



**OUTREACH EXTENSIONS**

**NATIONAL *LEGACY* OUTREACH CAMPAIGN EVALUATION**

**Prepared by**

**Applied Research & Consulting LLC**

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**(#788)**

## **I. BACKGROUND**

For the past three years, Outreach Extensions has been developing, implementing and sustaining an ambitious, nationwide outreach campaign created to extend the impact of the documentary film *Legacy* beyond its cable television broadcast.

Although the broadcast schedule and outlet for the film changed several times before its cable television premiere in July 2001 (in part, because the film received an Academy Award nomination in the spring of 2001), Outreach Extensions was able to develop a campaign that did not rely on the television broadcast, but instead, focused on innovative ways to bring the film into the community through national, regional, and local organizations and a wide variety of venues. In this way, Outreach Extensions created a means of connecting with audiences that are typically not reachable through conventional broadcast media.

In order to gauge the effectiveness of its efforts, Outreach Extensions engaged an independent research firm, Applied Research & Consulting (ARC) in November 2000 to conduct an evaluation of the National *Legacy* Outreach Campaign. The evaluation covers work done in both Phase I and Phase II of the campaign.

## II. RESEARCH OBJECTIVES

The primary objectives of the research conducted by ARC were to evaluate how effective the National *Legacy* Outreach Campaign has been in four areas:

- 1) utilizing media in innovative ways to stimulate community action;
- 2) engaging and supporting organizations that work with new and special audiences (e.g., families living in poverty, individuals in substance-abuse prevention and recovery, grandparents who are primary caretakers for their grandchildren, high-risk youth);
- 3) raising awareness and understanding of pressing and complex social issues; and,
- 4) encouraging coalition-building among community organizations and helping them develop sustainable resources and strategies to improve the lives of families in cities across the country.

Because of the great institutional breadth and depth and geographical reach of the campaign activities, the wide variety of social issues addressed by the campaign, and the diversity of its targeted audiences, ARC necessarily narrowed its focus to explore five outreach initiative prototypes:

- The public television outreach for cable broadcast initiative
- The faith-based initiative
- The legislative and public policy initiative
- The workforce initiative and
- The youth and family strengthening initiative.

The evaluation first looked at the effectiveness of the campaign in terms of design and implementation. Through varied methodologies, ARC simultaneously explored the impact of the campaign on participating organizations and evaluated how the strategic use of media beyond traditional distribution channels can stimulate citizen engagement and serve as a catalyst for meaningful change.

### III. METHODOLOGY

In order to achieve the above-stated objectives, ARC designed an integrated qualitative and quantitative research methodology.

#### Qualitative research

For the qualitative phase of the evaluation, ARC utilized three techniques: focus groups, individual in-depth interviews, and on-site observations. Through a process of exploratory questioning of respondents, and then a follow-up probing of their responses, the focus group interviews (FGIs) and in-depth interviews (IDIs) provided an understanding of the underlying attitudes, beliefs and values which shaped respondents' opinions and perceptions about the *Legacy* outreach campaign. The flexibility of the loosely structured interview allowed for the pursuit of unanticipated issues that emerged as relevant tangents during the discussion. By allowing the subjects to "tell their own stories," ARC gained insight not available in surveys consisting of close-ended questions. On-site observations of events gave ARC researchers an unmediated opportunity to observe the campaign "in action," without needing to rely entirely on second-hand reports from the campaign participants.

#### Quantitative research

While qualitative research provides a full, highly descriptive portrait of individual reactions and impact, quantitative research provided a "projectable" indication about respondents' expectations, attitudes, and perceptions to *Legacy*; the National *Legacy* Outreach Campaign; the use of media in community-based work; and collaborations or partnerships with other organizations. The quantitative research phase allowed ARC to model the depth and frequency of relevant attitudes and behaviors regarding the use of *Legacy* in particular, and media in general, by partner organizations.

The sizes of the survey samples in this evaluation allow for a moderately high degree of inferential accuracy, relatively small margins of error, and provide for sufficient analytical power to detect meaningful differences.

## Summary of methodologies

Following is a description of the four major methodologies used in ARC's evaluation of the National *Legacy* Outreach Campaign:

### In-depth interviews (N=16)

<b>Respondent</b>	<b>Title</b>	<b>Organization</b>	<b>OE Initiative</b>
Cathy Dennis	Co-Executive Director	Kaleidoscope	Youth & Family Strengthening
Monica Medina	Director of Outreach	KPBS/San Diego	Public TV
The Reverend Tim Johnson	Client Mentor	Kaleidoscope	Youth & Family Strengthening and Faith-Based
Dallas Terrell	Manager, Constituent & Alumni Relations	Interdenominational Theological Center	Faith-Based
Denise Blake Thomas	Consultant (and former staff member)	Interdenominational Theological Center	Faith-Based
Donna Butts	Executive Director	Generations United	Legislative & Public Policy
Kennet Santana	Executive Director	STRIVE/Battle Creek	Workforce
Mary Pat Gallagher	Outreach & Education Manager	KETC/St. Louis	Public TV
Dr. Hilbert Stanley	Executive Director	National Black Catholic Congress	Faith-Based
Brian Gordon	Community Outreach Director	San Francisco Int'l Film Festival	Youth & Family Strengthening
Mary La Porte	Executive Director (former)	Center for Employment Training	Workforce
Mary Davis	Executive Director (current)	Center for Employment Training	Workforce
Rita Lewis	Director of Development	Chicago Christian Industrial League	Workforce
Dr. Brenda Crawley	Professor	Loyola University: Chicago School of Social Work	Youth & Family Strengthening and Workforce
The Reverend Kazi Joshua	Pastor	SCUPE (Seminary Consortium for Urban Pastoral Education)	Faith-Based
Otis Head	Director	Project Destiny	Faith-Based and Youth & Family Strengthening

Focus group interviews (N=3)

1) **Chicago** – 11/28/00

16 social workers from Kaleidoscope, a Chicago-based social service organization, participated. In the week prior to the focus group, all the participants had attended a seminar in which *Legacy* was used as a training tool.

2) **San Diego** – 3/22/01

Attendees included 9 representatives from local organizations including Neighbors United Community Market & Education Center, YMCA Childcare Resource Service, KPBS, Soroptimist International and Presbyterian Women and Men of Christ United.

3) **Chicago** – 5/24/01

8 representatives from various intergenerational, social-service and legal-service agencies took part in the focus group, including the Community Mental Health Council, Legal Assistance Foundation of Metropolitan Chicago, Family Support America, Lifelink, Chicago Housing Authority, University of Illinois Extension, Chicago AEYC, Voices for Illinois Children. All of the attendees participated in the National *Legacy* Outreach Campaign, with specific emphasis on intergenerational issues and services, including housing initiatives.

NB: A fourth faith-based focus group in Atlanta was cancelled due to the events of 9/11/01.

