently, keying off the campaign's success, various state and local enforcement agencies combined efforts with PSC enforcement officers to aggressively enforce safety measures on Interstate 64 between Charleston and the Kentucky state line, with the result of reducing traffic accidents by 60% and injuries by 90% over the same period last year.

First Place

"The American Dream" Keynote Remarks

WV Division of Rehabilitation Services

Objectives - The West Virginia Division of Rehabilitation Services is the state government agency that assists people with disabilities in achieving their work

and independent living goals. Mr. Jeffers, the director of our agency, was invited to speak at the annual awards banquet for SW Resources, a community rehabilitation program (i.e. sheltered workshop). We intended to share a motivational message with people with disabilities and their families from Mr. Jeffers, who also has a disability. We also intended to share positive information on employment trends- and to share the message of employment as a "partnership" between an employer and employee. Intensive job market research was completed for this project, aided by the President's Committee on the Employment of People with Disabilities. Secondly, we intended to position Mr. Jeffers as the state's foremost spokesperson on disability-related issues.

Audiences - The audience for the speech was SW Resources staff and clients, families of clients, members of the local disability community, state legislators from Parkersburg area districts, SW Resources board members, supporters and volunteers, and area business leaders.

Budget - There was not a budget item associated with this project, other than Mr. Jeffers' traveling expenses from Charleston to Parkersburg, \$55. The approximate salary cost for the agency communications staff person to research and write the speech was \$320.

Results - The Parkersburg News-Sentinel published a story about the SW Resources Award Banquet and excerpted Mr. Jeffers' speech as supporting material. WITAP, a local television channel, ran a 2-minute feature story, and interviewed Mr. Jeffers as a part of that spot. Following this speech, Mr. Jeffers immediately secured additional speaking engagements with the Facilitator Network- the Alliance to Facilitate the Employment of People with Disabilities; the West Virginia Civil Rights Commission; the Eastern Panhandle Training Conference Board; and the West Virginia Chapter of the National Association of Disability Examiners.

Children's Speech

WV Division of Environmental Protection

Speaking to children is always interesting. Speaking so they can understand the topic is definitely a challenge.

This speech was written with middle-school-aged children in mind. The topic, the Division of Environmental Protection, or DEP, is a complex agency. It has numerous offices, both support offices and environmental program offices, within one agency. This often complicates the task at hand. By breaking the topic down into elements, we are able to discuss the various aspects of DEP. This achieves the objective of explaining the DEP to middle-school-aged children.

The writer, Colleen M. O'Neill is a staff member of DEP. Therefore, the budget encompasses her time and effort. This speech was written for DEP's Speakers Bureau, so props depend upon the speaker.

In composing this speech, O'Neill looked at brochures, talked to agency personnel, and reflected upon her experience with children.

Many speakers in the Speakers Bureau choose to use their own speech or even to improvise. This canned speech has been used in sections. This speech is for whoever wants to use it.

It's Not All Sitting Behind A Desk

WV Public Service Commission

The state Public Service Commission is a vibrant agency with 10 major divisions and responsibility for regulating most public utilities. Yet, many citizens do not know of the agency's existence or of its mission.

In an on-going consumer awareness effort, we produced a series of general interest newspaper/magazine columns (under the Chairman's byline) to acquaint the public with the PSC's responsibilities. These down-to-earth columns featured a relaxed style, and were well received by many newspapers across the state (see attached clips). Concurrently, we produced occasional photo features to accentuate the agency's willingness to do hands-on work with and for the public. This entry reflects one such feature, PSC Chairman Charlotte R. Lane performing a hand's-on truck inspection.

Many state newspapers and several national trucking industry magazines carried all or part of the feature, promoting much positive public feedback via letters and e-mail. Requests for PSC speakers, particularly the Chairman, have risen steadily over the past two years.

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Collateral Materials

First Place

1999/2000 Arts in Education Guide

Carnegie Hall, Inc.

Project Summary: Each year, Carnegie Hall serves more than 15,000 children in Greenbrier, Pocahontas, Summers and Monroe Counties with a captivating series of high quality arts in education programs. These programs are created to coincide with curriculum-based instruction in history, social studies, math, language arts, literature and more. The 1999-2000 Arts in Education Guide is developed for teachers, principals, school administrators; participating artists, Carnegie Hall members and the Homeschool Network. The Guide describes the many arts opportunities made available by Carnegie Hall for educators across the Greenbrier Valley, including the *Spotlight on Schools Performance Series*, *Teach SmART* professional development workshops for teachers and Creative Classrooms. This resource guide serves as the primary communication tool for teachers and is distributed to more than 2,500 educators across southern West Virginia.

