# Marketing Plan

## Table of Content

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>Chapter I</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Target Market Demographics</strong></td>
<td>3</td>
</tr>
<tr>
<td><strong>Chapter II</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Survey Data &amp; Analysis</strong></td>
<td>10</td>
</tr>
<tr>
<td><strong>Chapter III</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Goals, Objectives &amp; Action Items</strong></td>
<td>29</td>
</tr>
<tr>
<td><strong>Chapter IV</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Marketing Budgets</strong></td>
<td>38</td>
</tr>
<tr>
<td><strong>Appendices</strong></td>
<td></td>
</tr>
<tr>
<td>Community Survey Form</td>
<td></td>
</tr>
<tr>
<td>Constant Contact Email Marketing Pricing</td>
<td></td>
</tr>
<tr>
<td><strong>Document CD</strong></td>
<td></td>
</tr>
<tr>
<td>Marketing Plan PDF</td>
<td></td>
</tr>
<tr>
<td>Newsletter Template</td>
<td></td>
</tr>
<tr>
<td>Trifold Brochure Templates</td>
<td></td>
</tr>
<tr>
<td>Website Landing Page Template &amp; Web Pages</td>
<td></td>
</tr>
<tr>
<td>Photo Library</td>
<td></td>
</tr>
</tbody>
</table>
INTRODUCTION

Young at Heart (YAH) Center has been providing senior services to Sweetwater County residents since 1973. In 2009, YAH Center moved to a new facility on Reagan Avenue and expanded the scope of services offered to address identified unmet community needs. Now, beyond serving the needs of the senior population, YAH offers an Early Learning Child Care Program, educational outreach and referral to individuals of all ages, public event and meeting rental space and banquet catering. True to the Center’s building campaign theme, the Center is bridging the gap by serving youth, families, singles, seniors and those requiring in-home assistance.

With the move to new, larger facilities and the expanded charter to serve the community at large, YAH has experienced rapid growth in the number of individuals served, level of support staff and volunteers required for effective program delivery. Unduplicated or first time individuals served by any program at YAH in fiscal year July 1, 2011 to June 30, 2012 numbered 2,700 individuals receiving a total of 150,325 services or 600 services per daily operation.

A majority of the programs and services provided at the Center address the needs of the community’s senior population: Congregate Meals, social activities, educational programs, health and exercise programs, general information and assistance, and Grandparents Raising Grandchildren programs. It provides support for home bound clients allowing them to remain in their own home longer or until they require more comprehensive care: Home Delivered Meals, Home Health Care, Community Based In-Home Services, and Respite Care. The primary focus of all in-home services is to foster independent living.

The staff and Board of Directors are forward thinking and continually seek to identify opportunities to serve the needs of seniors and others in the community. Like many nonprofit organizations, funding for YAH has been reduced over the past few years as municipal, county, state and federal budgets have been reduced. The primary source of internally generated revenue for YAH is based on the number of meals served daily. Many of the other programs and services offered at the Center are mandated with minimal, if any, associated funding for staff and day-to-day operating costs.

YAH staff and Board selected Business Resource Group (BRG), a business and marketing consulting firm located in Casper, to develop a Marketing Plan to effectively address the changing dynamics of the senior populations in Rock Springs and Sweetwater County, to identify the essential needs and desires of this population segment, and to develop outreach opportunities that encourage general population utilization of the YAH facilities primarily through revenue producing activities.

The aim of the Marketing Plan is to inform and retain current YAH Center users, attract new users, establish and reinforce YAH Center brand awareness throughout the community. The branding elements developed are used consistently throughout all printed and electronic materials such as brochures, monthly newsletter, website, e-marketing tools and other social media. Marketing material templates have been designed to allow for flexibility and accommodate the revision of textual content as needed. An essential component of the Marketing
Marketing Plan

Plan is the analysis and identification of the most effective use of available marketing resources; both monetary and human, and the most highly utilized or desired programs and services offered.

This Marketing Plan has been developed with special consideration of current staffing and funding levels, and does not recommend or advise the addition of full or part time staff for implementation. It is recommended plan implementation move forward as quickly as possible, and be fully implemented in less than two years. Community education and outreach campaigns require consistency of message, and frequent repetition to effectively introduce new concepts and/or change behaviors and perceptions. It is anticipated some increase in program and facility utilization will be realized in year-one and continue to increase over subsequent years.

The Marketing budget in year-one of the Plan (2013) is consistent with the budget from the two previous years, year-two is projected to increase slightly (12%) based on increased utilization and resulting increased revenue generated from the meal program and rental facilities. As funds are available it is recommended the marketing budget be increased to enhance and improve visibility within the communities served.

The Marketing Plan was developed to identify opportunities important and/or appealing to age qualified (individuals age 50+) Center users, potential users within this demographic, and the general population of Rock Springs and surrounding communities. BRG, with assistance from YAH staff and volunteers, conducted a direct mail survey personally addressed to 8,100 individuals in this local population segment. The survey response analysis was used to guide and focus the marketing strategies and messages, and will provide valuable longer-term market data/characteristics as the younger portion of this age group progresses through their senior years. Survey analysis and discussion is included in Chapter II, Page 10, of this report.

The mailing list used for the survey mailing can be merged with the Center’s current mailing lists for future mailings as it provides a current mailing list of those age 50 and over living in the YAH Center service area. Several survey respondents, primarily those no currently using the Center, indicated a desire to receive additional information about the Center’s programs, services and events.

It is recommended that a few of the more visible elements of this Marketing Plan be implemented as soon as possible. The broad scope survey mailing has increased target audience awareness of the Center and it’s programs and services among those who indicated they do not use, or rarely use the facility. It is important for all who responded, users and nonusers, to perceive some action by the Center in response to the input they provided, as a demonstration of appreciation for their time (and stamp) to complete the survey.
CHAPTER I
TARGET MARKET DEMOGRAPHICS

Sweetwater County is the largest county in Wyoming, covering 10,491 sq. miles of geographically diverse terrain in south central Wyoming. The county borders the State of Colorado to the south and shares borders with five Wyoming counties. The terrain is characteristic of the high plains: open spaces, spectacular river canyons, fertile valleys and picturesque snow capped mountain peaks. The economy is primarily driven by the energy industry: extract and generation. The City of Rock Springs is the largest population center in the county, with 53% of Sweetwater County’s population. Rock Springs is located adjacent to U.S. Interstate Highway 80, and features a diverse mix of retail, hospitality and service businesses, medical services and educational opportunities.

The demographic information contained in this Senior Profile is included to define the characteristics of the City of Rock Springs, surrounding communities and unincorporated areas senior populations as indicators of the need for the type of senior services offered at the YAH Center and to identify current and future potential users of this facility.