Participant observations (N=3)

1) **Chicago** – 3/1/01

**Generations United *Legacy* Screening and Presentation**

Over 200 caregivers and professionals from Chicago's non-profit organizations and city and state government agencies attended the Chicago premiere of the film. A presentation by Generations United's

Executive Director, Donna Butts, was followed by a screening of the film, a panel discussion, a Q&A session with the Collins family, and an awards ceremony.

2) San Diego – 3/20/01  
**Cox Cable/KPBS: “*Legacy: A Message of Hope*”**

Attendees included women in substance-abuse recovery and representatives of organizations that assist women and families in finding the resources and support necessary to improve their lives. After the screening of the *Legacy of Community Action* Video, Wanda Collins appeared and spoke to the group about her experiences in recovery and engaged in a question and answer session with attendees.

3) San Diego – 3/21/01  
**Christ United Presbyterian Church: “*Legacy: The Power of Faith.*”**

The event was organized by one of the lay leaders of the church. Congregation members watched the 35-minute faith-based version of the film and discussed ways in which the film could be used to work with members of their community. Guest speaker Wanda Collins fielded questions from the group about how both her own faith – and the support she received from the faith community – were crucial in her substance abuse recovery process.

Surveys (N=3 surveys)

1) **Texas juvenile justice conference** (May 8, 2001)  
N= 107 individuals

The event consisted of a screening of *Legacy* and a follow-up workshop, which explored strategies for using the film and outreach materials in juvenile justice work. This event was a “first-time” exposure to *Legacy* for this cohort of quantitative survey respondents.

2) **Community leaders** (August 2001)  
N= 44 respondents from 44 different organizations

All of the respondents from this cohort had participated in Phase I and/or Phase II of the National *Legacy* Outreach Campaign.

3) **Targeted “untraditional” audience members** (October 2001)  
N= 79 respondents from 5 organizations

Respondents of the “community leader” survey distributed a “target audience” survey to their clients/constituents on behalf of ARC . Respondents included both adult and teenagers, all of whom had seen *Legacy* within a structured, guided program setting.

Special considerations for evaluation with “untraditional” audiences

Typically, there are impediments to conducting evaluations with “untraditional” audiences. (e.g., difficult-to-reach, low-income, or disenfranchised individuals who are often not part of conventional social structures). In addition to the logistical challenges of locating these audiences, it is often difficult for outside researchers to establish in a short period of time the necessary rapport and understanding to allow for discussions of sensitive issues, such as self-image and lifestyle. With these types of target audiences, ARC believes that the community counselors, social workers, teachers et al. generally speak as effective proxies for their clients.

In the course of the campaign evaluation, ARC did conduct one on-site event observation, as well as a written survey, with the targeted “untraditional” audiences.

## IV. FINDINGS

### Introduction

When ARC first began the evaluation process in November 2000, Outreach Extensions had already been in the field for nearly 18 months working to extend the impact of the *Legacy's* theatrical release and television broadcast further into the public sphere. In Phase I of the campaign, Outreach Extensions had facilitated many hundreds of community events, had distributed over 2,700 *Legacy* videos (including the complete film and edited versions for the faith-based constituency and for community-action groups) and approximately 2,300 *Legacy* Community Action Toolboxes. By November 2000, Phase II was already underway and Outreach Extensions had energetically continued to build on the work it had done in Phase I, i.e., facilitating meaningful social change within the five “initiative” prototypes that were to be evaluated by ARC: faith-based, workforce, youth and family strengthening, legislative and public policy, and public television outreach for cable broadcast.

In this report it is not ARC’s intention to reiterate the activities undertaken by Outreach Extensions in the course of the campaign or to chronicle the wide range of positive outcomes resulting from its work. Over the course of Phase I and Phase II of the campaign, Outreach Extensions has done an exemplary job in tracking, cataloguing and reporting its activities through periodic (monthly, bi-monthly or quarterly) status reports and supporting materials. From January 2000 through mid-February 2002, the *Legacy* campaign accomplished the following:

- Reached over 562,000 individuals through outreach activities, publications, and local on-air broadcasts,
- Reached 33,600 Web site visitors,
- Distributed
  - 420 full-length *Legacy* videos (distribution was capped by California Newsreel).
  - over 5,300 *Legacy of Faith* videotapes,
  - over 4,800 *Legacy of Community Action* videotapes,
  - almost 2,500 *Legacy* Community Action Toolboxes,

- and about 11,250 separate toolbox sections.
- Facilitated over 1,000 community and faith events and screenings, and
- Organized 103 appearances of Collins family members at events and screenings.

To present an exhaustive description of Outreach Extensions accomplishments would be redundant and would not fulfill ARC's charge to conduct an evaluation of both the process and the impact of the campaign. Instead, the researchers at ARC focused their efforts on examining an array of representative activities and organizations from the five key initiatives through a combination of qualitative and quantitative methodologies. The qualitative research provided a rich, nuanced understanding of how a wide variety of individuals and organizations utilized the campaign's resources. The quantitative phase (i.e., the three surveys) dimensionalized the findings from the qualitative research and provided a means of projecting the findings to the larger "public" of community-based organizations working to effect meaningful social change.

While ARC's research can provide a "snapshot" of the effect of the campaign on participating organizations, and while certain inferences can be made from the findings about long-term impact, a study such as this cannot provide a definitive analysis about long-term changes in attitudes and behaviors and the creation of ongoing, sustainable collaborations among community groups. To achieve those kinds of results would require "pre-exposure" benchmarking and longitudinal tracking studies that were beyond the scope of the research design. Nonetheless, ARC feels that the findings derived from the methodologies used in this evaluation are sufficiently compelling and consistent to provide a meaningful indication of the impact of the campaign on a wide range of individuals, organizations and activities.

The findings below are organized into seven sections:

- Response to the Film
- Outreach Extensions
- Application and Impact
- Analysis by Initiative Prototype

- Using Media as a Tool
- Collaborations, Partnerships and Coalition Building
- Best Practices

Throughout the evaluation process, ARC consistently heard and observed positive feedback about *Legacy* and the accompanying outreach campaign, created and implemented by Outreach Extensions. In qualitative interviews, all respondents reported that the film and outreach campaign had had significant impact on work in which they – and their organizations – are engaged. Following are more detailed descriptions of the aspects of the campaign that contributed to its success.

### **A. Response to the Film**

#### ***Legacy* consistently elicits a visceral, emotional response**

One of the single most important elements of the campaign was the outstanding quality of the documentary, *Legacy*. Without exception, every respondent reported on the emotional power of the film, and the way in which that power could be used to inspire, motivate, and serve as a catalyst for action and for meaningful change.

At screenings attended by ARC researchers, the ability of the film to connect with audiences was palpable. While the film itself was being shown, many viewers were moved to tears; and in the follow-up discussions, there was a tremendous eagerness on the part of the audience to process their feelings about and reactions to the film with others and to talk about how the experiences of the Collins family related to their own lives.

While many of the individuals who spoke with ARC as part of the evaluation have used media in their work, they all indicate that there are few films that have such an immediate and obvious ability to engage their clients/constituents in deep, personal issues.

