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A Social Marketing Plan for 7hills Homeless Center

A thesis submitted in partial fulfillment
of the requirements for the degree of
Master of Arts in Journalism

by

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University of Arkansas
Bachelor of Arts in Journalism, 2014

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This thesis is approved for recommendation to the Graduate Council.

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Abstract

7hills Homeless Center is located in Fayetteville, Arkansas and is committed to ending homelessness in Northwest Arkansas by developing and implementing innovative services to equip the near-homeless and homeless in leading healthy and productive lives through strategic community partnerships with citizens, business, and government agencies. This thesis offers 7hills Homeless Center a comprehensive social marketing plan. The goal is to increase awareness of homelessness in Northwest Arkansas and to increase donor and volunteer involvement with 7hills. In order to accomplish these goals, a social marketing plan was developed by researching target volunteer and donor audiences, homelessness, and successful campaigns from other homeless shelters. In addition, an online survey was conducted to test the effectiveness of a public service announcement (PSA) and gather information concerning 7hills' operations and media interactions. The survey results were used to revise the PSA and make recommendations for the social marketing plan.

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Dedication

I would whole-heartedly like to dedicate this thesis to my husband Ethan. There are no words to express how thankful I am to have him as my partner through life, especially during this thesis. From the numerous hours and weekends spent at the library to the fast food dinners and missed family get-togethers, he has been supportive and stayed right beside me through it all. He continually encouraged me to be the best that I can be and our marriage has only been strengthened through this trial. I love you Ethan.

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Introduction

This social marketing campaign aims to create the most effective public service announcement (PSA) and communications campaign for 7hills Homeless Center. Homelessness is a problem affecting all areas of the United States with 564,708 people being homeless as of January 2015 (Henry, Shivji, Sousa, & Cohen, 2015). It is important to complete this project because the number of homeless in Northwest Arkansas has increased by 116% from 2007-2015, with 2,462 homeless individuals now residing in the region (7hills Homeless Center, 2016c). The number of homeless people served at 7hills Homeless Center has increased by 8% while general contributions such as volunteering and donating were down 36% in 2015 (7hills Homeless Center, 2016b). This campaign will help 7hills Homeless Center increase awareness of homelessness in Northwest Arkansas and increase volunteer and donor rates.

Problem Definition

Homelessness is defined by the federal government as “an individual who lacks housing (without regard to whether the individual is a member of a family), including an individual whose primary residence during the night is a supervised public or private facility (e.g., shelters) that provides temporary living accommodations, or an individual who is a resident in transitional housing” (Office of the Law Revision Counsel United States Code, 2016, section h.5.A).

Homelessness is a real-world problem that confronts many communities. According to the U.S. Department of Housing and Urban Development (HUD), of the over half million homeless Americans in January 2015, 206,286 were people in families, 358,422 were individuals, and 47,725 of homeless people were veterans (Henry, Shivji, Sousa, & Cohen, 2015). These numbers come from point-in-time counts (PIT), when communities across the United States count the number of homeless people in their community on a given night.

Nationally, the PIT's are required to take place the last week of January, minimizing the likelihood of a person being counted in multiple communities. According to HUD, communities are required to submit this data every other year in order to qualify for federal homeless assistance funds (U.S. Department of Housing and Urban Development, 2016c).

In Northwest Arkansas, these numbers came from the 2015 PIT conducted by Dr. Kevin Fitzpatrick, a sociology professor at the University of Arkansas (Fitzpatrick, Collier, & O'Connor, 2015). He, with the help of graduate students and local law enforcement, interviewed 512 homeless people in Northwest Arkansas to get a more accurate account of the population as well as more detailed demographic and psychographic data. Of the 2,462 estimate, around 500 were survey respondents, half were K-12 school age youth reported from public schools or were reported children under 6 years old not currently attending public school, and around 600 were "projected invisible persons living in inaccessible places such as abandoned buildings, doubling up with friends and relatives, and the parents of K-12 children reported from school districts" (Fitzpatrick, Collier, & O'Connor, 2015, p. viii).

Homelessness cannot be attributed to only one factor; it is not just a matter of lack of shelter or a lack of a roof over one's head (Somerville, 2013). Two broad groups of reasons exist for the cause of homelessness: individual-level factors and community-level factors (Byrne, Munley, Fargo, Montgomery, & Culhane, 2012). Individual-level factors detail situations that occur on a personal level such as "childhood experiences, disability, mental illness, substance abuse disorders and lack of income" (Byrne, Munley, Fargo, Montgomery, & Culhane, 2012, p. 608). Community-level factors detail situations that affect a broader range of people, such as economics concerning the availability of affordable housing, the labor market, and demographic factors (Byrne, Munley, Fargo, Montgomery, & Culhane, 2012). Together, these individual- and

community-level factors determine the homeless population and an individual's risk of becoming homeless. One study suggested that community-level "factors create the conditions within which homelessness can occur and then individual factors determine the likelihood of becoming homeless in those conditions" (Somerville, 2013, p. 388). According to Jones and Pleace (2010), "The more someone exhibits individual risk factors and/or is exposed to structural [or community-level] risks, the greater the risk that they will become homeless" (p. 27). Some of these factors are explored in greater detail in the following paragraphs.

Negative childhood experiences, such as abuse and neglect, increases a person's chances of being homeless in adulthood 26 times compared to someone who has not been abused (Hunter & Lamont, 2014). Childhood abuse also predicted decreased academic performance, "lower self-esteem, more victimization, more depression, chronic homelessness, and indirectly predicted drug and alcohol problems" (Stein, Leslie, & Nyamathi, 2002, p. 1012). Research has struggled to identify the root cause of the correlation between homelessness and childhood abuse, but most studies suggest it is a culmination of these effects that ultimately result in adult homelessness (Hunter & Lamont, 2014).

Unaccompanied youth and children accounted for 6.4% (36,907 people) of the total U.S. homeless population (Henry, Shivji, Sousa, & Cohen, 2015). Youth become homeless for several reasons, including the transition out of foster care, family problems, and economic problems. Many youths run away due to family problems such as abuse (physical, sexual, or emotional), mental illness of a family member, and substance abuse. Some youth are kicked out of their homes once they reveal they are gay, lesbian, bisexual, or transgender. When youth age out of the foster care system they are not adequately prepared to financially support themselves and become homeless. Youth can become homeless when their financially strained families

experience an economic hardship and their families become homeless (National Conference of State Legislatures, 2016).

Disabilities, mental illness, and other health related problems also increase the likelihood of homelessness and create problems transitioning out of homelessness. Having one of these conditions introduces difficulty in finding a job and retaining it, leading to problematic income conditions. Applying for disability services is a time consuming and complicated process. In addition, homeless people are often denied disability services due to not having a fixed address. Once homeless, minor health conditions often escalate to serious conditions due to the lack of personal hygiene, poor living conditions, and difficulty obtaining medical treatment (Health Care for the Homeless Clinicians' Network, 2002).

Similarly, substance abuse can lead to unemployment and break relationships between family and friends. This leads to financial troubles, which can turn into homelessness. Breaking an addiction is also difficult for homeless people, who are generally more focused on surviving than rehab and counseling. They also lack the social support network to assist in recovering (National Coalition for the Homeless, 2009). One survey found that 25% of homeless people attributed substance abuse as their primary reason for homelessness (G & P, 1992). Another survey found that 68% of cities reported that the main cause of homelessness was substance abuse (National Coalition for the Homeless, 2009).

At the root of homelessness is the inability to retain an apartment, home or similar structure. Lack of income, due to conditions described above, or a poor economy where jobs are scarce, result in the inability to pay rent or mortgages. “The most consistent housing market findings have shown a significant correlation between increased rent level and homelessness around the world” (Byrne, Munley, Fargo, Montgomery, & Culhane, 2012, p. 609). According

to HUD, “An estimated 12 million renter and homeowner households now pay more than 50% of their annual incomes for housing, and a family with one full-time worker earning the minimum wage cannot afford the local fair-market rent for a two-bedroom apartment anywhere in the United States” (U.S. Department of Housing and Urban Development, 2016a, para. 1).

High housing and rent prices in the United States contribute to homelessness because people do not have enough income to obtain housing or cannot afford to live there for any extended time (National Alliance to End Homelessness, 2016b). To measure housing affordability more directly, one can measure the percentage of a household’s gross monthly income dedicated to the payment of rent. “Affordable” housing is defined as that requiring 30% or less of a household’s gross income. “The typical renter in Northwest Arkansas has to work a minimum of 46 hours per week in order to pay Fair Market Rent for a two-bedroom apartment. A minimum wage worker would have to work more than 75 hours per week to afford the same” (Fitzpatrick & Myrstol, 2008, p. 2).

“Poverty is seen as an almost universal risk factor of homelessness” (Somerville, 2013, p. 388) because “poor people normally do not have the means to get themselves out of financial trouble when experiencing a personal crisis” (Fitzpatrick, Kemp, & Klinker, 2000, p. 28). The American Community Survey (ACS) 5-year data allows for the analysis of poverty rates by race in the United States. According to the 2007–2011 ACS, American Indians and Alaska Natives had the highest poverty rate (27%) followed by African Americans (25.8%) (Macartney, Bishaw, & Fontenot, 2013). On average in 2015, 13.5% of the United States and 19.1% of the people in Arkansas were in poverty. The state of Arkansas has a population of around 2,980,000 with around 568,000 living in poverty. Benton and Washington counties have a population of around 475,000 with around 73,000 living in poverty (U.S. Census Bureau, 2016a). Here is the poverty

rate in Arkansas, segmented by race: African American 33.9%, Latino American 33.1%, Native American 20.0%, Caucasian American 15.5%, and Asian American 14.7% (U.S. Census Bureau, 2015).

When someone becomes homeless based on community-level factors, it is often referred to as situational homelessness. Situational homelessness is defined by HUD as being without a home temporarily, due to a specific situation such as “job loss, a healthcare emergency, divorce, domestic abuse, fire, and natural disasters” (U.S. Department of Housing and Urban Development, 2016b, para. 3). Situational homelessness usually lasts less than a year and only happens once (Hands on Hartford, 2016).

Typically, if someone is homeless based on individual-level factors, they are more likely to be chronically homeless (Byrne, Munley, Fargo, Montgomery, & Culhane, 2012; McQuiston, Gorroochurn, Hsu, & Caton, 2014). HUD defines chronic homelessness as being homeless “for at least 1 year or on at least four separate occasions in the last 3 years” (U.S. Department of Housing and Urban Development, 2015, section I para. 1). The chronically homeless accounts for approximately 17% of all homeless people (Wilkins & Elliott, 2010). Homeless people reported the following causes and contributing factors for chronic homelessness in a national survey: approximately 60% reported current or past mental illness, about 80% reported current or past substance abuse, and more than 50% reported chronic or disabling health conditions (Wilkins & Elliott, 2010). These individual-level factors were described above and how they proved problematic for transitioning out of homelessness.

Fitzpatrick’s interviews of Northwest Arkansas’ homeless population provide very interesting insights. Of the 158 homeless interviewed, 33% cited a financial situation caused their homelessness while 22% cited a personal crisis, such as divorce. In addition, 29.2%

reported often having issues finding proper clothing, 20.2% often had difficulty finding a place to clean up, and 26.8% had difficulty finding enough to eat. Of those identified as chronically homeless, 43.9% reported mental illness, 39.6% reported substance abuse and, 29.9% cited a physical disability or long-term illness as a chronic and disabling condition (Fitzpatrick, Collier, & O'Connor, 2015). Out of the 512 interviewed in the 2015 PIT in Benton and Washington counties, the average length of homelessness for their most recent homeless experience was 150 days. A little over half of the respondents were homeless for the first time while nearly a quarter had been homeless once or twice before (Fitzpatrick, Collier, & O'Connor, 2015).

The financial cost of homelessness can be quite high for cities and governments. As reported by HUD, “hospitalizations, medical treatment, incarceration, police intervention, and emergency shelter expenses can add up quickly, making homelessness surprisingly expensive for municipalities and taxpayers” (National Alliance to End Homelessness, 2016a, para. 3).

The emotional aspect of homelessness also plays a crucial role in transitioning out of homelessness. Tomas and Dittmar (1995) found that homeless women believed that “accommodations that only provided food and a place to sleep were joyless, loveless, and lonely places” (p. 493). Their dislike of such places suggested that the emotional dimension of their homelessness was even more important than the physical dimension. Volunteers of America found that, without supportive services, housing is often not enough to end homelessness because for someone to truly leave homelessness behind they need assistance in obtaining disability benefits, finding transportation, job training assistance, and supportive services programs (Volunteers of America, 2016). These factors work together to help a homeless person become self-sufficient again.

According to estimates released in March 2016 by the U.S. Census Bureau, Northwest Arkansas is experiencing significant population growth. Benton County was the fastest growing county in Arkansas and Washington County was fourth (Northwest Arkansas Council, 2016). In addition to population growth, Benton and Washington counties have one of the fastest growing economies in the nation and one of the best cities for job growth. Statistically, a larger general population is expected to generate a larger homeless population. People travel to Northwest Arkansas looking for work; when they do not find a job, they can run out of finances and become homeless. Therefore, it is important that 7hills has the volunteer base and resources needed if the homeless population increases in its geographical region. 7hills Homeless Center in Northwest Arkansas is fighting to end homelessness and poverty through strategic community partnerships with citizens, businesses, and government agencies.

Communication Problems

The 7hills Homeless Center is a non-profit organization that opened in Fayetteville, Arkansas in 2001. 7hills is not a shelter for overnight use, but is a day center designed to help people focus on the next step to getting back on their feet and access resources to move forward toward jobs, housing, and self-sufficiency (7hills Homeless Center, 2016c). However, research on human motivation by Abraham Maslow states that people are motivated to achieve certain needs and that some needs take precedence over others (Maslow, 1943). When one need is fulfilled, a person seeks to fulfill the next one. At the bottom of this hierarchy are basic physiological needs such as food, water, and shelter. 7hills understands this and provides services such as meals, showers, storage lockers, laundry facilities, clothing, blankets, and groceries to help people meet their basic needs, allowing them to concentrate on other services provided by the center. 7hills provides job search assistance, transportation, day labor

opportunities, crisis management counseling, and psychological counseling (7hills Homeless Center, 2016e).

7hills also has a program called Supportive Services for Veteran Families (SSVF). SSVF assists veteran families in finding housing, assisting in budget management, applying for benefits and providing income assistance when necessary. Finally, 7hills has the Walker Family Residential Community (WFRC), which provides transitional and permanent supportive housing on a 3.5-acre complex located in south Fayetteville (7hills Homeless Center, 2016e). In 2007, there were no permanent supportive housing opportunities for homeless persons in Northwest Arkansas. Now, in 2015, “nearly one-quarter of homeless adults interviewed in the PIT were taking advantage of permanent supportive housing through the work of 7Hills and the Veterans administration in partnership with HUD” (Fitzpatrick, Collier, & O'Connor, 2015, p. 38).