The 1999-2000 Arts in Education Guide also ties into Carnegie Hall's strategic, on-going *Bringing the arts to life!* campaign. The arts in education component of the campaign establishes Carnegie Hall as a leader in arts education services and is used to introduce teachers to the variety of programs available in our rural community. The Guide is specifically designed to complement the organization's overall marketing objectives and mission.

Audience: The Carnegie Hall 1999-2000 Arts in Education Guide is a resource guide that directly serves teachers, principals, school administrators, local artists and the Homeschool Network. Carnegie Hall works in cooperation with the Greenbrier County Board of Education to ensure that *every* teacher in Greenbrier County and surrounding counties receives a copy of the Guide. The brochure is distributed annually in Greenbrier County via the school mail van system and by mail to surrounding school systems and administrators.

Budget: The 1999-2000 Arts in Education Guide is created in-house by Carnegie Hall's public relations director, eliminating the high cost of agency work. The cover was printed in full color with two complementary colors on the inside pages to cut printing costs. Use of the school mail van for distribution cuts postage expenses by more than 65% and has proven to be a very cost-effective way of reaching our target audience. Total cost for the 1999-2000 Arts in Education Guide: printing, \$2,701.00; bulk mail postage, \$163.55; total: \$2,864.55.

Evaluation: The Carnegie Hall 1999-2000 Arts in Education Guide has received high praises from educators and administrators across the state and from peers at The Kennedy Center Partners in Education Program. As a result of using this marketing tool, Carnegie Hall booked over 175 *Creative Classroom* workshops, conducted 19 *Spotlight on Schools Performances*, served more than 100 teachers through our professional development series and Starlab even landed as far away as The Homestead in Warm Springs, Virginia. The programs listed in the Guide directly served more than 15,000 students and teachers resulting in a cost per inquiry of approximately \$0.16. In addition, the brochure was circulated among arts educators at the state level. As a result of this exposure, Carnegie Hall was recognized for its arts programming and honored with the *Distinguished Service Outside the Profession Award* by the West Virginia Arts Education Association. The annual Arts in Education Guide proves to be a powerful, cost effective communications tool, and it is, without question, helping Carnegie Hall bring the arts to life across southern West Virginia.

First Place

Millenium Series & Calendar of Events

Carnegie Hall, Inc.

Project Summary: For more than 15 years, Carnegie Hall has been bringing the arts to life across West Virginia with live performances by world-renowned artists from across the globe, quality museum exhibits, fine art and craft shows, classes and workshops, arts in education programs for children and a fine and foreign film series. The 1999-2000 Millennium Performance Series and Calendar of Events brochure offers a detailed description of these annual events and is used as the primary tool for marketing the season's activities. This brochure is Carnegie Hall's most important and comprehensive fulfillment/direct mail piece. It plays a key role in the development of the *Bringing the arts to life!* campaign and is used to achieve the following objectives:

- Create awareness of Carnegie Hall and the diverse programs it offers throughout the Mid Atlantic Region
- Attract and develop new audiences (cultural tourists, baby boomers, group tours, retirees)
- Establish Carnegie Hall as a vibrant cultural tourist destination
- Reinforce the impact Carnegie Hall has on economic development in southern West Virginia
- Build community relationships by collaborating with other businesses to achieve goals more effectively
- Target regional media in an effort to stimulate interest in Carnegie Hall and historic Lewisburg

Audience: The Millennium Performance Series and Calendar of Events is

distributed to more than 12,000 individuals and business in Carnegie Hall's key markets. The organization is trying to capture a variety of audiences including members, tourists, educators, parents, members of the faith community, retirees, senior citizens, artists, members of the African-American community, college students, volunteers, group tour markets, business leaders, and so many more. In an effort to maximize exposure and reach the greatest number of potential patrons, the piece is distributed by direct mail to patrons in more than 20 states as well as through Tamarack, state-wide convention and visitors bureaus, welcome centers, area hotels, travel agencies, local businesses, real estate offices, libraries, colleges, area chamber of commerce offices, restaurants and boutiques. This marketing strategy allows us to target specific markets with a message that can be timed to reach our potential audience more precisely than traditional advertising.

Budget: The 1999-2000 Millennium Performance Series and Calendar of Events was created in-house by Carnegie Hall's public relations director, eliminating the high cost of agency work. The outside cover was created by local artist Jeanne Brenneman and printed in full color with four complementary process colors on the inside pages. Total cost for the 1999-2000 Millennium Performance Series and Calendar of Events: printing \$7,753.00; mailing preparation \$189.92; bulk mail postage \$837.21; miscellaneous \$12.50; total \$8,792.63.