*“I thought [the film] was amazing. I was very moved by it, which is saying a lot because I see a lot of documentaries.”*

*“There were a lot of tears, a lot of emotional responses to the film...it was really close for them.”*

- In quantitative research 88% of participants in the campaign gave the film very positive rating (“top 3-box” on a 10-point scale), and 47% gave it a “perfect 10.” There was no negative evaluation of the film (i.e., a rating below 6).
- At the Juvenile Justice Conference in Texas, attendees saw *Legacy* for the first time and participated in a workshop in which strategies for using the film and outreach materials were presented. 107 participants filled out ARC’s survey, and of those respondents 96% gave the film a positive rating (top 3-box).
- For the “target audience,” 84% rated the film highly with a “very good” or a “great” evaluation. Respondents who were 18 or older were more likely to give the film a high rating (90%) than those who were under 17 years (73%).

**Unlike most media training tools, the film was perceived to be relevant and “real”**

Many respondents indicated that the reason they can use *Legacy* so effectively in the work they do, is that the film is about “real” people with “real” problems. Whether they are teachers or caseworkers, counselors or spiritual leaders, public policy advocates or community organizers, they all have worked directly with individuals like the Collins family members.

When the film is shown to their clients (e.g., families at risk, individuals in recovery, people in welfare-to-work programs), audience members see a part of themselves in the story and relate to it on a profound level.

A number of respondents commented on the problems in using training film with actors and scripted situations. Too frequently, those films seem hokey to the respondents; instead of prompting introspection, poorly made training film can create deeper disassociation. Teenagers, in particular, have a highly sensitive radar for anything that is the least bit manipulative or fake and will “shut down” if pressed to discuss a film that they do not trust.

*“The fact that the family was allowed to speak in its own voice and style was very powerful. . . and it was great to have a family member [i.e., Nickcole] with inner direction who could be articulate in talking about distressing challenges without getting stuck in the mire or feeling self-pity.”*

The dramatic arc and narrative drive of *Legacy* also seem to contribute to its ability to engage audiences. While some respondents report that they have effectively used dramatic (i.e., fictional) narratives in the work they do, a documentary film such as *Legacy* seems to be especially effective in reaching audiences because the characters are real individuals, grappling with real issues and problems. However, unlike other “talking heads” documentaries, audiences become caught up in the story of *Legacy*; rather than being “talked at,” they become fully engaged.

It would, of course, be unrealistic to think that *Legacy* could connect with every individual who sees it. Some social service workers observed that their clients found some parts of the story somewhat lacking credibility:

*“The way Dorothy got her house and out of the projects was a bit unbelievable and hard for some of our clients to relate to.”*

*“When I showed the film to a family I work with, they said ‘those people don’t have it so bad. You should see what we have to deal with on a day-to-day basis.’”*

However, the large majority of respondents – even target audience members themselves – felt that the film is very real, honest, and relevant.

- Survey results indicate that 81% of *Legacy* campaign participants believe that the film is both highly representative of the lives of a family in crisis and highly relevant to the work they do. 19% believe it is moderately representative, and 16% say it is moderately relevant to their work.
- Almost half of campaign participants (49%) believe the film is “extremely representative” and a quarter of respondents (26%) feel it is “extremely relevant,” giving it a rating of “10” on a 10-point scale.
- 86% of respondents from the Juvenile Justice Conference felt the film was highly representative, with 41% giving it a “10.”

- 70% of conference attendees felt it was of high relevance, and 35% indicated it was “extremely relevant” (10 of 10).
- For both campaign participants and conference attendees, those respondents who report frequent media use are significantly more likely to see the film as highly representative and highly relevant.

Target audience members were asked how much they agreed with the following statement: “My family and I have to deal with some of the same things the family in the film had to deal with.”

- 35% of adult respondents answered “yes”
- 45% of adults answered “a little bit,” and
- 20% answered “no”.

Younger respondents (17 or under) were seemingly reluctant to identify explicitly with the issues depicted in the film. 48% of the teenagers answered “a little bit” and “52% answered “no” with no one answering “yes.” However, in follow-up questions teenagers indicated clearly that they do, indeed, deal with many of the same the challenges faced by the Collins family.

When asked which of the following problems they and their families have to deal with, three-quarters of the adult respondents reported “kicking a drug or alcohol problem” and over half of teens reported “getting a high school education.”

	Total N=63	17 or under N=19	18 and over N=44
Kicking a drug or alcohol addiction	64%	32%	77%
Finding safe, affordable housing	44%	32%	50%
Dealing with violence in my neighborhood	42%	26%	50%
Finding a job	38%	37%	39%
Getting a high school education	38%	53%	32%
Finding child care	30%	16%	36%
Getting off public assistance	19%	11%	23%

*(Multiple responses accepted.)*

## **The film's message is one of hope**

According to numerous respondents, it is rare to find a film that is both real and that provides some sense of optimism and hope. Many of the messages that are typically reflected back to low-income, at-risk individuals are negative and unsupportive.

*Legacy* differentiates itself from other media in that it shows positive outcomes, despite considerable odds, and it conveys a message of hope without being phony or sentimental.

*“My reaction was ‘Wow! This is incredible, fantastic!’ So often film gives us highly tragic, negative images of people who are poor and facing challenges. ‘Legacy’ showed new beginnings filled with hope and promise. It is extremely powerful and affirming.”*

*“It helped our participants to see someone like them who ‘made it.’ They loved it.”*

*“We’re going to show the film to residents of the city’s housing projects, because we think it will be really effective in sparking dialogue and creating a sense of hope.”*

*“The film is a window into hope. I think if my clients see it, they will have a more positive future to focus on. ‘Legacy’ provides options that these people don’t see everyday.”*

## **B. Outreach Extensions**

### **Outreach Extensions was highly energetic and proactive in creating innovative uses for the film and outreach materials**

Respondents indicate that Outreach Extensions did an exemplary job in finding every possible opportunity to promote the film and the outreach campaign within each of the five program initiatives, whether it was helping to develop a curriculum, organizing events that spotlighted the Collins family as guest

speakers, setting up mentorships, or bringing together diverse organizations to work together on a special one-time event or an ongoing community action-plan. When Outreach Extensions identified an individual or an organization that was interested in using *Legacy* in their work, the Outreach Extensions staff worked tirelessly to develop appropriate and exciting applications for the campaign, tailored to the specific needs or uses of particular organizations and community members. Such activities are too numerous to iterate (and are well-documented in Outreach Extensions' status reports).

Much of the credit for the outcomes can, of course, be attributed to the creativity and leadership qualities of the participants themselves. Even with the best materials, change through media use is not possible without the hands-on, sustained commitment of grassroots leadership. Outreach Extensions used good sense and judgment when evaluating where to expend their resources: they recognized that not every lead would result in activities with impact and meaningful outcomes. They focused their energies on the individuals and organizations that could effectively and creatively incorporate *Legacy* into their work.