7hills uses compassion and professional judgment when investing in clients. Through its approach to relationships, it helps lead the homeless to build further community connections. Due to limited financial resources, 7hills must decide which families to invest in and to what extent. This professional judgment is based on the expectation that the family will use the available resources well (7hills Homeless Center, 2016d). Many organizations in Northwest Arkansas also focus on helping homeless and poverty stricken people including the Salvation Army, Youth Bridge, Inc., House of Hope Rescue Mission, and Northwest Arkansas Women's Shelter (Homeless Shelter Directory, 2016). These organizations offer some kind of assistance and provide resources for the homeless or those at-risk of homelessness. Several community organizations such as restaurants, churches, and local businesses collaborate with 7hills.

7hills wants to increase awareness of homelessness in Northwest Arkansas as well as create awareness of its organization and their services to increase the number of donors and

volunteers. When looking for ways to get involved in the community through donating or volunteering, 7hills wants to be one of the first organizations that comes to mind.

7hills communicates with the public using several platforms. 7hills has a website, 7hillscenter.org, where they post testimonial videos, ways to sign-up to volunteer and donate, as well as facts and statistics about homelessness in the United States and in Northwest Arkansas. In previous years, 7hills has held a few fundraising events. “Chill with the Hills” was a signature event where local musicians and bands played and food and adult beverages were available to attendees, with all proceeds going to 7hills. 7hills also organized the “Run for Vets” event where participants paid \$25 to join a 4-mile run in Fayetteville to raise funds for veterans’ programs administered by 7hills. Unfortunately, 7hills has turned away from such fundraising events due to overhead expenses (Stillings, personal communication, November 21, 2016). These events were advertised through printed material, such as sponsored ads in regional magazines and newspapers, and through sponsored radio broadcasting. With a small administrative staff, 7hills had difficulty achieving a net profit by holding these events and has since discontinued personally organizing fundraisers. According to Stillings:

By the time you pay for the event expenses it’s tough to net profit . . . and that’s before you count the amount of paid staff hours working on the event. What is most beneficial to nonprofits is a group (church, civic, etc.) who organize an event for our benefit. This dramatically reduces the amount of event overhead and allows our staff to work on other fundraising projects (Stillings, personal communication, November 21, 2016).

The first communication problem is how to make potential donors aware of 7hills and motivate them to donate money and supplies. The number of homeless people being served at 7hills has “increased by 8%, but general contributions such as volunteering and donating were down by 36% in 2015” (7hills Homeless Center, 2016b). 7hills attributes the lack of donations to a reliance on federal grants. Funding for the construction of the \$2.7 million 7hills Walker

Family Residential Community complex came from “HUD Federal grants, a foundation grant and private contributions” (7hills Homeless Center, 2016d). This made the public believe that the local homelessness problem had been resolved, so devoting time or money to helping the local homeless population was unnecessary (Stillings, personal communication, November 21, 2016). This led to decreased donations and volunteers at 7hills. In comparison, 2015 was a record-breaking year for monetary giving nationally (Cavato, 2016e). Donation of clothing/physical items was the largest type of support provided nationally (Cavato, 2016h). This campaign is important to help 7hills increase donors to match the growing demand of people needing its services and identify why they are not following the national trend. In this social marketing campaign, donating will be giving money, food, clothes, or other supplies to 7hills.

Donor motivation is important in understanding charitable giving (Schervish, 1997). One of the top motivators for donors is having access to information that demonstrates the impact of their contribution (Andresen, 2012). This can be accomplished by regular status updates on a website, social media, email, or postal mail. Clarity in contribution impact can also help convert one-time donors to recurring donors (Mathos, 2016). Belief and passion in the organization’s mission is considered a top motivating factor (Mathos, 2016). About “57% of adults [with household incomes of at least \$75K] tend to prioritize organizations that are similar to their beliefs” (Cavato, 2016a, para. 14). Before people can believe in an organization’s cause, the organization must clearly communicate what its mission is. Approximately 71% of people agreed that it was unlikely they would donate to a charity/non-profit they had never heard of (Cavato, 2016a). 7hills should ensure its mission of “No More Homelessness” is clearly articulated in its media interactions and company events to attract likeminded people.

Three other variables that were important from an incentive perspective are “appreciation in the form of expression of gratitude, recognition such as public acknowledgement, and tax credits” (Mount, 1996, p. 6) . These factors are important to consider when recruiting donors, but also retaining them. Recognition of donors through a token of appreciation, verbal acknowledgement, or through digital media, like social media or online, are excellent ways to turn one-time donors into partners. Organizations can inform their donors that their donation is tax deductible as a motivation. 7hills does a great job of publicly acknowledging donors and volunteers via Facebook, but could improve their communication about tax credits.

The second communication problem is how to make potential volunteers aware of 7hills and convert them to active volunteers. Nationally, only 25% of people reported volunteering in 2015, a historic low (Cavato, 2016d). Perhaps this national trend explains why volunteering rates were down with 7hills in 2015. In addition, the recent recession and high levels of employment resulted in less “free time” for families and individuals (Cavato, 2016i). In this social marketing campaign, volunteering will be someone giving time to help at the 7hills center or at one of its off-site events.

Word-of-mouth (WOM) is recognized as one of the most influential sources of information (Barreto, 2014). Stillings reported that 7hills currently tries to reach potential volunteers through WOM. “We have a volunteer coordinator who recruits, trains and organizes our volunteers. He recruits volunteers and donors through direct contact with partners, businesses, churches, and organizations” (Stillings, personal communication, July 19, 2016). In 2015, 41.2% of volunteers nationally reported becoming involved with their current organization by being directly asked. The highest conversion rate occurred from being asked by someone in the organization (23.7%), followed by being asked by a relative, friend, or co-worker (14.5%)

(Bureau of Labor Statistics, 2015). In addition, 42% of people reported learning about a charity or non-profit organization from their family/friends, higher than any other source selected (Cavato, 2016g). WOM has transitioned from only direct contact between people to now include personal social media interactions (Barreto, 2014; Susarla, Oh, & Tan, 2016). Seventeen percent of social networkers reported feeling positive towards the brand by seeing it on social media, and 46% then positively engaged with the brand on social media (Bulik, 2009). These statistics show that investing in social media can positively influence a brand's perception.

The third communication problem is determining what media outlet will have the most effective reach for 7hills. Given 7hills' limited resources and funds, this campaign must be cost effective while reaching potential volunteers and donors. Lack of resources for non-profits can impact the amount of time and money that they spend on administrative activities. Funding might be funneled into providing food and basic needs for homeless people, rather than long term communication plans for recruiting and maintaining volunteer and donors. Social media is an excellent way to be both cost and time effective. Social media was also the highest selected source of learning about a charity or non-profit (28%), followed by email (25%) and the charity/non-profit's website (22%) (Cavato, 2016g).

Target Market

Nonprofits use social marketing campaigns to communicate the benefits of participation. "Social marketing is the adaptation of commercial marketing techniques to analyze, plan, execute, and evaluate programs that aim to influence the behavior of target audiences" (Harris, 2016, p. 27). The majority of this social marketing plan relies on social media platforms, making it vital that the target audience find this method of communication appealing. Both target market groups are individuals since 70.9% of total giving in 2015 was from individuals,

compared to only 29.1% coming from foundations, bequests, and corporate donors (Cavato, 2016c).

Social marketing campaigns must address a wide breadth of volunteer motivations because people are motivated by different reasons even when participating in the same activity (Clary, Snyder, & Stukas, 1996). Knowing the motivations of prospective volunteers allows tailoring the PSA to specifically target the audience. Motivation is influenced both by internal factors such as the desire to help others or external factors such as the social influence from friends and family (Deci & Richard, 2000). People often help without expecting anything in return because they care about their fellow man (Paulin, Ferguson, Schattke, & Jost, 2014). Seventy-one percent of people reported supporting a charity or non-profit to help others in need, followed by supporting a cause that affects someone they know (39%) (Cavato, 2016f). Recognition of donors improves their mood and self-esteem as well as the opportunity to create a positive impression on others (Paulin, Ferguson, Schattke, & Jost, 2014).

Data on volunteering were collected by the U.S. Bureau of Labor Statistics through a supplement to the September 2015 Current Population Survey. Among major race and ethnicity groups, “Whites continued to volunteer at a higher rate (26.4%) than Blacks (19.3%), Asians (17.9%), and Hispanics (15.5%) and women were found to volunteer at 27.8% compared to 21.9% for men” (Bureau of Labor Statistics, 2015, p. 1).

Primary Target Market

The first primary target market for this 7hills Homeless Center social marketing plan includes adults ages 35-54 living in Benton or Washington County, where 7hills provides services. Based on 2015 U.S. Census data, there are 67,425 people ages 35-54 living in Benton County, and 54,627 people ages 35-54 living in Washington County (U.S. Census Bureau,

2016b). According to the U.S. Bureau of Labor Statistics (2015), the most likely age groups to volunteer were 35- to 44-year-olds (at a rate of 28.9%) and 45- to 54-year-olds (at 28%). Adults with a bachelor's degree or more education volunteered at a higher rate (38%) than adults with some college or an associate's degree (26.5%), followed by high school graduates (15.6%).

Due to a breadth of research available for the age group 36-51 (Generation X), this research is used for the demographic and psychographic analysis below, even though there is a slight age variance. Generation X reported spending 20 or more hours per week on the internet with 58% reporting that their primary online activity is social networking (Gelfeld, 2015).

About 12% of Generation X reported donating to an organization that dealt with social/welfare issues in the last year (Thayer, 2015). Generation X has a median income of \$70,501, substantially higher than that of the secondary target audience (18- to 24-year-olds), allowing for a larger disposable income and higher potential donations (Thayer, 2015). Donations of physical items and money increase as income increases (Cavato, 2016h). Over the next 12 months, 18% of Generation X is expected to increase their charitable donations. Fifty percent reported they based the decision to donate on their ability to see the direct impact of their donation (Eisenberg, 2013). Local social services are the second highest priority cause (29%) for giving by Generation X (Hartnett & Matan, 2014). Knowing that this cohort has money and is willing to donate to non-profits provides another reason Generation X is an appropriate target audience for 7hills.

Being a parent increases the rate of volunteering and donating. "In 2015, 21% of parents with children in the home supported a charity or non-profit organization vs. 11% of non-parents" (Cavato, 2016b). In addition, parents were 11% more likely to volunteer to set a good example for their family or friends, compared to non-parents (Cavato, 2016f). 26,951,000 people between

the ages of 35-54 are parents, so by targeting them, 7hills can increase volunteers in the adolescent age group as well (U.S. Census Bureau, 2014). 7hills should encourage Generation X volunteers to discuss their volunteering and donation habits with their children to develop future volunteers and donors.

Secondary Target Market

The second primary target market includes adults ages 18-24 living in Benton and Washington Counties. Adults with higher levels of education were more likely to volunteer than those with less education (Bureau of Labor Statistics, 2015). The typical college student is between ages 18-24, the University of Arkansas is located in Washington County and as of Fall 2015, there were 26,754 undergraduates, law, and graduate students enrolled (University of Arkansas, 2016). The U.S. Census includes this group in two age brackets: 15-19 years old and 20-24 years old; in 2015, there were 30,990 people ages 15-24 living in Benton County, and 42,100 people ages 15-24 living in Washington County (U.S. Census Bureau, 2016b). The University of Arkansas is located less than ten miles from 7hills and with well-placed public service announcements, could increase awareness of 7hills and recruit additional volunteers.

The second primary target audience is referred to as young “Millennials,” where Millennials describes adults aged 18-34. According to the Pew Research Center, there are nearly 70 million Millennials in the United States (Fray, 2016). In 2015, the average 20-24-year-old spent 47.5% of leisure time watching television, 15.8% on socializing and communication, and only 2.6% on reading (Bureau of Labor Statistics, 2016a). Please see Appendix B for more information about leisure time activities for the different age groups, including 35-54-year-olds. The national average income for 16-24-year-olds is slightly over \$25,000 (Bureau of Labor Statistics, 2016b)

Millennial volunteering and giving can be highly influenced by peers. If asked by a co-worker or peer to give to a specific cause, 46% of Millennials were likely to donate, while 27% were likely to donate if their supervisor donated (Feldmann & Hosea, 2015). It may be valuable for 7hills to encourage its current Millennial volunteers to spread the word about donating and volunteering in their workplace to recruit new volunteers.

Social media is the main method of communication between Millennials and non-profits (Paulin, Ferguson, Schattke, & Jost, 2014). Facebook users comprise the largest user base (1.79 billion monthly users) (Bulik, 2009; Facebook, 2016). As stated earlier, Whites have the highest volunteer rate in the United States (Bureau of Labor Statistics, 2015, p. 1). Instagram has an average of 500 million monthly users, with the largest percentage of users (53%) being between the age of 18-29 (Bulik, 2009; Instagram, 2016), encompassing the target market of 18-24-year-olds. Twitter has 313 million monthly users, the least of the three top social media platforms (Twitter, 2016). Facebook is used by 82% of online adults aged 18-29 while 55% use Instagram. Facebook is used by 70% of Generation X aged 36-51. (Duggan, 2015). Millennial parents aged 18-29 were 15% more likely to use social media as a source of information for charities and non-profits compared to non-parents (Cavato, 2016g). Social media can be an emotional experience for Millennials, providing a platform to express themselves and develop their personal identities. Social media also provides a platform to develop one's public image (Paulin, Ferguson, Schattke, & Jost, 2014). Successful social media advertising addresses and targets this emotional connection to gather supporters for a social cause (Nation, 2011).

Both target audiences value social media and use it on a daily basis to communicate with friends and family. Therefore, 7hills has the potential to recruit additional volunteers and donors

on social media, positioning its center as a way to volunteer while making a difference in the community.

Successful Techniques

Online public relations on social media can improve 7hills' image, volunteer loyalty, and growth through relationship building and engagement. Facebook and Instagram will be the primary platforms used for the campaign because both platforms are widely used by the target audiences. Facebook is the only social media platform currently used by 7hills. As of July 2016, 7hills had 3,360 likes on Facebook and posted consistently every few days. These posts publicize items that 7hills needs donated, or shows appreciation to donors and volunteers.

7hills regularly asks for donations of non-perishable food items for its pantry including sugar, canned chunky soup, and canned meat (tuna, chicken, Vienna sausage). Other items such as sleeping bags, backpacks, flashlights, and batteries, are also on the list. Other donations are solicited to improve quality of life. One Facebook post (August 5, 2016), asked for a fishing pole for Chuck, a Navy veteran who wanted his own fishing gear. Another post (August 4, 2016), asked for a button-down shirt, tie, iron, and ironing board to help someone who is beginning a new job. Some requests are for large items such as a used car (September 19, 2016) to help Mr. Carson Decker, a veteran in 7hills SSVF program who served 14 years in the Navy, and was receiving treatment at the local veteran's hospital for cancer. Receiving the donated car enabled him to drive to his VA appointments and grocery shop (7hills Homeless Center, 2016a).

