

**2012 Marketing Plan for
The YMCA of Greater Cleveland**

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I. PLAN SUMMARY

A. Overview

Against the backdrop of a large amount of demographic data that has come out of the 2010 census, the 2012 Marketing Plan layers in national membership and program trends from the YMCA of the U.S.A along with local Association trends and statistics.

The result is a rich, interconnected snapshot of American's habits, hopes, fears, and expectations captured in multiple demographic profiles, standing side-by-side with their use of YMCA programs and services.

Drilling down to the local level, an intimate portrait of life in Northeast Ohio emerges, complete with trends that can help predict which program and services will be most useful to a changing region and population in the future.

Armed with this level of information, the Association can now anticipate and adjust its program offerings, membership structure, and fundraising strategies.

Finally, the Marketing Plan acts as a roadmap for answering the ultimate question of who, what, where, when, and how to spend the Association's marketing dollars in 2012.

B. Strategic Focus and Plan

In many ways the Association in 2012 mirrors, with remarkable accuracy, the vision it set for itself in 2007 with the adoption of its strategic plan, "A Bridge to Tomorrow." That document presaged a Greater Cleveland YMCA that was focused on critical issues in the community:

- Childhood obesity
- Education
- Youth values
- Lack of teen programs
- Diversity and inclusion
- Health and wellness
- Need for collaboration

The Association has faithfully followed the course laid out in the Strategic Plan, and in the ensuing five years, there is now measurable growth in all of those initiatives.

Childhood Obesity: The remarkable growth of the We Run This City Youth Marathon program is now a national model for engaging inner-city youth in fitness-oriented activities. The program, which also includes a Bike Club component, is having a measurable impact on participants' body mass index and overall health. Similar programs at other branches such as Club HEALTH in Parma are reporting like outcomes. The Association's expansion into Youth

Sports programming led to a 40 percent growth in 2011, and Summer Camp continued to buck national trends by growing 10 percent in 2011.

Education: In 2008, the Greater Cleveland YMCA began conducting free 10-week educational classes in partnership with the Diabetes Association of Greater Cleveland. Participants received a blood glucose monitor at the start of the class and use of the YMCA branch of their choice throughout the 10-week session; program graduates received a free six-month membership to the Y.

The Association has also expanded its free Healthy Kids Day programming and SPLASH water safety classes, and branches have expanded the number of health fairs and educational events hosted locally.

Youth values and lack of teen programs: A commitment to providing wider access to signature Y programs such as Achievers and Teen Court has led to an expanded partnership with the Cuyahoga Metropolitan Housing Authority, where residents can now participate on site. Other examples of growth include the opening of the Teen Center at the Downtown branch and expanded programming to teens at all branches.

Diversity and inclusion: Though always a tenet of the YMCA's mission, the commitment to become more inclusive and diverse has been realized with the adoption of programming that recognizes changing neighborhood demographics. Innovative programs such as the Euclid-Hillcrest Family-to-Family Collaborative bring foster families into the YMCA family focus. Outreach into Cleveland city neighborhoods through Waking clubs, free health appraisals, free line dancing classes, and community health fairs has made sure that the Y's services and programs are available to all populations.

Health and Wellness: Through expansion of new branches, development of mini-branches, sponsorship of health fairs and community events such as Race at the Fair in Geauga County and "Run for your Life" in Cuyahoga County, the Association has continued to expand its all-encompassing focus on health and wellness.

Need for collaboration: The Greater Cleveland YMCA has always embraced a collaborative model, but in the five years since adoption of A Bridge to Tomorrow, that collaboration has expanded to new partners in a wide range of fields. New branches in Avon, Warrenville Heights and North Royalton would not have been possible without the ability to come up with innovative ways to share costs and responsibilities. A strong partnership with Parma Community General Hospital has resulted in a community rehabilitation center at the North Royalton branch that will have lasting community impact.

C. Strategies for the Future

In addition to providing a roadmap for spending its marketing dollars in 2012, it is hoped that this plan can also help the Association refine its strategic goals for 2012 and beyond, thereby shaping the next generation of programs and services.

II. MARKET OVERVIEW

A. National Snapshot

The 2010 U.S. Census shows that insecurity is a growing concern for most Americans. Very few people feel secure in their employment or, among those anticipating retirement in the near future, in their savings and investments.

According to recent YMCA of the U.S.A surveys and census data, many Americans also view the increasing gap between the rich and the poor as a sign that the middle class may well disappear within decades. Similarly, many middle-income parents do not anticipate that their children will be more economically successful than they, themselves, have been.

Fifty-two percent of Americans are worried about crime, violence, public safety; 46 percent, about access to quality healthcare; 40 percent, poverty; 40 percent, negative youth behaviors, teen violence and bullying; and 35 percent, declining personal, family or community values.

When asked about what the future holds for quality of life in their community, Americans were divided – 51 percent were optimistic about the future, while 49 percent were not.

Changing Demographics

Between 2010 and 2050, the U.S. population is projected to grow from 310 million to 439 million, an increase of 42 percent. The nation will also become more racially and ethnically diverse, with the aggregate minority population projected to become the majority in 2042. The population is also expected to become much older, with nearly one in five U.S. residents aged 65 or older.

Immigration is expected to play an important role in how the age structure of the United States changes over the next four decades. The aging of the baby boom generation increases the proportion in the older age groups, but projected immigration into the working age groups tends to mitigate the impact. In other words, the country's aging is slowed somewhat by immigration of younger people and older in 2030.

National Income and Economics

2010 U.S. Census figures confirm what many already know to be true from their own experience: the gap between the rich and poor is widening, and median income for all classes continues to decline.

The median household income nationally in 2010 was \$49,445, compared to \$53,164 in 2000 (inflation adjusted to 2010 dollars), representing a 7 percent decline.

The richest group of Americans experienced just a 1.7 percent decline in median household income over the last 10 years (median of \$180,810), while median household income for the poorest 10 percent (median of \$11,904), fell 11.2 percent.

The poverty level in 2010 stood at 15.1 percent, the highest rate in the 52 years in which the number has been reported.

The poverty level for a single person is \$11,139 or less. For a single person with two children, the threshold is \$17,568.

One good piece of news was the Consumer Price Index, which measures inflation (the average change in prices over time) and is an indicator of the effectiveness of government policy. The CPI for all urban areas increased by 0.3 percent in January 2010 to 216.7. This was the highest jump since October of 2004. The CPI is 2.6 percent higher than it was a year ago. (Source: Bureau of Labor Statistics, www.bls.com).

Technology

Advances in cell phone, laptop and email technology have made it feasible for people to carry their jobs around with them, with many people feeling they have no choice but to do so. Most knowledge workers are never quite off the job, even on vacation, adding to already-high stress levels. Nationally, stress-related complaints are accounting for more physician visits.

Quality of Life

While there is still a sense of unease, a majority of Americans are satisfied with their lives today (56 percent). Only 14 percent are dissatisfied. Compared with their personal lives, people are more concerned about the quality of life in their communities. Nearly four in 10 people are “on the fence” and only 7 percent feel very good about the quality of life in their communities. When we compare quality of life against last year, people are still hesitant, with only one in four saying it is generally better, and more than half still “on the fence.”

In the Northeast quadrant of the country, 59 percent are strongly satisfied with their own lives in 2010, but 61 percent say the current quality of life in their community is worse than it was in 2009.

Regarding the future, there is a 12 point increase in people feeling quality of life will be generally better next year versus worse, but half are split down the middle on being optimistic and pessimistic about the future. An equal number – about four in 10 – are generally positive or optimistic overall about the quality of life in their communities – past, present and future – as are on the fence. Only about one in 10 are negative or pessimistic. African-Americans are notably more optimistic about their futures and have a greater level of personal satisfaction than their counterparts. While this positive sentiment doesn't necessarily translate to equally positive feelings about quality of life in their communities right now, they are very hopeful about the future quality of life in their communities.

Issues Facing Our Communities

What are the challenges we are facing? Jobs and unemployment top the list of Americans' concerns at 80 percent with more than half of Americans concerned with crime, violence and public safety, a distant second.

It's no surprise that jobs/economy and healthcare rank so highly. But beyond those challenges is a set of concerns that include the chronic issues that we have been struggling for decades to overcome as a nation. These include crime, violence and

public safety; poverty; negative youth behaviors, teen violence, bullying; declining personal, family or community values; homelessness; access to quality education; quality of family life, togetherness; and substance abuse. These issues speak directly to the breakdown of fabric of society that appears to be an underlying concern in the survey results.

People 55 and older are more worried about negative youth behaviors, teen violence, and bullying than 18-35 year olds (45 percent:34 percent) and are very worried about the overall decline in personal, family or community values (44 percent:30 percent). Caucasians are the most concerned, while African-Americans, the least. (43 percent: 38 percent).

Role In The Community

Who should take a role in improving our communities? There is a strong sense of personal responsibility for determining the fate of our communities. Three out of 10 Americans believe it's themselves and their families along with other members of the community that have the biggest or best opportunity to change communities for the better and two-thirds believe they have the biggest obligation. The federal government is a distant second with 19 percent opportunity and 21 percent obligation, respectively. However, the government, when taken together at the federal, state, local and regional levels are seen as a major factor impacting our communities with a combined 34 percent feeling government has the best opportunity and 41 percent feeling government has the strongest obligation.

The importance of nonprofits rises significantly as a top consideration, right behind individuals (me, my family, fellow citizens) and government. This is likely because nonprofits are viewed as an important vehicle for involvement for individuals and a partner to governments, institutions, and companies.

The Y's Role In Community

Of those at least somewhat familiar with the YMCA, half believe the organization contributes to improving theirs and their family's quality of life, and two-thirds believe the Y contributes to improving the quality of life in their communities.

The YMCA rates very highly across the board, scoring excellent or good, in measurements of:

- Enhancing, improving or making a difference in my personal Quality of Life (51 percent)
- Enhancing, improving or making a difference in my family's Quality of Life (54 percent)
- Enhancing, improving or making a difference in my community's Quality of Life (65 percent)
- and as a nonprofit organization in general (72 percent).

The top areas where people believe the YMCA can make the biggest difference in their lives are:

- Helps kids learn and grow (42 percent)

- Provides recreation, sports, exercise, physical fitness programs and facilities (42 percent)
- Provides after school, summer programs, activities for children and teens (38 percent)
- Provides a safe, clean, and supportive haven for people in need (38 percent)
- Nurtures the potential of children and teens (36 percent)
- Promotes healthy living, physical activity, better eating habits (36 percent).

B. Local Snapshot

Already high poverty rates held steady in 2010 in Cleveland, but household incomes declined again across the region, falling after inflation by a little more than 1 percent, to \$46,021 a year. That's the third straight year of income decline for the eight-county region of Summit, Portage, Medina, Lorain, Lake, Geauga, Cuyahoga, and Ashtabula counties, and the continuation of a troubling pattern.

According to a Plain Dealer analysis of census data, area households have lost, on average, 8 percent of their incomes since the Great Recession began in late 2007 and about 12 percent of their incomes since the start of the new century.

For example, the share of households living on more than \$200,000 a year was unchanged from 2009 to 2010. Meanwhile, households getting by on less than \$35,000 a year grew as a share of the area population.

According to Raj Aggarwal, a business professor at the University of Akron and the former dean of the business school, "The rich are getting richer and the poor are getting poorer and the middle class is disappearing."

Aggarwal spies a worrisome trend. "Demand for goods and services comes out of the middle class," says Aggarwal. "If we don't have a strong middle class, we're not going to have demand."

His alarm began well before the release of the 2010 American Community Survey, which explores incomes, poverty rates, health coverage and employment patterns in communities of more than 65,000 people. The findings resemble those from other recent studies into the status of the American family.

Median household incomes struggle to keep up

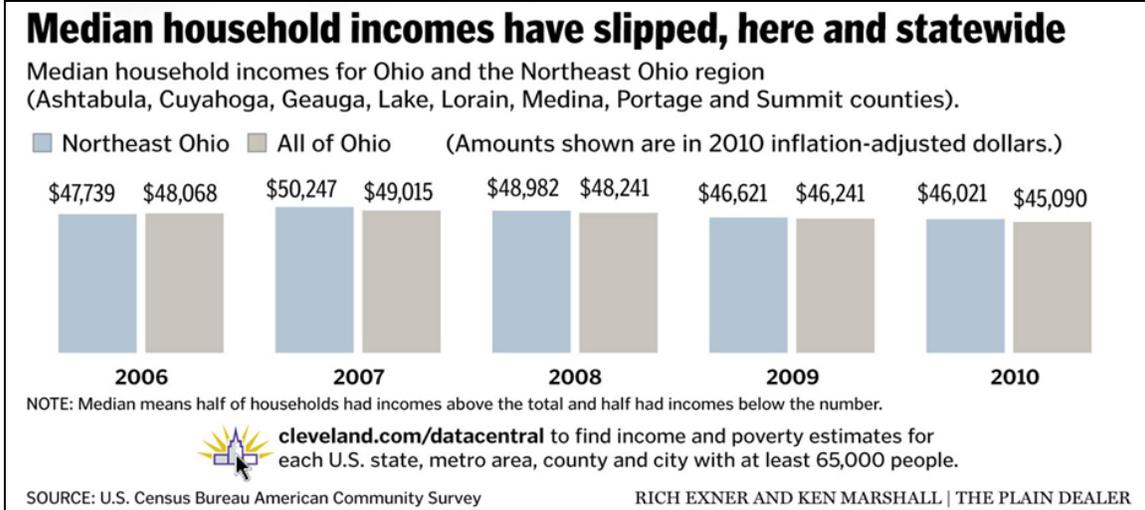
Median household incomes were up slightly in Cuyahoga and Lorain counties from 2009 to 2010, but down in all other area counties and the region as a whole. Here's a snapshot of median household income and poverty. New estimates were released for each place of at least 65,000 people.

	Median income	Poverty rate
National*	\$49,445	15.1%
Ohio	\$45,090	15.8%
Northeast Ohio region**	\$46,021	15.2%
NORTHEAST OHIO COUNTIES		
Ashtabula	\$38,751	14.9%
Cuyahoga	\$41,347	17.9%
Gauga	\$61,236	7.7%
Lake	\$52,685	9.5%
Lorain	\$50,200	14.2%
Medina	\$63,543	7.7%
Portage	\$49,244	16.0%
Summit	\$45,593	15.3%
SELECTED AREA CITIES		
Akron	\$31,171	29.4%
Cleveland	\$25,977	34.0%
Lorain	\$34,346	30.6%
Parma	\$45,386	8.4%

* The national rates are from a separate study released last week. Numbers may differ slightly from the American Community Survey, but are recognized as the official national rates.

** Northeast Ohio consists of Ashtabula, Cuyahoga, Geauga, Lake, Lorain, Medina, Portage and Summit counties.

NOTE: The "poverty level" differs, depending on family size. For example, it is \$11,139 for a single person living alone, but \$17,568 for a single person with two children, and \$22,113 for a couple with two children.



A Population on the Move

Northeast Ohio's residents have been on the move and its demographics have changed significantly in the past 20 years.

Change was particularly evident in Cuyahoga County, where 2010 census numbers show that Cleveland lost nearly a fifth of its population since 2000, falling 17.1 percent to 396,815.

In a decade of change, black flight from the city accelerated toward the level of white flight, census data shows. It's a prime reason Cleveland lost a staggering 17 percent of its population.

The median age in a 7-county area of northeast Ohio rose to 40.3, from 37.2 in 2000.

Despite Cuyahoga County's loss of 113,000 residents from 2000 to 2010, the number of people age 50 to 64 increased significantly. All other age groups in that same timeframe declined or held steady.

Here are the fastest growing statewide and where Greater Cleveland counties rank.

County	2010 Population	Change from 2000
1. Delaware	174,214	58.4%
2. Warren	212,693	34.3%
3. Union	52,300	27.8%
4. Fairfield	146,156	19.1%
5. Licking	166,492	14.4%
6. Medina	172,332	14.1%
17. Portage	161,419	6.2%
19. Lorain	301,356	5.9%
35. Geauga	93,389	2.7%
43. Lake	230,041	1.1%
56. Summit	541,781	-0.2%
88. Cuyahoga	1,280,122	-8.2%

Source: U.S. Census Bureau

C. Membership Segments and Shares

Greater Cleveland YMCA constituents are segmented by membership classes, program offerings, geography, age, role, and interests, among others.

Market shares are also segmented by roles such as volunteers, donors, and community supporters, and by age.

Membership Segments

- Adult Program member and Adult Registered Member
- Family registered member and Family program member
- Seniors: 65+
- Youth member
- Young Professional member
- College member
- Program member, annual
- Military membership.

Changing membership structures

Many YMCAs are reconsidering their membership definitions or structures. In response to changing types of families and societal questions about what makes a family, some YMCAs are switching to a household-based membership model. Others continue to use family as the primary structure, but permit families to define themselves. Still other YMCAs choose to adopt or reaffirm the IRS definition of “family,” people connected by blood, adoption or marriage.

YMCAs are also discontinuing discounts not based on financial need, as well as eliminating multiple-tier memberships. Other YMCAs are re-examining the concept of membership, particularly the nexus between program and full membership. Some are creating a hybrid type of membership for program centers that do not have typical facilities.

National Membership

In 2010, Ys across the country totaled a collective 20.6 million constituents.

In its Statistical Snapshot for 2010, the Y of the U.S.A reports that total membership counts have remained flat over the past few years, with continued growth in registered members and continued decline in program members.

Information included in the Snapshot states that registered membership grew 10 percent from 2007 to 2010 among Ys reporting program membership for all four years, while program membership declined 14.5 percent.