Sweetwater County, like many counties in Wyoming experiences an influx or out-migration of population due to the cyclical nature of the extraction and energy production industries. However, for purposes of this Marketing Plan and in creating this Senior Profile, it is apparent that despite these short-term employment impacts, the population of the county and the city is relatively stable as indicated.

A Senior Profile developed through demographic data alone is not an indicator of the potential success or failure of any project. Rather it is used to define and quantify the potential target audience for senior services. The demographic profile highlights important factors for consideration, potential demand for services, statistical data for long-term planning, and serves as a baseline of information for future independent analysis.

The State of Wyoming Department of Health defines seniors as 65 years of age and older, therefore this is the population sector normally attributed to utilization and/or demand for senior services. However, YAH Center provides senior services to individuals age 50 years of age and older; and some in-home programs are available, based on need, to individuals 18 years of age or older.

For purposes of this Senior Profile, the population age 50 years of age and older was analyzed, providing information on those individual currently age qualified to receive senior services at YAH and as an indicator of those who will soon move into the age qualified population segment. The population 50 years of age and older are also considered to identify trends and changes in this segment of the population and as an indicator of future demand for senior services.

Data sources utilized, unless otherwise noted:
ESRI, U.S. Census Bureau, State of Wyoming, Division of Economic Analysis.
MARKET STUDY AREA
The YAH Center in Rock Springs and the Senior Center in Green River have been established to serve that senior population of Sweetwater County. YAH Center primarily serves individuals from the City of Rock Springs and nearby areas, as it is often difficult for individuals age 65 and older to travel freely due to Wyoming weather and road conditions or physical limitations. Therefore, the Marketing Plan target population is considered to the City of Rock Springs and a six-mile radius as illustrated on the map below.

This market study area does not imply that current and potential users do not travel further than 6 miles to avail themselves of YAH services. Rather this geographic area offers the highest concentration of current and potential users, and assumes similar population characteristics and desire for senior services as that population base beyond the six-mile radius of the study area. The boundaries of the market study area were further validated by the survey responses received from individuals living in the City of Rock Springs (92%), the remainder of responses were received from individual living in surrounding communities and unincorporated areas.
MARKET STUDY AREA DEMOGRAPHICS
The City of Rock Springs represents 53% of the 2012 Sweetwater County population. This county-city population ratio is projected to continue through 2020, with a steady, minimal growth over the period.

PROJECTED TOTAL POPULATION COMPARISON

Early in the Marketing Plan development and for purposes of selecting the recipients of the direct mail survey, it was determined the Senior Profile would include individuals 50 years of age and older, living the Market Study Area. This population segment, 50 years of age and older living in the City of Rock Springs study area, represents 49% of that population segment living in Sweetwater County.

The following market study demographics are based on the 2010 U.S. Census.
The U. S. Census City of Rock Springs population age 50 and older indicates an out-migration of individuals between the age of 55-to-65 (approximately 56%) and continues at a slower rate through age 69. The size of the population age 70 and beyond is relatively stable.

Based on this out-migration pattern, it appears nearly half of the City's current population age 50 and older will relocate out of the City upon reaching retirement age.

This population segment is projected to increase approximately 22%, 2015 over 2010. The out-migration pattern is projected to continue.

As illustrated in the graphs on the left, the out-migration pattern is consistent throughout the population within the city and 2 miles of the surrounding area, and within the city and surrounding 6 miles.
The population of the City of Rock Springs and surrounding 6-mile radius, age 65 and older, represents the primary market of the YAH Center. Based on the previous graphs illustrating out-migration at retirement age, it is possible another 15% will be lost from this demographic over time.

Another consideration in evaluating the current and existing market demographic, is for various reasons the baby boom generation is working longer and retiring later than previous generations. Choosing to retire at an older age may result over time in a slight decrease in the Rock Springs’ retirement age out-migration rate.

The baby boom generation is considered to be individuals born between 1946 and 1964; currently age 48 through age 66.
An analysis of the target market income level may, or may not, be an indicator of senior center utilization; however, it does offer information that can influence senior center program and service offerings.

Median income represents the mid-point of income for all persons in each age group, in 2010 and projected for 2015. Further the graphs illustrate decreased median income at retirement age.

In 2012 the State of Wyoming considered as low income: a one-person household with annual income at or below $44,550, and a two-person household with annual income at or below $50,900.

For the same period, a one-person household with annual income at or below $27,850, and a two-person household with annual income at or below $31,800, are considered very low income.

Number of Householders age 65 and older, with income below poverty level:

- 2-Mile Ring: 125 Households
- 4-Mile Ring: 139 Households
- 6-Mile Ring: 139 Households
Individual age 65 and older living alone represent a segment of the senior population likely to benefit from utilization of the programs and services offered at YAH Center. It is often difficult to consistently prepare healthy and nutritious meals for one. Additionally, the social environment of congregate meals can contribute to an overall sense of well being; home delivered meals provide daily contact with a YAH volunteer.

**TARGET MARKET SUMMARY**

An analysis of the population 50 years of age and older within a six-mile radius of the City of Rock Springs represents 53% of this population segment in Sweetwater County and represents the self-defined YAH Center’s target market area. As the Center strives to attract younger participants, some important factors must be considered:

- Individuals are working longer, often into their mid-to-late 60s, as indicated by the out-migration pattern and income level illustrated by the City of Rock Springs population by age group.
- Research indicates (nationally) more than 4 million individuals over age 65 are seeking employment to keep pace with rising health care cost and/or replenish retirement funds.
- The types of services and programs with appeal to working individuals may be different from those desired by retired or nonworking individuals, and may or may not be viable offerings.

Data from the direct mail survey conducted as part of the Marketing Plan development (Chapter II) and demographic data present in this chapter, indicate the primary target market for YAH Center senior services is that segment of the population age 65 and older living within a six-mile radius of the City of Rock Springs. The secondary target market is the population age 50-to-64 living within a six-mile radius of the City of Rock Springs and the population age 50 and older in the surrounding communities and unincorporated areas.
CHAPTER II
SURVEY DATA & ANALYSIS

This Marketing Plan was developed to identify opportunities important and/or appealing to age qualified (individuals age 50+) Center users, potential users within this demographic, and the general population of Rock Springs and surrounding communities. BRG, with assistance from YAH staff and volunteers, conducted a direct mail survey personally addressed to 8,100 individuals age 50+ in the YAH Center service area. The survey response analysis was used to guide and focus the marketing strategies and messages, and will provide valuable longer-term market data/characteristics as the younger portion of this age group progresses through their senior years.