Successful non-profit organizations have focused on branding a cause, not an organization directly. Human service organizations can more effectively accomplish their mission by creating a goal for change and a vision (Mack, Smith, & Dalwadi, 2011). An example of branding a cause, not an organization, was Mothers Against Drunk Driving

(MADD). MADD branded their vision of preventing drunk driving, creating a highly motivated and passionate group of followers who could easily associate with their mission, not just with MADD. MADD did not focus on gaining awareness of MADD itself, but instead focused on gaining support and awareness of preventing drunk driving (Mack, Smith, & Dalwadi, 2011; MADD, 2016).

The American Heart Association (AHA) also had great success advancing their organization by focusing on branding a cause (Mack, Smith, & Dalwadi, 2011). AHA's *Go Red For Women* campaign focused on increasing awareness of cardiovascular disease in women. This campaign generated over 2.25 billion media impressions in 45 different countries (CONE Communications, 2016). AHA's awareness increased congruently as people associated with their cause and wore red. AHA's campaign targeted women through national approaches, such as their website and social media platforms, but was also designed to increase the number of grassroots activists. AHA's campaign benefited greatly, by giving women a local assembly to rally behind, share their stories, and further promote their cause (Vargas, 2009).

Non-profits like 7hills have used a variety of techniques and campaigns to successfully raise awareness and recruit donors and volunteers. 7hills should do the same, focusing on branding its mission of ending homelessness. By promoting awareness of homelessness in the community, 7hills can generate awareness of the organization and obtain more volunteers and donors who support their mission. Fine (2009) argued that the future of nonprofit organizations lies in ensuring the sustainable involvement of the Millennial generation through their engagement in social network sites. Homeless organizations have had successful social media interactions by humanizing the homeless through posts and videos. Mark Horvath, Founder of Invisible People, uses social media to show unedited interviews of homeless people. Horvath

approaches homeless people on the street and interviews them where they are, asking for their story and the struggles they face. Horvath put a face to the homeless by sharing their stories on social media platforms such as Vimeo, YouTube, and Facebook as well as starting and participating in conversations on Twitter (Invisible People, 2016; Streit, 2009).

In a similar manner, Rex Holbein started a Facebook page, Homeless in Seattle, where he posts portraits and stories of local homeless people, noting their personal needs such as a sleeping bag, socks, or someone to fix their car. Nearly 17,000 people now follow Homeless in Seattle and over the past five years, every single post has been answered (Hansman, 2015). Holbein started a non-profit in 2013, Facing Homelessness, and since its inception cities such as Sacramento, Washington D.C., Dallas, San Francisco, and Boulder began similar efforts with a common thread of using portraits and social media to humanize homelessness (Hansman, 2015)

In addition to social media posts, The Healing Place, a non-profit recovery program for homeless adults with alcohol and drug addictions, humanized their clients through advertising material such as posters, newspaper ads, brochures, and window clings. Their campaign focused on telling the stories of actual Healing Place clients, detailing personal transformations using their clients' own words (Cobb, 2010). The campaign raised \$130,000, \$100,000 more than their goal, and provided positive visibility throughout their community (Cobb, 2010).

7hills can increase its social media engagement by humanizing the homeless people they work with on a daily basis. Based on the success stories above, 7hills could create social media posts detailing the stories and needs of the local homeless population and include a photo of the individual or family. In addition, 7hills could create simple unedited interview videos, where homeless people tell their story and discuss the struggles they face. By doing so, 7hills could increase awareness of local homeless people, grow their organization's presence, and convert

awareness to increased donations and volunteering. To retain interest over time, 7hills could document a person's journey out of homelessness using videos and photos on social media, posting about the steps a family is taking to leave homelessness, from first interaction with the center until they are employed and settling into housing.

Creative Strategy

Cognitive and Conative Objectives

A cognitive or awareness objective is intended to increase the knowledge or awareness among a target audience on a specific concept through a message, such as a public service announcement (Cain, 2009). The rate of homelessness in Benton and Washington counties grew 22 times greater than the growth rate of the general U.S. homeless population from 2007-2015 (Fitzpatrick, Collier, & O'Connor, 2015). The cognitive objective for this campaign is:

- To make 30% of 18-24 and 35-54 year olds in the top 50% of their cohort's income bracket (\$25,000 and \$75,000, respectively) in Benton and Washington Counties aware of 7hills Homeless Center from May 2017 to May 2018.

A conative or behavioral objective identifies the desired behavior change among the target audience (Cain, 2009). The social marketing campaign has two conative objectives:

- To increase volunteer participation at 7hills Homeless Center by 10% from May 2017 to May 2018 for volunteers aged 18-24 and 35-54 years old in the top 50% of their cohort's income bracket (\$25,000 and \$75,000, respectively) from Benton and Washington counties.
- To increase donation rates for 7hills Homeless Center by 5% from May 2017 to May 2018 for donors aged 18-24 and 35-54 years old in the top 50% of their cohort's income bracket (\$25,000 and \$75,000, respectively) from Benton and Washington counties.

Positioning Statement and Slogan

The campaign and public service announcement will feature the slogan “7hills, 1 Community.” The slogan emphasizes the audience’s association with their community and with 7hills, uniting the two by using the numerical value “7” and “1” (Cavato, 2016f). The headline will say, “Homeless people need your help. Donate or volunteer at 7hills today.” From a recent national survey, 71% reported “help others in need” as their main motivation for volunteering with non-profits, 32% greater than any other motivation (Cavato, 2016f). Based on this statistic, the headline for the 7hills PSA emphasizes the idea of helping someone in need to reflect what the 71% thought was important. Because a primary objective is to create awareness of homelessness in Northwest Arkansas, the PSA must include facts about local homelessness and promote an altruistic community. Tailoring the PSA to promote a sense of community and connection to the local homeless problem can lead to psychological ownership and a greater chance of volunteering and donating at 7hills (Dyne & Pierce, 2004).

Methods

An online convenience or non-random survey was conducted to test the effectiveness of the PSA and gather information concerning 7hills’ operations and media interactions. The survey was administered through Qualtrics online and only in English. The survey was approved in advance by 7hills personnel and the thesis committee. The survey was distributed by 7hills to 50 previous volunteers through emails containing an anonymous link to the survey. The email addresses were kept confidential by 7hills to protect their volunteers’ privacy. In addition, the survey did not ask for any personal identifying information.

A Mintel Academic survey was used as the basis for phrasing and formatting survey questions and responses (Cavato, 2016a). Questions were phrased in a non-biased way, with

wording such as “which statement, if any, best describes...” to ensure participants were not primed to choose a response. Mintel Academic’s *Attitudes toward Charities and Non-profits* report helped to suggest how to structure various questions such as demographic questions and reasons for volunteering at 7hills (Cavato, 2016a). Additional questions were based on a previous Master’s project thesis and structured to provide specific insight to various aspects of the PSA such as the slogan and headline (Spiegelhoff, 2016).

The survey questions can be divided into five main categories: demographics, participant motivations and experience, PSA analysis, 7hills communication/social media, and additional recommendations. Participant motivation and experience questions provided insight into participant’s previous activity with 7hills such as volunteer frequency, donation experience, and perception of 7hills. PSA analysis questions asked the participant their opinions and recommendations on specific design aspects of the PSA. Communication/social media questions gathered insight into the recommended communication methods and social media channels 7hills should utilize. Demographic questions gathered basic information of the participant such as gender, race, age, and income. Additional recommendation questions allowed the participant to provide any last comments concerning the content in the survey or of 7hills in general.

The survey was available from December 16th, 2016 through February 2nd, 2017. 7hills first distributed the survey by email on December 16th, 2016, with follow-up email reminders on January 18th and January 31st, 2017. These dates were chosen to provide reminders through the holiday period and at the beginning of the spring semester at local schools.

Out of the 50 previous volunteers to whom the survey link was sent, 36 started the survey and 21 completed the survey. This was a smaller participation rate than expected so the survey

results are analyzed quantitatively, but due to the small sample size, the open-ended responses are also analyzed qualitatively.

Survey Results

Demographics

Most volunteers who responded to the survey were females (see Table 1) between the ages of 15 and 34 years old (see Table 2), were Caucasian or White (see Table 3), lived in Fayetteville, AR (see Table 4), were employed (see Table 5) earning less than \$50,000 yearly (see Table 6), and had some college or a degree (see Table 7).

Participant Motivations and Experience

Eighty percent (or 24 of 30) of respondents volunteered at 7hills at an average frequency of once a month or greater over the past year, suggesting the results reflect the opinions of previous volunteers (see Table 8). Twenty-seven percent (or 8 of 30) of volunteers also reported currently donating to 7hills (see Table 9). Ninety-seven percent (or 29 of 30) of respondents agreed or strongly agreed that 7hills was directly impacting their community (see Table 10) and 100% (or 30 of 30) agreed or strongly agreed they had a positive opinion about 7hills (see Table 11).

In prior sections, it was noted that the main motivation behind volunteering was to help others in need (Cavato, 2016f) . This survey appears to be consistent with previous results as 87% (or 26 of 30) of respondents said they volunteer at 7hills to “help others in need,” 60% (or 18 of 30) volunteer to “be a more well-rounded person,” and 53% (or 16 of 30) volunteer to “demonstrate my values to others” (see Table 12).

PSA Analysis

Because 35 people began the survey, but only 21 completed it, the responses to each open-ended question were analyzed qualitatively, even if the question was not answered by all 21. This was done to provide additional insights to the quantitative data. Responses to each question were analyzed to see whether categories representing the meaning or themes of groups of responses could be developed. It appears that overall themes were present so responses were grouped into major categories for each open-ended question (Wimmer & Dominick, 2011). In one open-ended question, participants were asked to explain their impression of the PSA's primary message, with responses organized into three different categories: Specific Call to Action – participant recognized the specific call to action of volunteering or donating, Generic Help – participant recognized 7hills was asking for help, but did not specify the type of help, and Increased Awareness – participant recognized an awareness of community need for 7hills. Sixteen of 27 responses were categorized as “Specific Call to Action” with responses similar to “...donate or volunteer at 7hills to help the homeless...” Seven of 27 responses were categorized as “Generic Help” with an example response as “to encourage people to help.” Four of 27 responses were categorized as “Increased Awareness” with responses such as “informing people of the homeless people in NWA...” (see Table 13).

When asked if participants liked the slogan “7hills, 1 Community,” 72% (or 20 of 28) of respondents said they liked or strongly liked it. In a follow-up open-ended question, participants explained why they did or did not like the slogan. Their responses were grouped into four different categories: Community/Inclusiveness – participant felt the slogan conveyed a community aspect or a sense of inclusiveness or unity; Change/Revision – participant recommended a specific change or revision to the slogan; Positive/Catchy – participant described

the slogan with positive attributes or as catchy; and Unclear/Negative – participant felt the slogan was unclear or had negative comments about it. Seven of 22 responses were categorized as “Community/Inclusiveness” with responses similar to “it’s inclusive of everybody.” Seven of 22 responses were categorized as “Unclear/Negative” with an example response as “clever, but doesn’t necessarily key you in to what 7hills does.” Five of 22 responses were categorized as “Positive/Catchy” with responses such as “catchy and accurate.” and 3 of 22 responses were characterized as “Change/Revision”, with recommended slogan changes such as “... ‘7hills is also our community’ would express more...” (see Table 14).

Regarding the headline, “Homeless people need your help. Donate or volunteer at 7hills today,” 75% (or 21 of 28) of respondents liked or strongly liked it. Participants explained why they did or did not like the headline in a follow-up open-ended question, with responses falling into four different categories: Concise – participant felt the headline was simple, concise, or straight to the point; Revision/Change – participant recommended a specific change or revision to the headline; Positive – participant responded with a generic positive response; and Negative – participant felt the headline was divisive or boring. Thirteen of 20 responses were categorized as “Concise” with responses similar to “it quickly and easily identifies who needs help and what a reader can do in response.” Four of 20 responses were categorized as “Negative” with an example response as “sounds like they’re just asking for money.” Two of 20 responses were categorized as “Positive” with responses such as “shows they aren’t just wanting money.” One of 20 responses were characterized as “Revision/Change” with a recommendation of “...the community would be better than ‘homeless people.’” (see Table 15).

Regarding the question, “To what extent do you agree or disagree with the following statement: This PSA is effective in attracting volunteers for 7hills Homeless Center,” 24 of 28

respondents agreed or strongly agreed. Participants explained why they did or did not agree, with responses grouped into five categories: Clear Information – participant felt that the PSA clearly conveyed the information necessary to volunteer; Positive PSA Design – participant believed that the PSA was laid out effectively; Poor PSA Design – participant felt the PSA was not easy to read and glean information from; Lack of Specifics about Volunteer Activities – participant wanted more information or examples of volunteering opportunities; and PSAs are Ineffective – participants did not believe PSAs are effective forms of advertising. Four of 16 responses were categorized as “Clear Information” with responses similar to “...communicates the information that is needed.” Four of 16 responses were categorized as “Lack of Specifics about Volunteer Activities” with responses such as “...volunteers might want more specifics on how to help.” Three of 16 responses were categorized as “Positive PSA Design” with an example response as “shows a photo of other volunteers...that the PSA viewers can relate to.” Three of 16 responses were categorized as “Poor PSA Design” with responses such as “...I tend to gloss over the words donate or volunteer today since I see them so often.” Two of 16 responses were categorized as “PSAs are ineffective” with responses similar to “no matter what is said or printed, it’s always up to the individual” (see Table 16).

When asked if the PSA was effective in attracting donors for 7hills, 73% (or 19 of 26) agreed or strongly agreed. Participants explained why in a follow-up open-ended question, with responses organized into four categories: Clear Information/Effective – participant felt that the PSA clearly or effectively conveyed the information necessary to donate; PSA Design Improvement – participant believed the PSA could be structured better to attract donors; Lacking Specific Needs/Use of Money – participant felt the PSA did not convey what donations 7hills needed or how they used their financial donations; and Misunderstood Question – participant

misunderstood the question which was asked. Nine of 16 responses were categorized as “Clear Information/Effective” with responses similar to “makes a clear statement and request.” Three of 16 responses were categorized as “PSA Design Improvement” with responses such as “...if there is an online giving page, that might be an important link to include.” Three of 16 responses were categorized as “Lacking Specific Needs/Use of Money” with an example response as “does not show where/how money is needed.” One of 16 responses were categorized as “Misunderstood Question” with a response of “I haven’t yet donated, so I can’t testify to its effectiveness” (see Table 17).