Changes in membership categories reflect membership changes by age group: Among combined membership types, a decline of 1.1 percent in the under-18 age categories was offset by growth of 1.1 percent in the over-17 age categories.

Program members are historically the bigger part of the under-18 age group, while registered members typically make up a higher percentage of total adults in the Movement.

Among all Ys, one quarter experienced total membership growth rates of 7.3 percent or more. On the flip side, one quarter experienced a decline of 4.1 percent or more in total membership.

Program membership was flat or declined at the median for Ys of all budget sizes, with Ys with the smallest and largest budgets reporting median losses of 0.9 and 1.1 percent, respectively. Median registered member growth was essentially flat, even at the 87 Ys with the largest budgets. Half of those Ys reported positive change of 1.5 percent or more.

Ys with a budget of \$14 million or more (the Greater Cleveland YMCA's budget class), reported almost no change in 3 years to any member type (fig. 1).

Fig. 1

\$14,000,000 AND OVER (87 Ys)	25TH PERCENTILE	MEDIAN	75TH PERCENTILE
Total members	-3.3	0.7	6.0
Registered members	-4.3	1.5	6.7
Program members	-14.1	-1.1	8.6

Tables 4, 5, and 6 provide information on the changes in the number of members, program members, and all constituents between 2007 and 2010. The total numbers and changes are based only on the 892 YMCAs that reported data all four years. Thus, these tables should not be relied on for total numbers each year, only for percentage changes. Registered members across all age grew 10 percent from 2007 to 2010. Virtually every age group experienced an increase during that timeframe.

Age	2007 Number	% of Total	2008 Number	% of Total	2009 Number	% of Total	2010 Number	% of Total	07-08% Change	08-09% Change	09-10% Change	07-10% Change
Birth-5	990,604	7.8	1,017,156	7.6	1,003,332	7.4	1,023,930	7.3	2.7	-1.4	2.1	3.4
6-11	1,832,170	14.4	1,911,695	14.3	1,905,169	14.0	1,948,695	13.9	4.3	-0.3	2.3	6.4
12-17	1,660,240	13.0	1,697,714	12.7	1,715,095	12.6	1,779,527	12.7	2.3	1.0	3.8	7.2
Total <18	4,483,014	35.2	4,626,565	34.7	4,623,596	34.0	4,752,152	33.9	3.2	-0.1	2.8	6.0
18-29	2,148,987	16.9	2,270,577	17.0	2,281,364	16.8	2,319,812	16.5	5.7	0.5	1.7	7.9
30-54	4,408,762	34.6	4,574,871	34.3	4,654,590	34.2	4,759,221	33.9	3.8	1.7	2.2	7.9
55-64	848,889	6.7	914,924	6.9	981,409	7.2	1,047,761	7.5	7.8	7.3	6.8	23.4
65+	850,067	6.7	953,496	7.1	1,056,147	7.8	1,149,738	8.2	12.2	10.8	8.9	35.3
Total >17	8,256,705	64.8	8,713,868	65.3	8,973,510	66.0	9,276,532	66.1	5.5	3.0	3.4	12.4
Total	12,739,719		13,340,433		13,597,106		14,028,684		4.7	1.9	3.2	10.1

Conversely, program members across all age groups declined a total of 14.5 percent, and with virtually every group showing decline.

Table 5. Percentage Change in Program Members by Age (2007-2010)

Age	2007 Number	% of Total	2008 Number	% of Total	2009 Number	% of Total	2010 Number	% of Total	07-08% Change	08-09% Change	09-10% Change	07-10% Change
Birth-5	854,094	11.1	836,102	11.9	852,503	12.3	839,569	12.7	-2.1	2.0	-1.5	-1.7
6-11	2,504,803	32.5	2,388,169	33.9	2,245,957	32.3	2,150,884	32.6	-4.7	-6.0	-4.2	-14.1
12-17	1,371,447	17.8	1,174,591	16.7	1,134,304	16.3	1,038,673	15.8	-14.4	-3.4	-8.4	-24.3
Total <18	4,730,344	61.3	4,398,862	62.4	4,232,764	60.9	4,029,126	61.1	-7.0	-3.8	-4.8	-14.8
18-29	1,026,075	13.3	892,099	12.7	895,149	12.9	830,460	12.6	-13.1	0.3	-7.2	-19.1
30-54	1,337,948	17.3	1,188,483	16.9	1,233,183	17.7	1,190,044	18.1	-11.2	3.8	-3.5	-11.1
55-64	290,525	3.8	280,729	4.0	300,532	4.3	263,851	4.0	-3.4	7.1	-12.2	-9.2
65+	326,761	4.2	290,100	4.1	286,611	4.1	278,475	4.2	-11.2	-1.2	-2.8	-14.8
Total >17	2,981,309	38.7	2,651,411	37.6	2,715,475	39.1	2,562,830	38.9	-11.1	2.4	-5.6	-14.0
Total	7,711,653		7,050,273		6,948,239		6,591,956		-8.6	-1.4	-5.1	-14.5

Table 6. Percentage Change in Registered Constituents by Age (2007-2010)

Age	2007 Number	% of Total	2008 Number	% of Total	2009 Number	% of Total	2010 Number	% of Total	07-08% Change	08-09% Change	09-10% Change	07-10% Change
Birth-5	1,844,698	9.0	1,853,258	9.1	1,855,835	9.0	1,863,499	9.0	0.5	0.1	0.4	1.0
6-11	4,336,973	21.2	4,299,864	21.1	4,151,126	20.2	4,099,579	19.9	-0.9	-3.5	-1.2	-5.5
12-17	3,031,687	14.8	2,872,305	14.1	2,849,399	13.9	2,818,200	13.7	-5.3	-0.8	-1.1	-7.0
Total <18	9,213,358	45.1	9,025,427	44.3	8,856,360	43.1	8,781,278	42.6	-2.0	-1.9	-0.8	-4.7
18-29	3,175,062	15.5	3,162,676	15.5	3,176,513	15.5	3,150,272	15.3	-0.4	0.4	-0.8	-0.8
30-54	5,746,710	28.1	5,763,354	28.3	5,887,773	28.7	5,949,265	28.9	0.3	2.2	1.0	3.5
55-64	1,139,414	5.6	1,195,653	5.9	1,281,941	6.2	1,311,612	6.4	4.9	7.2	2.3	15.1
65+	1,176,828	5.8	1,243,596	6.1	1,342,758	6.5	1,428,213	6.9	5.7	8.0	6.4	21.4
Total >17	11,238,014	54.9	11,365,279	55.7	11,688,985	56.9	11,839,362	57.4	1.1	2.8	1.3	5.4
Total	20,451,372		20,390,706		20,545,345		20,620,640		-0.3	0.8	0.4	0.8

Looking at the data by constituent class reveals that just two constituent groups grew significantly in that period: the 55-64 group grew 15.1 percent, and the 65+ group grew 21.4 percent.

In fact, older adults are the fastest-growing age group in the U.S., and the number of older adult constituents at the YMCA is growing quickly.

Between 2005 and 2008, the group ages 55-64 grew from 810,903 to 985,761, or 18 percent. The group ages 65+ grew from 776,569 to 1,062,415, a substantial 27 percent. These are the two age categories with the greatest growth in constituency. (Source: YMCA Statistical Summary 2009).

Greater Cleveland YMCA Membership

In Northeast Ohio, changing demographics mean a changing pool of potential customers for the Y.

The 2010 census numbers show that Cleveland lost nearly a fifth of its population since 2000, falling 17.1 percent to 396,815.

Cuyahoga County lost 8.2 percent of its population, but other counties in the Association's area of service realized gains: Geauga at + 2.7 percent, Lorain, + 5.9 percent, and Portage, + 6.2 percent.

Unfortunately, most of this growth was just county-to-county migration. The region as a whole, including all four counties with the Association's area of service, actually lost population as a whole from 2000 to 2010.

In general, Northeast Ohio's population continues to decline across all communities, losing population to sun-belt states and North Carolina in large numbers.

County	2010 Population	5-year migration
Cuyahoga	1,280,122	-28,885
Gauga	93,389	-2,222
Lake	230,041	-4,564
Lorain	301,356	-5,604
Medina	172,332	-3,536
Portage	161,419	-2,915
Summit	541,781	-13,222
Region	2,780,440	-60,948
Excludes migration within Northeast Ohio		

In a decade of change, black flight from the city accelerated toward the level of white flight, census data shows. It's a prime reason Cleveland lost a staggering 17 percent of its population.

The median age in 7-county area of northeast Ohio was 40.3, from 37.2 in 2000.

Despite Cuyahoga County's loss of 113,000 residents from 2000 to 2010, the number of people age 50 to 64 increased significantly. Other groups, however, declined.

Nationally, membership and dues accounted for 41 percent of revenue in 2010. The Greater Cleveland YMCA's membership in 2010 accounted for 44 percent of revenue.

Where membership is concerned, West Shore, Lakewood and Southeast all experienced a decline in total members from 2009 to 2011. Membership numbers have held fairly steady at Geauga, Downtown, Hillcrest, West Park, and Y Express during that time, and increased at Euclid and Ridgewood.

	Infant/Toddler/Preschool Birth-5 Years			Elementary 6-11 Years			Jr/Sr High 12-17 Years			Young Adult 18-29 Years		
	M	F	U	M	F	U	M	F	U	M	F	U
Members	1,908	1,833	56	4,734	4,044	115	3,441	2,972	77	4,031	3,928	69
Program Members	555	501	44	1,745	1,365	80	1,529	1,257	65	3,374	2,583	168
	Adult 30-54 Years			Adult 55-64 Years			Adult 65+			Other		
	M	F	U	M	F	U	M	F	U	M	F	U
Members	9,012	11,385	169	2,008	2,444	21	4,101	6,031	75	0	0	0
Program Members	4,952	6,697	257	1,031	1,648	53	629	868	38	0	0	0
The count of program members is (check one) <input type="checkbox"/> Duplicated <input checked="" type="checkbox"/> Unduplicated												

Illustrating the saying “a rising tide raises all boats,” the success of the French Creek branch negated the overall decline in Association membership for that 3-year period.

Actual	2011	2010	2009
Lakewood	3,427	3,858	4,108
Geauga	2,520	2,687	2,569
Downtown	1,469	1,504	1,494
West Shore	1,187	1,394	1,457
Hillcrest	1,414	1,496	1,451
Ridgewood	1,349	1,292	1,167
Southeast	961	1,059	1,054
West Park	837	876	828
Euclid	1,070	1,001	884
Y Express	241	269	240
French Creek	4,632	2,409	98
	<u>19,107</u>	17,843	15,530

Traditionally, successful Ys attract about 15-20 percent of the likely candidates, meaning about 3 percent of the people in the typical service area.

In addition, most people will travel about 10 minutes to go somewhere to work out. Consumer Reports advises readers not to join a health club more than 12 minutes away; many Ys find some people will travel up to 20 minutes to go to a Y if there are few alternatives. This means (in general) a circle with a radius of a mile or less.

Downtown Branch Share

Based on Downtown Cleveland data in a mile radius addendum

Median value of owner-occupied housing units, 2005-09:	\$ 23,500
2000 Population:	11,031
2010 Population:	10,333
2015 Projected Population:	10,109
Members 2010:	1,504

Euclid Branch Share

Based on City of Euclid data addendum

Median value of owner-occupied housing units, 2005-09:	\$ 111,200
2000 Population:	52,717
2010 Population:	48,920 (-7.2 percent)
Members 2010:	1,001

French Creek Branch Share

Based on City of Avon data addendum

Median value of owner-occupied housing units, 2005-09:	\$ 254,200
2000 Population:	11,446
2010 Population:	21,193 (+ 85.2 percent)
Members 2011:	4,632

Hillcrest Branch Share

Based on Cities of South Euclid and Lyndhurst data addendum

Median value of owner-occupied housing units, 2005-09:	\$ 146,600
2000 Population:	38,816
2010 Population:	36,296 (- 5.8 percent)
Members 2010:	1,496

Geauga Branch Share

Based on all of Geauga County data, addendum

Median value of owner-occupied housing units, 2005-09:	\$ 231,400
2000 Population:	90,895
2010 Population:	93,389 (+ 2.7 percent)
2015 Projected Population:	95,733 (+2.5 percent)
Members 2010:	2,687

Lakewood Share

Based on City of Lakewood data, addendum

Median value of owner-occupied housing units, 2005-09:	\$ 141,000
2000 Population:	56,335
2010 Population:	52,748 (-6.8 percent)
2014 Projected Population:	51,144 (-3.04 percent)
Members 2010:	3,858

North Royalton Branch

Based on City of North Royalton data addendum

Median value of owner-occupied housing units, 2005-09:	\$ 204,100
2000 Population:	28,648
2010 Population:	30,444 (+6.3 percent)

Ridgewood and Y Express Branch Share

Based on Parma and Parma Heights data addendum

Median value of owner-occupied housing units, 2005-09:	\$ 132,650
2000 Population:	107,314
2010 Population:	101,779 (-4.5 percent)
Members 2010:	1,561

Southeast Branch Share

Based on Bedford and Bedford Heights data addendum

Median value of owner-occupied housing units, 2005-09:	\$ 119,650
2000 Population:	25,589
2010 Population:	23,825 (- 6.9 percent)
Members 2010:	1,079

Warrensville Heights Branch

Based on City of Warrensville Heights and City of Orange data addendum

Median value of owner-occupied housing units, W. Hts; 2005-09:	\$ 109,100
Median value of owner-occupied housing units, Orange; 2005-09:	\$ 295,000
2000 Population:	18,491
2010 Population:	16,865 (- 8.8 percent)

West Park Branch

Based on City of Cleveland, 1-mile radius data addendum

Median value of owner-occupied housing units, 2005-09:	Not available
2000 Population:	Not available
2010 Population:	Not available
Members 2010:	876

West Shore Branch

Based on City of Westlake data, addendum

Median value of owner-occupied housing units, 2005-09:	\$ 230,500
2000 Population:	31,719
2010 Population:	32,729 (+3.2 percent)
Members 2010:	1,394

D. Program/ Department Shares

Constituents are segmented not only by membership, but by also by program participation, including:

- Childcare participants
- Youth sports and Leagues participants
- Teen program participants
- Adult sports and league participants
- Aquatics users
- Community members taking advantage of community offerings
- Silver Sneakers members
- COSE members.

A complete list of growth of programs between 2008 and 2010 was presented in the Y of the U.SA's 2010 Statistical Summary. It has been included at the end of this report for reference.

Programs	Net Increase	percent Growth
1) Childwatch / Babysitting (not child care)	150	10.4
2) Diabetes Prevention/Intervention for Adults/Older Adults	139	50.7
3) Interactive Fitness / Entertainment (Wii, Dance Dance Revolution, etc.)	129	20.5
4) Family Fitness	93	10.2
5) Cancer Wellness	87	51.2
6) Nutrition Programs	72	7.7
7) Weight Management	67	10.1
8) Family Wellness Programs	64	8.3
9) 10K or Shorter Race/Fun Run	52	5.5
10) Group Strength Training Classes	51	3.4
11) Visual Arts (painting, pottery, etc.)	49	13.5
12) Indoor Group Cycling	49	3.5
13) Youth Fitness/Exercise	46	3.6
14) Diabetes Prevention/Intervention for Children/Youth/Teens	45	29.2
15) Afterschool Health and Wellness Programs	44	4.3
16) Urban Swim (outreach swim safety instruction)	44	10.3
17) Circuit Training Classes	44	3.5
18) Programs Targeted to Low-Income Youth	41	5.3
19) College Preparation/Exploration	35	17.3
20) Afterschool Recreational Enrichment Programs	29	3.1
21) Traveling Sport Leagues	29	9.5
22) Family Programs That Help Family Members Connect to Resources in the Community	29	7.0

At the Greater Cleveland Y in 2010, program fees were 19 percent of revenue, much higher than the national average, and contributions were 16 percent of revenue, also higher than the national average.

Youth Development

Nationally, YMCA Youth development programs hold the first and third spots in the top 10 Y programs in terms of the number of Ys offering them. Day camp, at number one, is offered by 1,863 Ys (75.8 percent); and youth basketball, number three, is offered by 1,697 Ys (69 percent).

Healthy Living

Program growth continues to illustrate the Y's role as a cornerstone in supporting health and well being in the community. Family fitness was up 10.2 percent (93 Ys), and family wellness grew 8.3 percent (64 Ys). Diabetes prevention and intervention for adults experienced over 50 percent growth, increasing by 139 Ys; the same program type for children, youth, and teens was also in the top 20 for growth, expanding by 45 Ys, or 29.2 percent. The stalwart aerobic group exercise remains steadfast as number two in the top three programs reported by Ys, offered by 1,843 Ys (75 percent).

Of the top 21 fastest-growing programs, seven are traditional health and wellness (family fitness, core training, strength training, child obesity, stability ball, Pilates, and non-aerobic group exercise).

Social Responsibility

Socially responsible values pervade Y programs. Ys continue to help individuals and families engage with their communities through civic engagement programs, offered by 17 percent of Ys in 2010, up from 5.6 percent in 2003 (the first year of tracking). The number of Ys helping those who most need to learn to swim also continues to grow: Urban Swim (outreach swim safety instruction) is now provided by 19.2 percent of Ys.

Older Adult Programs

While traditionally the elderly are the least likely to be Y members, programs for older adults at Ys have been gaining popularity. The following chart shows their growth between 2006 and 2009.

Over the past two years, older adult centers grew by 60 percent and social clubs grew 41 percent.

Many Ys cultivate older adult program participants as potential instructors, finding that many older adults feel more comfortable in classes led by those their own age.