**Outreach Extensions provided highly valued, hands-on and personalized support to participating organizations and individuals**

All respondents spoke extremely highly of the Outreach Extensions leadership and staff, and most of them indicated that without the support of Outreach Extensions, the activities and collaborations associated with *Legacy* would have been far less effective.

At all three on-site observations, ARC researchers noted that Judy Ravitz enthusiastically and sincerely reached out to participants. She encouraged the audiences and workshop participants to contact Outreach Extensions to obtain additional materials, information, or technical support. Her energetic, appealing personal style and strong leadership qualities are notable assets to the campaign.

*“Outreach Extensions was outstanding”*

*“Without the help of their staff, our project would not have happened. “*

*“Outreach Extensions provided terrific materials and support.”*

**The professionalism, responsiveness, enthusiasm, and experience of the Outreach Extensions staff distinguished the project from many other outreach campaigns**

For those respondents who have worked with media outreach campaigns in the past, the level of professionalism and support exhibited by the Outreach Extensions staff was notably superior to many other efforts. ARC found that in all its own interactions and site-observations, Outreach Extensions was efficient, extremely well-organized, prompt, and highly responsive.

*“I trust Outreach Extensions. Judy and Ken Ravitz are solid partners, and their values are in sync with what we do here.”*

*“The Outreach Extensions folks are really good people to work with. They are tremendously responsive.”*

*“We got good support from the staff. That’s really not typical.”*

**The materials created by Outreach Extensions were well-designed and were provided without charge and without hassle**

Legacy of Faith/Legacy of Community Action videos

Most respondents who saw both the long and short versions of the film agree that the longer version provides a more complicated, deeper portrait of a family-at-risk that had a more powerful effect than the shorter versions. And there were many instances in which screening the full-length film was appropriate both in terms of time and purpose.

However, because so many training sessions, workshops, classroom periods, and screening events are relatively limited in time, the creation of the two 35-minute versions of the film – *Legacy of Faith* and *Legacy of Community Action* – were crucial in the film being used widely and effectively by most organizations.

Legacy of Community Action Toolbox

In the course of Phase I and Phase II of the campaign, 2,500 “complete” toolboxes and approximately 11,250 separate toolbox sections were distributed to campaign partners and participants. The *Legacy Community Action Toolbox* was considered very well-produced and a valuable asset for most respondents as they

adapted the film to the particulars of their own individual organizations' training techniques, curricula, and activities.

*“The toolkit was a big motivator for my involvement in the campaign. It was incredibly well done and gave me and my staff an abundance of ideas and strategies for using the film.”*

*“The toolbox was really well thought out and well prepared. It was the really big plus of the campaign.”*

*“Initially, all I had was the toolbox. It was just stunning. The more I read, the more immersed I became. And that's when I put the PowerPoint presentation together for the church from contents of the toolbox.”*

For some respondents, however, the complete toolbox was “somewhat excessive,” and one respondent initially found it “off-putting. . . I thought it was an expensive sales brochure.”

*“There's just too much information here. I don't know where to start.”*

*“It looks nice, but what I need is five simple questions I can ask a group.”*

It was perceived that the most useful aspect of the toolkit was the set of questions that could be used to guide post-screening discussions. But because of the wealth of material, they were sometimes difficult to locate.

*“I used the questions in a meeting last week. The other stuff, though, just kind of got lost in the shuffle.”*

Overall, the toolbox was perceived as being of great value by those who had incorporated it into their work, and as having great potential by those who had not yet used it.

- 61% of campaign participants and 56% of conference attendees felt that the toolkit could be highly effective (top 3-box) in the work they do. Only 3% did not believe the toolkit would be effective (bottom 3-box).
- Of the campaign participants who used the video and toolkit in their work, over two-thirds (68%) reported a high likelihood of using it again. 29% indicated they were somewhat likely to use it again.

- For the conference attendees (all of whom had been introduced to *Legacy* for the first time at the conference), 41% indicated a high likelihood, and 40% a moderate likelihood of using the video and toolbox in their work.

### **C. Application and Impact**

With the assistance of Outreach Extensions, organizations and individuals found hundreds of different ways to use *Legacy* in their work. Respondents reported the following outcomes/benefits of participating in the National *Legacy* Outreach Campaign.

#### ***Legacy energized member organizations and individuals***

One of the most-frequently cited benefits of using *Legacy* as a tool was that it had a remarkable ability to motivate audience members to deepen their commitment or to take the first step toward taking action in the community service arena. As discussed above, the film provided hope both to service providers and to their clients that meaningful change is, indeed, possible.

*“It motivated my case managers to try harder and to recognize the value of making that extra phone call and sticking with a client.”*

*“‘Legacy’ showed us what an extra push can mean in someone’s life. Moving forward, it’s going to take a lot for me to take ‘no’ for an answer when I’m seeking help for one of my clients.”*

*“I think it has made a difference for people’s own personal commitment to what they can do and how they can share that story. That’s where the secret lies.”*

*“It’s good for people in my line of work to see successful stories with good endings. It rejuvenates me to not be negative when you think you’ve seen it all before.”*

The film was exceptionally effective in raising consciousness among the general public. One respondent noted,

*“A lot of people don’t know the struggles that others go through. Raising people’s consciousness about the situation and preventing judgmental attitudes is vital. ‘Legacy’ is incredible in doing that.”*

*“It makes you take a second look at those people who are in chronic poverty and why they are.”*

In the quantitative phase, 87% of all respondents felt that the *Legacy* video and outreach materials could be “highly effective” (top 3-box) in raising awareness of complex social issues (like chronic unemployment, addiction, and families in crisis) among the general public.

### **The campaign served as catalyst/access point for events, discussions, and community and legislative action**

Time and again, respondents talked about how effective the film and discussion questions were in stimulating discussion both for strategic planning purposes and as a means of accessing deeply personal responses for motivational and therapeutic counseling.

*“When I show the film to my kids, they’ll start to cry. That gives me the chance to go over to them and put my arms around them. It helps them understand that they are not alone and that there is no shame.”*

### **The Collins family appearances were a tremendous asset**

One of the most powerful aspects of the outreach campaign was the appearance of – and the question-and-answer sessions with – members of the Collins family. Their availability to attend community events and screenings galvanized event organizers and very likely boosted attendance. And when one or more members of the family were on-hand to participate in a post-screening discussion, the degree to which the audience connected to the themes and issues deepened appreciably.

*“The single best thing was having the Collins family come in and speak.”*

*“You had two ends of the spectrum. Nickcole could administer to certain people who are educated, perhaps, or to young people. But Wanda can go into places – like with crack addicts – where they wouldn’t even begin to identify with Nickcole.”*

When the actual family members were not available, the appearance of other individuals who could share their own personal stories was also effective.

