



WESLEY

Community Center

2018 - 2020 MARKETING PLAN

presented by:



TABLE OF CONTENTS

- 3** Strategic Goals
- 5** Current Landscape
- 9** Messaging | Tactics & Tools
- 19** Marketing Direction for Current Year
- 23** Media Overview & Suggested Use
- 26** Annual Billing
- 27** Calendar

I. STRATEGIC GOALS

A. This marketing plan was purposefully developed prior to the strategic planning process. This plan seeks to drive forward the mission and vision of Wesley Center to create a thriving and cohesive community in the Westwood Neighborhood. This marketing plan develops the message and direction for the Wesley Center. The implementation of which includes the tactics, tools, and execution plan that will ensure that the message of the Wesley Community Center is **heard, understood, and acted upon** by those it is intended to impact.

Those who need to understand and feel the impact of the Wesley Center are farther reaching than just the community at hand. These stakeholders include the families of the Westwood Community and the donors (individual and governmental) who fund the mission.

B. This marketing plan is created to more clearly understand the issues faced by the Wesley Center and how they can be solved. The conclusions of this plan were reached by way of research, interviews with stakeholders, and observations of programs at the center. It is clear that the Wesley Center enjoys an engaged staff, a devoted board, and a grateful community. The Wesley Center is a community partner that is working to elevate the current standard of living for those in the Westwood Community; through Education, Employment, and General Health & Well Being. It is also clear that in many cases the staff and the board see the issues that are faced by their constituents as the issues "with" the Wesley Center. This empathy should be applauded and viewed as evidence that the right people are in the right jobs. However, a distinction must be made between WCCI and those they serve. If it is not, this internalization will in time create a pull on the services and funds available to ignite the change they seek.

The Wesley Center has developed the programs that the Westwood Community needs. These programs were developed with consideration of the socio-economic and cultural constraints of the community of Westwood. These programs appropriately serve the Westwood population because they were developed to meet the needs, wants, and personal struggles of the community. This plan seeks to engage more people with the Wesley Center, serve the engaged population more fully, and continue to ignite change. This plan does not discuss changes to existing programs, or the implementation or development of new programs. It discusses how to message and reach users on their level and with the message that will resonate and create engagement behaviors.

Wesley Center Issues	Issues of Wesley Center User Base
Lack of Focus	Mentality
Messaging	Dysfunction
Visibility	Money
Money	Staff
Staff	Parents
Transportation	

Among all of the possible issues that the Wesley Center could be dealing with, it is clear that the most urgent and prevalent issues are actually *Messaging and Visibility*. *A Lack of Focus* is only valid to the extent that *Messaging and Visibility* are not fully exploited to encourage an understanding by the populations served. The potential issues of Money, Staff, and Transportation can all be solved if as a deepening of message and strengthening of visibility are established.

In order to move forward and solve the issues that face the Wesley Center...in-turn solving or beginning to solve the issues of those they serve, a plan for greater visibility and strategic messaging should be undertaken.

Continued Engagement

The desire of the Wesley Center is to be a guiding light that helps the community to move ahead in terms of education, earning power, and family prosperity.

As we begin to engage with the population in the Westwood Neighborhood, we must remember that the first encounter with a new family member should never be the last not only way we touch their life. Each program at the Wesley Center should build upon the others. As family members move through different programs and achieve their goals, we must be prepared to enroll them in the next program that can continue their growth and journey toward self-sufficiency.

By keeping the families engaged we will be able to not just answer their immediate needs but address future concerns as they relate to self sufficiency; thereby eliminating those basic needs and creating a stronger, healthier, more prosperous Westwood.

We must never forget that **changing your life is difficult and at times discouraging**. It will feel like those who don't want to change their life, live better than those doing the hard work. Let's examine how the Wesley Center supports these people and keep them on the road toward a better life and all the good things that come with it. It takes more than telling these folks that are doing the work that the light at the end of the tunnel is always there. It takes a consistent support network that encourages them makes them believe that things **WILL TURN** from what just seems hard and difficult to accomplish; to what creates a higher and more consistent income, a better family life, and healthier kids.