Program	Percent Change between 2006-2009
Older Adult Social Club	23.1 percent
Older Adult Trips and Programs	9.3 percent
Arthritis Aquatics Classes	0.3 percent
Strength Training for Older Adults	9 percent
Retirement/Nursing Home	9.3 percent

Child Care programs and Camp

Early care and learning programs have maintained a steady, caring presence in Ys over the past decade. While school-age childcare nationally experienced an 11-point decline between 2000 and 2010, it remains a program at over half of associations and branches.

Locally, the Greater Cleveland YMCA Association has bucked the national trend, experiencing record growth in childcare programs.

Similarly, while YMCA summer camp participation has also declined nationally, the Greater Cleveland YMCA Association's Summer Camp participation continues to increase. The latest increase of 10 percent from 2010 to 2011 is expected to be outpaced by even further gain in 2012 with the opening of two new, full-service branches.

Aquatics

While fewer people swim for wellness or recreation (down about 11 percent since 2000) it's still the third most common fitness activity in U.S. The Y overhauled its national Aquatics model in 2008 and it has been well received.

Aquatic exercise programs are particularly beneficial to seniors, as the buoyancy of water cancels out 90 percent of a person's body weight, making exercise much less stressful for joints, and reducing the risk of injury. Furthermore, the pressure of submersion in water is beneficial for swelling. (Source: The Mayo Clinic, 2004).

There is, however, a considerable ethnic discrepancy in participation—blacks and Hispanics far less likely than whites to participate in swimming, diving, or scuba, for a variety of reasons.

Arts

Arts are increasingly seen as a vital part of community creativity and economy, and nationally, more and more Ys are providing such programs. Locally, the Greater Cleveland Y Association introduced a new Arts curriculum in 2011 to modest success.

Community Youth Services

The number of Ys nationally that are offering teen character-building programs and programs designed specifically for teens continues to grow, and that growth has been especially significant at the Greater Cleveland YMCA . With the adoption of a new Strategic Plan in 2007 which promised development and expansion of teen programs and services that strengthen youth values, the Community Youth Services division has followed through with new off-site programming at almost a half-dozen new sites.

Youth Sports and Leagues

The national dropout rate from youth organized sports approximately 70 percent; about half of parents say children drop out of sports because it makes them unhappy.

Nationally, there has been a decline in intramural sports in schools, as well as Physical Education (PE) and actual physical activity in PE. Parental support important, especially for girls, to foster sports participation; youth participation is an important predictor of adult physical activity, for both sexes.

Inactivity, poor nutrition, and obesity are national concerns for today's youth, and there is a direct correlation between hours spent watching television and obesity. Even video games are better than television because there is less opportunity to snack.

Locally, the Greater Cleveland YMCA has ramped up their Youth Sports and Leagues model by assigning it an Association-wide coordinator, taking an active approach to programming, offering sports-specific skills during Summer Sports Camps, and recruiting high-quality staff. In 2010 Sports Camps grew approximately 40 percent from the year before, and continued growth is expected.

Family programs

Family programming is a core tenet of the YMCA's mission, and that just happens to be one of the major trends emerging from the 2010 U.S Census. People everywhere are reporting that the lack of time in their busy lives has put a higher premium and greater value on family time. In 2008 720 YMCAs offered family exercise programs and 672 offered Adventure Guides or similar programs that have been bringing parents and children together since 1926. The Greater Cleveland YMCA Association offers both, and it has also greatly expanded family-themed "events" such as Movie Nights and family swim. The Association has also continued to offer free family-oriented community events such as SPLASH, Healthy Kids Day, Halloween, Breakfast with Santa, and Back to School Rallies.

Community Programs and Services

As physical inactivity takes its toll on public health, many more Ys across the country are offering community health programs and services. The Greater Cleveland YMCA has a larger-than-usual number of offerings due in part to large-scale grants from key partners like the Centers for Disease Control.

Since 2008 it has provided a free, 10-week diabetes education program including access to all YMCA facilities and programs to 292 individuals learning to live with this disease. Through the Clevelanders in Motion program, individuals receive free, comprehensive health risk appraisals at community recreation centers to help address the obesity problem within the city of Cleveland. The appraisals include supplemental programming and wellness coaching.

The Greater Cleveland Y also offered weekly walking clubs in 12 Cleveland neighborhoods. Its Youth Marathon program known as We Run This City has experienced consistent, impressive growth since its launch in 2006, with 871 youth runners participating in 2011. The program trains youth in Cleveland Metropolitan Schools to run in the Rite Aid Marathon in May.

The Association's community programs also include Y-Haven, which provides transitional housing, recovery services, treatment for mental illness, educational training, vocational services and permanent housing placement for men in transition. The Euclid-Hillcrest Family-to-Family Collaborative matches residents to social services and provides support for foster families.

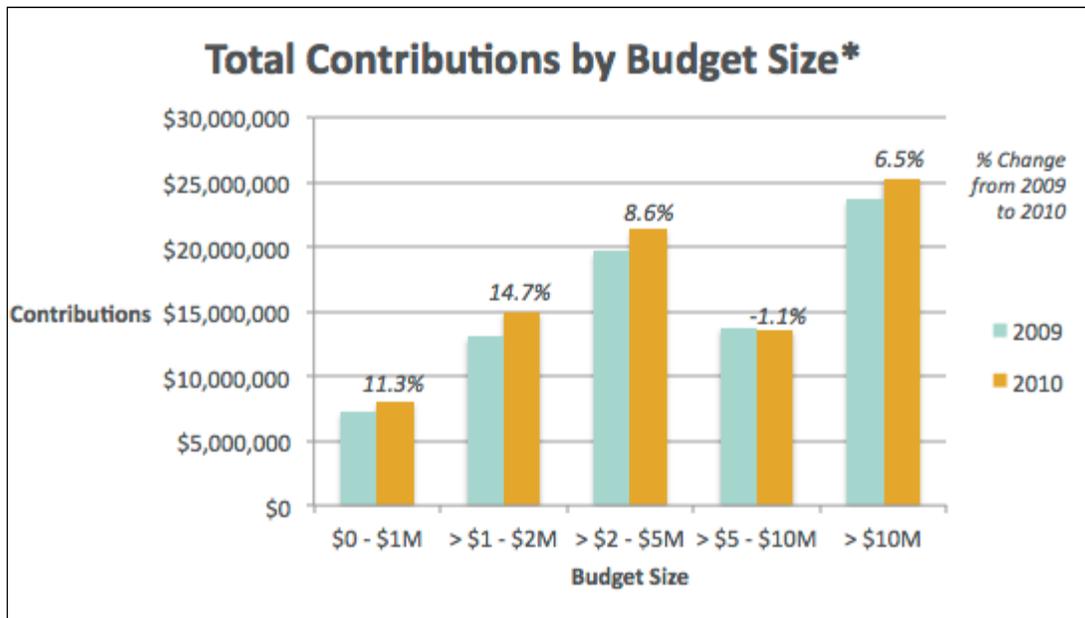
Fundraising and Grants

According to the Y of the USA's Statistical Survey, contributed income for Ys with a budget of \$14 million and higher declined by 0.2 percent between 2009 and 2010.

YMCA contributions saw the largest increase as compared to membership and program revenue between 2009 and 2010, according to a survey by DAXKO, the Y's accounting software provider.

For all Ys, contributions increased by 7.5 percent. Ys in the \$0 to \$1 million and the \$1 million to \$2 million segment saw the largest increase with 11.3 percent and 14.7 percent, respectively. Those two segments represent 56 percent of customers analyzed.

While there have been great increases, total contributions for Ys in the \$5 million to \$10 million segment decreased by 1.1 percent and their median decreased by 5.7 percent, or about \$20,750.



Locally, the Greater Cleveland YMCA has seen its fundraising efforts ebb and flow in the last three years. In 2008, contributions totaled 11 percent of revenue, while government fees and grants made up 11 percent of revenue.

In 2009, contributions accounted for 19 percent of revenue, and grants, 15 percent. 2010, contributions made up 16 percent of revenue, and grant represented 13 percent.

E. Target Audiences, Demographics, and Trends

Target Audience: Older Adults, 45+

Older adults are the fastest-growing age group in the U.S. Between 2005 and 2008, those 55-64 grew from 810,903 to 985,761, or 18 percent of the population, and those 65+ grew from 776,569 to 1,062,415, an increase of 27 percent. Those two age categories also showed the greatest growth in YMCA constituency during the same timeframe. (Source: YMCA Statistical Summary 2009).

Today's seniors are the first generation to have the knowledge that they can control their aging and they are taking a few steps based on it, such as eating more healthily and cutting down on smoking.

And they are more likely than other age groups to have the income to do so. The median income of older persons in 2008 was \$25,503 for males and \$14,559 for females, and older adults are the least likely to be poor.

In 2008, 81 percent of those planning to retire said they expect to continue to learn, 70 percent to try new things, 65 percent to travel, and 63 percent to spend time on a new hobby or interest. However, those 55 and older are very worried about the availability and affordability of healthcare when compared with other age groups.

Target Audience: Adults over age 85

The 85+ group is the fastest-growing older population segment in the U.S. In 2010 there were about 4.7 million Americans over age 85 totaling about 1.5 percent of the population. That number is projected to grow to 8.7 million in 2030, representing 2.3 percent of the population, and 19 million by 2050, or 4.3 percent of the population.

In 1900, life expectancy at birth was 51.1 years for U.S. females and 48.3 years for U.S. males. In 2000, those numbers were 79.5 and 74.1, respectively. Median age in the U.S. increased from 32.8 in 1990 to 35.5 in 2000. It's predicted to increase for several decades. Ys need to be prepared to serve the swelling and changing aged population.

Target Audience: 65 to 74-year-olds

In 2010, the age segment of 65 to 74-year-olds was 21 million, or 6.9 percent of the U.S. population. Projections for huge growth in the senior population start in 2011, when the oldest baby boomer hits 65. Thus, this group is expected to grow to be 19 percent of the population by 2030.

As of 2010, women greatly outnumbered men in the 65+ cohort, with 22 million women and 17 million men, respectively.

In Cuyahoga County, this segment held steady at 16 percent from 2000 to 2010, with a total population of 217,161 and 198,541, respectively.

This group may be delaying retirement due to economic insecurity. The Bureau of Labor Statistics reports that 17.4 percent of people age 65 and older remained in the work force in 2010, up from 10.8 percent in 1985.

Research released by the MacArthur Foundation found that the 70- and 80-year-olds in the best shape physically, mentally, and socially were those who stayed active and who had friends. Having healthy parents (heredity) is a good head start on a long, healthy life, but after age 70, the way you lived your life as a younger adult (that is, environment) is more important.

As for media consumption, as of December 2009, 38 percent of U.S. adults age 65 and older go online, a significantly lower rate of Internet adoption than the general population (74 percent) and even the next-oldest group (70 percent of adults age 50-64 years old go online).

In addition, just 26 percent of U.S. adults age 65 and older have home broadband access, compared with 56 percent of adults age 50-64 years old (and 60 percent of all adults).

Older Internet users are also likely to stay in the shallow end of the Internet activities pool: email and search. A few pioneers have jumped into the social media deep end, but these seniors are the exception, not the rule.

And while the Pew Internet Project has found that mobile access is closing the gap between African Americans and whites, and mobile users are more likely to participate in social media, just 16 percent of U.S. adults age 65 and older go online wirelessly, via a laptop or handheld device. By contrast, 55 percent of all adults connect to the Internet wirelessly.

All this could change if more older adults start carrying Internet-enabled mobile devices, but for now, the majority of older adults remain offline and in the stationary media majority.

Target Audience: Baby boomers, Ages 50 to 64

Baby Boomers are those born between 1946 and 1964. In 2011, the leading edge of Baby Boomers turned 65, with the youngest in their mid-40s.

In 2010, 60 percent of the U.S. population was aged 20–64. By 2030, as the baby boomers age, the proportion in these working ages will drop to 55 percent.

By 2030, all of the baby boomers will have moved into the ranks of the older population. This will result in a shift in the age structure, from 13 percent of the population aged 65 and older in 2010 to 19 percent in 2030.

In Cuyahoga County, this age segment was the ONLY segment to experience growth from 2000 to 2010, increasing from 208,450 to 266,049, or 15 percent to 21 percent.

Many boomers don't feel they'll be ready to retire, and many don't have savings to maintain their lifestyle; others don't want to drop out of the work environment. They appear poised to follow the trend of those reaching retirement age to continue working. The Bureau of Labor Statistics reports that 17.4 percent of people age 65 and older remained in the work force in 2010, up from 10.8 percent in 1985.

Boomers will continue to be physically active as the benefits of physical activity for longevity and mental abilities are increasingly documented.

Baby boomers don't see the necessity of paying full price. They now take great pride in getting value at the best possible price.

The Internet also has grown as a news source for people ages 50 to 64; currently 34 percent say the Internet is their main source of national and international news, nearly equal to the number who cite newspapers (38 percent), though still far below television (71 percent). There has been relatively little change in the how people ages 65 and older get their news. The Internet has risen to 14 percent from 5 percent in 2007, but is still far behind newspapers (47 percent) and television (79 percent) as a main source.

People 55 and older are more worried about negative youth behaviors, teen violence, and bullying than 18-35 year olds (45 percent:34 percent) and are very worried about the overall decline in personal, family or community values (44 percent:30 percent).

Email and online news are still more appealing to older users, but social media sites attract many repeat visitors.

While email may be falling out of favor with today's teenagers, older adults still rely on it heavily as an essential tool for their daily communications. Overall, 92 percent of those ages 50-64 and 89 percent of those ages 65 and older send or read email and more than half of each group exchanges email messages on a typical day. Online news gathering also ranks highly in the daily media habits of older adults; 76 percent of Internet users ages 50-64 get news online, and 42 percent do so on a typical day. Among Internet users ages 65 and older, 62 percent look for news online and 34 percent do so on a typical day.

Social media properties—including networking and status update sites—are newer additions to the daily digital diet of older adults. Yet, the “stickiness” of the sites is notable. To look at the data another way, among the pool of adults ages 50 and older who use social networking sites, 44 percent used them on the day prior to their being contacted for our survey.

The pool of Twitter and status update users ages 50 and older is too small to segment, but the behavior of this limited early adopter group does suggest a similar tendency towards regular use of the sites.

By comparison, less than half of online banking users ages 50 and older visited the sites on a typical day and less than one in five older users of online classified sites reported use of the sites “yesterday.”

Half of online adults ages 50-64 and one in four wired seniors now count themselves among the Facebooking and LinkedIn masses. That's up from just 25 percent of online adults ages 50-64 and 13 percent of those ages 65 and older who reported social networking use one year ago in a survey conducted in April 2009.

Half (47 percent) of Internet users ages 50-64 and one in four (26 percent) users age 65 and older now use social networking sites.

One in ten (11 percent) online adults ages 50-64 and one in twenty (5 percent) online adults ages 65 and older now say they use Twitter or another service to share updates about themselves or see updates about others.

The use of Twitter and other services to share status updates has also grown among older users—most notably among those ages 50-64. While just 5 percent of users ages 50-64 had used Twitter or another status update service in 2009, 11 percent now say they use these tools. On a typical day, 6 percent of online adults ages 50-64 make Twitter a part of their routine, up from the 1 percent who did so in 2009.

By comparison, social networking sites have gained a much larger foothold in the lives of older Americans over time. One in five (20 percent) adults ages 50-64 say they use social networking sites on a typical day, up from 10 percent one year ago. Likewise, 13 percent of online adults ages 65 and older log on to social networking sites, compared with just 4 percent who did so in 2009.

Between April 2009 and May 2010, Internet users ages 50-64 who said they use a social networking site like MySpace, Facebook or LinkedIn grew 88 percent and those ages 65 and older grew 100 percent in their adoption of the sites, compared with a growth rate of 13 percent for those ages 18-29.

Social networking use among Internet users ages 50 and older has nearly doubled—from 22 percent to 42 percent over the past year.

Target Audience: Generation X: Ages 35 to 49

Those born between 1965 and 1976 are known as Generation X. They are a smaller constituent class compared to others, representing a drop in the number of children born during that timeframe. The decrease was large enough that U.S. society has been adjusting to the relative scarcity of people in that age group--for example, jobs that had always been filled by teenagers, such as serving burgers in fast food restaurants, were redesigned and repositioned for older adults by the mid-'80s because there weren't enough teens to go around.

Among those ages 30 to 49, the Internet is on track to equal, or perhaps surpass, television as the main source of national and international news within the next few years. Currently, 48 percent say the Internet is their main source -- up 16 points from 2007 -- and 63 percent cite television -- down eight points.

In Cuyahoga County, the share of those aged 35 to 49 dropped from 320,416 to 254,121 between the 2000 and 2010 census.

Target Audience: Generation Y/ Young Professionals, Ages 20-34

Those born between 1976 and roughly 1990, Generation Y is a group of roughly 70 million individuals, second in size only to the baby boom generation.

Gen Y includes more than just teens, but the greatest impact of this population swell has been in the teen market. Between 1990 and 2000, the number of young adults aged 12 to 19 soared to 32 million, an increase of nearly 4.5 million. That's a 17 percent increase in one decade, which far outpaced the growth of the population as a whole, which was just 13 percent.

In Cuyahoga County, this group's numbers declined from 266,388 to 236,321 from 2000 to 2010, from 19 percent to 18 percent.

18-35 year olds are more likely than 35-54 year-olds to have attended, participated at an event, meeting, fund-raiser or similar activity for a worthy cause or organization; similarly, parents are also much more heavily involved in these activities than those without children.

Since 2007, the number of 18 to 29 year olds citing the Internet as their main source has nearly doubled, from 34 percent to 65 percent. Over this period, the number of young people citing television as their main news source has dropped from 68 percent to 52 percent.