When asked if the PSA made them feel 7hills was directly impacting their local community, 88% (or 23 of 26) of respondents agreed or strongly agreed. Participants’ open-ended responses were grouped into four different categories: Information – participant felt the PSA provided clear, detailed information about 7hills and its impact; Community – participant recognized an increased appreciation of a community aspect; Lacking Specifics – participant felt the PSA was lacking specific information about 7hills; and Revision/Change – participant recommended a specific change to the PSA design. Six of 15 responses were categorized as “Information” with responses similar to “many options to find info.” Four of 15 responses were categorized as “Community” with an example response as “...clearly shows that the center is geared toward the local community.” Three of 15 responses were categorized as “Lacking Specifics” with responses such as “needs maybe statistics on how many receive help from hills and how.” Two of 15 responses were characterized as “Revision/Change” with a recommendation such as “...have pictures of impactful change...” (see Table 18).

When asked if the participant had a positive opinion of 7hills after reading the PSA, 92% (or 24 of 26) of respondents agreed or strongly agreed, explaining why they did or did not agree

in an open-ended question grouped into three different categories: Photo – participant mentioned the photo as a positive motivator; Lacking Specifics – participant felt the PSA was lacking specific information about 7hills; and Helpful – participant felt 7hills was providing help to the homeless/community. Five of 10 responses were categorized as “Helpful” with responses similar to “I think they are focused on helping the community after reading this PSA.” Three of 10 responses were categorized as “Photo” with an example response as “the people in the picture seem happy and kind, which makes me feel good about the organization...” Two of 10 responses were categorized as “Lacking Specifics” with responses such as “...we don’t know whether 7hills works for whole NW Arkansas or only Fayetteville” (see Table 19).

When asked if the participant felt the PSA was effective in providing information about 7hills purpose, 81% (or 21 of 26) of respondents agreed or strongly agreed. Their responses to the open-ended follow-up were categorized into two different categories: Lack of Clarity – the participant felt the PSA did not clearly convey the purpose of 7hills; and Clear Information – participant felt that the PSA clearly or effectively provided the necessary information. Eight of 12 responses were categorized as “Clear Information” with responses similar to “it states the purpose clearly in the PSA.” Four of 12 responses were categorized as “Lacking Clarity” with an example response as “it doesn’t talk about helping homeless people find jobs, houses, etc. which 7hills does” (see Table 20).

Participants were asked an open-ended question to explain what they liked about the PSA, with responses categorized into three categories: Informative – participant felt the PSA provided beneficial information about 7hills, volunteering, or donating; Photo – participant positively mentioned the photo in the PSA; and Design – participant generically referenced the PSA design positively. Eleven of 21 responses were categorized as “Informative” with responses

similar to “...it gives in a few words the most important information...” Six of 21 responses were categorized as “Photo” with an example response as “colorful, liked the picture...” Four of 21 responses were categorized as “Design” with responses such as “the large letters” (see Table 21).

Participants indicated in an open-ended question what they did not like about the PSA, organized into five different categories: PSA Layout and Design – participant criticized the layout or provided recommendations on the design; Photo – participant specifically identified the photo as negative; Liked the PSA – participant had no criticism of the PSA; Background – participant specifically identified the background color of the PSA as a negative attribute; and Lacking Specifics – participant felt the textual information was lacking specific details. Six of 21 responses were categorized as “PSA Layout and Design” with recommendations such as “social media on bottom, would like it on top.” Five of 21 responses were categorized as “Liked the PSA” with an example response as “like the whole thing.” Five of 21 responses were categorized as “Lacking Specifics” with responses such as “need more specifics on donations and volunteer positions.” Four of 21 responses were categorized as “Background” with responses such as “...black background with ‘HELP’ is a bit extreme.” One of 21 responses were categorized as “Photo” with a recommendation as “...perhaps switch to a photo of a volunteer helping a client...” (see Table 22).

Participants indicated in an open-ended question how the PSA could be improved, grouped into four categories: Photo – participant recommended a change specifically about the photo; PSA Design – participant recommended a change to the PSA design or layout; Liked Current PSA/No Suggestion – participant liked the current PSA or had no recommendations for PSA improvement; and Additional Information – participant requested additional information in

the PSA concerning 7hills, volunteering, or donating. Six of 21 responses were categorized as “Photo” with recommendations such as “...an action shot instead of a posed photo...” Five of 21 responses were categorized as “PSA Design” with an example recommendation as “make it look a little bit more professionally designed.” Five of 21 responses were categorized as “Liked Current PSA/No Suggestion” with responses such as “can’t think of anything.” Five of 21 responses were categorized as “Additional Information” with responses such as “provide more guidelines on donations...” (see Table 23).

Participants were asked for any additional thoughts about the PSA. Five of 10 responses had no additional comments or thought the PSA was effective. Two of 10 responses provided specific recommendations of “the picture could be different” and “...mention your donations of \$X provides a meal a day.” One respondent asked “will they have a Twitter?” One respondent voiced concern that advertisements as a whole will not convert someone to volunteer or donate, but acknowledged the PSA contained information if someone wanted to help (see Table 24).

Communication/Social Media

When asked where participants had learned about 7hills in the past three months, 62% (or 13 of 21) said from the 7hills Homeless Center website, 38% (or 8 of 21) said from family and friends, and 38% (or 8 of 21) said Facebook (see Table 25). These results suggest that 7hills should continually update the website with new information and maintain a strong social media presence on Facebook. While most respondents heard about 7hills through the above methods, 71% (or 15 of 21) of responses would prefer to receive updates about 7hills through email, with only 14% (or 3 of 21) preferring to receive updates via Facebook (see Table 26). The consensus among respondents about whether they would follow 7hills on Facebook, Twitter, and Instagram suggest that either they do not have those social media accounts, or specifically regarding

Facebook, that they did not know 7hills had a Facebook page (see Table 27, Table 28, Table 29). When asked for recommendations on other methods of communications 7hills should utilize, 5 of 16 participants mentioned email. Table 30 lists all the categories of other communications recommendations from participants.

Additional Recommendations

Participants were asked if they had any additional suggestions for reaching potential volunteers, with responses grouped into four categories: University of Arkansas/Churches – participant recommended utilizing aspects of the University of Arkansas or involving churches in the donation process; No Suggestions – participant had no additional recommendation or suggestions; Event Recommendation – participant recommended a specific event or action for 7hills to participate in; and Increased Information – participant recommended increasing the information available concerning volunteer opportunities. Five of 16 responses were categorized as “University of Arkansas/Churches” with recommendations such as “Flyers around the campus...” Five of 16 responses were categorized as “No Suggestions” with an example comment of “no.” Five of 16 responses were categorized as “Event Recommendation” with recommendations such as “volunteer appreciation day...” One of 16 responses were categorized as “Increased Information” with a recommendation of “just increasing the info given about the volunteer opportunities...” (see Table 31).

Participants were asked if they had anything else to share about 7hills and responses fell into three categories: Positive Praise – participant provided a positive comment concerning 7hills and their work; Improvement Suggestion – participant provided a recommendation on an improvement opportunity for 7hills; and No Suggestion – participant had no addition recommendations. Six of 12 responses were categorized as “Positive Praise” with comments

such as “everyone who works there has a giant heart made for helping people.” Three of 12 responses were categorized as “Improvement Suggestion” with an example comment of “...it’s hard for people to only drop off donations Monday-Friday during the day.” Three of 12 responses were categorized as “No Suggestion” with comments such as “no” (see Table 32).

Recommendations

PSA Layout

Out of 27 respondents indicating what they thought the main message of the PSA was, 18 of 27 (66.7%) recognized a need for help in their response, 16 of 27 (59.3%) recognized the request for volunteers, and 13 of 27 (48.1%) recognized the request for donations (see Table 13). About 85.7% (or 24 of 28) of respondents agreed or strongly agreed that the PSA was effective in attracting volunteers (see Table 16) while 73% (or 19 of 26) agreed or strongly agreed it was effective in attracting donors (see Table 17). These results suggest that the PSA may help to achieve the objectives of increasing awareness of homelessness and increasing volunteers and donations at 7hills.

Overall, participants responded positively concerning the content and design of the PSA. About 71.4% (or 20 of 28) of respondents liked or strongly liked the slogan “7hills, 1 community” (see Table 14), while 75% (or 21 of 28) liked or strongly liked the headline “homeless people need your help. Donate or volunteer at 7hills Today” (see Table 15). The open-ended responses suggested that most respondents viewed the PSA positively. Some positive responses were “I like the happy picture of the people and all the easy contact information,” “it has a positive message and brings up community awareness,” “the picture makes it personal,” and “it is clean, clear and easy to read. There isn’t a whole lot of clutter” (see Table 21).

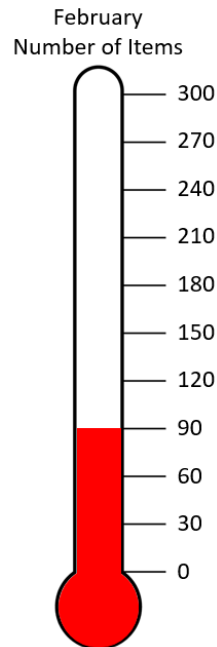
There were a few insightful recommendations on how to improve the PSA. Five respondents commented about the photo, similar to this example: “Instead of using a picture of staff I think a picture of the staff actually helping a homeless person, would be more effective” (see Table 22 and Table 23). Four respondents said the black background was “...empty and unattractive” and “...a bit extreme” (see Table 22 and Table 23).

The PSA was revised to feature a new background color and photo (see Appendix D) showing volunteers distributing hats and including a homeless person in the scene. The background color was changed from black to white and the text color was inverted. This generates a more neutral color scheme. Given the original and revised PSA, 7hills can select which PSA best meets their needs and then post it digitally on social media or print it for distribution.

Social Media Recommendations

From a review of 2016 Facebook posts, 7hills continually posted about items they urgently needed donated. Instead of waiting until the pantry is depleted, create a monthly challenge for donors to reach a minimum quantity of donations, for example 300 winter coats in December. Appendix C details the monthly challenge items compiled from the “Urgent Needs List” during 2016. The items were grouped to keep the average monthly cost of items similar throughout the whole year. In addition, post appeals for items prior to the seasons of greatest need. For example, request bottled water and bug repellent in April to prepare for the hot summer months. Ask for backpacks in July or August to increase donations before or during the “back to school” season. Ask for cold and flu medicine in September, just prior to cold and flu season. Post appeals for sugar, coffee, and cups in October to prepare for winter and the upcoming cold weather.

To update donors on the status of the monthly challenge, provide regular weekly updates on social media and 7hills website. Create weekly posts dedicated to the monthly challenge, listing the current month's challenge items and the current quantity of donations. 7hills could use a thermometer scale to visually depict how close they are to meeting their goal that month. An example post for social media is shown below.



We are up to 90 challenge items so far for February! Keep bringing in those canned chunky soups, tarps, Ibuprofen and Tylenol. Help us reach our goal of 300 items! #7hills #FebruaryGoals #HelpingTheHomeless

In addition to social media posts, send out an email at the beginning of each month encouraging donor participation and identifying the month's challenge items. An example email is shown below.

Hello 7hills friends,

We wanted to inform you of this month's challenge items! Our goal is to collect a total of 300 items from the following list.

February's Challenge Items:

- Canned Chunky Soups
- Tarps

- Ibuprofen/Tylenol

Our on-site donation hours are Monday-Friday, 8:00 A.M. until 4:30 P.M. We hope you will participate and help change the lives of those in our community!

Love,
7hills Homeless Center Staff

7hills should also provide more lead-time, such as two weeks or a month, when advertising upcoming events. For example, Walmart collaborated with 7hills to break the world record for the most socks donated in a single day. Yet the event was not promoted on Facebook until the day of the event. This short notice makes it hard to donate or volunteer for the event.

Social media platforms such as Facebook, Twitter, and Instagram provide a direct link to the target audience without the cost of traditional media such as print and radio. Platforms such as Hootsuite allow the social media administrator to schedule posts and provides analytics of how the social content is performing. With Hootsuite, 7hills can schedule posts for the next month, or for the duration of a campaign, all at the same time. About 43% (or 9 of 21) of survey respondents followed 7hills on Facebook (see Table 27), while 33% (or 7 of 21) reported they would follow 7hills on Instagram (see Table 28) and 29% (or 6 of 21) would follow 7hills on Twitter (see Table 29).

Three examples of 7hills social media posts are shown below. All three posts appeal to the primary motivator – helping someone in need (Cavato, 2016f). Post #2 appeals to the college target group using peer influence as motivation while post #3 appeals to the 35-54-year-old target group concentrating on parents.

Figure 1 shows an image of an older homeless man sitting on a bench in winter, with no socks on with his shoes. The image, along with the caption “your feet are warm, but are your neighbor’s?” appeals to the primary motivation for volunteering and donating – helping someone in need (Cavato, 2016f). The text for this post is in the photo, but the following hashtags could be used, #7hills, #HelpYourCommunity, #Donate.



Figure 1: Example Post #1 (Feans, 2011)

Figure 2 shows volunteers in an assembly line distributing food. The caption “Planning a friend outing? Volunteer together at 7hills!” appeals to the college aged target group, identifying an activity to perform with friends while giving back and helping the community. The text for this post is in the photo, but the following hashtags could be used, #7hills, #HelpingTogether, #Volunteer.



Figure 2: Example Post #2 (Mardorf, 2011)

Figure 3 shows an emotional moment with a mother and her son. “The services 7hills provided gave me and my son hope. We realized we were no longer alone.” The headline features the positive impact 7hills provides locally. Again, this post depicts an organization where a volunteer or donor can help someone in need and appeals to parents, who are more likely to volunteer and donate. The text for this post is in the photo, but the following hashtags could be used, #7hills, #MakingADifference.



Figure 3: Example Post #3 (Holt, 2014)

7hills should replicate techniques used in other successful social media campaigns. For example, Shelter Scotland's #SocialMediaSanta campaign collected over 1,000 gifts in four weeks by identifying how many local homeless children needed Christmas gifts, appealing to the social media audience's emotions, and providing multiple local donation drop off locations (Scottish Housing News, 2016). Based on this campaign's success, identify how many homeless children there are in Northwest Arkansas by contacting local school districts for an approximate count. Then implement a campaign to collect that many gifts for homeless children from November 20, 2017 to December 20, 2017. Partner with local Walmart and Toys "R" Us stores to provide multiple drop off locations. Promote the campaign at least a month before it begins by using an emotional appeal on Facebook to motivate donors and identify drop off locations. For example:

Don't let our local homeless children go without this Christmas. Help us reach our goal of 1,000 presents for homeless kids by December 20th! Donate a toy at your local Walmart or Toys "R" Us today (www.7hills.com/christmas). #7hills #NWACHildren #Donate.