II. CURRENT LANDSCAPE | GENERAL INFORMATION

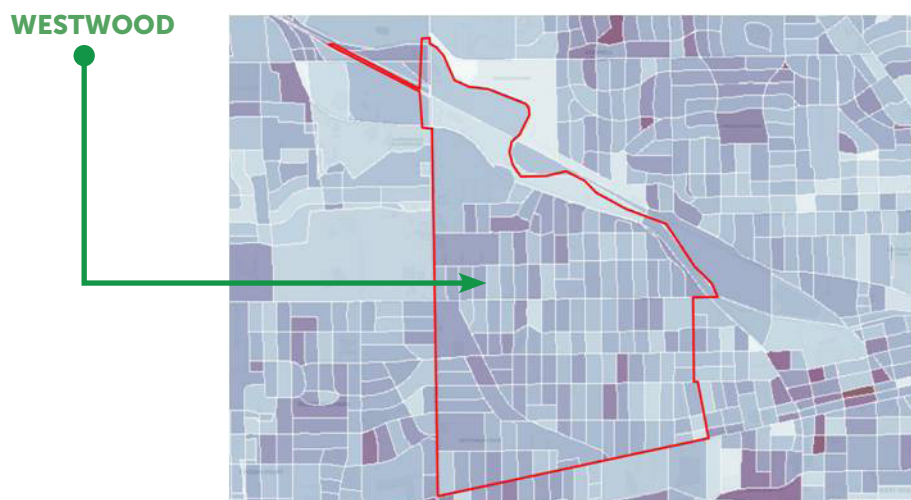
A. All Geographic Areas Served: 6 zip codes | 43,554 people | 11.17 sq miles

Neighborhood	Population	Af. American	Area Size	Median Income	Median Rent	Household Size
Westwood	6090	75%	1.469	24860	474	10
Arlington Heights	1199	80%	0.428	24908	464	2
College Hill	2181	70%	0.441	31496	582	4
Cornell Heights	1848	70%	0.416	27636	468	5
Dayton View Triangle	4903	65%	0.377	41618	428	2.4
Edgemont	3794	80%	1.024	30241	515	2.4
Fairlane	2037	55%	1.181	27867	468	2.5
Five Points	1164	80%	0.445	24376	400	2.4
Lake View	1078	85%	0.4	15287	466	2.2
MacFarlane	951	90%	0.255	13456	516	2.9
Miami Chapel	1881	90%	0.528	18486	452	1.9
Old Dayton View	1137	80%	0.31	34835	420	2.6
Pineview	1334	95%	0.203	16400	190	2.7
Princeton Heights	637	80%	0.149	43134	657	11.2
Residence Park	4650	75%	1.536	22255	519	6.4
Roosevelt	616	90%	0.319	21875	472	1.8
Southern Dayton View	3286	80%	0.684	38197	519	6
University Row	1967	75%	0.241	37563	556	2.4
Wesleyan Hill	1443	60%	0.446	27417	443	4.8
Wolf Creek	1358	35%	0.318	13913	420	1.9

1. Westwood Neighborhood: Zip Codes 45407, 45417, 45427

Size: 1,469 sq miles

The Westwood Neighborhood is the central most point of the target area served by the Wesley Center located in the heart of the west side of Dayton, Oh and encompasses 1,469 square miles and a population of 6090 inhabitants. This neighborhood has almost twice the residents per square mile as the average neighborhood in Dayton. Neighborhoods which are demographically comparable still have fewer people per square mile, than Westwood.

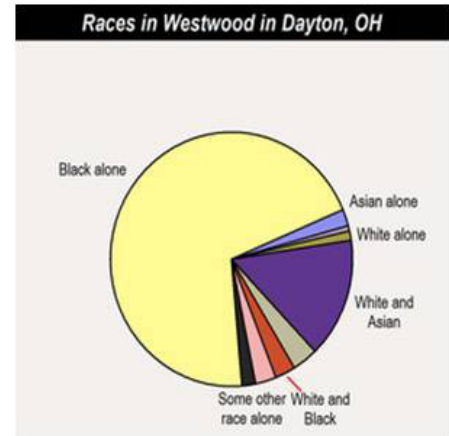
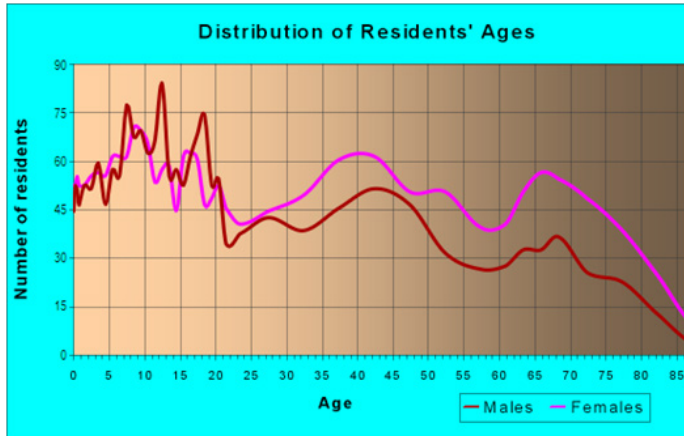