18-35 year olds are more concerned about jobs, employment compared to those 55 and older (72 percent versus 84 percent).

The young (18-35), parents, especially those with younger kids, and minorities are significantly more willing to advocate or actively support the YMCA's priorities, or public policy positions.

The young (18-35), parents, especially those with younger kids, and African-Americans and Asian Americans are significantly more willing attend or participate in YMCA programs, activities, use YMCA facilities.

The young (18-35), parents, especially those with younger kids, and minorities are significantly more willing to donate money or make a charitable financial contribution to the YMCA.

The young (18-35), parents, especially those with younger kids, and African-Americans are significantly more willing to join/become a YMCA member or continue YMCA membership the young (18-35) are more willing to recommend the YMCA to family, friends, co-workers and others, and parents are significantly more willing to take these actions.

Young adult Internet users ages 18-29 continue to be the heaviest users of social networking sites like Facebook and LinkedIn, with 86 percent saying they use the sites. Young people put a greater emphasis on lack of physical activity options and isolation, loneliness as issues than those 55 and older.

Young people taking leadership roles within organizations, with 18-35 year-olds far more likely to have served as an officer, committee member or other leadership position in a worthy cause or organization. Higher income and education is also factor.

Target Audience: Youth/ Teens, those under age 19

The U.S youth population (82 million youth under age 19) was estimated to make up 27.7 percent of the U.S population in 2009. (Source: Scan/U.S).

In Cuyahoga County, those aged 19 and under fell from 381,563 in 2000 to 325,090 between 2000 and 2010, a decline from 27 percent to 25 percent.

This generation is displaying a commitment to making the world better. Of the population ages 16 to 24, nearly 8.3 million volunteered in 2009. (Source: Bureau of Labor Statistics, www.bls.gov).

Teens age 16 to 19 in the United States are more likely than any other age group under the age of 35 to have volunteered in the past year. Of those who volunteer, most work with either education or youth-service related organizations (34 percent) or religious organizations (31 percent).

Forty-one percent of teen volunteers reported that they approached the organization for which they volunteer, rather than being asked by someone else to volunteer. (Source: Child TrendsDataBank).

Adaptive/inclusive youth sports have increased from 250 Ys in 2005 to 410 Ys in 2010.

Target Audience: Exercisers

The percentage of Americans who exercise on their own or in clubs seems to be remaining steady at about 15 percent with minor increases and decreases. Membership in the health club industry has gone up slightly in the past few years.

One survey found a large overlap between people with home equipment and those who belong to a club--about one-third of health club members have equipment at home.

Target Audience: The Try/Fail Market

There is a large segment of adults 35-65 who can be termed the "try-fail" market based on their repeated failures to engage in a healthy lifestyle.

While 15 percent of the population exercises regularly, another 30 to 35 percent of adults spends an estimated \$30 billion per year on repeated failed attempts to adopt and sustain healthy lifestyles. Members of this try/fail population are generally not attracted to traditional fitness programs. However, pilot programs indicate that they will respond positively to a more holistic wellness approach that addresses social, emotional, and spiritual, as well as physical, health needs. Ys are uniquely positioned to serve this population.

The attributes of this group are not demographic, but behavioral:

- Repeated failures to engage in a healthy lifestyle
- Money and effort repeatedly spent in search of the solution that will work
- A desire to feel good and be well (as opposed to losing weight and looking good) as the primary drive
- Lack of knowledge about healthy living, exercise, and nutrition
- An aversion to the experience of physical exercise, often stemming from unsatisfying childhood experiences with physical education and sports
- A fear of feeling out of place in locker rooms and exercise areas
- Poor body awareness and body image
- Represented equally across all of the following demographic categories: age, sex, body type, race, socio-economic status, region, education level, and physical disability.

Target Audience: Families and Households

Family structure in the U.S has been in a state of change for the past 50 years. The 2010 census showed continuations of long-term patterns over the last five decades, including decrease in family size (2.59 from 3.33 in 1960), increase in median age at first marriage (early 20's in 1960 to late 20's in 2010), and increase in households with just one parent. In 1960, only 6 million children lived with one parent and 7 million people lived alone (13 percent of population). Today, 20 million children live with one parent and 31 million people live alone (28 percent of population).

Nationwide almost half the population over 15 years is single, widowed, or divorced.

Since 2007 when the country entered a recession, the number of households “doubling up” has also increased. These “doubled-up” households are defined as those that include at least one “additional” adult – in other words, a person 18 or older who is not enrolled in school and is not the householder, spouse or cohabiting partner of the householder.

In spring 2007, there were 19.7 million doubled-up households, amounting to 17.0 percent of all households. Four years later, in spring 2011, the number of such households had climbed to 21.8 million, or 18.3 percent.

All in all, 61.7 million adults, or 27.7 percent, were doubled-up in 2007, rising to 69.2 million, or 30.0 percent, in 2011.

Young adults were especially hard-hit, with 5.9 million people ages 25 to 34 living in their parents’ household in 2011, up from 4.7 million before the recession. That left 14.2 percent of young adults living in their parents’ households in March 2011, up more than two percentage points over the period.

These young adults who lived with their parents had an official poverty rate of only 8.4 percent, since the income of their entire family is compared with the poverty threshold. If their poverty status were determined by their own income, 45.3 percent would have had income falling below the poverty threshold for a single person under age 65.

In 2009, 75 percent of families were married couples. The most common type of household today is a married couple without children (28 percent of all households). Married couples with children make up 23 percent.

In 2009, there were 78.9 million families in the U.S. Of those, 34 million had children under 18 years of age.

In 2009, 70.5 percent of children lived with two married parents. Twenty-five years ago, 77 percent of children lived with two parents.

In 2009, 24.7 percent of children who do not live with their parents live with a grandmother, grandfather, or both. Almost 40.5 percent of grandparents who live in the same household as their grandchildren are responsible for their grandchildren.

In addition, almost 20 percent of the population speaks a language other than English at home.

Target Audience: Minority Groups

Members of minority groups are projected to represent 29.3 percent of older people in 2030, up from 23.3 percent in 2000. (Source: Administration on Aging).

Locally, Northeast Ohio is hands-down the most ethnically diverse area in the state, and figures from the U.S. Census Bureau also show that our international communities have continued their move to the suburbs.

Six of Ohio's seven most ethnically diverse cities were Cleveland-area suburbs - Solon, Brunswick, Parma, North Olmsted, Avon and Wadsworth, according to numbers from the American Community Survey. Oregon, a suburb of Toledo, rounded out the list.

Regional population shift

Here is the breakdown of the population change for the eight-county Cleveland-Akron region of Ashtabula, Cuyahoga, Geauga, Lake, Lorain, Medina, Portage and Summit counties.

	2000	2010	Change	Change
Total	2,945,831	2,881,937	-63,894	-2.2%
White	2,328,443	2,217,846	-110,597	-4.7%
Black	493,492	504,921	11,429	2.3%
Asian	39,583	55,087	15,504	39.2%
Others and multi-race	84,313	104,083	19,770	23.4%
Hispanic	80,736	112,307	31,571	39.1%
Not Hispanic	2,865,095	2,769,630	-95,465	-3.3%

Meanwhile, black families moved in ever-larger numbers from inner-ring suburbs to more distant suburbs, changing the complexion of many communities.

Black populations rose dramatically last decade in Euclid, Maple Heights, Garfield Heights and Bedford Heights, as well as in South Euclid, Richmond Heights and Willoughby Hills.

If there are more and affordable options for black families, there is also a new challenge for Cleveland, which must find a way to replace one of its most reliable population groups.

According to the U.S. Census Bureau, Cleveland lost 33,000 black residents last decade, probably its largest black exodus ever.

The city's Asian community grew slightly for the third straight decade. While Asians remain less than 2 percent of the urban population, they are key parts of growing population centers, like University Circle.

Only Hispanics displayed a willingness to move into Cleveland in significant numbers. The 2010 Census counted 39,534 people of Hispanic descent in the city, 5,000 more than 10 years before, making Hispanics 10 percent of the city.

The growing numbers of Hispanics and Asians, however, could not make up for steady white flight and new black flight.

In general, Asian Americans put on premium on community involvement. As a group they are much more concerned about literacy than other ethnicities and compared to the general population, much less concerned about jobs and employment than other ethnicities, and far more likely to seek membership than any other group. Asian Americans rate poor physical fitness, exercise, and active lifestyles habits highly as an issue they are concerned about. They rate isolation and loneliness as a fairly major concern.

In general, African-Americans rate isolation and loneliness low. They are, however, very concerned about the lack of programs/mentoring for troubled youth.

Target Audience: Military members

There were 1.5 million active military personnel in the U.S. military in 2010 and 1.4 million more in the reserves. A large percentage of active and reserve servicemen and their families are eligible for participation in the Armed Services YMCA membership program. Underwritten with support from the Department of Defense Outreach Initiative, the Armed Forces YMCA membership provides memberships to eligible military families and personnel who may not have access to a nearby military facility. In addition, the Outreach Initiative offers respite child care services for children whose parent or guardian needs temporary respite from their role as primary caregiver in the absence of a deployed spouse. Respite childcare is available at participating YMCAs in 10 states.

Target Audience: Volunteers

Volunteerism goes down with age and up as income and education levels rise. Parents are far more likely to volunteer time than non-parents. One out of every three surveyed are actively engaging others to be more involved in causes, issues and organizations.

Young people, parents, those of higher education and income lead the way in engaging their peers and neighbors in action. African-Americans are particularly engaged, followed by Asian Americans. These groups all score high in helping organize, promote, publicize or recruit the participation of others in an event supporting a worthy cause or organization.

African-Americans scored higher than any ethnicity, 10 points more than whites, and Native Americans/Other in personal commitment to change/improve their personal habits, behaviors, lifestyles.

While personal commitment to change appears evenly popular across the board, those with a high school education were far less likely to change.

One third individuals who have already volunteered in 2010 or plan to do so this year, will spend their time on organizations focused on providing social service, helping others in need, or through religious, spiritual or faith-based groups.

Forty-one percent of teen volunteers reported that they approached the organization for which they volunteer, rather than being asked by someone else to volunteer. (Source: Child TrendsDataBank).

B. Special Types of Volunteers: Use unduplicated counts.								
<u>Number of Policy Volunteers</u>	Male	125	Female	55	Unspecified	0	Total	180
Of these policy volunteers, how many are ... Please give best estimate. fill in zero rather than leaving a blank.	White	20	Black	4	Hispanic	0		
	Asian/Pacific Islander	1	American Indian	0				
	Other	0	Unspecified	155				
Of these policy volunteers, how many are ... Please give best estimate. fill in zero rather than leaving a blank.	Under age 30	3	55-64 years old	25	Unspecified	0		
	30-54 years old	134	65+	18				
<u>Number of Program Volunteers</u>	Male	79	Female	56	Unspecified	0	Total	135
Of these policy volunteers, how many are ... Please give best estimate. fill in zero rather than leaving a blank.	White	19	Black	12	Hispanic	1		
	Asian/Pacific Islander	0	American Indian	0				
	Other	0	Unspecified	103				

The young (18-35), parents, and African-Americans are much more likely to volunteer for, help organize or lead YMCA activities or programs, serve on the YMCA board or a committee.

The young (18-35), parents, and African-Americans and Asian-Americans are much more likely to work as a YMCA employee or camp counselor, or recommend the YMCA to others for employment, if asked for their opinion.

Target Audience: Donors

Economists forecast a tremendous intergenerational turnover of wealth as the WWII generation leaves its property to its inheritors over the next 30 years. Estimates range from \$7 trillion to \$47 trillion; most estimates center around \$20 trillion, even after the approximately \$8 trillion loss in the stock market. People over the age of 55 control approximately two-thirds of the nation's financial assets, according to Age Wave, a business development firm. This is an unprecedented level of wealth among the elderly.

However large it will be, the wealth turnover will affect a relatively small proportion of the population and will be spread over a number of years.

Bequests and other forms of planned giving will continue to grow for the WWII generation and for their boomer children.

Family foundations will be a major vessel for wealth transfer to charity, particularly among the wealthy. Middle-class donors seem more likely to use donor-advised funds. Foundation relations and planned-giving cultivation expertise are likely to be key for charities' gaining a share of this giving.

Especially at the federal grant level, emphasis has shifted somewhat from anecdotal evidence and "feel-good" stories to quantitative data.

Americans are givers AND doers. Seven out of 10 have contributed goods, services, facilities, other resources to a worthy cause or organization, and made a personal commitment to change/improve their personal habits, behaviors, lifestyles.

Those with higher educations and incomes were considerably more likely to donate goods or services. 35-54 year-olds are least likely than any age group.

Older Americans are pulling their weight, considerably more likely to donate goods and money than those 35-54, although the 18-35 year olds are stepping up as well as a close second. Two-thirds of Americans donated money to a worthy cause or organization (other than a church, synagogue, mosque or other house of worship).

Among those that have already donated money in 2010 or plan to do so this year, there is a fairly even split among where they will direct their money; excluding houses of worship, these include in order Religious, spiritual or faith-based; Social service, helping others in need; Health, medicine, curing and treating diseases; and Supporting families, women, children in distress.

Older Americans are far more likely to donate money than 35-54 year olds. Not surprisingly, the higher the education and income, the more likely people are to donate money. More than half have volunteered time, expertise to a worthy cause or organization and also donated money to a house of worship – e.g., a church, synagogue, mosque, etc.

African-Americans are far more likely to donate to a house of worship. Westerners are the least likely to give. 35-54 year olds are far less likely to give to a house of worship than Americans 55+. Married Americans are more likely to give to religious organizations.

YMCA members are reliable donors to YMCA campaigns, as illustrated in the following chart:

Table 3c. Annual Campaign Donors Who Are Members in 2010 *

	Total USA	Under \$300,000	\$300,000-\$650,000	\$650,001-\$1,000,000	\$1,000,001-\$2,000,000	\$2,000,001-\$4,000,000	\$4,000,001-\$14,000,000	Over \$14,000,000
	867	21	76	100	213	195	175	87
# of YMCAs Doing Annual Campaign	788	13	62	86	195	176	170	86
Total number of donors to Annual Campaign	657,597	2,172	8,862	11,738	45,015	56,770	143,959	389,081
Annual Campaign Donors who are Registered Members (%)	47.4	27.7	36.1	53.7	51.9	50.0	48.9	46.2
Annual Campaign Donors who are Program Members (%)	14.3	24.0	16.8	17.0	14.1	10.7	12.2	15.4
Total Registered and Program Member Annual Campaign Donors (%)	61.7	51.7	52.9	70.7	66.0	60.7	61.1	61.6

* YMCAs that did not provide both constituency and financial data are not included in this table.

III. INTERNAL STRENGTHS AND WEAKNESSES AND EXTERNAL OPPORTUNITIES AND THREATS (SWOT)

<p>Strengths</p> <ul style="list-style-type: none"> Positive brand recognition Perceived value Stable financial outlook Membership on upward trend New branch openings in 2012 Experienced executive team Engaged board of directors Engaged local boards 	<p>Weaknesses</p> <ul style="list-style-type: none"> Continued high turnover in some positions Lower salaries in some positions Older buildings need renovation Older buildings can't compete 	<p>Internal</p>
<p>Opportunities</p> <ul style="list-style-type: none"> Become a one-stop family center Increase senior programs Convert Try-Fail market Engage teens as volunteers Upcoming large-scale turnover of inter-generational wealth Donor support from seniors Programs that make fitness "easy" Provide a sense of community Wide variety of programming Embrace diversity 	<p>Threats</p> <ul style="list-style-type: none"> Negative reaction to branch closings Population losses Income Declines High Unemployment Economic Uncertainty Aging population Dropout rate from youth organized sports. Decline in intramural sports in schools, Inactivity, poor nutrition, and obesity Lack of time/ growing stress Decline in aquatics popularity More competition for donor \$ More competition for grant \$ 	<p>External</p>
<p>Positive</p>	<p>Negative</p>	

A. Internal Strengths

The YMCA brand has been around since 1844, and today there's more than 2,600 YMCAs in the U.S.

The brand has positive metrics in key areas, rating very highly (excellent or good), in measurements of:

- Enhancing, improving or making a difference in my personal Quality of Life (51 percent)
- Enhancing, improving or making a difference in my family's Quality of Life (54 percent)
- Enhancing, improving or making a difference in my community's Quality of Life (65 percent)
- As a nonprofit organization in general (72 percent).

The top areas where people believe the YMCA can make the biggest difference in their lives are:

- Helps kids learn and grow (42 percent)
- Provides recreation, sports, exercise, physical fitness programs and facilities (42 percent)
- Provides after school, summer programs, activities for children and teens (38 percent);
- Provides a safe, clean, and supportive haven for people in need (38 percent)
- Nurtures the potential of children and teens (36 percent)
- Promotes healthy living, physical activity, better eating habits (36 percent).

Eighty-eight percent of Y members say they definitely or probably recommend the Y to their friends; 56 percent say they definitely would.

Locally, after several years of financial difficulty early in the decade, the Association turned a corner in 2006 and achieved much more stable financial footing.

In addition, after overcoming some negative publicity over branch closings in 2002, the Association has racked up five years of positive, extensive media coverage.

Aided in part by the hugely successful launch and popularity of the French Creek branch in 2010, the Association in 2011 saw its revenue projections surpassed by almost \$1 million. Membership and program services both grew from the prior year, and the Association ended the year ahead of budget projections. Further, it did not have to draw on its line of credit after March due to a strong cash flow position. By July 2011, it had paid down outstanding debt by \$422,000.

The success of the French Creek branch in Avon and its ability to raise revenue for the Association as a whole bodes well for the planned openings of two new state-of-the-art branches in 2012 in North Royalton and Warrensville Heights.