*“At a screening I did at my housing unit, I had two welfare grandmothers attend and tell their stories after the film. It was a powerful event. They took such pride in sharing the stories, and the audience really connected.”*

**Legacy served as an effective training tool for social service and pastoral workers**

On all levels of the campaign, respondents reported that *Legacy* and its ancillary materials worked remarkably well for training case workers, seminary students, undergraduates and graduates in social work, addiction counselors, therapists, teachers of at-risk teenagers, and workplace trainers. [See below for individual program initiatives.]

*“First I’m going to show the film to my colleagues so that we can use it as a springboard to talk about current issues. Then we’ll go out in the field and use it with our clients.”*

**The film and outreach campaign offered hope and inspiration to people who are struggling to break the cycles of violence, poverty, unemployment and substance dependence.**

Because the film’s content was so relevant to the lives of at-risk individuals, and because the story chronicles a family who “made it,” many organizations used – and are continuing to use – *Legacy* in their program work with clients. Numerous organizations reported using the film in structured ongoing curricula and creating guided discussions and exercises based on the materials in the toolbox.

*“When I show ‘Legacy,’ it encourages the teenagers I work with to keep pushing.”*

*“I think it has to be used skillfully with clients. The discussions need to be semi-structured, so that they are guided to see that it’s really about choices and responses to identify inner strength and become a part in determining one’s own destiny.”*

In ARC’s survey of target audiences, a large majority of respondents had talked with their counselor about the film and indicated that it had helped them to some degree with their own life issues.

- 83% of adults talked with their counselor or program about *Legacy*, and 83% said it helped them with some of the problems in their lives. 60% reported “it helped me a lot.” Adults indicated that it helped them most with kicking a drug or alcohol addiction, dealing with neighborhood violence, finding a job and finding safe, affordable housing.

- 86% of teens said they talked about the film with their counselor or program, and 70% reported that it helped them with some of the problems in their lives, particularly with getting a high school education, finding a job, and finding housing.
- 75% of target audiences reported that watching and talking about *Legacy* taught them about community services that might help them or their families.
- While only 19% of adults reported that they had visited or contacted a community service agency as a result of watching the film, 47% of all the adult respondents rated the community service they had visited as either “very” or “a little bit” helpful. As with some of the teen responses, this discrepancy might be a result of misunderstanding the questions or a resistance to acknowledging that they actively sought help.

### **The National *Legacy* Outreach Campaign provided visibility for organizations and their missions**

Several organizations reported that by using *Legacy*, they were able to increase substantially the profiles of their organizations and to educate various constituents – including the general public and the “target audience” – about their services and their missions.

One notable example of this benefit is Generations United’s ability to capture the attention of lawmakers on Capitol Hill to put into place key legislation about grandparents’ rights as caretakers of children.

### **Project grants – even in modest amounts – are vital for many organizations**

One of the most effective elements of the National *Legacy* Outreach Campaign was its mini-grant program. For people involved in social service work, limitations of time and money are one of the biggest obstacles.

*“Money makes a big difference in my ability to participate.”*

*“Part of sustaining the impact is to make sure that programs have the financial ability to continue.”*

Along with the kudos about the campaign came a few suggestions for improvement. Following are the two primary critiques from respondents:

**A few respondents indicated a need for a campaign overview**

For those organizations that had not worked with national media campaigns before, there was some confusion about how the campaign was structured and what was expected of them.

*“It would have been helpful to see ‘the big picture’ of the campaign all at once, and some examples of other national outreach campaigns.”*

*“At the beginning, I didn’t know what the expectations were on the part of Outreach Extensions regarding evaluation and tracking responses.”*

*“The notebook that Ken Ravitz sent out for the Making Connections media project did a great job explaining what the goals and strategies were. It would have been great to have that at the start.”*

**“Where do we go with this?”**

While many respondents were extremely comfortable with and highly creative in developing ways in which to use the materials, some respondents felt that it was difficult to make the leap from the motivation inspired by the film to a concrete action plan. And although the toolbox provided many specific, carefully delineated strategies for discussion/activities, it was sometimes difficult for participants to extract those strategies from the wealth of information provided.

*“We got a lot of positive feed-back and then people asked ‘what can we do?’ That’s one area where I think we could probably do a better job.”*

*“It would be really nice if there was a one-sheet with simple step-by-step instructions on how to get started. These are huge social problems, and I’m not a social worker.”*

*“Community groups who view the film need to conceptualize first how showing this will impact their clients or constituents, rather than simply being enamored of this wonderful video.”*

*“My thought was ‘great film, but what do we do with it?’”*

## **D. Analysis by Initiative Prototype**

### ***Legacy's* themes correlated highly with the mission of participating organizations from all five initiatives**

One of the distinguishing characteristics of the *Legacy* outreach campaign is that the themes and issues are relevant to so many different areas of community-based work. Research revealed that the campaign was highly successful in achieving the overall goals of the campaign through all of the program prototypes. Following is an analysis of the outcomes and impact for each of the five initiatives. It is important to note that there is considerable programmatic overlap across the categories, and that successful outcomes in one area translates into success in others, as well.

- **Public television outreach for cable broadcast initiative**

In evaluating the effectiveness of the *Legacy* campaign with public television stations, ARC researchers spoke both with the public television outreach directors and with representatives from the organizations with which they work.

In light of the unusual broadcast circumstances (i.e., public television stations working on a program which was to premiere on cable television), this unprecedented program prototype was extraordinarily successful. Because of the strong leadership, positive equity and persuasiveness of Judy and Ken Ravitz, several public television stations agreed to participate in the *Legacy* campaign, long before a public television broadcast date had been determined.

Both station representatives with which ARC talked indicated that they had decided to participate in the campaign partly because of the good match with their ongoing outreach efforts and partly because of past positive experiences with Outreach Extensions.

*“The campaign fit in beautifully with the diversity theme we were working on at the time.”*

One of the most striking outcomes was a collaboration that developed between KPBS/San Diego and the local cable broadcaster, Cox Cable. The Director of Outreach at KPBS reported that *Legacy* provided the first opportunity for the

two broadcasters to work together and that they would “definitely” be collaborating again in the future. For example, Cox Cable has expressed a willingness to make their facility available for a Ready To Learn workshop, and because they have on-site daycare, might have their own employees attend.

The KPBS Director of Outreach also reported that the greatest benefit of working with the *Legacy* campaign was that it provided “tremendous opportunities to work with community members and groups that are working in the community.” The depth of the collaborations was evident to ARC researchers in the course of the San Diego focus groups and onsite observations. KPBS has clearly developed strong ties with the local organizations with which they collaborated.

The Community Outreach Director at KETC in St. Louis reported that initially she worried about not having enough time to participate in the campaign. “It sounded like a huge, daunting project, but the film was so meaningful and powerful and gut-wrenching, that we wanted to get involved.”

According to one of the station outreach directors, the changing broadcast schedule somewhat diminished her station’s effectiveness in using *Legacy* as an outreach tool. With a stronger public television connection, “we could do a lot more.” The other director agreed, saying “PBS not having the rights was a concern – not a barrier, but a concern.”