The survey was personally addressed and mailed from the YAH Center. Respondents were offered two return options, to stamp and mail the pre-addressed survey form to the BRG offices in Casper or return the completed survey to YAH Center and receive a $2.00 regular meal discount ticket. A summary of the survey administration and returns:

8,100 Surveys Mailed
474 Completed surveys received
6% Rate of return; 3% to 5% is normal rate of return on a general survey mailing

Survey response data were tabulated in three separate data sets. The following data analysis is presented for each data set and applies to all graphs:

T Represents the survey question responses from all respondents
Y Responses from respondents who indicated they do go to the Center
N Responses from respondents who indicated they do not go to the Center

Note:
Numbers may not always add to the total responses as some respondents may not answer every question, or selected multiple responses to a single question.
Marketing Plan

Question #1. Are you Male or Female?

In all cases T,Y,N, the majority of Questionnaires were completed by Females:

- T = 59%,
- Y = 63%,
- N = 53%
Question #2. What is your age?

Typically, as is with other Senior Centers nationally, seniors who attend this Center (Y) are in their mid seventies (57% over 70), with 25% over the age of 80.

57% of those who said they do not attend the Center (N) are younger than 65, with 37% between 50 to 60 years old. This is an age group that represents significant opportunities to recruit new attendees to the YAH Center.
Question #3. Are you Married or Single?

While 63% of the respondents who said they go to the Center (Y) are married, 71% of those who said they do not go (N) are married.

When these responses are viewed relative to Question#2, an explanation might be the higher percentage of those in the younger age group who do not go to the Center (N) have living spouses, and may have couple oriented activity preferences they do not perceive would be satisfied by participating in Center activities.
Question #4. Where do you live?

In all cases, over 90% of the respondents live in Rock Springs. This is where most of the outreach should be focused in order to maximize the potential recruitment of new attendees to the Center.
Marketing Plan

Question #5. How long have you lived there?

The respondents to the Survey have been residents in Rock Springs or the near-by area for an exceptionally long time:

Those who responded that they do attend the Center (Y):
- 43% lived there 26-50 years
- 31% lived there 56-90+ years

Those who said they do not attend the Center (N) have lived there for a somewhat shorter time:
- 39% lived there 26-50 years
- 26% lived there 56-90+ years
Question #6. What is your annual income?

Of the 71% who responded to this question, 63% who indicate they go to the Center (Y) have an annual income of $40,000 or less.

54% who indicated they do not attend the Center (N) have an annual income of $40,000 or less.

"Low Income" is defined as a one person household with a annual income of $44,550.

"Very Low Income" is defined as a one person household with an annual income of $27,850.
Question #7. Do you work?

The majority of those who responded indicated they are retired: 70% of those who said yes (Y), and 51% of those who said no (N).

An interesting outcome is the percentage of respondents who indicate they are working: 22% of those who said yes (Y), and 51% of those who said no (N) may explain the lack of participation at the Center for this age group.

For those who work, there may be other attractive opportunities to participate at the Center, such as evening meals, weekend activities, dinner dances, etc.
Question #8. How often do you come to the Center?

Of the 98% who responded to this question, 64% indicated that they do come to the Center.

Question #9. How often do you come to the Center?

Of those who said they come to the Center, the frequency of visits are:
- 71% - 1-3 times per week
- 82% - 1-3 times per month
- 53% - 1-3 times per year

A goal is to convert the monthly and yearly visits to an increased number of weekly visits.
Marketing Plan

Question #10. What programs, services, or activities at the Center are most important to you?

Overall responses indicated the top four most important services related to meals, even for those who said they do not come to the Center.

The choices from those who indicated they do not come to the Center are interesting as their choice may reflect the programs, services and activities the individual believe are important to have available in the community.

Other choices that were selected or written-in,

- Rent the facility for private events
- Grandparents program
- Flu Shots
- Safe driving instruction
- Attend Private Parties
- Help with Medicare Part D
- Tax preparation
- All are important
- Craft Fair
- Member of the Policy Committee
- Senior bowling league and line dancing
- Socializing
- 55 and a-five
- Church Service Sunday Morning
- Educational, financial, How to Info
- Health related activities such as Flu shots
- Help for low income opportunities
- I haven’t used these programs but they fill a huge need in the community
- Knitting and crochet classes
- Library
- Memorial Hospital serving dinner
- Need more dinners instead of sandwiches
- Pleasant people working there and around us
- Special education classes: women’s issues, retirement planning
- Tai Chi Classes
- Too far to travel
- Youth education program
Question #11. What are the top three that are most important to you?

Whether the responses are viewed from those who said they come to the Center (Y) or not (N), the top ten number of items chosen focus on meals, primarily meals at the Center.

The second and third category of items considered most important focused on health services and educational classes.

Other choices that were selected or written-in:
1 - Bingo
2 - Youth education program
3 - Tai Chi Classes
3 - Special education classes: women’s issues, retirement planning
3 - Music Lessons
3 - Monday night dinners
3 - Holiday Meals
3 - Help for low income opportunities
3 - Gardening Club
3 - Farther reaching computer wifi
3 - Educational, financial, How to Info
4 - Rent the facility for private events
5 - Lending Closet
5 - Grandparents program
6 - Fellowship
6 - Craft Fair
7 - Safe driving instruction
9 - Help with Medicare Part D
9 - Health Fairs
9 - CPR/First Aid programs
11 - Flu Shots
Question #11. What are the top three that are most important to you?

Another method of evaluating the responses is to compare the weighted values of each item to the number of times that item was chosen.

The results for the top ten show identical ranking.

Other choices that were selected or written-in:
1 - Bingo
2 - Youth education program
2 - Painting classes - Bonnie Christensen does a terrific job
2 - Library
3 - Tai Chi Classes
3 - Special education classes: women's issues, retirement planning
3 - Music Lessons
3 - Monday night dinners
3 - Holiday Meals
3 - Help for low income opportunities
3 - Gardening Club
3 - Farther reaching computer wifi
3 - Educational, financial, How to Info
4 - Rent the facility for private events
5 - Lending Closet
5 - Grandparents program
6 - Fellowship
6 - Craft Fair
7 - Safe driving instruction
9 - Help with Medicare Part D
9 - Health Fairs
9 - CPR/First Aid programs
11 - Flu Shots
Question #12. What's not already offered at the Center you would like to have?