B. Internal Weaknesses

The age of many of the Greater Cleveland YMCA's branches continue to be a challenge. The Euclid branch, constructed in 1956, needs a new roof, new lobby area, new locker rooms, lighting, and HVAC systems and improvements to the swimming pool; the Hillcrest branch, built in 1955, needs improved handicap access, energy efficient lighting and windows, a new HVAC system, improvements to the swimming pool and gym (which were added to the building in 1965), new locker rooms, and a new roof.

The West Park branch, also built in the 50s, needs \$2 million in renovations as well. Without these enhancements the branches will not be able to remain competitive, even in spite of the perceived value of a Y membership.

The age of the buildings themselves is less of a weakness than their condition. According to Y of the USA surveys, YMCA members are very practical and seem much different from Gold's and Bally's members. Y members don't complain about how old the building is or how ugly the pool is. They do, however, complain about leaky faucets, potholes in the parking lot, and treadmills that break down.

Some characteristics are probably the same as at other providers. Downtown Ys typically don't have much parking, but neither do downtown health clubs; Y memberships are pricey in some big cities, but so is everything else there. Members probably have reasonable expectations about those characteristics.

Everyone understands that there are some tradeoffs - Ys with lower rates have fewer amenities, and members take that into account when rating their Y. But everyone expects his or her Y to do the little daily things that make going there pleasant. Members expect Y staff members and volunteers to care, including caring enough to keep the place nice.

C. External Threats

Changing demographics in Northeast Ohio means the Greater Cleveland YMCA will have to adjust to stay relevant.

2010 census numbers show that Cleveland lost nearly a fifth of its population since 2000, falling 17.1 percent to 396,815.

The share of households in northeast Ohio living on more than \$200,000 a year was unchanged from 2009 to 2010. But, households getting by on less than \$35,000 a year grew as a share of the area population.

And the region is aging: The median age in 7-county area of northeast Ohio was 40.3, up from 37.2 in 2000.

Although senior membership has been trending upward nationally in the last 10 years, traditionally the elderly have been the least likely to be Y members. It is imperative that the Greater Cleveland Y reverse that trend as the baby boom generation ages. As the largest segment of the population, their engagement with the Y is critical, from

membership to volunteering to giving. All indicators point toward the boomers being a more active elderly generation, which is good news for the Y.

One caveat: Baby Boomers don't see the necessity of paying full price, so value will have to be a tenet of attracting this segment.

Family structure and needs are changing, too. Families are increasingly likely to consist of single parents, grandparents raising grandchildren, and same-sex couples. Many families are feeling time pressures, particularly those where parents work two jobs and take care of children and their own parents (sandwich generation).

Single-mother households continue to have high poverty rates, particularly those of never-married mothers as opposed to divorced or widowed mothers.

Fathers, particularly resident fathers, are spending more time each day in child rearing responsibilities. Some fathers are even choosing to become stay-at-home parents, particularly if the mother has a higher earning potential.

Fewer people swim for wellness or recreation (down about 11 percent since 2000) but it's still the third most common fitness activity in U.S. There is considerable ethnic discrepancy in participation - blacks and Hispanics are far less likely than whites to participate in swimming, diving, or scuba, for a variety of reasons.

Where physical activity is concerned, inactivity, poor nutrition, and obesity are national concerns. Many long-term trends, such as aging, lack of time, and ubiquitous technology, contribute to the obesity problem in the United States.

There is a direct correlation between hours spent watching television and obesity. Video games are an only slightly better alternative because they limit snacking. Disadvantaged neighborhoods are also related to obesity for reasons including lack of health services and widespread availability of cheap, fast food.

The dropout rate from youth organized sports is approximately 70 percent, and about half of parents say children drop out of sports because it makes them unhappy. There has been a decline in intramural sports in schools in the last 10 years, as well as physical education in schools. It's important to engage this segment early in life because studies have shown that youth participation in sports is an important predictor of adult physical activity, for both sexes.

Mental wellness, particularly depression, is the second largest cause of activity limitation among ages 18–44 and third among ages 45–54. Arthritis was first for all groups, arthritis and heart problems first and second for ages 45–54.

Where giving is concerned, at least among middle class donors, highly sophisticated marketing and sales approaches make not-for-profits seem more like for-profit businesses, diluting the mission emphasis. They also make not-for-profits' offerings seem like just another product to be shopped around for, rather than engagement with a mission.

Statewide government support for social programs has been contracting in Ohio in the last five years, notwithstanding the money flowing in from the Stimulus Act of 2009.

Generally speaking, this decade has seen a trend toward more competition for grant dollars and less availability.

D. External Opportunities

Although it is a threat, the graying of the Northeast Ohio region is also a huge opportunity to engage a segment of the population that has historically been underserved.

Projections for huge growth in the senior population start in 2011, when the oldest baby boomer hits 65. Between 1990 and 2000, the national growth of the 65-74 age group was 1.6 percent, a little more than half the rate of the growth between 1970 and 1990.

Locally, the 50-64 age group was the ONLY segment to grow in the decade 2000 to 2010, increasing from 208,450 to 266,049. Surveys indicate that this segment will continue to be physically active as they age.

Besides their sheer numbers, another fact makes this segment an attractive opportunity: In a time of increasing economic insecurity, older adults are the least likely to be poor.

Many boomers report that they don't feel they'll be ready to retire at 65, with some saying they don't have savings to maintain their lifestyle and others indicating that they don't want to drop out of the work environment.

Physical, mental, and social engagement all contribute to healthy aging and help to reduce activity limitations often associated with aging. While an aging society faces major healthcare needs such as increased arthritis, cancer, cognitive decline, and cardiovascular problems, each of those presents the YMCA with an opportunity for programming. Physical activity can reduce the impact and incidence of these, to some extent. And educational programs such as Diabetes education can also play a role.

Indeed, the formation of "Adult Centers" nationwide is growing. Since 2008, older adult centers grew by 60 percent and social clubs grew 41 percent. The YMCA can capitalize on this trend by carving our Adult Centers within their own areas of service or even branches.

As diversity becomes more important and widespread throughout the country, YMCAs will need to adapt to the needs of a diverse community. Diversity is increasing nationwide and Northeast Ohio is the most ethnically diverse region in the state.

Cleveland lost 33,000 black residents last decade, probably its largest black exodus ever. During the same timeframe, the city's Asian community grew slightly for the third straight decade, while the Hispanic population actually rose to 39,534 from 35,000 in 2000.

As such, culturally appropriate marketing is even more important than before as immigration rates and the diversity of the population increase. More and more immigrants seek acculturation rather than assimilation and use their first language at home as a way of affirming their identities. According to the 2010 U.S. Census, almost 20 percent of the population speaks a language other than English at home.

Ys have always been inclusive, but they now have an opportunity to lead the way again by anticipating and planning for accommodation issues. For example, as more transsexual persons are coming out or undergoing gender reassignment surgery, Ys need to define which locker room the member should use.

Groups report different areas of value and concern. Where marketing to diverse segments is concerned, Asian Americans put a premium on community involvement. Asian Americans rate poor physical fitness, exercise, and active lifestyles habits highly as issues they are concerned about.

Where teens are concerned, this age group more than any other has shown a willingness to engage in service-related work. The Y of the USA reports in a recent survey that 30 to 35 of teens engaged in volunteer activities. Of those who volunteer, most work with either education or youth-service related organizations (34 percent) or religious organizations (31 percent).

Forty-one percent of teen volunteers reported that they approached the organization for which they volunteer, rather than being asked by someone else to volunteer. (Source: Child Trends Data Bank).

Youth are particularly interested in multimedia and virtual arts, including nontraditional aspects such as visual design in games and image manipulation. This is an area where YMCA's can add programming to capitalize on these interests.

Unorganized and spontaneous physical activity such as street hockey or bike riding are particularly strong at preventing youth obesity. The Greater Cleveland YMCA already fields an impressive Youth marathon Program that includes a biking component. Continued support of this program's expansion is an opportunity to bring the program to an increasingly wider audience.

The Try/Fail market represents 30 to 35 percent of all adults. This group spends an estimated \$30 billion per year on repeated failed attempts to adopt and sustain healthy lifestyles. Members of this try/fail population are generally not attracted to traditional fitness programs. However, pilot programs indicate that they will respond positively to a more holistic wellness approach that addresses social, emotional, and spiritual, as well as physical, health needs. Ys are uniquely positioned to serve this population.

Finally, the family structure in the US is changing. If there were any doubt as to how much, the 2010 census sorted it out: The data show continuations of long-term patterns over the last decade, including decrease in family size (2.59 from 3.33 in 1960), increase in median age at first marriage (early 20's in 1960 to late 20's in 2010), and increase in households with just one parent. In 1960, only 6 million children lived with one parent and 7 million people lived alone (13 percent). Today, 20 million children live with one parent and 31 million people live alone (28 percent).

The most common type of household today is a married couple without children (28 percent of all households). Married couples with children make up 23 percent.

In 2009, 24.7 percent of children who did not live with their parents lived with a grandmother, grandfather, or both. Almost 40.5 percent of grandparents who live in the same household as their grandchildren are responsible for their grandchildren.

Since 2007 when the country entered a recession, the number of households “doubling up” has also increased. These “doubled-up” households are defined as those that include at least one “additional” adult – in other words, a person 18 or older who is not enrolled in school and is not the householder, spouse or cohabiting partner of the householder.

In spring 2007, there were 19.7 million doubled-up households, amounting to 17.0 percent of all households. Four years later, in spring 2011, the number of such households had climbed to 21.8 million, or 18.3 percent.

All in all, 61.7 million adults, or 27.7 percent, were doubled-up in 2007, rising to 69.2 million, or 30.0 percent, in 2011.

Young adults were especially hard-hit, with 5.9 million people ages 25 to 34 living in their parents’ household in 2011, up from 4.7 million before the recession. That left 14.2 percent of young adults living in their parents’ households in March 2011, up more than two percentage points over the period.

These young adults who lived with their parents had an official poverty rate of only 8.4 percent, since the income of their entire family is compared with the poverty threshold. If their poverty status were determined by their own income, 45.3 percent would have had income falling below the poverty threshold for a single person under age 65.

Herein lies a golden opportunity to engage this critical age group, many of who are underemployed and underpaid. The Greater Cleveland YCMA already offers a Young Professional rate at the Downtown branch. It might be worth it for the Association to expand that offering to all branches, based on a sliding income scale.

Against this backdrop of change is a sea of information on how families are coping. Multiple surveys in the last five years confirm that few people feel connected to their communities, a situation that Robert Putnam famously described as a loss of social capital. Many people don’t have the time to chat with a neighbor or join a community group, and others lack the inclination.

As a result, in traditional YMCA facilities, many designers are working hard to create buildings that promote social connections. Not that long ago, YMCA lobbies often served as funnels, directing people to specific areas. Now, designers are reworking lobbies to serve as common space, places to socialize and gather.

The Greater Cleveland YMCA’s two newest branches opening in 2012 contain ample areas to socialize and gather, as do the two branches that opened in 2009 (French Creek) and 2006 (Geauga).

YMCAs are also seeking staff members who can create a sense of connectedness among members and between members and their YMCA. There’s less emphasis on hiring specialists and more on hiring generalists who can foster these relationships and focus on meeting different member needs.

People say they don't have any free time anymore. This presents a golden opportunity for Ys to show how they can save families time. One small way is through family-friendly programming--run a martial arts program for the kids at the same time as the exercise program for the parents. This will save driving between two different places.

Can the YMCA be a one-stop family center? Many sixth graders, for example, have an activity every afternoon (or sometimes more than one per day); many of them hurry from the game on Saturday to go to their lesson, recital, or Scout outing. If families see the Y as a reliable provider of most or all of the activities they want their kids in, then their lives would be less rushed.

Leisure time is an important industry. Ads pressure even people of moderate income into expensive recreation. As a result, people feel they have to buy fancy equipment and new clothes, then travel someplace else to have fun. They work late and on weekends to make enough money to afford expensive recreation, then complain that they don't have time to go skiing or bass fishing.

The YMCA could be the antidote to rushing families and overworked adults by offering them an oasis of reasonability--a place to go and have fun. Ys can teach people that one doesn't have to drive all over town for kids' activities and work so hard that there's no time to take a vacation. People will knock YMCA's doors down to get in if they can achieve this vision.

Although stress-related complaints are accounting for more physician visits, people are also trying to manage their own stress, through greater emphasis on spirituality and increased consumption of goods or services that make them feel special, valued or self-indulgent. Ys have an opportunity to answer that call by weaving pampering and holistic programming into the mix.

Arts are increasingly seen as a vital part of community creativity and economy and present another opportunity for the Y.

Where summer camp and childcare are concerned, YMCA summer camps have high positive metrics. In a Y of the USA survey in 2008, 41 percent of parents – and 47 percent of parents with kids less than 13 years old – said they would definitely/probably send their children to a YMCA summer camp, with high appeals to African-Americans, Asian Americans and Native Americans/Other.

Younger Americans, parents, and Asian Americans rate availability of child care higher than their counterparts. Also, while still close, the highest income level places a greater importance on this the middle-income level. Southerners are less concerned with this issue than those in the Northeast.

Many Ys, including the Greater Cleveland YMCA, are increasingly effective in communicating with mothers (who are primary decision makers about camp) by communicating before, during, and after a child's enrollment, by being deliberate about all the impressions they receive, and by using phone calls and electronic communications strategically.

IV. GOALS AND OBJECTIVES

A. Membership Goals

Attracting Members

How does a Y get people to join? By having a base of happy members.

Studies show the most effective way to acquire new members are:

- Word of mouth
- Members bring a friend
- Discounts.

In response to a Y of the USA survey, 86 percent of members nationwide said they probably or definitely would recommend the YMCA to their friends if asked. Maybe they just need to be asked.

The Greater Cleveland YMCA can appeal to those who have never joined before by stressing the value of a Y membership, the community feel of a local YMCA, its non-profit status, and the full-service spectrum of programming that includes babysitting services, quality childcare, camp, aquatics, senior programs, teen character-building programs, and sports and leagues, all under one roof.

In attracting new members, it needs to project itself as a supportive community that does everything in its power to help members sustain their commitment to a healthier lifestyle, and be welcoming to, and supportive of, the try/fail population.

Family income is down over the last 20 years so it is important for the Y to show that it has what people want at prices they can afford. In times of mild economic downturn, YMCAs have done relatively well, since they were affordable to begin with. If everyone scales back financially, there are usually more people who would have chosen more expensive alternatives and instead take advantage of YMCA membership and programs, than there are people who can no longer afford the YMCA.

For example, a family that may have usually taken a trip to Orlando instead sends the kids to Y summer camp for two weeks or a month. People who cut back on fancy dinners and ski weekends notice that their YMCA membership doesn't cost more if they go there more often--a real bargain. On the flipside, Ys may feel some strain subsidizing more people who cannot afford a program or membership.

Retaining Members

One of the most important things a YMCA can do to increase membership is to retain its current members. Keeping present members happy and coming back year after year is much more cost-effective than beating the bushes for new members.

If a Y's present members aren't happy and are walking out the door, looking for new members won't solve the problem of not enough members - it simply sets up a revolving door.

New members won't stay around long if a Y doesn't direct its attention to the little things that pay big dividends, such as cleanliness, staff friendliness and helpfulness, training for members on working out, and better communications between staff and members (and among the staff).

Having said that, some characteristics of a Y are obvious to new members, such as how old the facility is, where it is, and whether it has a pool. That means members aren't likely to complain bitterly about them. The people who couldn't stand those characteristics just don't join. So while those aspects may cost new members, they aren't a big factor in retention.

The ballpark figures for member retention vary; most Ys are in the 50 percent range, 60 percent is good, and 70 percent is probably the best a Y can do taking into account the people who move, the turnover in exercisers, dissatisfaction with the Y, and the lure of new facilities and new home equipment.

A few Ys may do much better than this; typically they are the sole provider in their community. They also either attract committed exercisers or have found a way to decrease the turnover. Some of the small-town fun centers have people who join and renew for the activities and association, not for the adult fitness, and thus they aren't subject to much turnover.

The Greater Cleveland YMCA's retention rate is about 49 percent. Efforts to improve that number have been underway for the last two years and include a membership exit survey.

The first 30 days of new membership is critical. Studies show that engagement at the outset can improve retention. As such, the Greater Cleveland Y is considering implementation of an Ambassador Program.

The national Ambassador Program model relies on member volunteers to play a major role in moving a new member who has a casual relationship (a user of the Y's services and facilities) to a deeper relationship where the member feels they have a say in the organization. This relationship may lead the member to give their time, talent, and financial support and become an advocate for the Y.

The volunteers who lead the program – the YMCA Ambassadors – should be current, active members that have a general knowledge of the YMCA. They should be friendly, outgoing, and able to communicate personal Y experiences. They can give tours, phone new members, introduce new members to existing members, work out with new members, arrange orientations, give orientations, answer the telephone, or assist in the locker room. Wherever there is work to be tackled, a volunteer opportunity exists.

Because of the willingness of teens to volunteer, coupled with the large number of teen programs at the Greater Cleveland Y, consideration is currently being given to teen ambassadors, who might see this as a resume-building opportunity, resulting in a win-win for the Association.

A component of the program would be high visibility, with special t-shirts given out to new members and to Ambassadors, so each can be recognized by other members, staff, and volunteers.

In addition to the first 30 days, the first six months are an equally critical time period. If during that period, the member becomes involved and sets up a pattern of regular attendance, then the chances are good that the member will be around for a long time.