PBS did eventually secure the broadcast rights to *Legacy* and will be airing it by nationally in primetime in late 2002. Using the lessons learned with the three public television stations in Phases I and II of the campaign, Outreach Extensions is now offering grants to 18 additional public television stations across the country as they prepare for the national broadcast of the film.

Research indicates that the Making Connections Media Outreach Initiative funded by The Annie E. Casey Foundation will have a profound effect in increasing the impact of the public television stations’ work in the community. The campaign provides the structure, resources, guidance, and ongoing support necessary for public television stations to commit themselves even more fully to strengthening families and building healthy effective communities through the strategic use of specific, appropriate national programming.

*“The Making Connections Media Outreach Initiative will really help me guide my outreach.”*

- **Faith-based initiative**

Because of the explicit role that faith plays in how the Collins family extricates itself from the cycle of poverty, addiction and dependency, there was a tremendously positive evaluation from the faith community of the *Legacy* campaign.

One faith-based leader used the film as a training tool and orientation for new seminarians who were coming to an urban setting for the first time.

*“The campaign has been very helpful in helping our students understand that the city is composed of people in certain conditions and structures that trap them. The materials provided us with guidance on what can possibly be done.”*

The National Black Catholic Congress (NBCC) used the campaign for several purposes: to promote the idea of how Catholic schools could take a more active role in their communities, to encourage partnerships between dioceses, to encourage interdenominational collaborations, and to raise awareness of the black Catholic Church both within the national Catholic organization and among other faiths.

*“The Catholic Church has not always reached out to other faiths – other faiths that often have very effective programs and messages from which we could learn a lot. We’re using ‘Legacy’ to help achieve those kind of connections.”*

The degree to which *Legacy* has been seized upon as an opportunity for forging collaborations and increasing visibility is demonstrated by NBCC’s continuing commitment to using the film in high profile, high stakes activities. For instance, the film – with appearances by the Collins family – will be a centerpiece of the organization’s ninth annual Congress, entitled, “Black Catholic Leadership in the 21<sup>st</sup> Century: Solidarity Action.” Over 600 priests will be in attendance. They will see the film and be encouraged through discussions and workshops to use it in their pastoral work, with particular emphasis on community-based action plans.

At one faith-based social service agency, the director uses *Legacy* to help counsel at-risk youth, with a particular emphasis on Christian principles. He noted that the strength of the film lies in being faith-based but non-doctrinaire.

He was effusive about how effective the film has been in his ministry work with young people and in raising awareness among other social service agencies – both faith-based and secular.

*“The most encouraging thing is that the film doesn’t teach doctrine, but instead that a belief system needs to be established. I’m getting ready to show it to a collaboration of social service agencies who are beginning to understand the necessity of using faith-based work in solving social problems.”*

Research indicates that *Legacy* is extremely effective in helping train and engage clergy and in bridging social and economic issues with faith-based strategies.

*“‘Legacy’ showed us that in spite of the scale of the problems, there is space here to work, to really connect people with resources, provide families with what they need, and show them the assets that they have instead of what they don’t have.”*

- **Legislative and public policy initiative**

One of the most striking outcomes of the *Legacy* campaign, was the role it has played (and continues to play) in the enactment of federal legislation. Generations United reported that the *Legacy* film and outreach campaign was the primary factor in their moving ahead with important national legislation regarding housing for grandparents who are primary caretakers of their grandchildren.

*“The ‘Legacy’ campaign helped serve as a catalyst for legislative work in housing. It was an area that we had wanted to move on, but we hadn’t figured out the best way.”*

Generations United used *Legacy* successfully to increase awareness of the issue among legislators and their staff members and to serve as a catalyst for the creation of federal housing legislation that addresses the needs of grandparents and their grandchildren. The bill, which will be introduced early this year and which has bipartisan support, is called LEGACY: Living Equitably – Grandparents Aiding Children and Youth. It has been crafted to support measures such as removing barriers around how family is defined for permanency purposes, training and education for front line workers, and

demonstration programs that provide opportunities to replicate housing initiatives especially for grandparents raising grandchildren. Sponsors of the bill include Representative Michael Capuano (D-MA) and Representative Connie Morella (R-MD). (Note: See H.R. 4033 was introduced in Congress on Wednesday, March 20, 2002. Please see the press releases from Generations United and Representative Capuano's office in the Epilogue to this report.

Representative Capuano has spoken directly to the role that *Legacy* has played in the legislative process:

*“The ‘Legacy’ film, which documents some of the challenges facing grandparents raising grandchildren has been especially helpful with my colleagues on Capitol Hill. It has helped to show that these families are living in every state and Congressional District in the nation, and that their unique needs are not always being met.”*

The Executive Director of Generations United reported that the campaign was highly effective in increasing the visibility of her organization and its mission. Her member organizations were very excited and motivated by the campaign and its impact.

Like some other respondents, the Executive Director of Generations United initially worried about the amount of time it would require to be involved in the campaign. “We’re a small organization with a small staff,” she said. “But the outcomes have far exceeded my hopes, and all along the way, Outreach Extensions has been wonderfully responsive and helpful.”

- **Workforce initiative**

ARC spoke with representatives from several organizations that are involved in workforce training and welfare-to-work type programs. Again, because of the Alaisa's and Wanda's struggles – and successes – in breaking the cycle of welfare and/or abuse and in finding work, *Legacy* is perceived by respondents as being a perfect tool for use in work training programs.

*“It strongly fits into our mission.”*

*“There was a great fit between the film and our welfare-to-work program.”*

*Legacy* served as a jumping off point for discussion with trainees, and it encouraged participants to open up about the specific issues or obstacles that are holding them back. Most the respondents have actually incorporated the film and outreach materials into their formal curricula, and one respondent created a very impressive lesson plan that focuses specifically on *Legacy* and that has been presented for the use of other regional offices at their annual conference.

*“The film and materials helped my clients put their situations into perspective. ‘Legacy’ worked best as a motivational/personal development tool.”*

- **Youth and family strengthening initiative**

As with the other program prototypes, the fit between *Legacy* and youth and family strengthening programs was excellent. In fact, many of the overall goals of the campaign were, in fact, explicitly to support and strengthen families and build healthy communities.

*“I do feel that if we believe in the family unit and help them help themselves, we all are the better for it. This program really demonstrates that people can work together for the best outcome. It gives us all hope.”*

The campaign was highly successful in assisting organizations with this mission. Strategies varied widely, but outcomes were consistently positive and impact apparent. Social work agencies used the film to train their own caseworkers – and then used it directly in client work. Teachers and professors used the film and its materials to help train counselors and social workers. Intergenerational groups used the film with grandparents to help empower them and introduce them to community resources that can help them with their caretaking duties.

*“As a community service agency, we work with a lot of families in crisis. Just the encouragement of being there and connecting them with other services is what we live for. But often we get downtrodden, and this video shows that community can make a difference and that we all really need to try. I have shown it all over the place.”*

Organizations like the YMCA showed the film to teenagers and to grandparents, and used it to stimulate discussion and to generate personal action plans.