The majority of responses were related to educational classes, especially focused on technology - 21% and other classes - 33%

Other choices that were selected or written-in:
1 - Yoga
1 - Transportation for seniors that can’t drive
1 - Restart monthly Sunday breakfast
1 - Quilting & Scrapbooking classes
1 - Publish the schedule of Diabetes Education classes
1 - Programs in the evening should start in a timely manner so the audience is not lost before they start.
1 - Political Science classes
1 - Painting (acrylic) classes
1 - Need a qualified Diabetes educator
1 - Motor Coach Tour
1 - More diabetic deserts, meals are too large and too starchy
1 - Medicine and Drug programs
1 - Maybe something like Big Brothers in reverse - “little Brothers”
1 - Majongs
1 - Lunches at noon to 1:00 pm
1 - Knitting and crochet classes
1 - Housekeeping Services
1 - Grievance classes
1 - GED classes
1 - Foreign language classes
1 - Fly-tying, reloading, ceramics, silversmithing
1 - Evening craft classes
1 - Classes for cooking, gardening, soap making, canning, etc.
1 - Center offers adequate activities and good meals

Other choices that were selected or written-in, continued:
1 - Card games after 4:30 pm
1 - Book Club, Computer classes, Lectures on various topics, quilt/art shows
2 - Would like to see a more welcoming atmosphere for new people what happened to the idea of Greeters?
Question #13. If you do not come to the Center, why not?

Of the 418 responses, 15 were related to the quality of meals. (4%)

Respondents who said they do not come to the Center (N) indicated they do not come because (148 of their 242 responses, or 61%):

- 47 - Cook at home
- 29 - Don’t know anyone there
- 28 - I am not old enough
- 22 - Nothing of interest for me
- 22 - Work full or part time

Their next largest group of responses (25%) were:

- 12 - Too busy
- 11 - Don’t have enough time for lunch
- 10 - Don’t have transportation
- 10 - Too many old people there
- 9 - Don’t eat lunch
- 8 - I am home bound

These responses offer insight into some of the possible opportunities to attract new participants to the Center. For example, one respondent who said they do not come because “there is nothing of interest for me”, also checked on their survey that sit-down theme dinners, meals at the center, and dinner dances were important to her.

Other choices that were selected or written-in, Continued on Page 24
Continued, Question #13. If you do not come to the Center, why not?

Other choices that were selected or written-in:

1 - Meals were much better in 2011. Meals need to be great to keep people coming.
1 - Don’t come if sandwiches
1 - I am gluten intolerant
1 - Too many medical tests - I feel like I’m at a medical clinic
1 - Participate in other city sponsored activities
1 - Out volunteering in the community
1 - Not a baby boomer thing - never will be!
1 - No evening classes that I enjoy.
1 - My companion is in rehab
1 - Just became of age
1 - It’s OK, I go once in a while
1 - I’m in rehab in Montana
1 - I never thought about going to the Center
1 - I have Home Delivered Meals
1 - I am a full time care-giver
1 - Don’t move much before 1-2:00 pm
1 - Activities at noon-1:00pm
1 - Won’t utilize because father was not treated well on first visit
1 - Racist comments (Pool)
1 - Racist comments
1 - People are not friendly, more like a clique.
1 - Not felt welcome when I have been there
2 - People too clickish - can’t sit at certain tables. Also never know what’s going on or being offered.
2 - Out of town in winter
2 - Meals are cold, not tasty, do not adhere to menu
2 - Husband won’t come
2 - Can’t afford to go, low income
Question #14. How do you find out about the Center and the programs, services, and activities?

More responses were recorded than the number of respondents as each respondent may receive information from multiple sources.

Of the 724 responses to this question, the choices ranked in this order:
- 39% - Newsletter
- 26% - Newspaper
- 24% - Word of Mouth
- 4% - Radio/TV
- 2% - Web site
- 1% - Social Media, Facebook

This suggests that focus and emphasis needs to continue with the Newsletter and Newspaper, with renewed emphasis and attention to drive people to the web site.

Non-use of the web site currently may be due to lack of internet access, or being more comfortable with traditional news delivery methods.

Other choices that were selected or written-in:
- 4 - No knowledge of the Center
- 3 - Check out for myself
- 3 - Events posted outdoors
- 2 - E-mail
- 2 - I don't feel Center should be taxpayer funded. Only users should pay for the Center.
- 2 - I work there
- 2 - Live nearby
- 2 - Postings at the center
- 2 - This questionnaire
- 1 - College Schedule of Classes
- 1 - Dr. Stachon
- 1 - Invitation from friends

Other choices that were selected or written-in, continued:
- 1 - Mother enjoyed facilities
- 1 - Mother-in-law enjoyed facility
- 1 - My kids
- 1 - Tai Chi Class Instructor
Question #15. If you would like more information about all the services and activities offered at your Young at Heart Center, please include your name and mailing address, or email address below:

The following people indicated they would like to have more information:

- acopeland@sweetwaterhsa.com - please send listing of upcoming events or programs
- Angela Wheatley, 530 Globel Street, Apt. 2, Rock Springs 82901
- Bob Parton, 1916 Parkview Ave., Rock Springs, 82901-6744
- Bradley Baker, 1007 Clark Street, Rock Springs 82901-5401
- Brenda Swick: maawshorty@yahoo.com
- Brinda Coble, P. O. Box 52, Superior, 82945-0052
- Carl Tomasini, PO Box 1123, Rock Springs 82901-1123
- carmisk@gmail.com
- Charles A. Bert, 1019, N. Front Street, Rock Springs 82901-5340
- Claudia Troester, 1036 Ponderosa Way, Rock Springs 82901-4172, Phone 307-349-5391, Troester4@gmail.com
- d.ritchie67@yahoo.com
- dakotalab17@hotmail.com
- David Gommel, 4009 Madison Drive, #12A, Rock Springs 82901-4412, gommel@gmail.com
- daweiengere@hotmail.com
- Dianne Schanno, PO Box 68, Superior 82945-0068
- Donald E. Baker, 45 Purple Sage Road, #133, Rock Springs, 82901-6827
- Donald Jereb, 1015 Walnut Street, #12, Rock Springs 82901-7168
- Donald Jereb, 1015 Walnut Street #12, Rock Springs 82901-7168
- Dorothy Carter, 475 Antelope Drive, Rock Springs 82901-3042
- gailmehle@theholyspiritparish.com
• Ginger Platt, 3 Ramshead Circle, Rock Springs 82901-2804
• James V. Lund, 202 Plainview, Drive Rock Springs 82901-4643
• Jim and Lynn Dunder, 7 Spotted Tail Circle, Rock Springs, 82901
• Joan and Jack Jereb, 150 Bellview, Drive Rock Springs 82901
• Joan K. McLoren, 202 Plainview, Rock Springs 82901-4643
• Joyce Kopp, 208 Cottonwood Street, Rock Springs 82901-4606
• Lena Zelenka, 1021 Lee Street, Rock Springs, 82901-6444
• Linda Wilson, 325 Locust Street, Rock Springs 82901-4618. Would like information about the Blood Pressure Clinic and the Grandparent Program
• Lucy Mack, PO Box 17, Farson 82932-0017
• maggu.b@q.com, Mary Ann Grubb, 145 Mesa Drive, Rock Springs 82901-3262
• Margaret Martinez, 926 Eisenhower Drive, Rock Springs 82901-4449
• Marjorie Molina, PO Box 1272, Rock Springs 82902-1272
• Mary Bertagnolli, 15 Warbonnet Road, Rock Springs, 82901
• Mary Madison, 1508 9th St #74, Rock Springs, 82901-6037
• Norman Ferrero, 1300 New Hampshire Street, #30, Rock Springs 82901-7502
• Phillip and Patricia Johnson, 211 Thomas Street, Rock Springs 82901
• Rich Canterberry, 1109 Redwood Way, Rock Springs 82901-4129: rcanterbury@wyoming.com
• rlllla@wyoming.com
• Roberta Anderson, 1004 Lincoln Ave., Rock Springs 82901
• Roger Jessop, 310 Peak Road Rock Springs 82901-4725
• Romona Young, 1124 Converse Court, Rock Springs 82901
• Roy Watson, PO Box 1586, Rock Springs 82901-1586: roy.watson@usa.com
• Sally Haverly, 3591 Cleveland Drive, #B, Rock Springs, 82901
Marketing Plan