Currently the Association encourages new members to sign up for a free Personal Fitness Program session. Other strategies currently being considered to increase retention involve:

- Within 2 days – Sending a welcome letter along with some token of appreciation, as thanks for joining. Included will be a listing of upcoming special events.
- Within 14 days – Sending a postcard inviting them to stop by or visit the Web site if any questions arise.
- Between 30-45 days – Sending a short facility evaluation survey along with program offerings of interest.
- Between 60-90 days – Sending a member bingo card, offering a lanyard, water bottle, or t-shirt as prizes for getting to know the YMCA better.
- Within 120 days – Sending a volunteer opportunities fact sheet will be sent, requesting consideration to volunteer at the YMCA.
- Within 6 months – Calling the member and encouraging them to bring a new member and receive a gift or coupon for Y merchandise.
- Other – Sending a “miss-you” postcard to those who haven’t made a “gate visit” for a period of 30 days.
- Making a personal phone call to a member terminating their membership, requesting information as to why.

B. Marketing Organization

In year’s past, the Marketing Department has been a one-man (or one-woman) show, relying on out-sourced talent in areas like design, photography, web site expertise, and report generation, among others.

The sheer growth in terms of number of branches in the Association (three new in the past three years), the expansion of community programs, and the growth of the fundraising division now necessitates the need for an additional Marketing Department employee to assist the vice president in general duties.

V. STRATEGIES AND METHODS

A. Positioning Language

In 2010, the Y of the USA issued new branding language along with a new logo to broaden the public's understanding of its mission and to lead to greater involvement with the Y on multiple levels. The new language defines three areas of focus as central to the Y's purpose:

- For Healthy Living
- For Social Responsibility
- For Youth Development

The Y is committed to strengthening communities and views participation in programs and services as a means to a greater end. Consequently, the re-branding effort is ultimately expected to increase the number of YMCA members, donors and volunteers by:

- Elevating the YMCA reputation to become the charity of choice among donors, a desired partner by policymakers and foundations, and a top-of-mind as charity of impact and integrity among general public and donors
- Differentiating the YMCA from peer organizations by generating a clear understanding of the YMCA's purpose, work, expertise and benefit
- Increasing the public's understanding of the Y as a recreation facility to a full-spectrum, nonprofit community organization.

While the brand language does not replace the Y's mission to put Christian principles into practice through programs that build healthy spirit, mind and body, it does serve as a platform for shaping marketing messages. As such, the Greater Cleveland YMCA will continue to use this language for positioning purposes in 2012.

B. Advertising Channels

The Y has been using an increasingly diverse mix of advertising vehicles in the last five years including newspapers, billboards, Web banners, radio spots, radio programs, community canvassing, posters and flyers, directory listings, and in-house displays.

The question of where to spend media dollars has grown more complex as users branch out to a wider range of choices. For instance, a Pew Research Center poll conducted Dec. 1-5, 2010 among 1,500 adults reached on cell phones and landlines found that the majority (64 percent) of American adults use at least three different types of media every week to get news and information about their local community—and 15 percent rely on at least six different kinds of media weekly.

The survey also found that the Internet rather than newspapers is now the main source of news for Americans under 30, reflecting both the growth of the Internet and the gradual decline in newspaper readership (from 34 percent in 2007 to 31 percent now).

Because of statistics like those above, the Greater Cleveland YMCA shifted its print advertising from The Plain Dealer to its online component, Cleveland.com, in 2007.

The resounding success of online ads on this venue, easily tracked by analytics and the Y's web stat program, has allowed it to make the easy choice of renewing and expanding this type of advertising in 2012 with an investment of \$12,000 for the winter and fall campaigns, and an additional \$6,000 for the launch of new branches in May 2012.

Radio has been an important vehicle for the Y, with an investment in 2012 of almost \$100,000. Nationally, the number of adults in 2010 who cited radio as their main source of national and international news has remained relatively stable in recent years, at 16 percent.

In 2012, the Greater Cleveland Y will be shifting \$20,000 of those radio dollars to new media outlets to include Social Network marketing (see entry below) as a way to replicate word-of-mouth membership referrals.

It will also be replacing its downtown Cleveland outdoor banners to both comply with national branding standards and to adjust the message to reflect 2012 positioning language (investment: \$ 7,000). In 2013 and 2014 the Association will continue its re-branding campaign by changing out all indoor and outdoor signage that contains the old logo.

New for 2012 is the use of Google ads, with an investment if \$ 5,000, and Cool Cleveland, a local blog, with an investment if \$1,000. Both will be used to spread the word about the new branches in North Royalton and Warrensville Heights.

Because of its cost effectiveness and reliability, community canvassing of significant events and membership drives will continue to be a big component of the Y's advertising strategy in 2012. Recalling that research shows most individuals will join a health club within 1 mile of their home, canvassing seems to be a good way to reach "the neighborhood" for very little expenditure.

Indeed, as the question of even how "to" reach constituents becomes more challenging, some of the old standbys such as hanging posters in local stores seem like logical choices. Along those lines, the Association is currently exploring the idea of media "partnerships" with other neighborhood businesses and will likely expand into that area in 2013.

The Association will also be taking advantage of a trade agreement with Cleveland Magazine and its partner publication Inside Business, which provides 12 free ads a year (six and six). Details can be found in the budget portion of the plan. Generally speaking, the ads will be used to promote membership campaigns, significant events, and certain programs.

C. Social Media: The new Word of Mouth

While social media use has grown dramatically across all age groups, older users have been especially enthusiastic about embracing new networking tools, according to the

2010 Pew Research Center poll. And although email continues to be the primary way that older users maintain contact with friends, families and colleagues, many users now rely on social network platforms to help manage their daily communications—sharing links, photos, videos, news and status updates with a growing network of contacts.

In very many ways, the allure of Social Media is that it provides a sense of intimacy and connectedness to others in a world where we are becoming increasingly isolated. Social media platforms provide information from a trusted source and the ability to get instantly “customized” answers to questions, which saves time and effort in a world full of information and a lack of time.

Recall that Word-of-mouth remains the most effective way to recruit new members, and that 88 percent of Y members say they definitely or probably would recommend the Y to their friends and 56 percent say they definitely would. Because of the unique ability of vehicles like Facebook to replicate “word-of-mouth” referrals with their “recommend” buttons and viral abilities, this platform is an ideal choice for promoting membership through online ads.

Facebook is the obvious choice for those ads as the Association already has a business Facebook page with 800 “likes.” In 2012 we’ll be partnering with Wildfire, a promotions company that operates in the Facebook environment, to promote the new branches through special incentives, for a total investment of \$1,000.

The added bonus of running a promotion on Facebook is that it will swell the number of people associated with the Y’s Facebook page, which in and of itself is an avenue for advertising and promotion.

D. Public and Media Relations

Media Relations

Another area of marketing that has changed dramatically in the last two decades is media relations.

Twenty years ago a large part of it revolved around sending press releases to local media. In 2012, the idea that one can send a press release and wait for “the media” to just show up is obsolete.

For that matter, the very act of defining “the media” is a challenge as this genre continues to re-shape itself to include citizen journalists, blogs, specialty news forums, e-zines, wikis, etc., while former mainstream stalwarts disappear from the landscape.

A media professional can work their traditional contacts trying to manage a crisis, only to see it go viral via Twitter, Facebook or You Tube in the blink of an eye, defying all traditional means of control.

With so much e-mail forwarding of news stories, it’s futile to hope that news of impropriety won’t spread, and with newspaper archives available online, it’s even more futile to hope that the memory of improprieties will fade, especially if the news stories don’t include full accounts of how organizations put things right.

Along those lines, the Greater Cleveland Y has developed a specific crisis plan for 2012 that lays out a strategy for future branch closings. It plans to be on top of this story so as to avoid a repeat of negative publicity that surrounded branch closings early in the decade.

The Association has generally enjoyed very favorable news coverage in the past five years, and there are plans to continue to seek story placement in the region's largest newspaper, The Plain Dealer, in 2012. Details as to story pitches can be found in the Implementation portion of this plan.

Smaller print newspapers are also included, as are local television and radio stations.

However, coverage in the local newspaper is no longer the caveat that it once was. Newspaper readership has declined significantly across all age groups in 2010, but is especially lacking in the under-30 crowd.

Nor are stories airing on local television or radio stations the "score" that they once were. There has been a continuing decline of Americans citing television as their main source of news (down to 66 percent in 2010), and in 2010, for the first time, the Internet has surpassed television as the main source of national and international news for people younger than age 30.

In 2010, nearly half of all American adults, 45 percent, say they do not even have a favorite local news source. Instead, in the modern local news information system, different media outlets, and in many cases entire platforms, are gaining footholds for specific topic areas.

An analysis of how different generations are getting their news suggests that these trends are likely to continue, which makes the future of media relations increasingly challenging.

In order to be sure that it is reaching all of its constituents, the Greater Cleveland Y has to keep turning to a wider number of platforms for distribution, including the Internet and social media.

Currently the Association has about an equal number of print, television, radio and online media outlets that it relies on. That mix will continue to shift as media habits evolve.

Public Relations

The Association publishes the Y-Link newsletter to showcase major news and events. The format calls for one social responsibility story, one youth development story, and one healthy living story per issue to underscore the Y's mission.

In 2012 this formerly quarterly publication will be published twice a year instead. Because this is one of the few publications that still get printed in traditional form, this is expected to save about \$2,000.

The Annual Report is also used for public relations purposes, as is the Association's 990 report. Both will be made available to Guidestar and the Annual Report will be posted on the web site.

The Annual Report will also have a limited print run for distribution at the Annual Meeting and for donors, civic leaders, and the media. Another print publication, the Association's media retrospective, serves a similar role in encapsulating all of the news stories for the year. It is once again planned for in 2012.

E. Direct Marketing

As with advertising channels, today's direct marketing arena has radically changed in the last 20 years. It no longer just involves purchasing a postal list and sending print material.

Direct marketing in the new millennium is increasingly via e-mail or SMS. The growth in e-mail and Internet use, along with the general upward trend in all media subscriptions, is making it an easier and more profitable way to market products than it was in the past days of mass mailings.

Following this trend, the Greater Cleveland YMCA shifted a great deal of its database marketing to an e-format in 2010, saving both printing and mailing costs. In 2011, the Greater Cleveland YMCA's Marketing Department sent 144 distinct email messages to 623,319 recipients, encompassing members, donors, previous members, previous donors, friends, board members, web site and Facebook opt-ins, and civic contacts.

Emails are sent through the Y's email vendor, Benchmark. Data dumps from the Association's membership and donor database known as DAXKO are performed routinely to update the online database.

The cost of the Benchmark service is \$2,400 annually. That charge includes 50,000 emails per month and all managed services expected of an email vendor, including critical unsubscribe functions.

The \$2,400 is a fraction of what the Y used to spend to send similar communications via snail mail. For instance, the Greater Cleveland Y now sends all of its branch newsletters via Benchmark. The newsletters are in an e-format, allowing the Association to provide interactive content; for every branch e-newsletter, the Y saves about \$2,000 in postal costs and about \$300 in printing.

To put it in perspective, if the YMCA were to send 629,000 print pieces via snail mail, the cost would be in excess of \$100,000 even at the non-profit rate!

In 2012 as in 2011, the Marketing Department plans to email all branch newsletters and the Y-Link to members. In addition, the Association is planning to send an average 10 emails per month to serve the areas of membership, fundraising, and public relations.

There is still a time and place for print direct mail, and the Greater Cleveland YMCA will continue send postcards for the winter and fall campaigns, bi-annual amnesty campaigns, and child care and camp promotions.

In addition, the Y- Link will continue to be printed for civic partners, media, and select donors.

New for 2012 is the Y's venture into SMS (text message) marketing. Currently about 70 percent of all new Y members provide the Association with an email address for marketing and communication purposes. In order to reach the other 30 percent, the Y will begin cultivating cell phone numbers as an alternative to email addresses. This will allow continued communication with members in an efficient manner.

Studies show that SMS messages are typically opened within 15 minutes after receipt vs. email marketing messages which may linger in the inbox. The Y plans to send an SMS message to those members with cell phone numbers but without email addresses, letting them know that their branch newsletter has published, or that a schedule has been uploaded, or about events and activities as mirrored in emails.

Starting slow, the Y will embark on a plan to send up to 500 messages a month, for an investment of \$69 a month.

F. Promotions and Events

Promotions are a key component in attracting members. In fact, a recent Y of the USA survey found that promotions rank third as an inducement to join a YMCA.

Twice a year the Association runs a comprehensive membership campaign, lasting two months, which waives the Joiner Fee for new members. The decision to completely waive the fee during these campaigns was made last year, and the results have been positive. The plan for 2012 calls for a repeat of those offers for the winter and fall campaigns.

In addition, it offers two Amnesty events during the year which invites previous members to re-join for a 100 percent discount in the joiner fee.

The Association also plans an Enrollment Fee Adjustment Gift card event from May 7 to August 26, and a gift card referral event from May 7 through August 26: Any member who refers a member will receive a \$10 credit towards programming.

An ongoing promotion in 2012 will be the "Try before you Buy" promotion. Non-members may register online for a one-week guest pass to "try" the facility of their choice. Participants must register online, be 18 years of age or older and are subject to sales process.

G. Special Events

Each year the Y hosts and/or sponsors dozens of events in and around its branches and the community. Some of these events, like Healthy Kids Day, are a national effort, with Ys all across the country participating. Others, like the Geauga branch's sponsorship of the Race at the Fair at the Geauga County Fair, are strictly local and meant to build community while fulfilling mission.

Branches have been encouraged to collaborate with community partners in hosting special community events focused on wellness. In 2011 the French Creek branch held a very popular health fair in conjunction with numerous community partners which drew 400 people.

Details about community special events can be found in the implementation portion of this plan.

A special note is made here of internal special events such as the Annual Meeting and staff meetings. Frequently these meetings call for recognition of staff, donors, and/or volunteers. The Marketing Department oversees the purchases of plaques and tokens of appreciation for various meetings throughout the year and will continue to do so in 2012.

H. Product Marketing Literature

Increasingly, the Ys product marketing literature is in an e-format, whether entirely web-based such as branch newsletters, or available either in an e-format or print, such as the Annual Report.

Program brochures that can be customized in-house are now a staple, as are public relations pieces such as Community Benefit reports.

Promotional items such as stickers for the Y Star program are also included in the 2012 plan.

Plans for 2012 call for continued independence when it comes to creating flyers, posters and brochures, with print-on-demand features so that material can be printed in-house.

I. Membership Sales Force

The Marketing Department, working hand-in-hand with the Membership Director, has spent a great deal of time in the last two years cultivating best practices for the membership sales team and customer service reps who interact on a daily basis with Y constituents.

Consistency in messaging was a top priority during that timeframe, and great progress has been made. A reliable distribution method to let core staffers know when a promotion is running, what the details are, and what the message is, has been in place for two years. Prior to a campaign, staffers are given a script to use when answering the phone, and mini training sessions on how to communicate the offer with the ultimate goal of closing the deal.

VI. ACTION PLAN AND IMPLEMENTATION

January 2012

I. Membership Activities

A. Continuation of Winter Membership Campaign

Offer: 100% Off Enrollment Fee, \$25 for every friend or family member referral
 Message: There's something for everyone at the Y.
 Goal: Recruit new members, including the Try-Fail market
 Audiences: All. Family Night for new members targeting families.

B. Y-Stars registration (January 1 – February 15)

Activity	Deadline	Responsibility	Investment
Develop posters and flyers for branch placement	Jan. 1	Membership Director	In-House design and printing
Total			\$ -0-

C. Program Guides

Activity	Deadline	Responsibility	Investment
Compile, print and distribute year-long program guides for all branches	Jan. 1	Marketing Director	\$ 1,000 for design \$10,000 for printing and mailing
E-Mail all program guides to members through Benchmark	Jan. 15	Marketing Director	N/A
Total			\$ 11,000

II. Fundraising Activities

Strong Kids Campaign Kick-Off Meeting

Purpose: Raise awareness and generate enthusiasm for Campaign kick-off; distribute material about goal to volunteers and key branch employees

Activity	Deadline	Responsibility	Investment
Prepare Powerpoint for kick-off	Jan. 15	Marketing Director/ SKC Coordinator	\$ 1,000 for design

Develop program handout	Jan. 15	Marketing Director/ SKC Coordinator	In-House
Arrange for professional photos to be taken at event	Jan. 15	Marketing Director	\$ 250
Create and send E-Blast/newsletter to all current members about kick-off including goal	Jan. 15	Marketing Director	N/A
Create/ develop buttons, branch and posters, and giveaways in support of Campaign	Jan. 15 and ongoing	Marketing Director	\$ 1,000 for design \$ 2,000 for printing of vinyl branch posters \$500 cost for buttons and giveaways
Update Mission in Action stories	Jan. 15	Marketing Director	N/A
Create news item about kick-off, format photos, and post to Web site and Facebook	Jan. 30	Marketing Director	N/A
Create and post home page slide publicizing kick-off	Jan. 30	Marketing Director	N/A
Total			\$ 4,750

Capital Campaign

Activity	Deadline	Responsibility	Investment
Finalize edits to Campaign print pieces & web section	Jan. 30	Development Director	N/A
Select pieces for printing	Jan. 30	Development Director	N/A
Set date for public launch	Jan. 30	Development Director	N/A
Total			N/A

III. Child Care

Child Care postcard, E-Blast, posters, and flyers

Message: Child Care at the Y is high quality but affordable; flexible so it fits busy schedules; and is the right fit no matter what the circumstances (diversity).

Goal: Attract new customers, get current customers to re-commit

Audiences: Members; Households with children; potential donors.