*“And we showed it to teens, and they came up with their own mini-projects of ‘how can I make a difference with my family, with myself, with my friends?’ It’s really empowering.”*

Others have used it for parenting classes, for substance abuse recovery programs, and to train therapists. One intergenerational organization reported that it is using the video to reach out to families on health issues, specifically to educate families “as a whole” on substance abuse, depression, and other health-wellness matters. A number of respondents indicated that the best way to use the campaign for family strengthening is simply to use it to help inform families about the community resources that are available to them.

Many of these organizations found the film and materials so effective, that they plan to use it in their work for years to come.

*“I show it to my graduate and undergraduate students in my social policy courses. I created a study guide and connected some points in the readings they have. As yet, I have not had a single negative response. The response is one of awe, of incredible joy that this family was given a chance. In general, that’s not how society operates.”*

One of the respondents had a wonderful example of how *Legacy* helped to shift her organization’s focus from an annual one-day “exposure” conference to a more sustained, ongoing process. Her group has entitled their program “Legacy of Hope,” and it is selecting 3 to 5 women who have made a commitment to making change in their lives. The women will receive financial support of up to \$1,000 in order to accomplish a specific, focused goal over the course of nearly a year.

*“And we let them determine what they want to do, rather than us saying ‘this is what you need to do or should do.’ And we say ‘we’re here for you. We’re here to support you, to nurture you, to provide assistance, including financial assistance during the time you’re in the program, and hopefully it will make a real difference for those women.”*

As noted above, the work done by Outreach Extensions in using of media generally – and *Legacy* in particular – to support and positively transform neighborhoods and families will be enhanced even further through the Making Connections Media Outreach Initiative and the work they are continuing with 22 public television stations across the country.

## **E. Using Media As a Tool**

### **The campaign encouraged the use of media in community action work**

Without question, the outreach campaign served to educate respondents about using media as a teaching tool. Many respondents indicated that they would look for “more of this type of movie” to show to their colleagues and clients, and that they would incorporate more media into their ongoing training on both the “counselor” and the “client” level.

*“We’ve seen training films before, but they are all so bad. They tell us what to do. ‘Legacy’ helped us see real life and let us talk about our own solutions. Solutions that apply to the people we work with.”*

*“I’ve tried to use media previously, but kids can see right through it. This film is different because it wasn’t scripted, because it came from the heart, from a real family’s life.”*

*“We work with many videos, but nothing as powerful as this.”*

The key element to effective media use in community work is high quality resources. In one focus group, the participants expressed a frustration about the lack of “good media” materials. When asked to define “good,” the respondents described a film that offers a real-life situation, provides an opportunity for dialogue and an opportunity for the viewer to connect to the story.

*“‘Legacy’ is right on. I showed it to my staff last week, and we didn’t stop talking for hours. The videos that have actors, or someone telling you what you should or should not do, just don’t work.”*

- 33% of the *Legacy* campaign participants report using media (like television, video and the Internet) frequently (top 3-box) in their work.

- 58% use media occasionally (4-7 on 10-point scale) and 9% use it infrequently (bottom 3-box).

For the participants of the Texas conference on juvenile justice, media use was somewhat less prevalent. 21% report using media frequently, 53% occasionally, and 26% use it infrequently.

When asked what kind of media they use in their work, respondents cited videotapes and the Internet most frequently.

	<i>Legacy</i> Participants N=43	Juvenile Justice Conference N=104
Video tapes	86%	69%
Internet	63%	53%
Radio	53%	12%
Television	47%	32%
Films	40%	31%
Other	28%	6%
None	2%	12%

*(Multiple responses accepted.)*

*Legacy* campaign participants were significantly more likely to consider media to be useful in the work they do than were the conference participants.

- 61% of the campaign participants said that media is highly useful (top 3-box), with only 2% reporting low usefulness (bottom 3-box).
- In comparison, only 41% of the conference attendees see media as being highly useful, with 10% indicating low usefulness.

When asked specifically about how effective the *Legacy* video and outreach materials could be in informing families and young people in crisis about community resources that might be helpful to them, over two-thirds of the respondents indicated high effectiveness (top 3-box).

Similarly, approximately two-thirds of respondents felt that *Legacy* could be highly effective in helping enhance and expand the work they do with clients,

constituents, and other audiences (including the press, government officials, and legislators).

Respondents gave the *Legacy* film and outreach campaign even higher marks for raising awareness of complicated social issues among the general public.

- 83% of campaign participants felt *Legacy* could be highly effective in raising awareness of social issues among the general public.
- 89% of conference attendees indicated that *Legacy* could raise awareness.
- No respondents felt that the film and campaign has low potential for raising awareness.

## **F. Collaborations, Partnerships and Coalition Building**

### **The campaign helped forge or strengthen collaborations with other community groups**

A notable number of respondents indicated that through the National *Legacy* Outreach Campaign, they extended the reach of their work, either by connecting with “sister” organizations (e.g. other affiliates of a national organization, different regional offices) or by working with other groups with which they had previously had little or no contact. In some cases, the film served to bring individuals or departments within the same company into working together in a new, collaborative way.

*“We think the film will be extremely useful in helping us build bridges with other social service organizations.”*

One organization reported that it planned to use the film at three international conferences on social work and social justice issues. The respondent commented that she hoped to use the film to spark dialogue on how different groups could work together.

*“Even if we just get together and share solutions, that is such a positive step.”*

Another respondent, who works for a rural housing authority south of Chicago, indicated that the film had prompted her to organize a meeting of her staff with that of an inner-city housing organization so that the two organizations could share information and ideas.

Collaborations appear to be a regular activity for social service and community-based organizations

- 84% of all survey respondents believe that collaborations are very useful in enhancing the work they do.
- 82% of respondents who participated in the *Legacy* campaign indicated that they frequently collaborate with other organizations or agencies, and 16% said that they collaborate to a moderate degree.
- Only 70% of the respondents from the Texas Juvenile Justice project reported that they frequently collaborate with other agencies.

When asked to name the single biggest benefit of collaborations, respondents from both groups cited “sharing resources.”

	<i>Legacy</i> Participants N=44	Juvenile Justice Conference N=107
Sharing resources	32%	48%
Greater efficiency (e.g., agencies don’t duplicate efforts)	25%	7%
Sharing ideas	16%	37%
Makes it easier for community members/clients	14%	4%
Reduces sense of isolation/burn-out	2%	0%
Other	11%	4%

Respondents perceive that the biggest obstacle to collaborating with other organizations is the lack of time.