In 2014, Shelter From the Storm promoted the #Bedless Twitter campaign in the United Kingdom where Tweeters took a picture sleeping in random places (ex. classrooms, on the streets, at work...), posted it on social media, then tagged three friends to do the same and donate £10 to the shelter. The shelter raised over £2,500 (Collins, 2014). 7hills could use the same hashtag and instructions, requiring very little overhead management and increasing the net-profit. Use Facebook's Donation Button to allow users to click a button to donate. Publicize the event one month in advance on other social media platforms to drive traffic to 7hills' existing online donation form (Facebook, 2017). Schedule bi-weekly social media posts that include the instructions, the hashtag, an example picture, and a link to 7hills social media page for donations. An example is shown below.



Figure 4: Example Post #4 (Oakley Originals, 2011)

Support our #Bedless campaign to raise awareness for the homeless. Take a picture sleeping in a random place and post it using the hashtag #Bedless. Donate \$10 to 7hills Homeless Center at www.facebook.com/7hillsCenter and tag 3 friends to do the same.

The Rethink Homelessness campaign featured picture posts of local homeless people holding a cardboard sign with a fact about their pre-homeless life, such as: “I once had a scholarship to play basketball,” “I was a figure skater,” and “I’m recovering from open heart surgery” (Christie, 2014). 7hills could humanize local homeless people who write their own facts on cardboard signs and take their picture for posts. This could be a year-long campaign, posting one client every other week, and taking additional pictures as they help new clients. Below is an example post.

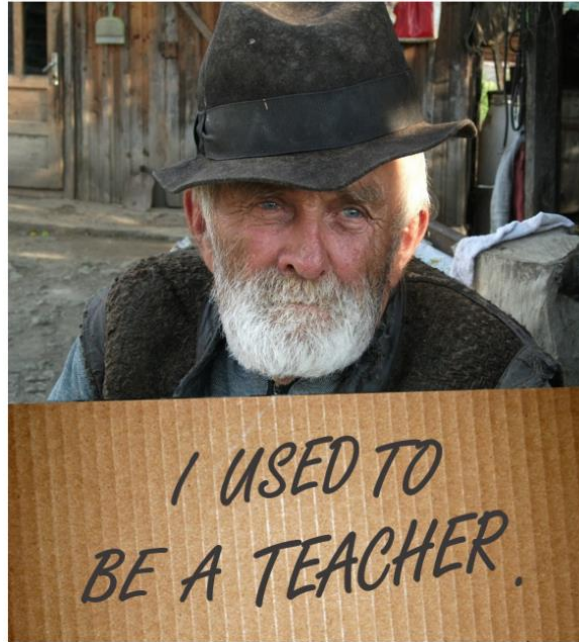


Figure 5: Example Post #5 (Macou, 2010; Gube, 2008)

Real homeless people...real stories...#rethinkHomelessness

Souls Harbour Rescue Mission's Nights of Shelter social media campaign posted about the per-night cost of housing and caring for the homeless in their shelters and encouraged user participation through social media posts to raise money. Souls Harbour partnered with the company Stantec, which donated \$3 for every #Stantec4thhomeless hashtag posted over a 5-day period, up to \$7,500. The \$7,500 match was met in three days (Russ Reid, 2016). 7hills could collaborate with the local company Fayettechill. Fayettechill sells outdoor gear and clothing and could donate unsold clothing to 7hills. For the social media campaign, use the hashtag Fayettechill4thhomeless to increase brand awareness and resonate with the local millennial target group. Set a target of 1,000 social media interactions in a two-week period where each social media post equals a \$5 donation, for up to \$5,000. Post daily updates with the current donation amount and days left. Two example posts are below; the first details an introduction to the campaign and the second provides an example post during the campaign period.

Fayettechill will donate \$5 for every post including the hashtag #Fayettechill4thehomeless until March 16, 2017, up to \$5,000. Each post helps the homeless in Fayetteville. Show your support of 7hills and Fayettechill by posting with #Fayettechill4thehomeless.

Only 7 days left! So far Fayettechill has donated \$2,400. With your continued support we can reach our \$5,000 goal! Each post containing #Fayettechill4thehomeless increases our donation amount by \$5. Your post helps us to serve the homeless in Fayetteville.

Additional recommendations

Provide extended hours for donation drop-offs. One respondent noted that "...it's hard for people to only drop off donations Monday-Friday during the day" (see Table 32). 7hills only accepts donations Monday-Friday 8:00 A.M. until 4:30 P.M, making donating difficult for working adults. Either shift donation drop offs to 10:00 am to 6:30 pm, for example, or place a secure 24/7 drop-off bin outside of the day center to make donating more convenient.

Email communications that tell a story to show donors and volunteers how their contributions helped someone. As noted earlier, donors want to know how their donation is used and how their contributions make a difference. Volunteers might become donors if they understand where donated money or supplies are going. In addition, 71% (or 15 of 21) of survey respondents reported they would prefer to receive 7hills updates by email (see Table 26). 7hills should include the ability to sign up for email newsletters on their website.

Below is an example email to send to previous volunteers and donors featuring a testimonial from someone who transitioned out of homelessness because of 7hills. In addition, the email features updates on 7hills' operations. To cross-promote 7hills' social media profiles and website, email signatures should include hyperlinks to the social media platforms and website.

Hi volunteers and donors,

We hope you are doing well! Recently we experienced the amazing gift of watching John, Karla, and their four kids leave the streets and move into a house thanks to your donations. John was emotional as volunteers' unloaded donated furniture for their new home and said "We're good people you know. Strong families might fall on hard times, but with organizations like 7hills Homeless Center that help people get back on track, I mean, you can't beat it. You don't know until you're in this situation how valuable it is just for someone to say 'hey, it's gonna be alright. We are here for you. We can help'. Those words can move mountains."

Over the past month, 7hills has served 387 meals and provided coats to 42 clients. We have received nearly \$4,000 worth of donations and have had over 500 volunteer hours! A huge thank you to all our volunteers and donors who make stories like John's possible! We appreciate everything you do and look forward to seeing you again soon!

Sincerely,
7hills Homeless Center Staff

Thirty-eight percent (or 8 of 21) respondents learned about 7hills from friends and family (Table 25). Knowing that word-of-mouth is central to learning about 7hills, it is important that volunteers have a good experience while helping so they will then speak positively about 7hills to their peers. 7hills should follow-up with volunteers via a short phone call to thank them and asking how their recent volunteer experience was. 7hills could also ask how the experience could be improved, indicating to the volunteer that their contribution made a difference and they are valued and appreciated by the organization. This could prompt the volunteer to tell their family and friends about their positive experience.

National Hunger and Homelessness Awareness Week, held annually the week before Thanksgiving, allows communities across America to unite and recognize homelessness (National Homeless, 2016). Previously, Fayetteville High School students hosted a camp out night on school grounds to bring awareness of over 300 students in the school district who struggle with homelessness. The event raised almost \$20,000 and donations of non-perishable

food items (Thomas, 2015). Partner with Fayetteville High to acquire a portion of the donations from the event. Provide volunteering assistance and promote the event online and on social media starting on November 1, 2017, about two weeks before the camp out night. This provides time to generate awareness and allows 7hills to sign up volunteers for the event. In Table 12, 3 respondents said they volunteer to support a cause that affects someone they know. This event would appeal to young volunteers motivated by helping someone in need at their school. It would also appeal to parents and make them empathetic towards local homeless children because they would want someone to help their children if they were homeless. Examples of Facebook posts are below. Both posts provide an emotional motivator for helping children in need.

Post November 1, 2017: 7hills wants to help our local homeless children! On November 15th, we are partnering with Fayetteville High School when students voluntarily spend the night outside to create awareness and raise donations to support fellow students who are homeless. Sign-up to volunteer today! #7hills #NWACHildren #Volunteer

Post November 6, 2017: No local child should go homeless. Help us increase awareness by volunteering on November 15th at Fayetteville High School to collect dry food donations, serve hot chocolate, and mentor students as they camp outside all night to raise awareness of fellow students who are homeless. Please comment on this post to sign-up or call us at (479) 966-XXXX. #7hills #NWACHildren #Volunteer

Host a table at the Fayetteville Farmers' Market, which occurs every Saturday morning on the downtown square from April through November. The market allows non-profits to host a table once a year for free during market day to promote their organization (Fayetteville Farmers' Market, 2016). This requires no funding, is close to the 7hills offices, and provides a chance to spread awareness about homelessness in Northwest Arkansas, solicit money and food donations, and ask farmers to donate any leftover, unsold food to 7hills.

To keep overhead costs down, have volunteers man the booth on Saturday, June 10, 2017, three weeks before the "Run for Vets" on Tuesday, July 4, 2017. Distribute informational

flyers about the event, allow people to sign-up at the booth to run in the race, and provide general information about 7hills including how to volunteer or donate. To receive the free booth space, cross-promote the booth and Farmers' Market starting about two weeks beforehand. Example posts are below:

Post May 29, 2017: "Drop by our booth on June 10th at the Farmer's Market on the Fayetteville square to find out about our annual Run for Vets. Help a homeless veteran by running in the race, volunteering or donating." #7hills #FarmersMarket #Run4Vets

Post June 3, 2017: "We're only one week away from promoting the 7hills Run for Vets at the Fayetteville Farmers' Market! Drop by and find out how to help a local homeless veteran." #7hills #FarmersMarket #Run4Vets

Post June 6, 2017: "Stop by our booth at the Farmers' Market this Saturday, June 9, and sign up for the "Run for Vets" race! This four mile run on July 4 benefits our Veteran Services Program at 7hills. #7hills #FarmersMarket #Run4Vets

Post June 9, 2017: "The Farmers' Market is today! Visit us on the Fayetteville square from 8:00am to 2:00pm, sign up for our "Run for Vets" race, and help local homeless veterans!" #7hills #FarmersMarket #Run4Vets

Limitations

When picking a non-profit to collaborate with, it is important to make sure they are willing to communicate on a consistent basis regarding questions about their organization. The partnership with 7hills Homeless Center lasted over a year for this thesis project. During that time, the organization went through several changes regarding lack of funding and resources. Although these changes were not planned, questions could have been asked at the beginning of the project to help negate later issues. If a survey will be distributed, it is important to have an accurate estimate of how many people can be surveyed on the organization's email list. This helps the student understand whether quantitative or qualitative data will be gathered. It is also

important to meet with the non-profit in the early stages of planning to define clear goals and expectations for the thesis project.

Conclusion

Through careful research of the literature on volunteer and donor audiences, the reasons behind homelessness, successful campaigns by other homeless shelters, various communication theories, communications with 7hills, and an online survey evaluating a PSA and gathering volunteer recommendations, a social marketing plan was developed to meet the goals of increasing awareness, donations, and volunteers for 7hills Homeless Center in Northwest Arkansas. An online survey was conducted to provide insight on a PSA design and recommendations on social media strategies for 7hills. By implementing the social marketing plan and its recommendations, 7hills should increase awareness of its services and grow their donor and volunteer base by May 2018.

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Appendix A: Tables

Table 1: What is your gender?

Answer	%	Count
Female	71.43%	15
Male	23.81%	5
Prefer not to answer	4.76%	1
Total	100%	21

Table 2: What is your age as of December 1, 2016?

Answer	%	Count
15 – 24 years old	38.10%	8
25 – 34 years old	28.57%	6
35 – 44 years old	4.76%	1
45 – 54 years old	0.00%	0
55 – 64 years old	19.05%	4
65+ years old	9.52%	2
Total	100%	21

Table 3: What is your race or ethnicity?

Answer	%	Count
African American or Black	0.00%	0
Asian or Pacific Islander	0.00%	0
Caucasian or White	90.48%	19
Native American or American Indian	4.76%	1
Hispanic or Latino	0.00%	0
Other (must specify)	4.76%	1
Prefer not to answer	0.00%	0
Total	100%	21

Table 3a Other– Open-Ended Responses to Question 27 white and Asian
White and Asian

Table 4: In what city and state do you live?

Answer	%	Count
Fayetteville, AR	71.43%	15
Springdale, AR	4.76%	1
Rogers, AR	4.76%	1
Greenland, AR	4.76%	1
Columbia, MO	4.76%	1
Mckinney, TX	4.76%	1
Dallas, TX	4.76%	1
Total	100%	21

Table 5: Which statement, if any, best describes your current employment status?

Answer	%	Count
Employed full-time	23.81%	5
Employed part-time	23.81%	5
Self-employed/freelancer/temporary contract worker	9.52%	2
Unemployed – looking for work	4.76%	1
Not employed – not looking for work/unable to work	0.00%	0
Retired – not working	9.52%	2
Other (must specify)	28.57%	6
Total	100%	21

Table 5a Other – Open-Ended Responses to Question 29

Student
Student
Full time student
Student
Student
Student

Table 6: Which range best describes your total pre-tax household income?

Answer	%	Count
Less than \$25,000	42.86%	9
\$25,000 to \$49,999	23.81%	5
\$50,000 to \$74,999	4.76%	1
\$75,000 to \$99,999	14.29%	3
\$100,000 to \$149,999	4.76%	1
\$150,000 or more	9.52%	2
Total	100%	21

Table 7: What is the highest level of education that you have completed?

Answer	%	Count
Some high school	4.76%	1
High school degree or equivalent (e.g. GED)	9.52%	2
Trade/technical/vocational training	0.00%	0
Some college, but no degree	19.05%	4
Associate degree	9.52%	2
Bachelor's degree (e.g. B.A., B.S.)	28.57%	6
Some graduate school, but no degree	9.52%	2
Graduate degree (e.g. M.A., M.S., M.D., J.D., Ph.D.)	19.05%	4
Total	100%	21

Table 8: On average, how often, if at all, did you volunteer at 7hills Homeless Center in the past 12 months?

Answer	%	Count
Once a week	60.00%	18
Once a month	20.00%	6
Once every three months	3.33%	1
Once every six months	0.00%	0
Once a year	13.33%	4
I have not volunteered at 7hills Homeless Center in the past 12 months	3.33%	1
Total	100%	30

Table 9: Which statement, if any, best describes your donation experience with 7hills Homeless Center?

Answer	%	Count
I currently am donating to 7hills Homeless Center	26.67%	8
I have never donated to 7hills Homeless Center, but I will in the future	36.67%	11
I currently am not donating to 7hills Homeless Center, but I have in the past	26.67%	8
I have never donated to 7hills Homeless Center and I do not plan to in the future	6.67%	2
Other (must specify)	3.33%	1
Total	100%	30

Table 9a Other– Open-Ended Responses to Question 4

I have never donated to 7hills Homeless Center, but I might in the future

Table 10: To what extent do you agree or disagree with the following statement: 7hills Homeless Center is directly impacting their local community.