- Sandra & Johnny Aquirre, 4058 Springs Drive, Rock Springs 82901-4584
- Sandra Brooks, 1366 Sublette Street, Rock Springs, 82901-7328
- Theresa J. Tiller-Williams, 509 Railroad, Rock Springs, 82901 or williamstj55@live.com
- William Masters, 166 Foothill Blvd., Lot 22, Rock Springs, 82901

Wrote in: Would like to have Home Delivered Meals. However she crossed out her name and address:
(Survey #77 – Ms. Anna Atkinson, 912 Madison Drive, Rock Springs, 82901)

Other Comments:

- I’m busy at home but enjoy when I do come to the center. Glad I receive the newsletter.
- I came to the Center for the first time this month, to help my daughter with the talent show. I was impressed with Joyce and the facility. It’s great.
- Services I checked are for my mom, and myself eventually!
- Form some committees to brainstorm and come-up with ideas on how to attract the baby boomer generation to attend programs and events
- I work full time, don’t use center but I will be interested in 3 years.
- Very concerned about the quality of meals - attached a letter to explain
- I think you do a great job - I hear the meals are excellent!
- When you thanks volunteers in the newsletter for the Oktober Fest, you should include the bands that play for free
- We have a wonderful Senior Center here. Most everyone is nice.
- When I was sick they helped with lunch to bring it to me at the table
- Need to keep website and Facebook sites up to date.
- Should recycle cardboard
- Publish a stand alone menu
- Don’t go to the Center but I’ve heard other seniors talk about these services
CHAPTER III
GOALS & OBJECTIVES

Young at Heart (YAH) Center is now in the third year of operation in its new facility on Reagan Avenue, with programs and services for residents of all ages. True to the building campaign theme, the Center is bridging the gap by serving youth, families, singles, seniors and those requiring in-home assistance. In continuance of this charter, the Center now desires to increase community utilization of the multiple features of the facility.

YAH Center has an excellent story to tell through a focused, professional marketing campaign highlighting the scope of programs, services and rental space incorporated within this multi-use facility. However, this story has to be made public to be appreciated. Without a comprehensive outreach effort to inform the community, potential users will remain unaware.

For any business, for profit or nonprofit, awareness in the marketplace is created through the delivery of consistent and repetitious messaging, in words and design, that educates and informs the target audience. A successful marketing effort requires thoughtful planning, commitment and disciplined implementation to instill top-of-mind brand recall in the target audience.

The intent of this Marketing Plan is to create awareness among all City of Rock Springs and Sweetwater County residents, with a particular focus on those age 50 and older, of the scope of services and resources available at YAH Center. A challenge to marketing the Center is the multiple, disparate components available at the facility and the unique target audience for each. Primarily a senior center and in-home health service provider, the facility also features a child day care facility, and public space rental for conferences, meetings and special events. The primary target audience for each of these components is slightly different. As a result of these divergent audiences, the objectives and strategies incorporated into the Plan are designed to create a professional image for the facility and its multi-use components with a focus on the revenue-producing components to increase facility utilization and address the decrease in public and federal funding due to the current economic conditions.

MARKETING PLAN GOAL:
Increase awareness of the YAH Center programs, services and facilities among the Rock Springs and surrounding Sweetwater County communities residents age 50 and older.

MARKETING PLAN STRATEGIES:
1. Create and implement a professional brand image for YAH Center
2. Increase participation in the daily meal programs
3. Increase utilization of the YAH Center rental space
4. Increase volunteer participation and effectiveness
Marketing Plan

MARKETING PLAN TASKS & ACTION ITEMS:
Brand awareness in the marketplace is created through the delivery of consistent and repetitious messaging, in words and design, to educate and inform the target audience. A successful marketing effort requires thoughtful planning, commitment and disciplined implementation to instill top-of-mind brand recall among the target audience.

OBJECTIVE #1: CREATE AND IMPLEMENT A PROFESSIONAL BRAND IMAGE FOR YAH CENTER

TASK #1: The below branding element has been designed and approved by YAH Center staff to communicate the multi-use nature of the facility. The branding element is designed to educate and inform the target population that YAH Center is more than the place seniors go for lunch. Consistent use of the branding element will create the image of a welcoming, inclusive facility, integrate the Center more fully into the community, and position the Center as a community facility offering programs and services for residents of all ages.

The branding graphic will be used on brochures, newsletters, web site, fund raising and other promotional and educational program and service materials developed to encourage Center utilization. The graphic is adaptable to all print and electronic marketing communication elements, reproducible in Black/White, gray scale and 4-color. It is recommended, whenever possible, the branding graphic be reproduced in 4-color for maximum impact.

TASK #2: Program and service brochures and flyers have been reviewed and revised into concise, informative professional trifold brochures, incorporating the branding graphic, current contact information and web site address. The over arching concept moving forward is to analyze and develop service groupings of interest or informative to unique consumers groups; one brochure contains all related information helpful to a specific target audience. For example, a brochure with the umbrella title of Home Health Care includes general information on services such as: Home Health Care, In-Home Services, Respite Care, and Home Delivered Meals.

Four trifold brochures have been developed to educate and inform selected target audiences about the Center programs and services, incorporating the branding graphic and a professional, consistent design. A 4-color trifold brochure template has been developed to promote new programs and services or to ensure consistency of design when revising existing brochures. The trifold brochure template was developed in Publisher software, currently utilized at the Center.
Marketing Plan

Below are thumbnails of the trifold brochures, developed using the trifold template, to serve as examples for future brochure design and development. The trifold brochures should be printed in 4-color to maximize impact and appeal. PDF files of all program and service brochures will be available for download from the web site.