B. Population Statistics: Westwood Neighborhood

Population: 6,090

Family Households: 31% | Married-Couple Families: 9.4% | Single Mother Families: 44.5%

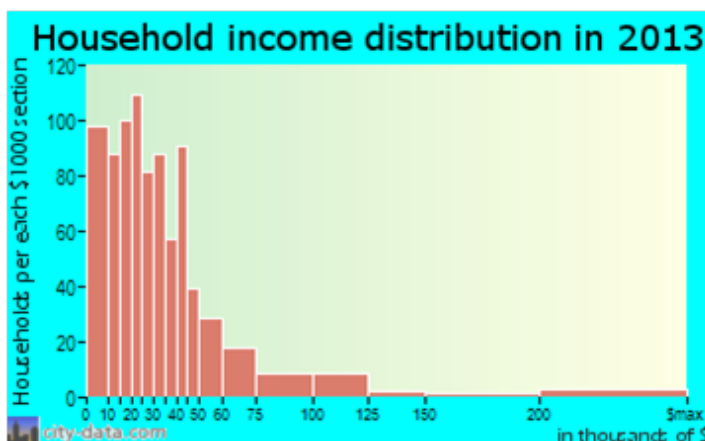
The predominant demographic of Westwood is African American. The age distribution includes all age groups from children to the elderly. There are more female residents (54%) than male, and a strong majority of these female adults are of childbearing age. This indicates the large number of single mother households. Single Mother households encompass 44.1% of all the households in the neighborhood – 9.4% of all households include married couples and the distribution of children's ages shows that there a great deal of male children moving into adulthood.



Median HH Income 2016: \$24,860

Average Household Size: 10

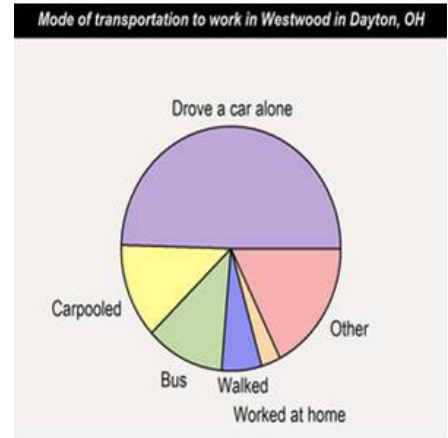
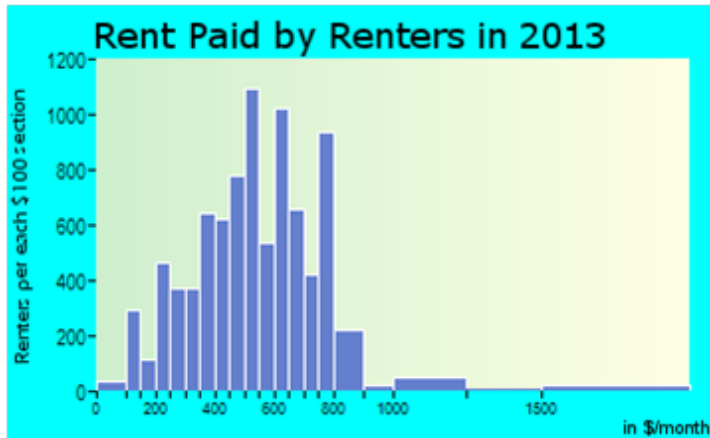
This household income equates to an average of \$12.80-\$13 per hour. Though this wage is above the state minimum wage, it puts a household of 2 at the state poverty line (\$24,360). The average household size in Westwood is said to be 10 people. Given the cultural make-up of the neighborhood, we can extrapolate that these households are made up of several generations of people. This household income, no matter who it relates to in that household indicates a lack of earning power and the need for aid of various types.



Median Rent Paid in 2016: \$474/month

Mode of Transportation: 63% by car | 12% by bus | 25% Walked & Other

Understanding that a majority of Westwood residents have a means of transportation is a good sign for the neighborhood. The rent paid by these people is lower than in other areas of Dayton. Rental income is still a major portion of the monthly budget for residents. It should also be noted that homeownership is very low in Westwood.



III. MESSAGING | TACTICS & TOOLS

A. MESSAGING

Current Messaging used / Keywords that describe the business and the product/service they provide.

Helping Others Through God Centered Principles.

This tagline is kind and discusses the over arching reason why the Wesley Center exists. It does not give the user or potential user an idea of what they will GET out of their interaction with the center. A deeper conversation with these users (and potential users) will create a deeper understanding of **why** they should become part of the programs.

Encouraging, Empowering, and Strengthening the Families of Westwood.