Answer	%	Count
Strongly agree	66.67%	20
Agree	30.00%	9
Neither agree nor disagree	3.33%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	30

Table 11: To what extent do you agree or disagree with the following statement: I have a positive opinion about 7hills Homeless Center.

Answer	%	Count
Strongly agree	60.00%	18
Agree	40.00%	12
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	30

Table 12: In general, why did you volunteer at 7hills Homeless Center? Please select ALL that apply.

Answer	%	Count
Acquire a new skill	10.00%	3
Be a more well-rounded person	60.00%	18
Demonstrate my values to others	53.33%	16
Fill my free time	23.33%	7
Give me something extra to add to my resume/job application	30.00%	9
Help others in need	86.67%	26
Support a cause that someone I know is affected by	10.00%	3
Set a good example for my family or friends	30.00%	9
Spend time doing work/activities that I'm interested in	36.67%	11
Meet new people/make connections	36.67%	11
Teach my children the importance of volunteering	10.00%	3
Spend time with my friends or family	6.67%	2
Other (must specify)	10.00%	3
Total	100%	30

Table 12a Other – Open-Ended Responses to Question 3

Required for school
Scholarship
Needed volunteer hours for a scholarship

Table 13: Briefly explain what you think the main message of the public service announcement was.

Specific Call to Action
The main message was to get people to volunteer at 7hills by explaining the organization's services and how it benefits the community.
a request for help , both people and money
That contributing time or money to 7 Hills will have a direct impact on someone who needs help.
That there is a need for volunteers or donations at 7hills.
To try to get the local community to donate time and money to 7hills
To give time or donate to the Shelter because they need help, there are so many homeless people ~
by donating or volunteering you are helping the many homeless people living in our area.
The main message of this PSA is to advertise volunteering at 7hills with all the information one would need to start volunteering.
7Hills needs your help volunteering. There are many people in need. Explains services of 7Hills.
a call to action - volunteering time and donating money/necessities to help relieve homelessness
Recruiting people to donate
To donate or volunteer at 7hills to help the homeless population of NWA
Homelessness is a problem, and you can help by volunteering with or donating to 7hills.
Donate or volunteer at 7Hills
The main message of the psa was that nwa has thousands of homeless people that need help, 7hills provides that help by offering various services, and people shounderstand contribute their time/money to 7hills.
Letting people know the purpose of volunteering and what they provide.
Generic Help
7hills is here to address a very real problem and it needs our help to do so.
7 Hills helps others and wants your help to do so.
7 Hills homeless shelter is seeking any kind of help from the community.
To encourage people to help.
There is an expressed need from 7hills, and you can help fill this need.
To help

Table 13 (*cont.*): Briefly explain what you think the main message of the public service announcement was.

We need your help in providing for people who need help.

Increased Awareness

that 7hills accepts volunteer / donations and you can look on their website or find them on social media for more info.

Informing people of the homeless people in NWA and stating that they can help make a change

Regardless of one's own situation, there are people in need right before your eyes in your own community. It's time to care.

There is a great need for these services in this community, and you can help make a difference.

Uncategorized

Ds

Table 14: To what extent do you like or dislike the following PSA slogan for 7hills Homeless Center: “7hills, 1 Community.”

Answer	%	Count
Strongly like	28.57%	8
Like	42.86%	12
Neither like nor dislike	17.86%	5
Dislike	10.71%	3
Strongly dislike	0.00%	0
Total	100%	28

Why or why not? – Open-Ended Responses to Question 8

Community/Inclusiveness

It's inclusive of everybody.

It's short and easy to remember. The play on numbers is creative, and it emphasizes unity that might make people want to volunteer.

Reinforces that those in need are part of our community. Those who have can help those who do not within our community.

We are all Our Community

I like it because it emphasizes that what 7hills does affects the entire community of NWA.

emphasis on community is a strengthening motive

I like the one community aspect

Unclear/Negative

just doesn't really say much to me

does not make sense

I'm not sure what the '7hills' refers to.

Vague

I like it but alone others may not get the message

I don't know if it's supposed to be cute and referring to the fact that Fayetteville is hilly, or what, but it doesn't explain what 7hills is about if you are not already aware of it.

Clever, but doesn't necessarily key you in to what 7 Hills does.

Why or why not? (cont.) – Open-Ended Responses to Question 8

Positive/Catchy

it is simple and descriptive

It is catchy

Seems friendly and informative

Catchy and Accurate

Catchy, easy to remember

Change/Revision

When said right in my head it sounds nice, but I think there should be a space between 7 and Hills in order to get that rhythm.

Good branding, simple narrative. Would consider aligning capitalization. Personal preference would be to rebrand as "7 Hills". The combination, especially with lower case 'h', evokes computer jargon or suggests a phonetic pronunciation, similar to 'sk8' for 'skate'. Some people might see 'shills', or 'sevhills', which takes away from the message.

The message really doesn't say anything to me. "7hills is also our community" would express more we are all responsible for the weaker in our community.

Table 15: To what extent do you like or dislike the following PSA headline for 7hills Homeless Center: “Homeless people need your help. Donate or volunteer at 7hills Today.”

Answer	%	Count
Strongly like	39.29%	11
Like	35.71%	10
Neither like nor dislike	7.14%	2
Dislike	17.86%	5
Strongly dislike	0.00%	0
Total	100%	28

Why or why not? – Open-Ended Responses to Question 9

Concise

It quickly and easily identifies who needs help and what a reader can do in response.
Short and to the point...
very to the point
I like this because it goes straight to the point.
Generic and applicable to every homeless shelter
concise, to the point
Simple and to the point
It communicates the need clearly.
Simple and direct
Says it all
It's not catchy, but it plainly gets the message across.
The message is to the point.
More to the point, probably rhetorically more useful even though less interesting.

Negative

It's a little too wordy and feels less community oriented than the last message.
Sounds like they're just asking for money

Why or why not? – Open-Ended Responses to Question 9 (*cont.*)

I think it could add to the stigma of homeless people. Also not every one that benefits from 7hills is literally homeless.

A little more boring then the first. More common.

Positive

shows they aren't just wanting money

I say that!

Revision/Change

Maybe the community would be better than "homeless people"

Uncategorized

same as above

Table 16: To what extent do you agree or disagree with the following statement: This PSA is effective in attracting volunteers for 7hills Homeless Center.

Answer	%	Count
Strongly agree	17.86%	5
Agree	67.86%	19
Neither agree nor disagree	7.14%	2
Disagree	7.14%	2
Strongly disagree	0.00%	0
Total	100%	28

Why or why not? – Open-Ended Responses to Question 10

Clear Information

The PSA has the contact information and ways to connect very clearly at the bottom. The photo is eye catching and draws in the viewer.

I think it communicates the information that is needed.

Simple and direct

Catches your eye. Let's you know why they need you.

Lack of Specifics about Volunteer Activities

It more serves to increase awareness of our homeless community. Volunteers might want more specifics on how to help.

I think specifics on types of volunteering would be beneficial as well.

Volunteer opportunities not advertised very well

Give examples of volunteer activities, and suggest 'only an hour a week' or some other time commitment

Positive PSA Design

The design is not too busy or too scarce and it includes just enough information.

shows a photo of other volunteers, the people that the viewers of the PSA can relate to

I agree it's effective at attracting volunteers if its aimed at the sort of people who volunteer at these type of organizations.

Poor PSA Design

Obviously it's somewhat effective since it makes a clear statement and request, but I tend to gloss over the words "donate or volunteer your time today" since I see them so often

Why or why not? – Open-Ended Responses to Question 10 (*cont.*)

Having a picture of the volunteers doesn't create an image of sympathy, which is what drives most people to help

I don't know how successful 7hills is in attracting volunteers.

PSAs are Ineffective

Think it takes more to really attract people

No matter what is said or printed, it's always up to the individual.

Table 17: To what extent do you agree or disagree with the following statement: This PSA is effective in attracting donors for 7hills Homeless Center.

Answer	%	Count
Strongly agree	23.08%	6
Agree	50.00%	13
Neither agree nor disagree	7.69%	2
Disagree	15.38%	4
Strongly disagree	3.85%	1
Total	100%	26

Why or why not? – Open-Ended Responses to Question 11

Clear Information/Effective

lists the different ways you can find out more about them

makes people aware, and, if interested, people might respond.

Donations are less personal than volunteering. Increased awareness of the issue alone could draw donors.

Makes a clear statement and request

Seems friendly and informative

Help is emphasized

Should work for those who wish to donate items, clothing etc..

It details what 7hills using the money for.

It is an effective message

PSA Design Improvement

The words "donate" and "financial contribution" are used equally with "volunteer" throughout the PSA. It clearly explains what the money would be used for. If there is an online giving page, that might be an important link to include.

It seems like this is more of a PSA for volunteering than donating.

It is vague. I think it would be better to make a PSA for volunteering and make a separate one for donating.

Lacking Specific Needs/Use of Money

Very bland advertisement

Why or why not? – Open-Ended Responses to Question 11 (*cont.*)

Let's you know that they need food and clothes. Could be more direct about needs.

does not show where/how money is needed

Misunderstood Question

I haven't yet donated, so I can't testify to its effectiveness.

Table 18: To what extent do you agree or disagree with the following statement: This PSA makes me feel that 7hills Homeless Center is directly impacting their local community.

Answer	%	Count
Strongly agree	34.62%	9
Agree	53.85%	14
Neither agree nor disagree	3.85%	1
Disagree	7.69%	2
Strongly disagree	0.00%	0
Total	100%	26

Why or why not? – Open-Ended Responses to Question 12

Information

many options to find info

They give examples and numbers

Seems friendly and informative

It tells what they are doing.

With what is offered and those faces, how can it not be.

Letting them know how many are affected and what they are doing to help.

Community

The statistic about homelessness in Northwest Arkansas clearly shows that the center is geared toward the local community.

It shows that the volunteering and donations directly go to the clients at 7hills.

it is fostering involvement within community

It details specifically what 7hills does for its community.

Lacking Specifics

Not sure many folks really understand the need or the impact it has

Needs maybe statistics on how many receive help from 7 Hills & how.

It talks about what it offers, I think it should brag more about their achievements "We served x meals, gave x hot showers, found x people jobs" in order to let us know that they are effective at what they do.

Why or why not? – Open-Ended Responses to Question 12 (*cont.*)

Revision/Change

It doesn't have pictures of impactful change. Saying it is one thing but proof is better

Photo of people

Table 19: To what extent do you agree or disagree with the following statement: I have a positive opinion about 7hills Homeless Center after reading this PSA.

Answer	%	Count
Strongly agree	42.31%	11
Agree	50.00%	13
Neither agree nor disagree	3.85%	1
Disagree	0.00%	0
Strongly disagree	3.85%	1
Total	100%	26

Why or why not? – Open-Ended Responses to Question 13

Helpful

I have seen how helpful the center is for the homeless

I think they are focused on helping the community after reading this PSA.

Just do

I had a positive opinion about 7hills before I read this psa, but I do think it sums up what 7hills is about.

Know they're doing a lot of good.

Photo

The people in the picture seem happy and kind, which makes me feel good about the organization. Also, listing the organization's services leaves me with a positive impression.

shows people of all ages help

The people in the picture look nice, and the information on the poster is positive.

Lacking Specifics

It makes it clear there is a problem. I think it is good they mention the number of homeless. What we don't know whether 7hills works for whole NW Arkansas or only Fayetteville.

It's nice that they offer what they offer. Still, it doesn't really sound like they're proud of what they do, and they should be.

Table 20: To what extent do you agree or disagree with the following statement: This PSA is effective in providing information about 7hills Homeless Center's purpose.

Answer	%	Count
Strongly agree	38.46%	10
Agree	42.31%	11
Neither agree nor disagree	7.69%	2
Disagree	11.54%	3
Strongly disagree	0.00%	0
Total	100%	26

Why or why not? – Open-Ended Responses to Question 14

Clear Information

gives many options to find more info

Many know nothing about homelessness in the community

It describes exactly what a future volunteer or donor would need.

highlights simple purpose to volunteer and donate, which contributes to the lives of specifically number 2462 homeless citizens

It supplies number of homeless and the multitude of offerings from 7Hills

It states the purpose clearly in the psa.

It directly mentions the main services 7 Hills provides

clearly states what they do to help

Lacking Clarity

I think the purpose is implied. A sentence that clearly states the goal of the organization might make that more clear.

I see what they do, but I'm not that clear on their purpose after reading this

It doesn't talk about helping homeless people find jobs, houses, etc. which 7hills does

Ad copy too cluttered. Need to emphasize services provided rather than photo of employees.

Table 21: What did you like about the PSA?

Informative
that you can find them on social media instead of just calling
Basic information
That communicates that 7 Hills changes lives for the better.
Positive message and brings up community awareness.
It's very informative and straightforward
The information covers all the questions someone inquiring about the organization might have.
the simplicity gives concise information, is quick to read
It communicates clearly without providing too much information.
Request is direct for help
It details all that 7hills does for the homeless people in nwa.
It is professional. Not too many words and it gives in a few words the most important information. If you want to volunteer you know where to sign up. It is a positive message with a picture full with happy people from different ages.
Photo
The happy picture of the people and the all the easy contact information.
Like the friendliness of the picture of the people and the information on how you can help
The smiles.
Picture makes it personal
The info given and the photo
Colorful, liked the picture. Showed why they need help and what they do.
Design
All of the parts seem to be there, the copy is effective.
It is clean, clear and easy to read. There isn't a whole lot of clutter.
The large letters
I like the design and the directness of the message.

Table 22: What did you not like about the PSA?

PSA Layout and Design
The title and words seem a little scrunched at the top. Maybe space those out a little to let it breathe some. There seems to be a lot of space at the bottom. Maybe make the logos smaller and the picture bigger.
social media on bottom, would like it on top
To my knowledge, 7hills has not updated their instagram in quite some time so maybe it would be smart to not include instagram on this PSA.
It is bland and boring. Certain text could be emphasized to draw attention and be more visually appealing.
Too busy.
Cluttered
Liked the PSA
Nothing
I liked all of it.
Like the whole thing
Nothing.
Nothing
Lacking Specifics
the wordy, yet not sufficiently descriptive part in the middle,
Need more specifics on donations and volunteer positions?
It's begging for money and help.
Maybe be a bit more specific in what area 7hills covers.
Could be more direct about specific needs.
Background
the black background is empty and unattractive
Not diverse group of volunteers, black background with "HELP" is a bit extreme
I don't like the color of the psa.
Visually could be much more interesting, the right type of image but not high enough resolution, the black isn't necessarily appealing

Table 22 (*cont.*): What did you not like about the PSA?

Photo

The photo is just a group of people smiling. Perhaps switch to a photo of a volunteer helping a client, for instance, assisting a client in putting on "new" shoes.