**TASK #3:** The YAH Center monthly newsletter is an important community communication tool. Based on the responses of the survey conducted as part of the Marketing Plan development, 40% of survey respondents indicate their awareness of YAH programs, services and activities is based on receiving the YAH Center monthly newsletter. The newsletter is widely distributed and therefore is an important vehicle to educate and inform the target audience of the scope of services and community enhancements available at the YAH facility.

A four-page, 4-color newsletter template, incorporating the branding graphic, has been developed to create a professional, concise, informational monthly publication that can be printed and mailed, converted to a PDF file as an attachment to an Email, and uploaded to the web site for viewing and downloading. The newsletter can be printed in 4-color or gray scale. Additional pages may be added as required.
**Marketing Plan**

**Task #4:** E-Newsletter: Few survey respondents indicated using the web site as a source of YAH Center information, which would indicate an overall lack of interest, skills and/or hardware to access Internet information. Therefore although appealing, a premature change to an E-newsletter, and E-Marketing, may not be acceptable to current target audience and users of the Center. A PDF downloadable file of the newsletter available on the web site or as an Email attachment may be sufficient to serve those who indicate a preference for Internet/Email at this time.

Keeping tabs on the pulse of Center users will indicate the appropriate time to initiate an E-newsletter. The advantage of an E-newsletter is a significant cost savings and ease of distribution; the disadvantage is that some individuals in their 70s and 80s are not familiar with, or do not own, hardware with an internet connection. Determining when or if to initiate an E-newsletter will be the decision of the YAH staff. Pricing information for a ConstantContact subscription for E-marketing and database management is included in the Appendix of this report, for general information purposes. Other companies offering similar services are also available.

**Task #5:** The YAH Center web site is a valuable communication tool as it is easily accessible to individuals who may not have regular contact with the Center, those who may be unaware of the programs and services offered at the Center, or are seeking specific information regarding health information, child day care, a venue for a meeting or special event. Therefore it is essential the site be updated and refreshed frequently.

The YAH Center web site landing page and follow-on pages have been redesigned incorporating the new branding elements, and reorganized to reduce the number of single page selections. Drop down menus have been used to group related information creating a more user friendly site.

An analysis of the web hosting services was completed as requested to determine if a more user friendly hosting service/template design might be utilized. It was determined that the existing service was one of the most economical and user-friendly services.

**Note:** The existing domain name is scheduled for renewal in May 2013. It is recommended a new domain name be registered that more clearly reflects the multi-use nature of the facility. A new name can be registered at any time, even if it is not used immediately. Possible name change suggestions:
- yahcenter.com
- youngattheart.com
- youngatheartcenter.com
**Marketing Plan**

**Task #6:** Create a PowerPoint or well scripted presentation highlighting the programs, services, and rental facilities offered for the community at the Center. Initiate and pursue every opportunity to be a meeting speaks at service clubs (Rotary, Elks, VFW, Chamber, etc), professional associations, business organizations - anywhere people routinely gather. Update the presentation annually, and become a once-a-year program speaker. Establish a time of year that allows for special attention to a fund raiser such as Oktoberfest. YAH Center has a impressive story to tell. The presentation should emphasize the multi-use concept of the facility and the diversity of programs and services. A trifold brochure, using the template provided, can be developed to highlight the multi-use features of the Center as a handout to accompany the presentation.

**Objective #2: Increase Participation in the Daily Meal Program**

The YAH Center has limited opportunities to generate additional revenue necessary to address real and anticipated decreases in federal, state and local funding due to changing economic conditions. One opportunity is to identify new and creative opportunities to increase the number of meals served each month. Therefore, the focus of the tasks associated with Objective #2 are intended to increase meals served with limited impact on expenses and staff. The new YAH Center image and branding will also contribute to encouraging expanded use of Center facilities.

The Center has recently hired a new, professional and experienced head cook, who is working with the kitchen staff to create more interesting and appealing meal selections. The responses to the survey conducted as part of the Marketing Plan development, indicate the most important offering of the YAH Center is “Meals at the Center”, both lunch and dinner. As the new meal selections are incorporated into the daily meal service program, the quality improvement will soon become a topic of conversation - and, word-of-mouth is a very effective form of advertising!

**Task #1:** Nearly all of the activity detailed in the Tasks below can be performed by a small committee (not more than 4) of volunteers who are committed to developing new possibilities, willing to make initial community contacts, capable of presenting the concept detail below, and willing to be available during the scheduled meetings/events to ensure customer satisfaction and the Center’s continued “hosting” of their events. A detailed job description should be created prior to establishing the committee and a committee chair identified.

The committee will create a presentation package including available seating arrangement options, speaker (program) support equipment available at the Center, menu selection and meal cost. Materials contained in the presentation package will be professionally designed to reflect the newly developed branding elements and image consistent with the marketing materials included in this Marketing Plan.

**Task #2:** Create opportunities to promote and encourage participation at dinner meals by regular users of the Center, and to attract younger seniors who may work and not have time for lunch at the Center.
Highlight dinner meals on the web site and in the newsletter.

Develop a monthly dinner speaker series, featuring an interesting/educational speaker with broad appeal: historian, economist, Audubon Society, geologist, Game & Fish, etc. Frame the event as a community dinner, promote the event on the web site and in the newsletter. Create and mail an invitation/save-the-date post card mailing to age 50+ nonusers of the center. Or, identify a local organization with possible interest in one of the speakers, or Rotary for example and mail a post card invitation announcing the featured speaker to all members. This is not a substitute for the popular dinner dances. Rather, dinner dances are appealing to couples and those familiar with the Center, they may not be as appealing to individuals unfamiliar with the Center or single individuals. Informative or educational presentations have an appeal to both target market groups.

**Task #3:** Identify service clubs and organizations with breakfast, lunch or dinner meetings. For example, the VFW. Work with the organization to establish a monthly Veterans Breakfast at the Center to honor area veterans. Their (VFW, for example) program chairman can identify an interesting and informative program, the Center will provide the venue and meal (at cost). A portion of those attending may not be familiar with the Center and avail themselves of other services during the month.

There may be a TIPS Club associated with the Rock Springs Chamber of Commerce that meets monthly on a weekday morning for breakfast. Identify and contact groups of this type, offering the Center as a venue for their meetings: Chamber committees, Rotary committees, United Way, etc. Provide a self-serve continental breakfast or full breakfast (each at cost) in the Lounge or small meeting room. The fireplace in the Lounge is a delightful and cozy wintertime meeting area.