Evaluation: Carnegie Hall is bringing the arts to life across West Virginia with help from the 1999-2000 Millennium Performance Series and Calendar of Events. The brochure has enhanced Carnegie Hall's image, broadened the organization's reach, targeted new audience members and played an important role in tourism. As a result of using this marketing tool, Carnegie Hall has served tens of thousands of patrons during the past year with six sold out concerts, spectacular museum exhibits, historical tours, Oscar-winning films and innovative arts in education programs. The cost per inquiry is approximately \$0.36, based on the fact that each brochure usually reaches two people. In addition, the Box Office Monitoring System indicates that more than 65% of our patrons are buying tickets or attending activities based on the information that is mailed to their home or business. This statistic alone confirms that this direct mail tactic is very effective.

Fraud Posters

WV Bureau of Employment Programs

The Working Environment - West Virginia is only one of a handful of states which still treats workers compensation 'insurance as a monopolistic state function. In New York employers can get workers compensation coverage from either the New York State Insurance Fund or any private sector insurance provider. In West Virginia, companies with employees in the state are required by law to write their workers compensation insurance through the Workers Compensation Division of the Bureau of Employment Programs. The Workers Compensation Division is required by law to provide &U medical rehabilitation and disability benefits to injured workers, even if their employers are not making their required premium payments.

West Virginia's Workers Compensation Division was formed in 1913. Every year from 1913 until 1997 the agency paid out more in benefits than it collected in premiums. By 1997 this resulted in a \$2.2 billion deficit. Management and retirement of this deficit was made more difficult due to a history of manage-

inent and accounting which prevented the Division from providing the proper documentation required for a RM review by independent audit firms.

The first unqualified audit opinion was received in 1997, confirming the \$2.2 billion deficit.

Top Bureau management is appointed by the Governor and confirmed by the State Senate; the nine individuals who function as our board of directors are appointed by the governor without the need for legislative conformation.

Because of the Division's history and status as a state agency our management and actions are often the subject for critical media comment. Many of the major Division operating and financial policies are set by law, and require legislative approval before they can be changed.

Because of all these factors we view fraud as a very serious problem.

Fraud Posters - Records from the early years of the Division are not detailed, but it appears that these are the first anti-fraud posters ever created by the Division. They were needed in part to help with our anti-fraud activities, and in part to fix a credibility gap - we were doing a good job fighting fraud, but the only ones who knew it were the ones we took to court. To the large majority of the employer and employee community we were not doing anything because they did not see us doing anything. These posters were created for an upbeat, nongovernmental look and the size and design were selected in order to stand out on the typical busy company bulletin board.

Cost - Ad creative had to be done by Bureau employees. Two hundred and fifty copies of each poster were ordered in December, for under \$800. It was expected that this supply would last us until the summer of 2000.

Distribution - Posters are distributed to the employer community upon request, with some being taken to employers as part of voluntary safety inspections.

Acceptance - These fraud posters have had a much better acceptance than we had expected and we have recently ordered another press run. While we had expected large employers to want copies, we have been pleased that many smaller employers are also requesting posters.

Success - It is too soon to measure any increase in calls reporting suspected fraud or if they are leading to a decrease in attempted fraud. that calls for a long term measurement. What we do know is that both the employer and employee communities are pleased that we are making these posters available.

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Audiovisual Presentations

When You Believe

WV Division of Rehabilitation Services

Objectives - Every year the West Virginia Division of Rehabilitation Services hosts an awards ceremony for seven individuals (one from each of our seven districts) who have made outstanding accomplishments and are gainfully employed, after completing a program or receiving services from our agency. As part of the program, a video team visits each person at their place of employment and tapes footage of the client at work, as well as, interviews with the individual, their employer and their rehabilitation counselor. The audience gets a chance to see the individual's rehabilitation story as it is told by the person who has lived it.

Audiences - This video was shown as part of our Rehabilitant of the Year

(ROY) Ceremony. Audience members consist of the awards winners family and friends, former clients, current clients, rehabilitation professionals, legislators, government officials, employees and partners of our agency. The beginning of the tape (with the governor's speech) was added so that the tape could be given to the Rehabilitants and their families as a memento of the day. Others who were unable to attend the ceremony can watch the video to get a feel for the event and to hear the governor's remarks.

Budget - The Rehabilitant of the Year Ceremony as a whole is factored into our yearly budget. It is one of our major public relations events each year. There is travel involved for the audiovisual team which totals about \$1,000. Total supplies are usually less than \$1,000. All editing and production is done in-house by our staff so cost is minimal.

Results - Our ROY videos are the highlight of each year's program. The award recipients are featured on the video and it is often used for presentations to showcase our success stories.

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PRSA-West Virginia Chapter

PO Box 13604

Charleston, WV 25360

Phone: 304.984.0308

Fax: 304.984.3718

Email: we.are.pr@prsawv.org

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