Table 23: How could the PSA be improved?

Photo	
I think an action shot instead of a posed photo would be more interesting. Some more color would also make it more visually appealing.	
more emphasis on the slogan, more diversity in people photographed, more emotional appeal	
Show more racial diversity in photo and make it higher quality. Play with different colors, different slogans. People respond well to a diverse set of options. Consider a multi-flyer campaign, each with a different color scheme and a different activity that volunteers can do.	
Perhaps it could include an image of somebody who is homeless? If, of course, that's not a privacy issue.	
Eliminate photo	
Instead of using a picture of staff I think a picture of the staff actually helping a homeless person, would be more effective.	
PSA Design	
Maybe do a separate PSA targeting potential volunteers or more info on what volunteers actually do that helps.	
Make it look a little bit more professionally designed	
Maybe a more unique design that would grab people who are maybe walking by or opening up their email.	
Better graphic design	
I think hiring or getting a designer to volunteer time to take this info and produce a more designed piece	
Liked Current PSA/No Suggestion	
its pretty good	
? Don't know	
I think it is good the way it is because the black contrasts the words and the picture and it catches people's eyes.	
I liked it as it is	
Can't think of anything	
Additional Information	
Provide more guidelines on donations and how you can volunteer.	
Ask to please help the people in need by doing what we can.	
Focus more on Homeless.	

Table 23 (*cont.*): How could the PSA be improved?

Maybe be a bit more specific in what area 7hills covers.

Listing things they need for donation.

Table 24: What other thoughts did you have about the PSA?

No Additional Thoughts
None
None
Nothing but, Good for them!
I don't have any other thoughts about the psa.
Liked it a lot.
Specific Recommendations
The picture could be different.
Maybe a it could mention : your donation of X\$ provides a meal a day.
Additional Comments
I walked in the door because I wanted to volunteer and help. I think people need to feel the call and not sure how much the PSA helps except to inform people that 7hills exists and if they care....they'll respond. This gives basic information if someone wants to help with the problems of homelessness. Sorry to say, many don't want to see it as a community issue.
I know a lot of people that don't understand how to get involved, hopefully this will help.
will they have a twitter?

Table 25: From which, if any, of the following sources have you learned about 7hills Homeless Center in the past three months? Please select ALL that apply.

Answer	%	Count
Family/friends	38.10%	8
Television	9.52%	2
Facebook	38.10%	8
Twitter	0.00%	0
Instagram	4.76%	1
Email	28.57%	6
Newspaper	19.05%	4
7hills Homeless Center website	61.90%	13
Magazine	0.00%	0
Signage	19.05%	4
Radio	0.00%	0
Other (must specify)	23.81%	5
None - I have not learned about 7hills Homeless Center in the past three months	4.76%	1
Total	100%	21

Table 25a Other– Open-Ended Responses to Question 19

volunteering weekly and visit in between
Interaction with homeless on bike path.
From University of Arkansas
I drive past the day center often.
Church

Table 26: From which, if any, of the following sources would you most prefer to receive updates about 7hills Homeless Center?

Answer	%	Count
Email	71.43%	15
Facebook	14.29%	3
Instagram	0.00%	0
Twitter	0.00%	0
Text message	4.76%	1
7hills Homeless Center website	9.52%	2
Other (must specify)	0.00%	0
None - I would not prefer to receive updates about 7hills Homeless Center	0.00%	0
Total	100%	21

Table 27: Do you follow 7hills Homeless Center on Facebook?

Answer	%	Count
Yes	42.86%	9
No	57.14%	12
Total	100%	21

If no, why not? – Open-Ended Responses to Question 21

Did Not Know 7hills had Facebook

I didn't know they had a Facebook.
I didn't know they had a Facebook page
Good point, maybe i'll start
Didn't know they had one
Didn't know they had a page til just now.
Didn't occur to me until just now.

Do Not Have Facebook

don't do Facebook
Not active Facebook user
I'm not on Facebook.
Do not laugh, I don't have a facebook account
I don't have a Facebook because I think social media is for narcissists who want constant praise about what shoes they buy or where they eat lunch at. I'm an adult, I don't need to be online friends with people I went to high school with, and can use email, the Internet, or a phone call to recieve information about 7hills.
Sometimes. I am not such a Facebook fan.

Table 28: If 7hills Homeless Center had an Instagram account, would you follow them?

Answer	%	Count
Yes	33.33%	7
No	66.67%	14
Total	100%	21

If no, why not? – Open-Ended Responses to Question 22

Did Not Know 7hills had Instagram

Didn't know and don't know the benefits of doing so

Do Not Have Instagram

I don't do Instagram

don't have the app

I'm not on Instagram.

Don't do Instagram

I am old, don't use instzgram either. Most people who could be major donors are older and probably don't use facebook, instagram, Twitter etc., etc.

Don't have one.

Prefer Other Source

I follow fewer people on Instagram so it doesn't get as cluttered as Facebook and Twitter.

I don't like dealing with too many sources

Not Categorized

Same as above.

Table 29: If 7hills Homeless Center had a Twitter account, would you follow them?

Answer	%	Count
Yes	28.57%	6
No	71.43%	15
Total	100%	21

If no, why not? – Open-Ended Responses to Question 23

Did Not Know 7hills had Twitter

Didn't know and don't know the benefits of doing so

Do Not Have Twitter

I don't do twitter either

Don't have one.

I don't have twitter

don't have the app

I don't use Twitter.

Don't do teitter

Prefer Other Source

I can get all the info from email if need be

I don't like dealing with too many sources

Not Categorized

Stated above

Same as above

Table 30: What other methods of communication should 7hills Homeless Center utilize to reach volunteers?

Weekly or monthly email updates
all things internet
Every way possible. I'm a technical idiot but most folks are able to be reached thru so many venues...
Maybe a table at the university?
Npr community spotlight. Flyers up arou one local businesses and schools.
can't think of any
They should utilize the U of A volunteer action center more.
bulletins in public places, flyers at library, etc
You've hit the big ones. just make sure managing social media doesn't take away from direct service of clients
For me, I think email is fine.
Television
Radio, you know, the old fashioned kind
7hills should use email to reach volunteers. Social media is not professional.
I think Facebook would probably be the most effective. Flyers in doctor's offices, etc.
I think you already have a newsletter. Maybe beef that effort up a bit?
emailing, letters.

Table 30a - Qualitative Categories

Communication Method	%	Count
Email	31.25%	5
Flyer	12.50%	2
University of Arkansas Campus	12.50%	2
No Suggestions	12.50%	2
Social Media	12.50%	2
Radio	6.25%	1
Internet	6.25%	1
Television	6.25%	1
Total	100%	16

Table 31: Do you have any additional suggestions for reaching out to potential volunteers?

University of Arkansas/Churches	
I do feel it's a calling and not for everyone. Those who want to help the homeless will find their way to 7hills. Not sure how the UA students get involved but think it's great they do. I think churches are involved in some ways but could be more help financially.	
College and schools are useful, but also businesses. Put up psa announcements everywhere and get a psa free on the npr community spotlight. Also events are good to spread the word.	
Flyers on campus	
Flyers around the campus and local stores	
using the university of arkansas campus. setting up a booth outside the union.	
No Suggestions	
No	
Effort will make it happen!	
No	
I've only volunteered once, so I'm not sure what is already being done.	
No.	
Event Recommendation	
Volunteer Appreciation Day where people can bring their friends and learn more about volunteering. It would, hopefully, get people to keep volunteering. Partnering with local churches or community service classes at the university. Newspaper advertisements.	
perhaps sponsoring community events that will allow for gatherings of homeless and volunteers in fun activities, spark conversation and humanize homeless individuals, events of food or music or arts that create moments of connectedness, so volunteers feel more compelled to help at day center on an average day	
NPR/Ozarks at Large; Fundraising/building awareness at a music concert at George's; There might be a possibility to have a listening series, inviting the community to learn from homeless individuals. A main reason there is a disconnect is because people don't have an adequate/safe venue to learn the story of homeless individuals. It could be at the day center, but could also be a 7hills branded table on campus or on Dickson - "Speak with a homeless person", where the community can engage with a homeless person in a 'safe' environment.	
Pamphlets in mail, esp. at holiday times. Any kind of gathering for the "wealthier" individuals, have hand outs, perhaps a simple poster at the door. Most people with money prefer to write a check, donate a few ridiculous clothing items and think they have done their due. You need to make them look face to face with the individuals 7Hills is helping. No aggression, just a smile and thank you. They have to realize that these are individuals who are truly just like them but have fallen on more difficult times. Life is not always fair, they need to realize that.	

Table 31 (*cont.*): Do you have any additional suggestions for reaching out to potential volunteers?

See remarks about flyers, presence at markets, tv (news on channel 5 f.i.) on certain strategic dates (in oktober f.i.), educate people more on homelessness and the causes.

Increased Information

Just increasing the info given about the volunteer opportunities that is not overwhelming.

Table 32: Is there anything else about 7hills Homeless Center you would like to share?

Positive Praise
7 Hills is an amazing organization that truly has a positive impact on our community! It is a great honor to be involved with 7 Hills!
Thanks for what you do!
I have enjoyed volunteering so far!
Everyone who works there has a giant heart made for helping people.
Such good, warm hearted caring people. If we had more like this, the world would be a more peaceful place. I know, I sound like a weirdo!, thank you
I have loved my experience and time spent there. A great group of people who are doing a lot of good for a lot of people in our community.
Improvement Suggestion
It humbles me to be able to reach out to those folks in need. Just wish we could offer them more, like being open 7 days, and hopefully someday being able to house people over night on really cold nights.
I wish they had a warming center, and they were open every day. Also, it's hard for people to only drop off donations Monday-Friday during the day.
I think they need new buildings.
No Suggestion
No
No
No.

Table 33: Do you wish to participate?

Answer	%	Count
Yes	97.22%	35
No	2.78%	1
Total	100%	36

Table 34: Have you ever volunteered at 7hills Homeless Center?

Answer	%	Count
Yes	91.43%	32
No	8.57%	3
Total	100%	35

Table 35: Have you ever been homeless?

Answer	%	Count
Yes	4.76%	1
No	95.24%	20
Total	100%	21

Table 36: How long were you homeless?

Answer	%	Count
Less than 1 month	0.00%	0
2-6 months	100.00%	1
7-11 months	0.00%	0
1-4 years	0.00%	0
5-10 years	0.00%	0
Greater than 10 years	0.00%	0
I am currently homeless	0.00%	0
Total	100%	1

Table 37: Which statements, if any, best describe factors which enabled you to transition out of homelessness? (Select all that apply.)

Answer	%	Count
Placement in permanent supportive housing	0.00%	0
Received federal housing vouchers	0.00%	0
Received job/skills training assistance	0.00%	0
Secured a job	0.00%	0
Utilized homeless resource centers/shelters	100.00%	1
Received help in obtaining disability benefits	0.00%	0
Found reliable transportation to and from job	0.00%	0
Participated in a rehabilitation class for substance abuse (drugs, alcohol, etc.)	0.00%	0
I am currently homeless	0.00%	0
Other (must specify)	100.00%	1
Total	100%	1

Table 37a Other– Open-Ended Responses to Question 34

Received supportive transitional housing (more long term than a shelter)

Table 38: While homeless, did you seek services from 7hills Homeless Center to help you leave homelessness?

Answer	%	Count
Yes	0.00%	0
No	100.00%	1
Total	100%	1

Table 39: What services from 7hills Homeless Center, if any, helped you leave homelessness?
(Select all that apply.)

Answer	%	Count
Counseling services	0.00%	0
Emotional support of staff/volunteers	0.00%	0
Contributions from donors (donated clothes, transportation, food, etc.)	0.00%	0
Placement in permanent supportive housing	0.00%	0
Assistance in applying for federal housing vouchers	0.00%	0
Participated in job/skills training assistance	0.00%	0
Assistance in obtaining disability benefits	0.00%	0
Transportation to and from job	0.00%	0
Participated in a rehabilitation class for substance abuse (drugs, alcohol, etc.)	0.00%	0
No service from 7hills Homeless Center helped me leave homelessness	100.00%	1
Other (must specify)	0.00%	0
Total	100%	1

Table 40: To what extent do you agree or disagree with the following statement: 7hills Homeless Center was effective in providing services to help me leave homelessness.

Answer	%	Count
Strongly agree	0.00%	0
Agree	0.00%	0
Neither agree nor disagree	100.00%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Total	100%	1

Why or why not? – Open-Ended Responses to Question 37

I wasn't homeless here.

Appendix B: Leisure Time Averages

Average Percentage of Weekday Leisure Time Spent by Selected Characteristics
and Age Group for the Civilian Population - 2015 Annual Averages

Age Group	15-19 Years Old	20-24 Years Old	35-44 Years Old	45-54 Years Old
Watching TV	44.2%	47.5%	52.2%	56.8%
Playing Games and Computer use for Leisure	18.1%	15.8%	6.5%	5.3%
Socializing and Communicating	11.1%	12.9%	13.5%	14.3%
Other, Including Travel	10.2%	8.2%	8.5%	7.0%
Sports, Exercise, and Recreation	10.4%	8.4%	7.9%	5.1%
Relaxing/Thinking	2.2%	4.6%	7.0%	6.5%
Reading	3.9%	2.6%	4.4%	5.1%

Note: Adapted from *American time use survey – 2015* by Bureau of Labor Statistics, 2016a.

Appendix C: Monthly Challenge Items

Monthly Challenge Items for Social Media Campaign

January	Canned Tuna/Chicken, 13/55-Gallon Trash Bags, Men/Women's Underwear
February	Canned Chunky Soup, Tarps, Ibuprofen/Tylenol
March	SpaghettiOs/Ravioli, Tents, Deodorant
April	Protein/Granola Bars, Bottled Water, Bug Repellant
May	Potted Meat/Spam/ Vienna Sausages, Men/Women's T-shirts, Disposable Razors
June	Canned Fruit/Fruit Cups, Heavy-Duty Disposable Bowls/Plates, Pepto-Bismol
July	Spaghetti Sauce & Noodles, Shampoo/Conditioner, Men/Women's Shoes
August	Macaroni & Cheese, Batteries, Flashlights, Backpacks
September	Hamburger Helper, Men/Women's Jeans, Cold and Flu Medicine
October	Sugar, Coffee, 8oz Disposable Foam Cups, Sleeping Bags
November	Chili, Men/Women's Long Socks, Men/Women's Jackets
December	Ramen Noodles, Peanut Butter & Jelly, Plastic Forks/Spoons, Antibiotic Ointment

Homeless people need your **HELP**

Donate or volunteer at 7hills today.

Did you know that 2,462 men, women, and children
are homeless in Northwest Arkansas?
7hills Homeless Day Center offers food, clothing, a hot shower,
counseling, and hope to homeless individuals.