**Task #4:** At presentations to City and County officials, State legislators, United Way and other granting entities, reinforce and remind these community leaders about the importance of the meal program to the Center’s long-term viability. Invite them to have lunch at the Center once a month. YAH Center Board and Committee members should also be participating regularly in the Center’s meal program. It is their responsibility as community leaders! Lunch at the Center provides an opportunity for elected officials and Board members to interact with their constituents in an informal setting and to demonstrate support of the Center. Center lunchtime greeters must ensure these individuals are appropriately welcomed, introduced and made to feel comfortable.

**Objective #3: Increase utilization of the YAH Center rental space**
As stated earlier, the YAH Center has limited opportunities to generate additional revenue necessary to address real and anticipated decreases in federal, state and local funding due to changing economic conditions. A second opportunity is to increase utilization of the Center’s rental space. The facility has unique and appealing meeting rooms, conference areas, and large event/banquet space available to the public for rent. Catering by Center kitchen staff can be included, with pre-set menu selections available.
The YAH Center is a beautiful, new and modern facility, the rental spaces feature large windows with unrestricted views. Many of the smaller rental areas have appealing features such as carpet, internet connection, counter tops and presentation areas. The Lounge features a large fireplace, exterior windows, a cozy intimate environment for small meetings.

Menu selections, equipment offerings, and cost will require critical evaluation, as this is a very competitive service in all communities with numerous hotels offering meeting and banquet facilities. To successfully generate revenue in this market niche, the Center will need to be detail oriented, user friendly and price competitive.

**Task #1:** A section of the new web site is dedicated to promoting the Centers rental facilities, including a floor plan and capacity for each room, a PDF of the rental agreement, menu choices and a photo gallery of previous events.

**Task #2:** Develop a professional folder containing all of the information pertaining to Center space rental: floor plan, rental agreement, equipment check list, and menu selections. Page content will be on YAH Center letterhead and incorporate the new branding graphic and image as defined in this Marketing Plan. A small supply of pre-assembled folders, with content documents in place, should be available at the Center’s front desk and offered to individuals coming into the Center inquiring about space rental.

**Task #3:** The space rental packets should also be made available to the volunteer committee making contacts under Objective #2, as well as to the YAH Outreach Coordinator for contact with businesses and organization to promote and encourage use of the Center’s rental space for meetings and conferences.

**Task #4:** The YAH Outreach Coordinator will identify a volunteer as an events coordinator assistant, to serve in much the same way as a hotel banquet coordinator. The volunteer should be familiar with party planning, well organized, gracious and outgoing, and detail oriented. This volunteer events coordinator assistant will be the first point of contact for event planners, return phone calls and ensure customer satisfaction. The YAH Outreach Coordinator is responsible for developing a simple job description for this assistant position prior to soliciting volunteer assistance.

**Task #5:** The volunteer assistant events coordinator, will scan the engagement announcements in the local newspapers and send a professionally composed form letter to the bride, or brides family, inviting her to consider the YAH Center facilities for her upcoming wedding events. The letter will be on YAH Center letterhead and extend an invitation to call the assistant coordinator to schedule a tour of the facility.

The assistant coordinator will establish a referral arrangement with local bridal shops, photographers, jewelry stores and florist shops to promote YAH facilities.
**Marketing Plan**

**Task #6:** Beginning in August each year the monthly newsletter and web site will promote early scheduling of business and private Holiday Parties at the YAH Center. At the discretion of the kitchen staff, a special holiday menu or holiday deserts may be added to the menu choices in the space rental packet.

**Objective #4: Increase Volunteer Participation and Effectiveness**

YAH Center has a large and willing volunteer group. Some volunteers enjoy occasional participation, others may enjoy a more routine, well-defined assignment similar to a part-time job. Volunteers who have worked in professional positions, or have advanced degrees, such as accountants, attorneys, medical care providers, teachers, business owners, etc., may be more comfortable with a well-defined volunteer assignment, others enjoy the freedom to participate in random activities. Identifying the activity that best fits each volunteer can take time but well worth the investment.

Many nonprofit organizations are run almost entirely by volunteers, some in lead and/or supervisory positions. Job descriptions for volunteer positions of responsibility are essential to attract the skills and personality for positions of responsibility. Well-defined volunteer positions utilizing specific skills may serve to attract the newly retired or baby-boomers who would enjoy an opportunity akin to a part-time job.

Several Tasks outlined in this Marketing Plan recommend activities to be performed by volunteers with identified skills, abilities and a willingness to work on specifically assigned tasks that will enhance the Center’s ability to increase revenue and attract new users. This recommendation is made based on the knowledge that the Center staff is currently working at maximum capacity and therefore to accomplish the new marketing objectives, it is necessary to look elsewhere to identify dedicated and willing individuals. Therefore, we looked to the cadre of volunteers as potential resources.

**Task #1:** Create job descriptions for the volunteer opportunities identified to implement Objective #2 and #3. The executive management team can then peruse the volunteer organization to identify individuals with some or all of the skills desired. Then, armed with the job description and an explanation of the importance of the task, approach the individual(s) with the “opportunity”. Not everyone will agree to a new assignment, however, some will agree and enjoy the opportunity to work independently.

**Task #2:** In addition to using selected volunteers to implement Objective #2 and #3, peruse the existing volunteer corps (most likely the younger or recently retired seniors) to determine if there is an individual with computer graphic skills compatible with the skill set required to create and/or revise program and service brochures using the template provided, layout the monthly newsletter using the template provided, create the content for the rental space packet, an other promotional materials incorporating the graphic elements developed for this plan to project a professional and consistent image.

A volunteer with website maintenance skills may also be identified to put up the new website pages and
perform the routine updates. This work could be done at home or at the Center by a dependable volunteer with the appropriate skill set.

Implementation of these marketing elements is essential to increasing the number of individuals served and to implementing the revenue generating Task in the Plan. The Center staff is busy and therefore without the contribution of skilled volunteers the Objectives and resulting benefits of this Plan will not be realized.
CHAPTER IV
MARKETING BUDGET

The marketing elements included in this Plan are intended to increase revenue generated by the Center’s meal program and revenue from the Center rental facilities. These objectives can not be realized if the community at large and the identified target audiences are unaware of the Center’s offerings. It is critical to long-term sustainability that the Center be well integrated into the community as the provider of multiple programs and services for residents of all ages. This integration can only be achieved through consistent and repetitive messaging, a professional and appealing image, community outreach targeting existing users and nonusers, and excellent service delivery. These principles are essential to all marketing efforts.

The Plan has been developed with an appreciation for the existing Marketing budget and the need to stay within these guidelines over the next two years until increased revenue is realized. The 2012 Marketing Budget is included here for reference.