Activity	Deadline	Responsibility	Investment
Develop Child Care	Jan. 15	Marketing Director/	Design: \$100

postcard for mailing o all members		Child Care Operations Director	Printing and mailing: \$ 6,000
Develop posters and flyers publicizing Child Care for placement at branches and canvassing	Jan. 15	Marketing Director	Design: \$100 Printing: In-House
Develop E-Blast mirroring print postcard and email to all members in Benchmark	Jan. 30	Marketing Director	N/A
Develop print ad for placement in Cleveland magazine publicizing Y child care programs	Jan. 30	Marketing Director	Design: \$200 Ad cost: \$ -0-
Total			\$ 6,400

IV. New Branch Promotion

Activity	Deadline	Responsibility	Investment
Create and post home-page slide on Association web site for Pre-Sale offices	Jan. 15	Marketing Director	N/A
Post construction updates on Web site and Association Facebook page	Ongoing	Marketing Director	N/A
Create Facebook promo using Wildfire for pre-sale memberships	Jan. 30	Marketing Director	\$ 1,000 partner cost Implementation cost: N/A
Warrensville: Pitch private tour to media stressing Green Building Concepts (Sun Press, Sun Messenger, Chagrin Solon Sun, Chagrin Valley Times, Plain Dealer)	Jan. 30	Marketing Director	N/A
N Royalton: Pitch private tour to media stressing re-purposing aspect (re-use of building) Royalton Recorder, Royalton Post, Sun Courier	Jan. 30	Marketing Director	N/A
Total			\$ 1,000

V. Community

Activity	Deadline	Responsibility	Investment
Total			\$ -0-

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ -0-

VII. Public Relations/ Publications

Activity	Deadline	Responsibility	Investment
Approach Plain Dealer editorial board about follow-up to turn-around story of 4 years earlier	Jan. 30	Marketing Director	N/A
Total			\$ -0-

VIII: Fixed Costs

Activity	Deadline	Responsibility	Investment
VISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1.00
Domain renewals for Y - Haven, SELREC, clevelandymca.org, clevelandy.org	Auto	Marketing Director	\$ 100
Yearly web hosting, NetSol	Auto	Marketing Director	\$ 345
Interactive marketing: web, Benchmark, Facebook	N/A	Marketing Director	\$ 1,900
Total			\$3,066

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Distribute signage re-branding plan with calendar	Jan. 30	Marketing Director	\$1,000
Total			\$ 1,000

February 2012

I. Membership Activities

A. Continuation of January Membership Drive (Through February 5)

(see chart from prior month)

B. Y-Stars Program (February 15-May 15)

Activity	Deadline	Responsibility	Investment
Y-Stars Kick-Off Parties	Feb. 1	Membership Director	(\$ 200 each branch, paid by Branches)
E-Blast to all members announcing program start	Feb. 1	Marketing Director	N/A
Total			\$ -0-

II. Fundraising

Activity	Deadline	Responsibility	Investment
Begin planning for Capital Campaign public launch	Feb. 20	Director of Development/ VP of Marketing	N/A
Total			\$ -0-

III. Childcare/ Summer Camp

Activity	Deadline	Responsibility	Investment
Total			

IV. New Branches

Activity	Deadline	Responsibility	Investment
Continue story placement in local media	Ongoing	Marketing Director	N/A
Post construction updates on Web site and Association Facebook page	Ongoing	Marketing Director	N/A
Create Facebook promo using Wildfire for pre-sale memberships	Continued from Jan.	Marketing Director	\$ 1,000
Begin Hard Hat Tours	Ongoing	Marketing Director	N/A
Continue pre-sale offices	Ongoing	Marketing Director	N/A

Total			\$ 1,000
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V. Community

Activity	Deadline	Responsibility	Investment
Pitch REACH Community Health Initiative article to PD about the number of inner-city residents served	Jan. 30	Marketing Director	N/A
Total			\$ -0-

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ -0-

VII. Public Relations/ Publications

Biannual Y-Link E-Newsletter, Y-Link print newsletter, and Branch newsletters (*note change in frequency for 2012 to Biannual from quarterly*)

Message: Newsletter content (i.e. story choices) should mirroring positioning language; new format emphasizes one family event, several highlighted programs, and community participation.

Goal: Strengthen ties with existing members, community members, donors, volunteers, media, and key civic decision makers.

Activity	Deadline	Responsibility	Investment
Edit copy for Spring/ Summer Y-Link and branch newsletters	Feb. 15	Marketing Director	N/A
Design Spring/ Summer Y-Link E-Newsletter in Benchmark for e-mailing to all members	Feb. 20	Marketing Director	\$ 500 for design
Design Spring/ Summer Y-Link print newsletter for mailing to select list	Feb. 20	Marketing Director	\$ 1,200 for design
Design Spring/ Summer branch E-Newsletters for e-mailing to all members	Feb. 20	Marketing Director	\$ 500 per branch/ \$ 2,500 total
Printing and mailing cost of Y-	Feb. 25	Marketing Director	\$ 1,500

Link, limited run			
Total			\$ 5,700

VIII: Fixed Costs

Activity	Deadline	Responsibility	Investment
WISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
Interactive marketing: web, Benchmark, Facebook	N/A	Marketing Director	\$ 1,900
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Purpose: Bring branches into compliance with national signage standards by 2015

Activity	Deadline	Responsibility	Investment
Solicit bids for indoor and outdoor signs for all branches and for outdoor banners, using Signage audit as a guide.	Ongoing	Marketing Director	N/A
Total			-0-

March 2012

I. Membership Activities

A. Referral Promotion

Offer: Refer a new member and receive one month free
 Goal: Recruit new members, including the Try-Fail market
 Audiences: Potential Members, current members

Activity	Deadline	Responsibility	Investment
Development of Referral cards	March 1	Marketing Director	N/A
Development of posters and flyers for branch canvassing	March 1	Membership Director	Design: \$100 Printing: In-House
Communication of employee incentive program and purchase of incentives	March 1	Membership Director	(\$ 500 out of branch budgets)
Notice of program on Association Facebook page	March 1	Marketing Director	N/A
E-Blast to all members advertising program through Benchmark	March 1	Marketing Director	N/A
Home-page slide on Association web site advertising program	March 1	Marketing Director	N/A
Notice of program on branch home pages	March 1	Membership Director	N/A
Total			\$ 100

B. Continuation of Y-Star program (February 15-May 15) (see prior month's chart)

II. Fundraising

A. Strong Kids Campaign Quarterly Newsletter

Activity	Deadline	Responsibility	Investment
Create and send E-newsletter of Campaign update to all current members, potential donors, and previous	April 15	Marketing Director, Strong Kids Coordinator	N/A
Total			\$ -0-

III. Child Care/ Summer Camp

Summer Camp promotion

Message: Summer Camp at the Y is high quality and affordable

Goal: Re-sign prior campers and recruit new

Audiences: Caregivers, childcare parents, current members

Activity	Deadline	Responsibility	Investment
Postcard to all current members containing registration dates/ info	March 15	Marketing Director	\$ 2,500
Posters and flyers for distribution at branches and canvassing containing registration dates/ info	March 15	Marketing Director	Design: \$100 Printing: In-House
E-Blast to all current members through Benchmark mirroring postcard	March 18	Marketing Director	N/A
Home-page slide on Association web site mirroring postcard	March 18	Marketing Director	N/A
Association Facebook page posting mirroring postcard	March 18	Marketing Director	N/A
Cleveland magazine ad mirroring info in postcard	March	Marketing Director	N/C
Total			\$ 2,500

IV. New Branches

Activity	Deadline	Responsibility	Investment
Continue story placement in local media	Ongoing	Marketing Director	N/A
Continue Facebook promotion	Ongoing	Marketing Director	N/A
Continue Hard Hat Tours and pre-sales	Ongoing	Marketing Director	N/A
Total			\$ -0-

V. Community

Community Benefit flyers developed

Activity	Deadline	Responsibility	Investment
Community Benefit flyers	March 30	Marketing Director	Design: 1,000 design Printing: In-House

Total			\$ 1,000

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ -0-

VII. Public Relations

Annual Report

Purpose: Annual donor recognition lists provide a public thank you; AR lists the organization’s financials in tandem with significant developments and mission stories to provide insight and awareness about how the Y spends it revenue

Audiences: Media professionals, board members, civic decision makers, grant-funders, donors.

Activity	Deadline	Responsibility	Investment
Annual Report concept and writing	March 5	Marketing Director	N/A
Annual Report design and printing	March 25	Marketing Director	Design: \$2,000 Printing: \$ 3,000
Placement of web-optimized Annual Report on Web site with supporting graphic	March 30	Marketing Director	N/A
Placement of web-optimized Annual Report on Association Facebook page	March 30	Marketing Director	N/A
Placement of web-optimized Annual Report on Guidestar	March 30	Marketing Director	N/A
Total			\$ 5,000

VIII: Fixed Costs

Activity	Deadline	Responsibility	Investment
VISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
Interactive marketing: web,	N/A	Marketing Director	\$ 1,900

Benchmark, Facebook			
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Solicit bids for indoor and outdoor signs for all branches, using Signage audit as a guide.	Ongoing	Marketing Director	N/A
Total			-0-

April 2012

I. Membership Activities

A. Amnesty Membership Drive (April 14-May 6)

Offer: Y-Join the Y without having to pay a re-enrollment fee: returning members receive 100% off the enrollment Fee; new members receive 50% off the enrollment fee

Task	Deadline	Responsibility	Investment
Amnesty Postcards developed and mailed to all prior cancels	April 10	Marketing Director	Design, printing and postage: \$ 4,000
E-Blast to all Cancels for last 3 years through Benchmark	April 10	Marketing Director	N/A
Home-page slide created mirroring postcard	April 10	Marketing Director	N/A
Offer posting on Facebook	April 15	Marketing Director	N/A
Association Press Release issued	April 10	Marketing Director	N/A
Association Radio/TV Spots		Marketing Director	\$ 5,000
Marketing Materials 8.5-11 Flyers 11-17 Posters Postcards	1 Month Prior to Launch	Marketing Director	Design: \$ 500 Printing: In-House
Branch Press Releases issued	2 Weeks Prior to Launch	Membership Director	N/A
Community Canvassing	3 Days Prior to Launch	Membership Director	N/A
Marquee	April 15	Membership Director	N/A
Phone Greeting	April 15	Membership Director	N/A
Branch Website	April 15	Membership Director	N/A
Campaign Q & A	2 Weeks Prior to Launch	CBO Lead	N/A
Adjustments in DAXKO	By April 15	CBO Lead	N/A
Review of Impact	1 Week After Close	Membership CST	N/A
Amnesty Calls Made	After campaign ends		
Total			\$ 9,500

B. Scholarship Renewals, April 14 – May 6

Activity	Deadline	Responsibility	Investment
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Send written letter to all scholarship recipients reminding them about renewing application for scholarship	April 10	Membership Director	N/A
Send e-mail to all scholarship recipients with an email address reminding them about renewing application for scholarship	April 15	Marketing Director	N/A
Total			\$ -0-

C. Continuation of Y-Stars (February 15-May 15)

II. Fundraising

Strong Kids Campaign update

Task	Deadline	Responsibility	Investment
Send quarterly e-newsletter update about campaign progress to members		Strong Kids Campaign coordinator	In-House
			\$ -0-

III. Child Care/ Summer Camp

Activity	Deadline	Responsibility	Investment
Total			

IV. New Branches

Activity	Deadline	Responsibility	Investment
Finalize postcard for Direct Mail drop to NR and WH targeted to specific zip codes	April 30	Marketing Director	(\$ 6,000) Paid for out of Branch budgets
Continue story placement in local media	Ongoing	Marketing Director	N/A
Continue Hard Hat Tours and pre-sales			
Total			\$ -0-

V. Community

A. Healthy Kids Day at the Q, April 14

Offer: Healthy Kids Day at the Q: Receive discount admission to a Cavs game; half-time activities with community partners.

Audiences: Current members, residents in the community, caregivers, potential members.

Activity	Deadline	Responsibility	Investment
Distribute posters and flyers for branch canvassing	April 1	Marketing Director	Design: \$100 Printing: In-House
Create Home-page slide on Association web site	April 1	Marketing Director	N/A
Post event on Association Facebook page	April 1	Marketing Director	N/A
Send E-Blast to all members through Benchmark with details	April 10	Marketing Director	N/A
Run ad in Cleveland magazine	April 1	Marketing Director	\$ -0-
Total			\$ 100

B. We Run This City Youth Marathon Program (Rite Aid Marathon: May 20, 2012)

Activity	Deadline	Responsibility	Investment
Begin media pitch to local media about program	Ongoing	Marketing Director	N/A
Total			\$ 0

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Compose and print All Staff Meeting Agenda	By meeting date	Marketing Director	Design: In-House Printing: In-House
Total			\$ -0-

VII. Public Relations

Annual Meeting

Activity	Deadline	Responsibility	Investment
Annual Meeting program book: ½ program book and ½ media successes			Design and Printing: \$ 3,000
Plaques, gift item			\$ 1,000
Floral			\$ 300
Total			\$ 4,300

VIII: Fixed Costs

Activity	Deadline	Responsibility	Investment
VISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
Interactive marketing: web, Benchmark, Facebook	N/A	Marketing Director	\$ 1,900
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Solicit bids for indoor and outdoor signs for all branches, using Signage audit as a guide.	Ongoing	Marketing Director	N/A
Total			-0-

May 2012

I. Membership Activities

A. Continuation of Amnesty Membership Drive (through May 6)

B. Continuation of Y-Stars and End of Y-Stars T-Shirt Event (February 15-May 15)

C. Gift Card Event (May 7-August 26)

Offer: Enroll and receive a \$25 gift card for programming
 Audience: Program Members

Activity	Deadline	Responsibility	Investment
Posters and flyers developed	April 20	Marketing Director	Design: \$200 Printing: In-House
E-Blast sent to all current members for forwarding	May 5	Marketing Director	N/A
Posting on Facebook		Marketing Director	N/A
Branch Canvassing: Bulletin boards and Lobbies decorated	By May 7	Membership Director	N/A
Total			\$ 200

II. Fundraising

Strong Kids Campaign recognition Dinner

Goal: Thank volunteers, staff and significant donors

Activity	Deadline	Responsibility	Investment
Powerpoint			\$ 1,000
Photos of event			\$ 500
Total			\$ 1,500

III. Child Care/ Summer Camp

Activity	Deadline	Responsibility	Investment
Total			

IV. New Branches

Activity	Deadline	Responsibility	Investment
Finalize follow-up postcard for Direct Mail drop to NR and WH targeted to specific zip codes	May 30	Marketing Director	(\$ 6,000) Paid for out of Branch budgets

NR: Print ad, Royalton Post	May 15	Marketing Director	(\$ 1,000) Paid for out of Branch budgets
NR: Print ad, Royalton Recorder	May 15	Marketing Director	(\$ 1,000) Paid for out of Branch budgets
NR: Print/online ad, Sun Post Courier	May 15	Marketing Director	(\$ 1,000) Paid for out of Branch budgets
WR: Print ad, Chagrin Solon Sun News, Sun Messenger and Sun Press	May 15	Marketing Director	(\$ 1,000) Paid for out of Branch budgets
WR: Print ad, Chagrin Valley Times	May 15	Marketing Director	(\$ 1,000) Paid for out of Branch budgets
Run ad in Inside Business advertising new branches	June 1	Marketing Director	\$ -0-
Continue story placement in local media	Ongoing	Marketing Director	N/A
Cleveland.com ads	May 1	Marketing Director	(\$ 6,000) Paid for out of Branch budgets
Total			\$ -0-

V. Community

SPLASH Water Safety Program

Offer: Free water safety classes for everyone in the community

Message: The Y wants to help keep your kids safe this summer

Goal: Teach water safety to those children who might not have enrolled in traditional swim classes

Audiences: All. Families with kids. Caregivers of kids.

Activity	Deadline	Responsibility	Investment
Posters and flyers developed for branch and neighborhood canvassing	May 1	Marketing Director	Design: \$100
Home-page slide on Association web site	May 1	Marketing Director	N/A
Child-safety giveaway item for all graduates and			\$ 700
Development of certificates for graduates	May 1	Marketing Director	In-House
Cleveland Magazine ad	May 1	Marketing Director	\$ -0-
Total			\$ 800

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ -0-

VII. Public Relations

Activity	Deadline	Responsibility	Investment
Total			

VIII: Fixed Costs

Activity	Deadline	Responsibility	Investment
VISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
Interactive marketing: web, Benchmark, Facebook	N/A	Marketing Director	\$ 1,900
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Solicit bids for indoor and outdoor signs for all branches, using Signage audit as a guide.	Ongoing	Marketing Director	N/A
Total			-0-

June 2012

I. Membership Activities

Continuation of Gift Card Event (May 7-August 26)

Enroll and receive a \$25 gift card for programming

II. Fundraising

Activity	Deadline	Responsibility	Investment
Total			

III. Child Care/ Summer Camp

Activity	Deadline	Responsibility	Investment
Total			

IV. New Branches

Activity	Deadline	Responsibility	Investment
Send Grand Opening invitations to key contacts	June 1	Marketing Director	\$ 600 (\$300 per branch)
Send E-News blast to all current members	June 15	Marketing Director	N/A
Provide Presentation boards for each core service/ program	June 1	Marketing Director	\$ 100 each, 8 per branch= \$ 1,600
Run ad in Cleveland magazine advertising new branches	June 1	Marketing Director	\$ -0-
Continue story placement in local media	Ongoing	Marketing Director	N/A
Total			\$ 2,200

V. Community

Activity	Deadline	Responsibility	Investment
Total			

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ -0-

VII. Public Relations

Activity	Deadline	Responsibility	Investment
Total			

VIII: Fixed Costs

Activity	Deadline	Responsibility	Investment
VISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
Interactive marketing: web, Benchmark, Facebook	N/A	Marketing Director	\$ 1,900
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Assemble bids broken down by sign type and aggregated by branch	Ongoing	Marketing Director	N/A
Total			-0-

July 2012

I. Membership Activities

Continuation of Gift Card Event (May 7-August 26)

Enroll and receive a \$25 gift card for programming

II. Fundraising

Strong Kids Campaign Update

Activity	Deadline	Responsibility	Investment
Create and send E-newsletter of Campaign update to all current members, potential donors, and previous donors with donation link.	April 15	Marketing Director, Strong Kids Coordinator	N/A
Total			\$ -0-

III. Child Care/ Summer Camp

Activity	Deadline	Responsibility	Investment
Run ad promoting fall childcare in Cleveland Magazine	July 1	Marketing Director	\$ -0-
Total			\$ -0-

IV. New Branches

Activity	Deadline	Responsibility	Investment
Total			

V. Community

Activity	Deadline	Responsibility	Investment
Total			

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ -0-

VII. Public Relations

Activity	Deadline	Responsibility	Investment
Total			

VIII: Fixed Costs

Activity	Deadline	Responsibility	Investment
VISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Assemble bids broken down by sign type and aggregated by branch	Ongoing	Marketing Director	N/A
Select bid for outdoor banner replacement and move forward with new design	Banners up by October	Marketing Director	\$ 7,000
Total			-0-

August 2012

I. Membership Activities

A. End of Summer Membership Drive (August 27-October 7)

Offer: 100% Off Enrollment Fee, \$25 for every friend or family member referral
 Message: There's something for everyone at the Y.
 Goal: Recruit new members, including the Try-Fail market
 Audiences: All. Family Night for new members targeting families.