Volunteer your time or make a financial contribution with 7hills
to make a difference and change someone's life.

Sign up at 7hillscenter.org



@7hillscenter



7hills,
1 Community

1832 S. School Ave. Fayetteville, AR 72701
(479) 966-4378 info@7hillscenter.org

Figure 6: Original PSA

Homeless people need your

HELP

Donate or volunteer at 7hills today.

Did you know that 2,462 men, women, and children
are homeless in Northwest Arkansas?

7hills Homeless Day Center offers food, clothing, a hot shower,
counseling, and hope to homeless individuals.



Volunteer your time or make a financial contribution with 7hills
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(479) 966-4378 info@7hillscenter.org

Figure 7: Revised PSA

Appendix E: Survey

A Social Marketing Plan for 7hills Homeless Center

Survey to Test PSA

Thank you for your participation. We are seeking your opinions to help 7hills Homeless Center better communicate with you. The study will take about 20 minutes to complete. All of your responses will be used to develop messages to better suit your needs and create an effective outlet for information about volunteering and donating. Your responses will be kept confidential to the extent allowed by law and University policy, and you will not be identified in any report, published or unpublished. All responses will be tabulated by groups of responses to a question, so no individual is ever identified, and the results will only be used to tailor public service announcements and other messages about the 7hills Homeless Center based on your advice and for the purposes of this study.

WHAT YOU SHOULD KNOW ABOUT THE RESEARCH STUDY

What is the purpose of this research study?

The purpose of this study is to identify ways to increase awareness of homelessness in Northwest Arkansas and trends in motivation for volunteering and donating to 7hills Homeless Center.

Who will participate in this study?

Participants are current and former 7hills Homeless Center volunteers.

What am I being asked to do?

Your participation will require filling out an online survey that is anticipated to take 20 minutes.

What are the possible risks or discomforts?

There are no anticipated risks to participating in this survey.

What are the possible benefits of this study?

There are no anticipated personal benefits to participating in this study.

How long will the study last?

Participation includes a one-time survey that is anticipated to take 20 minutes to complete.

Will I receive compensation for my time and inconvenience if I choose to participate in this study?

No, there will be no compensation associated with your participation.

Will I have to pay for anything?

No, there will be no cost associated with your participation.

What are the options if I do not want to be in the study?

If you do not want to be in this study, you may refuse to participate. Also, you may refuse to participate at any time during the study. Your affiliation with 7hills Homeless Center will not be affected in any way if you refuse to participate.

How will my confidentiality be protected?

All information will be kept confidential to the extent allowed by applicable State and Federal law. To ensure additional confidentiality, all data and responses collected will remain anonymous. You will not be asked to provide your name or any other contact information.

Will I know the results of the study?

At the conclusion of the study you will have the right to request feedback about the results. You may contact the faculty advisor, Dr. Jan L. Wicks ([REDACTED]) or Principal Researcher, Kendra Williams ([REDACTED]). You may print a copy of this form for your files.

What do I do if I have questions about the research study?

You have the right to contact the Principal Researcher or Faculty Advisor as listed below for any concerns that you may have.

Principal Researcher

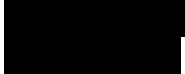
Kendra Williams, Candidate for MA in Journalism
University of Arkansas
[REDACTED]

Faculty Advisor

Dr. Jan L. Wicks
University of Arkansas
[REDACTED]

You may also contact the University of Arkansas Research Compliance office listed below if you have questions about your rights as a participant, or to discuss any concerns about, or problems with the research.

Ro Windwalker, CIP
Institutional Review Board Coordinator
Research Compliance
University of Arkansas
109 MLKG
1424 W. Martin Luther King, Jr.
Fayetteville, AR 72701-1201



Report Definition

- “Volunteering” refers to giving time to help at the 7hills Homeless Center or at one of their off-site events.
- “Donating” refers to providing financial contributions or tangible items (food, clothing, etc.) to 7hills Homeless Center.

1. Have you ever volunteered at 7hills Homeless Center? (Select one only.)
 - a) Yes
 - b) No
2. On average, how often, if at all, did you volunteer at 7hills Homeless Center in the past 12 months? (Select one only.)
 - a) Once a week
 - b) Once a month
 - c) Once every three months
 - d) Once every six months
 - e) Once a year
 - f) I have not volunteered at 7hills Homeless Center in the past 12 months
3. In general, why did you volunteer at 7hills Homeless Center? Please select ALL that apply.
 - a) Acquire a new skill
 - b) Be a more well-rounded person
 - c) Demonstrate my values to others
 - d) Fill my free time
 - e) Give me something extra to add to my resume/job application
 - f) Help others in need
 - g) Support a cause that someone I know is affected by
 - h) Set a good example for my family or friends
 - i) Spend time doing work/activities that I’m interested in
 - j) Meet new people/make connections
 - k) Teach my children the importance of volunteering
 - l) Spend time with my friends or family
 - m) Other (specify) _____
4. Which statement, if any, best describes your donation experience with 7hills Homeless Center? (Select one only.)
 - a) I currently am donating to 7hills Homeless Center
 - b) I have never donated to 7hills Homeless Center, but I will in the future
 - c) I currently am not donating to 7hills Homeless Center, but I have in the past
 - d) I have never donated to 7hills Homeless Center and I do not plan to in the future
 - e) Other (specify) _____

5. To what extent do you agree or disagree with the following statement: 7hills Homeless Center is directly impacting their local community. (Select one only.)
- a) Strongly agree
 - b) Agree
 - c) Neither agree or disagree
 - d) Somewhat disagree
 - e) Disagree
6. To what extent do you agree or disagree with the following statement: I have a positive opinion about 7hills Homeless Center. (Select one only.)
- a) Strongly agree
 - b) Agree
 - c) Neither agree or disagree
 - d) Disagree
 - e) Strongly disagree

Please read the public service announcement (PSA) shown below then answer questions 8-19 regarding the PSA.

Homeless people need your **HELP**

Donate or volunteer at 7hills today.

Did you know that 2,462 men, women, and children
are homeless in Northwest Arkansas?
7hills Homeless Day Center offers food, clothing, a hot shower,
counseling, and hope to homeless individuals.



Volunteer your time or make a financial contribution with 7hills
to make a difference and change someone's life.

Sign up at 7hillscenter.org



7hills,
1 Community

1832 S. School Ave. Fayetteville, AR 72701
(479) 966-4378 info@7hillscenter.org

7. Briefly explain what you think the main message of the public service announcement was.

8. To what extent do you like or dislike the following PSA slogan for 7hills Homeless Center:
“7hills, 1 Community.” (Select one only.)

- a) Strongly like
- b) Like
- c) Neither like or dislike
- d) Dislike
- e) Strongly dislike

Why or why not?

9. To what extent do you like or dislike the following PSA headline for 7hills Homeless Center:
“Homeless people need your help. Donate or volunteer at 7hills Today.” (Select one only.)

- a) Strongly like
- b) Like
- c) Neither like or dislike
- d) Dislike
- e) Strongly dislike

Why or why not?

10. To what extent do you agree or disagree with the following statement: This PSA is effective in attracting volunteers for 7hills Homeless Center? (Select one only.)

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) Disagree
- e) Strongly disagree

Why or why not?

11. To what extent do you agree or disagree with the following statement: This PSA is effective in attracting donors for 7hills Homeless Center? (Select one only.)

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) Disagree
- e) Strongly disagree

Why or why not?

12. To what extent do you agree or disagree with the following statement: This PSA makes me feel that 7hills Homeless Center is directly impacting their local community. (Select one only.)

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) Somewhat disagree
- e) Disagree

Why or why not?

13. To what extent do you agree or disagree with the following statement: I have a positive opinion about 7hills Homeless Center after reading this PSA. (Select one only.)

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) Disagree
- e) Strongly disagree

Why or why not?

14. To what extent do you agree or disagree with the following statement: This PSA is effective in providing information about 7hills Homeless Center's purpose. (Select one only.)
- a) Strongly agree
 - b) Agree
 - c) Neither agree or disagree
 - d) Somewhat disagree
 - e) Disagree

Why or why not?

15. What did you like about the PSA?

16. What did you not like about the PSA?

17. How could the PSA be improved?

18. What other thoughts did you have about the PSA?

19. From which, if any, of the following sources have you learned about 7hills Homeless Center in the past three months. Please select ALL that apply.
- a) Family/friends
 - b) Television
 - c) Facebook
 - d) Twitter
 - e) Instagram
 - f) Email
 - g) Newspaper
 - h) 7hills Homeless Center website
 - i) Magazine
 - j) Signage
 - k) Radio
 - l) Other (specify) _____
 - m) None – I have not learned about 7hills Homeless Center in the past three months
20. From which, if any, of the following sources would you prefer to receive updates about 7hills Homeless Center? (Select one only.)
- a) Email
 - b) Facebook
 - c) Instagram
 - d) Twitter
 - e) Text message
 - f) 7hills Homeless Center website
 - g) Other (specify) _____
 - h) None – I would prefer to not receive updates about 7hills Homeless Center.
21. Do you follow 7hills Homeless Center on Facebook? (Select one only.)
- a) Yes
 - b) No
- If no, why not? _____
22. If 7hill Homeless Center had an Instagram account, would you follow them? (Select one only.)
- a) Yes
 - b) No
- If no, why not? _____
23. If 7hills Homeless Center had a Twitter account, would you follow them? (Select one only.)
- a) Yes
 - b) No
- If no, why not? _____

24. What other methods of communication should 7hills Homeless Center utilize to reach volunteers?

The following questions will help us understand volunteer and donation trends. Please be assured there is no way to match the information to any individual who responds to this survey. Your confidentiality is guaranteed.

25. What is your gender? (Select one only.)

- a) Male
- b) Female
- c) Prefer not to answer

26. What is your age as of December 1, 2016?

27. What is your race? (Select one only.)

- a) African American or Black
- b) Asian or Pacific Islander
- c) Caucasian or White
- d) Native American or American Indian
- e) Hispanic or Latino
- f) Other (specify)_____
- g) Prefer not to answer

28. In what city and state do you live?

29. Which statement, if any, best describes your current employment status? (Select one only.)

- a) Employed full-time
- b) Employed part-time
- c) Self-employed/freelancer/temporary contract worker
- d) Unemployed – looking for work
- e) Not employed – not looking for work/unable to work
- f) Retired – not working
- g) Other (specify)_____

30. Which range best describes your total pre-tax household income? (Select one only.)

- a) Less than \$25,000
- b) \$25,000 to \$49,999
- c) \$50,000 to \$74,999
- d) \$75,000 to \$99,999
- e) \$100,000 to \$149,999
- f) \$150,000 or more

31. What is the highest level of education that you have completed? (Select one only.)
- a) Some high school
 - b) High school degree or equivalent (e.g. GED)
 - c) Trade/technical/vocational training
 - d) Some college, but no degree
 - e) Associate degree
 - f) Bachelor's degree (e.g. B.A., B.S.)
 - g) Some graduate school, but no degree
 - h) Graduate degree (e.g. M.A., M.S., M.D., J.D., Ph.D.)
32. Have you ever been homeless? (Select one only.)
- a) No [SKIP TO QUESTION 38]
 - b) Yes
33. [If "Yes" to Q32] How long were you homeless? (Select one only.)
- a) Less than 1 month
 - b) 2-6 months
 - c) 7-11 months
 - d) 1-4 years
 - e) 5-10 years
 - f) Greater than 10 years
 - g) I am currently homeless
34. [If "Yes" to Q32] Which statements, if any, best describe factors which enabled you to transition out of homelessness? (Select all that apply.)
- a) Placement in permanent supportive housing
 - b) Received federal housing vouchers
 - c) Received job/skills training assistance
 - d) Secured a job
 - e) Utilized homeless resource centers/shelters
 - f) Received help in obtaining disability benefits
 - g) Found reliable transportation to and from job
 - h) Participated in a rehabilitation class for substance abuse (drugs, alcohol, etc.)
 - i) I am currently homeless
 - j) Other _____
35. [If "Yes" to Q32] While homeless, did you seek services from 7hills Homeless Center to help you leave homelessness?
- a) Yes
 - b) No

36. [If “Yes” to Q32] What services from 7hills Homeless Center, if any, helped you leave homelessness? (Select all that apply.)

- a) Counseling services
- b) Emotional support of staff/volunteers
- c) Contributions from donors (donated clothes, transportation, food, etc.)
- d) Placement in permanent supportive housing
- e) Assistance in applying for federal housing vouchers
- f) Participated in job/skills training assistance
- g) Assistance in obtaining disability benefits
- h) Transportation to and from job
- i) Participated in a rehabilitation class for substance abuse (drugs, alcohol, etc.)
- j) No service from 7hills Homeless Center helped me leave homelessness
- k) Other _____

37. [If “Yes” to Q32] To what extent do you agree or disagree with the following statement:
7hills Homeless Center was effective in providing services to help me leave homelessness.
(Select one only.)

- a) Strongly agree
- b) Agree
- c) Neither agree or disagree
- d) Disagree
- e) Strongly disagree

Why or why not?

38. Do you have any additional suggestions for reaching out to potential volunteers?

39. Is there anything else about 7hills Homeless Center you would like to share?

Thank you for your participation!

Appendix F: IRB Approval



Office of Research Compliance
Institutional Review Board

December

MEMORANDUM

TO: Kendra Williams
Jan LeBlanc Wicks

FROM: Ro Windwalker
IRB Coordinator

RE: New Protocol Approval

IRB Protocol #: 16-11-276

Protocol Title: *A Social Marketing Plan for 7Hills Homeless Center*

Review Type: ☒ EXEMPT ☐ EXPEDITED ☐ FULL IRB

Approved Project Period: Start Date: 12/12/2016, Expiration Date: 12/11/2017

Your protocol has been approved by the IRB. Protocols are approved for a maximum period of one year. If you wish to continue the project past the approved project period (see above), you must submit a request, using the form *Continuing Review for IRB Approved Projects*, prior to the expiration date. This form is available from the IRB Coordinator or on the Research Compliance website (<https://vpred.uark.edu/units/rscp/index.php>). As a courtesy, you will be sent a reminder two months in advance of that date. However, failure to receive a reminder does not negate your obligation to make the request in sufficient time for review and approval. Federal regulations prohibit retroactive approval of continuation. Failure to receive approval to continue the project prior to the expiration date will result in Termination of the protocol approval. The IRB Coordinator can give you guidance on submission times.

This protocol has been approved for 100 participants. If you wish to make *any* modifications in the approved protocol, including enrolling more than this number, you must seek approval *prior to* implementing those changes. All modifications should be requested in writing (email is acceptable) and must provide sufficient detail to assess the impact of the change.

If you have questions or need any assistance from the IRB, please contact me at 109 MLKG Building, 5-2208, or irb@uark.edu.