<table>
<thead>
<tr>
<th>2012 MARKETING BUDGET</th>
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</thead>
<tbody>
<tr>
<td>RADIO</td>
<td>$2,000.00</td>
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<tr>
<td>TV</td>
<td>750.00</td>
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<tr>
<td>NEWSPAPER</td>
<td>2,500.00</td>
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<tr>
<td>BANNERS/SIGNS</td>
<td>1,000.00</td>
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<tr>
<td>PROMOTIONAL ITEMS</td>
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<td>POSTAGE</td>
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The proposed 2013 total Marketing budget remains the same as the 2012 budget, with monies allocated slightly differently based on the survey data generated through the survey conducted as part of the Marketing Plan development, detailed in Chapter II, beginning on Page 10.

Survey question #14 asked: How do you find out about the Center and the programs, services and activities?

The following response options were provided: Newsletter, Web site, Newspaper, Word-of-mouth, Radio or TV, Social Media, Facebook, Other.

A total of 470 completed survey responses were received, offering a total of 724 responses to this question. It was anticipated individuals who have multiple responses to this question, generally information is received through
multiple media sources. The highest number of response from all those who responded was respondents receive information through the YAH Center newsletter (39%), followed by the newspaper (26%), and word-of-mouth (24%). Among those respondents who indicated they do not utilize YAH Center: 27% indicated receiving their information from the YAH newsletter, 37% from the newspaper and 28% by word-of-mouth.

Among all survey respondents 4% indicated receiving information about the Center from radio or TV; among those survey respondents who do not use the Center 6% indicated receiving information from radio or TV. Based on the analysis of the survey responses, it is recommended that marketing funds be allocated differently in 2013, and 2014, primarily reflected by a reduction in radio and television advertising and reallocating those monies to printing and postage. Below is the recommended 2013 Marketing budget.

<table>
<thead>
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<th>2013 MARKETING BUDGET</th>
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<td><strong>RADIO &amp; TV</strong></td>
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Reallocating the monies in this way will provide a continuation of the outside printing the Center has done in the past and provide 4-color trifold brochure printing, as detailed in Objective #1. For example: 250 quantity of a 4-color trifold brochure, printed and folded will cost approximately $200; printing of the four program/services brochures would be approximately $840. These prices are offered only as an example for budget reallocation, the Center may have other, more cost effective local printing resources.

The 2013 budget assumes the continuation of the YAH newsletter mailed to recipients. The opportunity to receive the newsletter via Email will be promoted on the YAH web site and in the printed newsletter. The YAH web site address is included on each trifold brochure and on the newsletter template. In 2013, additional postage is required for identified marketing elements included in Objective #2 and #3.

In 2014, the second year of Marketing Plan implementation, the Marketing budget has been increased slightly (12%). As the Tasks outline in this plan are implemented, new services and programs may benefit from increased newspaper advertising/visibility, additional 4-color printing will be required, and while it is possible the quantity of newsletters mailed will be reduced due to Email newsletter distribution, other elements described in this plan will require postage.
The 2014 budget assumes that a sufficient supply of previously designed and printed banners and signs are in inventory to reduce this line item slightly. Below is the 2014 recommended Marketing budget.

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The 2013 and 2014 Marketing budgets assume the 2012 level of funding from the County, City, United Way, state and federal agencies, and other sources will remain the same, allowing time for the Marketing Plan to be fully implemented. The additional revenue generated as a result of implement and continuing these market strategies will increase year-over-year however alone they will not be sufficient to create a self-funding YAH Center. Funding through the above entities remain critical to YAH Center's long-term viability and its ability to serve the Rock Springs community as intended.
APPENDICES

COMMUNITY SURVEY FORM
CONSTANT CONTACT EMAIL MARKETING PRICING DOCUMENT CD
- MARKETING PLAN PDF
- NEWSLETTER TEMPLATE
- TRIFOLD BROCHURE TEMPLATES
- WEB SITE LANDING PAGE TEMPLATE & WEB PAGES
- PHOTO LIBRARY
Marketing Plan

COMMUNITY SURVEY QUESTIONNAIRE

YOUNG AT HEART CENTER
2450 Roseau Ave
Rochester, MN 55901

Do you know young people in need? We need your feedback. We want to make sure your Young at Heart Center is offering the important programs and services that you and our community really want. Please take a few minutes to complete this survey and return it so we can continue to improve our services. All responses will be kept strictly confidential.

First, some questions about yourself:

1. Are you ...
   - Male
   - Female

2. What is your age?
   - Under 30
   - 30-40
   - 41-50
   - 51-60
   - 61-70
   - 71-80
   - 81-90
   - 91 and over

3. Are you ...
   - Single
   - Married

4. Where do you live?

5. How long have you lived there?

6. What is your annual income?
   - Under 10,000
   - 10,001 - 20,000
   - 20,001 - 30,000
   - 30,001 - 40,000
   - 40,001 - 50,000
   - 50,001 - 60,000
   - 60,001 - 70,000
   - 70,001 - 80,000
   - 80,001 - 90,000
   - 90,001 and over

7. Do you work...
   - Full Time
   - Part Time
   - Retired
   - Homemaker
   - Other

Now, about the Young at Heart Center:

8. Do you come to the Young at Heart Center?
   - Yes
   - No

9. If yes, how often do you come to the center?
   - Once a week
   - Twice a month
   - Three times a month
   - More than three times a month
   - Other

10. What programs, services or activities at the center are most important to you?
   - Make-overs at the Center
   - CPR/CPR First Aid programs
   - Guest speakers
   - Health Insurance
   - Exercise
   - Educational activities
   - Other

11. From the list above, which are the top three that are most important to you?
   - 
   - 
   - 

12. What services, programs or classes are not already offered at the center would you like to have available?
   - 
   - 
   - 

13. If you do not come to the center at all...
   - Don't have transportation
   - Don't know anyone there
   - Too many old people there
   - Too crowded
   - Too far away
   - Too much traffic
   - Too much noise

14. How do you find out about the center and the programs, services and activities?
   - Newsletters
   - Website
   - Flyers
   - Social media
   - Facebook
   - Other

15. If you would like more information about all the services and activities offered at your Young at Heart Center, please include your name and mailing address or email address below:

Thank you for your time and feedback!
Please complete the survey and return it by November 20, 2012
Then, visit our website - http://www.youngatheartseniorcenter.com/
**Constant Contact Email Marketing Pricing**

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<td>$40.00</td>
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**Monthly Nonprofit Pre-pay**

Email Marketing free trials are limited to accounts with up to 100 contacts. If your list exceeds 100 contacts at any time during your trial, you will be prompted to upgrade to a paying account.

Nonprofits 501(c)(3) status must be verified prior to receiving discount.

We think you’ll love our products — but just in case, we’ve got a **100% Money Back Guarantee**.