	<i>Legacy</i> Participants	Juvenile Justice Conference
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	N=43	N=104
Not enough time	30%	26%
Action-based follow-up is difficult to achieve	23%	17%
Different missions	19%	22%
Not enough knowledge of other organizations	16%	20%
Too hard to reach consensus	5%	7%
Not convinced that collaborations are effective	0%	3%
Other	7%	5%

- 37% of the *Legacy* participants reported having used the *Legacy* video and outreach materials in collaboration with other organizations. Over half of those who did so felt that the collaborations were highly beneficial, and approximately one-third felt they were moderately beneficial.
- For those campaign participants who had not yet used the *Legacy* outreach materials in a collaborative project, 11% reported a high likelihood that they would do so in the future, 32% reported a moderate likelihood and 32% reported a low likelihood.
- Attendees at the Juvenile Justice Conference were being introduced to *Legacy* for the first time, and therefore, had not had an opportunity to use the materials in any way. 32% reported a high likelihood that they would use the video and/or toolkit in collaboration with another organization. 43% indicated a moderate likelihood and 17% a low likelihood.

## **G. Best practices**

Aside from the inherent power of the film itself, the work of Outreach Extensions included numerous key elements that made the campaign a success. Below are the most significant “best practices” of the campaign:

- One of the most effective parts of the campaign were the screenings that included the participants of the film (i.e., the Collins family members along with the people who helped them change their lives).

- The shortened video versions of the film, *Legacy of Faith* and *Legacy of Community Action*, were key factors in its use in community settings. It was also crucial that the videos be widely available without charge.
- The most significant immediate impact of the campaign was on “organization members” (e.g., individuals working directly with clients in social service capacities). Impact on the “target audience” will be dependent upon the extent to which the organizational campaign participants are engaged, inspired and guided through the process of using media as a tool in their work.
- The ongoing, multi-year commitment on the part of the funding entities increased the impact of the campaign immeasurably.
- Resources – both financial and support staff – make a tremendous difference in the ability of an organization to utilize outreach strategies in their ongoing work.
  - Outreach Extensions staff assistance at trainings, workshops, screenings, and other public events, and their availability by phone, were highly valued and were an important factor in the campaign’s success. And as Outreach Extensions continues to develop and sustain long-term relationships with groups across the country through more outreach campaigns, their ability to quickly mobilize participation will increase.
  - Funding from the campaign for activities, resources and staff time can be the deciding factor in how well an organization incorporates the campaign into their ongoing work.

Suggestions made by respondents for enhancing the impact of the campaign were as follows:

- Provide a follow-up, “where-are-they-now?” documentary or a written story of the Collins family. (NB: Outreach Extensions has already commissioned filmmaker Tod Lending to produce a 5-minute follow-up piece on each family member. These clips will be available on the Web site as well as compiled on videotapes to be made available to campaign participants.)

- Create a video version with “stop” signals on the tape as cues for specific discussion points.
- Provide less exhaustive, more user-friendly materials, i.e., a simple step-by-step action plan.
- Reach out to and link up with writers and academics who deal with social justice issues, particularly those who deal specifically with issues surrounding at-risk African-American families.
- Campaign participants indicated that it would be helpful to be given “the big picture” at the start of the campaign and a clear understanding of their responsibilities in terms of tracking impact and getting feedback, contact information and evaluations from their constituents or clientele.

## V. CONCLUSIONS

The National *Legacy* Outreach Campaign elicited three key responses from campaign participants and target audiences.

- The film is “real” and depicts what they really see in their work – and in the lives of target audiences;
- *Legacy* and its collateral outreach materials are highly effective for training in community-based, social services, or pastoral care;
- The campaign inspired participants to create their own creative and appropriate ways to use the film with the people they work with, i.e., the “target audience.”

**ARC’s research indicates that the National *Legacy* Outreach Campaign was highly successful in achieving all of its four major goals.**

- utilizing media in innovative ways to stimulate community action;
- engaging and supporting organizations that work with new and special audiences (e.g., families living in poverty, individuals in substance-abuse prevention and recovery, grandparents who are primary caretakers for their grandchildren, high-risk youth);
- raising awareness and understanding of pressing and complex social issues; and,

- encouraging coalition-building among community organizations and helping them develop sustainable resources and strategies to improve the lives of families in cities across the country.

For those who are working to help community groups use media in innovative ways to increase the impact of their work and for those institutions that fund such efforts, it is important to realize that positive outcomes and impact is not achieved overnight.

*“It might take months and months for the lives of our constituents to change for the better. But, if we continue to use this type of learning tool with our case workers, I believe we can eventually make a difference.”*

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## **ARC EXPERIENCE**

Applied Research & Consulting LLC is a corporate consulting firm of over thirty professionals that offers analysis and strategic insights for business and government based on an in-depth understanding of human attitudes, behavior, and the social contexts in which decision making takes place. Founded in 1995, the firm has built an international portfolio of clients in sectors ranging from entertainment to consumer products to public policy. ARC offers a unique brand of "research-based consulting" that enables clients to understand their relationships with key constituencies in order to rethink problems and find innovative solutions.

ARC has worked for a wide range of clients including: ABC Television, About.com., Activision, American Airlines, American Movie Classics, Ameritech, AT&T, Bayer, Bear Stearns, Bell Canada, Burson-Marsteller, Cablevision, Cahner’s Media, CBS, Children's Television Workshop, the Chicago Transit Authority, The Chubb Group of Insurance Companies, Circle.com, Citibank, Columbia University, Condé Nast, the College Board, Conrail, Conservation International, CVS, Dana Buchman, Discovery, the Walt Disney Company, DuPont, eSpeed, Empire Blue Cross Blue Shield, The European Commission, Fannie Mae, the TV Food Network, the Gap, General Mills, General Motors, the Girl Scouts of America, GQ Magazine, Hasbro, HBO, the Jim Henson Company, the Hospital for Special Surgery, House & Garden Magazine, Intel, the Government of Japan, Kodak, KPMG, Lexis-Nexis, Lifetime Television, Liz Claiborne, the Markle Foundation, MasterCard, McGraw-Hill, Miller Brewing Co., Monsanto,

MTV, The New York City Board of Education, The New Yorker, Nickelodeon, Nike, Nintendo, Nissan, Old Navy, Parke-Davis, PBS, the Pew Charitable Trusts, Pharmacia, Procter & Gamble, Priceline.com, Primedia, Prodigy, Quaker Oats, RCN Entertainment, Reuters, Ringling Brothers Barnum & Bailey Circus, SBC, Scholastic, Sears, SELF Magazine, Simon & Schuster, Sony, Sony Pictures, Starbucks, Tellabs, ThinkLink.com, Time Warner, United Airlines, Univision, VF Corp., VH1, Viacom, the Weather Channel, WETA, WGBH, Wired Magazine, WNYC, the World Wrestling Federation and the World Bank. These projects have ranged over areas such as corporate image and brand positioning, new product and programming development and evaluation, corporate training and employee communications, interactive software and Web site testing, and social trend research.

What all of our work has in common is the commitment to deliver implementable, strategic advice that is based on careful analysis of the relationships, conflicts and opportunities that are most critical to our clients' futures. Whether our clients are focused on the management of relations with internal constituencies (organizational and labor issues) or with external constituencies (marketing and communications issues), we believe that we offer an unusual blend of sophisticated social analysis and pragmatic business advice.