Activity	Deadline	Responsibility	Investment
Association Press Release	Aug. 30	Marketing Director	N/A
Association Radio/TV Spots on WTAM and WDOK	Sept.	Marketing Director	\$ 36,000
E-Blast to all current members through Benchmark	Aug. 30	Marketing Director	N/A
Association Facebook announcement	Aug. 30		N/A
Website updates & new home page slide	Aug. 20	Marketing Director	N/A
Promo page on Association web site	Aug. 30		
Cleveland.com ad campaign featuring peel-back home-page ad, skyscraper ad, banner ad, and medium rectangle with click-through to YMCA site	Aug. 30	Marketing Director	\$ 6,000
Google ad promoting offer	Aug. 30	Marketing Director	\$ 2,500
Plain Dealer print ad	Aug. 15	Marketing Director	N/C
Cleveland magazine print ad	Aug. 15	Marketing Director	N/C
Geauga Times leader print ad	Aug. 15	Marketing Director	\$1,500
Printing of Enrollment forms	Aug. 20	Marketing Director	\$ 2,000
Printing of Membership Cards	Aug. 20	Marketing Director	\$ 5,000
Development of Branch fliers for canvassing, posters for branches and canvassing, and table tents for external placement	Aug. 20	Marketing Director	Design: \$ 1,000 Printing: In-House
Branch Press Release	Aug. 30	Membership Director	N/A
Community Canvassing	Aug. 30	Membership Director	N/A

Marquee change	Aug. 30	Membership Director	N/A
Notification to key corporate partners	Aug. 30	Marketing Director	
Phone Greeting	Aug. 30	Membership Director	N/A
Branch Website	Sept.1	Membership Director	N/A
Branch Calling Party	Sept.		
Campaign Q & A	Sept.	CBO Lead	N/A
Adjustments in DAXKO	Aug. 27	CBO Lead	N/A
Review of Impact	1 Week After Close	Membership CST	N/A
YMCA Logo Stickers to all new members who join during campaign	Aug. 1	Marketing Director	\$ 1,000
\$ 25 Staff Gift Cards incentive for those who complete all applications correctly	Sept.	CST Manager	\$250
Family Night for new families hosted by membership	Sept/ Oct	Membership Director	N/A
TOTAL			\$ 55,250

B. Continuation of Gift Card Event (May 7-August 26)

Enroll and receive a \$25 gift card for programming

II. Fundraising

Activity	Deadline	Responsibility	Investment
Total			

III. Child Care/ Summer Camp

Activity	Deadline	Responsibility	Investment
Total			

IV. New Branches

Activity	Deadline	Responsibility	Investment
Total			

V. Community

Back to School Rallies, dates vary

Offer: Free family fun events with school supplies giveaways
 Goal: Mission fulfillment
 Audiences: All. Families. Current members. Potential members

Activity	Deadline	Responsibility	Investment
Development of posters and fliers for branch and neighborhood canvassing	Varies	Marketing Director	Design: \$500 Printing: In-House
E-Blast to members at specific branches advertising dates/ times/ offer	Varies	Marketing Director	N/A
Branch press releases promoting events	Varies	Membership Director	N/A
Pitch to local media for story placement, before and after	Varies	Marketing Director	N/A
Total			\$ 500

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ -0-

VII. Public Relations

Biannual Y-Link E-Newsletter, Y-Link print newsletter, and Branch newsletters

(note change in frequency for 2012 to Biannual from quarterly)

Message: Newsletter content (i.e. story choices) should mirroring positioning language; new format emphasizes one family event, several highlighted programs, and community participation.
 Goal: Strengthen ties with existing members, community members, donors, volunteers, media, and key civic decision makers.

Activity	Deadline	Responsibility	Investment
Edit copy for fall/ winter Y-Link and branch newsletters	Aug. 1	Marketing Director	N/A

Design fall/ winter Y-Link E-Newsletter in Benchmark for e-mailing to all members	Aug. 20	Marketing Director	\$ 500 for design
Design fall-winter Y-Link print newsletter for mailing to select list	Aug. 20	Marketing Director	\$ 1,200 for design
Design fall-winter branch E-Newsletters for e-mailing to all members	Aug. 20	Marketing Director	\$ 500 per branch/ \$ 2,500 total
Printing and mailing cost of Y-Link, limited run	Aug. 25	Marketing Director	\$ 1,500
Total			\$ 5,700

VIII. Fixed Costs

Activity	Deadline	Responsibility	Investment
WISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Assemble bids broken down by sign type and aggregated by branch	Ongoing	Marketing Director	N/A
Total			-0-

September 2012

I. Membership Activities

Continuation of Summer Membership Drive (August 27-October 7)

II. Fundraising

Activity	Deadline	Responsibility	Investment
Total			

III. Child Care/ Summer Camp

Activity	Deadline	Responsibility	Investment
Total			

IV. New Branches

Activity	Deadline	Responsibility	Investment
Total			

V. Community

AOM Week: Older Adults

Offer: Activities to engage the senior population

Goal: Strengthen affiliation with the Y

Audiences: Senior members and non-members.

Activity	Deadline	Responsibility	Investment
Development of posters and flyers for neighborhood and branch canvassing	Sept. 1	Marketing Director	Design: \$ 100 Printing: In-House
E-blast to all current members advertising event	Sept. 1		N/A
Posting on Facebook about event	Sept. 1		N/A
Development of home-page slide	Sept. 1	Marketing Director	N/A
Information page developed	Sept. 1	Marketing Director	N/A

on web site			
Giveaways	Sept. 1	Marketing Director	\$ 400
Development of activities and programming	Sept. 1	Membership and Programming directors	N/A
Total			\$ 500

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ -0-

VII. Public Relations

Activity	Deadline	Responsibility	Investment
Total			

VIII: Fixed Costs

Activity	Deadline	Responsibility	Investment
VISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Finalize two-year implementation calendar or signage re-branding, including communication plan for affected branches	Ongoing	Marketing Director	N/A
Total			-0-

October 2012

I. Membership Activities

Continuation of End of Summer Membership Drive (Through October 7)

II. Fundraising

Strong Kids Campaign Update

Activity	Deadline	Responsibility	Investment
Create and send E-newsletter of Campaign update to all current members, potential donors, and previous donors with donation link.	April 15	Marketing Director, Strong Kids Coordinator	N/A
Total			\$ -0-

III. Child Care/ Summer Camp

Activity	Deadline	Responsibility	Investment
Total			

IV. New Branches

Activity	Deadline	Responsibility	Investment
Total			

V. Community

Activity	Deadline	Responsibility	Investment
Development of posters and flyers for branch and neighborhood canvassing	Oct. 10	Marketing Director	Design: \$100 Printing: In-House
E-Blast to all current members about events planned at their branches	Oct. 20	Marketing Director	N/A

Placement on Facebook	Oct. 20	Marketing Director	N/A
Development of information page o the web site	Oct. 20	Marketing Director	N/A
Local press releases advertising events	Varies	Membership Director	N/A
Total			\$ 100

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ -0-

VII. Public Relations

Activity	Deadline	Responsibility	Investment
Total			

VIII. Fixed Costs

Activity	Deadline	Responsibility	Investment
WISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Finalize two-year implementation calendar or signage re-branding, including communication plan for affected branches	Ongoing	Marketing Director	N/A
Total			-0-

November 2012

I. Membership Activities

A. Amnesty Membership Drive (Nov. 1 – Dec. 10)

Offer: Y-Join the Y without having to pay a re-enrollment fee: returning members receive 100% off the enrollment Fee; new members receive 50% off the enrollment fee

Task	Deadline	Responsibility	Investment
Amnesty Postcards developed and mailed to all prior cancels	Nov. 1	Marketing Director	Design, printing and postage: \$ 4,000
E-Blast to all Cancels for last 3 years through Benchmark	Nov. 10	Marketing Director	N/A
Home-page slide created mirroring postcard	Nov. 10	Marketing Director	N/A
Offer posting on Facebook	Nov. 10	Marketing Director	N/A
Association Press Release issued	Nov. 5	Marketing Director	N/A
Association Radio/TV Spots	Nov. 1	Marketing Director	\$ 5,000
Marketing Materials 8.5-11 Flyers 11-17 Posters Postcards	1 Month Prior to Launch	Marketing Director	Design: \$ 500 Printing: In-House
Branch Press Releases issued	2 Weeks Prior to Launch	Membership Director	N/A
Community Canvassing	3 Days Prior to Launch	Membership Director	N/A
Marquee	Nov. 10	Membership Director	N/A
Phone Greeting	Nov. 10	Membership Director	N/A
Branch Website	Nov. 10	Membership Director	N/A
Campaign Q & A	2 Weeks Prior to Launch	CBO Lead	N/A
Adjustments in DAXKO	By Nov. 15	CBO Lead	N/A
Review of Impact	1 Week After Close	Membership CST	N/A
Amnesty Calls Made			
Total			\$ 9,500

Gift Card Event (Nov. 23-Jan. 1)

Offer: Enroll and receive a \$25 gift card for programming
Audience: Program Members

Activity	Deadline	Responsibility	Investment
Posters and flyers developed	Nov. 20	Marketing Director	Design: \$200 Printing: In-House
E-Blast sent to all current members for forwarding	Nov. 23	Marketing Director	N/A
Posting on Facebook	Nov. 23	Marketing Director	N/A
Branch Canvassing: Bulletin boards and Lobbies decorated	Nov. 23	Membership Director	N/A
Total			\$ 200

II. Fundraising

Activity	Deadline	Responsibility	Investment
Total			

III. Child Care/ Summer Camp

Activity	Deadline	Responsibility	Investment
Total			

IV. New Branches

Activity	Deadline	Responsibility	Investment
Total			

V. Community

Y Haven Benefit, Nov. 20

Offer: Support Y-Haven's mission by attending a benefit
 Audiences: Donors, former donors, Y-Haven affiliates, media.

Activity	Deadline	Responsibility	Investment
Develop invitations for event	Nov. 1	Marketing Director	\$ 100 for design \$ 300 for mailing
Send e-blast to all Y-Haven	Nov. 1	Marketing Director	N/A

contacts, all members, all Web sign-ups, and all former donors publicizing event			
Press release about upcoming event	Nov. 1	Marketing Director	N/A
Post announcement on Facebook	Nov. 1	Marketing Director	N/A
Pitch story to local media for before, during and after stories	Nov. 1-19	Marketing Director	N/A
Total			\$ 400

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ -0-

Board Retreat

Activity	Deadline	Responsibility	Investment
Create and print Board Retreat Agenda	1 week prior	Marketing Director	In-House
Develop Powerpoint	1 week prior	Marketing Director	\$ 1,000
Handouts			\$ 100
Total			\$ 1,100

VII. Public Relations

Activity	Deadline	Responsibility	Investment
Develop and send Thanksgiving E-Card to all members, donors, and web sign-ups with positioning language	Nov. 20	Marketing Director	\$ 500
Total			\$ 500

VIII: Fixed Costs

Activity	Deadline	Responsibility	Investment
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VISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Prepare purchase orders and award bids for first-year signage replacements (2013)	Dec. 31	Marketing Director	N/A
Total			-0-

December 2012

I. Membership Activities

A. Continuation of Association Gift Card Campaign (November 23-January 1

B. Winter Membership Drive (December 26-February 5)

Offer: 100% Off Enrollment Fee, \$25 for every friend or family member referral
 Message: There's something for everyone at the Y.
 Goal: Recruit new members, including the Try-Fail market
 Audiences: All. Family Night for new members targeting families.

Activity	Deadline	Responsibility	Investment
Association Press Release	Dec. 15	Marketing Director	N/A
Association Radio/TV Spots on WTAM and WDOK	Dec. 15	Marketing Director	\$ 36,000
E-Blast to all current members through Benchmark	Dec. 27	Marketing Director	N/A
Association Facebook announcement	Dec. 26		N/A
Website updates & new home page slide	Dec. 26	Marketing Director	N/A
Promo page on Association web site	Dec, 26		
Cleveland.com ad campaign featuring peel-back home-page ad, skyscraper ad, banner ad, and medium rectangle with click-through to YMCA site	Dec. 15	Marketing Director	\$ 6,000
Google ad promoting offer	Aug. 30	Marketing Director	\$ 2,500
Plain Dealer print ad	Dec. 1	Marketing Director	N/C
Cleveland magazine print ad	Dec. 1	Marketing Director	N/C
Geauga Times leader print ad	Dec. 1	Marketing Director	\$1,500
Printing of Enrollment forms	Dec. 15	Marketing Director	\$ 2,000
Printing of Membership Cards	Dec. 15	Marketing Director	\$ 5,000
Development of Branch fliers for canvassing, posters for branches and canvassing, and table tents for external placement	Nov.	Marketing Director	Design: \$ 1,000 Printing: In-House
Branch Press Release	Dec. 12	Membership Director	N/A
Community Canvassing	Dec. 23	Membership Director	N/A

Marquee change	Dec. 26	Membership Director	N/A
Notification to key corporate partners	Dec. 15	Marketing Director	
Phone Greeting	Dec. 26	Membership Director	N/A
Branch Website	Dec. 26	Membership Director	N/A
Branch Calling Party	Dec.		
Campaign Q & A	Dec. 12	CBO Lead	N/A
Adjustments in DAXKO	Dec. 26	CBO Lead	N/A
Review of Impact	1 Week After Close	Membership CST	N/A
YMCA Logo Stickers to all new members who join during campaign	Oct. prior	Marketing Director	\$ 1,000
\$ 25 Staff Gift Cards incentive for those who complete all applications correctly	Dec. 26	CST Manager	\$250
Family Night for new families hosted by membership	January/ February 2013	Membership Director	N/A
TOTAL			\$ 55,250

B. Y-Stars registration (January 1 – February 15)

Offer: 100% Off Enrollment Fee, \$25 for every friend or family member referral
 Message: There's something for everyone at the Y.
 Goal: Recruit new members, including the Try-Fail market
 Audiences: All. Family Night for new members targeting families.

Activity	Deadline	Responsibility	Investment
Develop posters and flyers for branch placement	Jan. 1	Membership Director	In-House design and printing
Total			\$ -0-

C. Program Guides

Activity	Deadline	Responsibility	Investment
Compile, print and distribute year-long program guides for all branches	Jan. 1	Marketing Director	\$ 1,000 for design \$10,000 for printing and mailing
E-Mail all program guides to members through Benchmark	Jan. 15	Marketing Director	N/A
Total			\$ 11,000

II. Fundraising

A. Strong Kids Campaign Update

Activity	Deadline	Responsibility	Investment
Create and send E-newsletter of Campaign update to all current members, potential donors, and previous donors with donation link.	April 15	Marketing Director, Strong Kids Coordinator	N/A
Total			\$ -0-

III. Child Care/ Summer Camp

Activity	Deadline	Responsibility	Investment
Total			

IV. New Branches

Activity	Deadline	Responsibility	Investment
Total			

V. Community

Activity	Deadline	Responsibility	Investment
Total			

VI. Internal

Activity	Deadline	Responsibility	Investment
Compose, design and place advertisements for new hires/ recruitment events	As Needed	Marketing Director	Composition: N/A Ad cost paid by HR
Total			\$ 0

VII. Public Relations

Activity	Deadline	Responsibility	Investment
Christmas E-Card			\$ 500
Interactive New Year's E-Card			\$ 1,000
Total			\$ 1,500

VIII: Fixed Costs

Activity	Deadline	Responsibility	Investment
VISEO monitoring	N/A	Marketing Director	\$ 150
Ohio News Bureau	N/A	Marketing Director	\$ 200
Color copy overages	N/A	Marketing Director	\$ 150
Benchmark email vendor	Auto	Marketing Director	\$ 220
SELREC forwarding	Auto	Marketing Director	\$ 1
SMS database vendor	N/A	Marketing Director	\$ 69
Total			\$ 2,690

VIII. Re-Branding

Activity	Deadline	Responsibility	Investment
Prepare purchase awards and award bids for first-year signage replacements	Dec. 31	Marketing Director	N/A
Total			-0-

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