A message of this nature is more personal; and what WCCI does is personal. By using the name of the community served we understand who: The Families of Westwood. By using the adjectives Encouraging, Empowering, and Strengthening we know why the center exists and what it **IS DOING** in the community. This phrase was found on your website hidden in a conversation on WHY people should volunteer or give to the center. Indeed, this is WHY someone should get involved with the center on a volunteer/donation basis - but this is also WHY the center exists.

This deeper conversation makes the work done by WCCI more personal and more niche. The geographic niche of WCCI is Westwood, and all the programs exist to make life better for everyone who lives there.

Messaging will be brought to life through the integration of the tactic and tools in the remainder of this section.

B. Tactic: Events

Events are all about visibility and engagement with those in your user base. Events bring the community together and they engage people with the mission of your organization. It should be understood that the right events offer the right message and interest the right users. In all cases there is a unique plan that is created to get the most out of each event and all its individual parts. The PR/Media Contacts, Community Engagement, and Social Media Engagement will be developed according to the goals and possible outcomes of each event.

Each event will bring with it a wish list of possible partners and sponsors. Events will also be developed to maximize partnerships and sponsorships to engage donors and gain dollars to do more.

When creating or executing any event, it is essential to consider the user base for that event. Childcare and a meal will dramatically improve the usership and attendance for Wesley Center. Those we seek to serve at these events find themselves as a single caregiver and possibly the only source of income for a large family. Providing a meal and childcare is essential.

The tactic of events employs a variety of tools to make it successful. Tools employed to achieve the success of the events tactic include: digital media (website, social media), media relations, partnerships, and the individual event itself. (An events tactic includes tools of individual events.)

Juneteenth Celebration Week [June 13-19]

Juneteenth is the oldest nationally celebrated commemoration of the ending of slavery in the United States. From its Galveston, Texas origin in 1865, the observance of June 19th as the African American Emancipation Day has spread across the United States and beyond.

This is an existing celebration for WCCI. During a time when the community is celebrating one of its most significant historical moments, it is important to get young people to understand all of the opportunities available to them - in life, and because of their families and community. Additions to this celebration are below. Each of these additional events could stand on their own as an independent event, if that is preferable. However, the integration of these events into a week-long celebration keeps the Wesley Center at the forefront in terms of media attention, community engagement, and will also keep partners and community leaders engaged during a variety of events.

****NEW: Dashiki Dayton [May 15-June 15, 2018]**

GOAL: Fostering Entrepreneurism in Young People

Started by the Black Running Organization of Baltimore, Dashiki Friday encourages black people to wear authentic dashikis and engage in social activities that support black-owned businesses. Though Dashiki Friday can be celebrated every Friday of the year, Dashiki Dayton would be on the Friday before would be in conjunction with the Juneteenth Celebration and targeted toward children and young adults.

Dashiki Dayton is a celebration of the entrepreneurial spirit in adults and young people in the Westwood Community. In the weeks and months leading up to Dashiki Dayton Day (6/15/18) children and young adults would be invited to the Wesley Center for the opportunity to meet local business owners, and work one on one with them to develop the framework of their business and learn more about what it means to own a business. Class times should be geared toward interest and availability of the population.

Dakota Center

“The Dakota Center’s mission is to provide a safe community atmosphere engaging Dayton neighborhoods and people of all ages in programs that educate the whole person.” The Dakota Center is founded on Catholic principles and functions due to the support of The Society of Mary. The Dakota Center primarily functions in the MacFarlane Neighborhood and boasts a client base of > 1350 involved with at least 2 programs annually.

Though this may seem an odd pairing of competition and partnership, it is a partnership based on like principles and similar missions. The current partnerships with the Dakota Center is one of cooperation. Both the Dakota Center and the Wesley Center serve the Westwood community and offer similar programs; even though Dakota is not located in Westwood. A strong partnership with the Dakota Center will only continue to benefit the residents of West Dayton and strengthen the services offered to those who need them.

Grace United Methodist

“Grace Church is a faith community in the heart of Dayton seeking to follow Christ’s examples of love, peace and justice. We are a diverse urban community of persons who value connecting to God and to one another.”

The partnership with Grace United Methodist allows WCCI to operate the Dayton Cooks Program. This program is an integral program for WCCI as it brings opportunities for training to the users of WCCI who need job training.

Sankofa Giving Circle

This group of young professionals is invested in the development and growth of the neighborhood. It is essential that we engage these individuals on a regular basis, ensuring that they consistently see the good that is perpetuated by the funds they contribute. This group can (and should) be engaged in events that revolve around entrepreneurship and job skill development for young people. Their intrinsic ability to act as mentors for the children and young adults at Wesley is valuable and necessary.

East End Community Center& Goodwill

In partnership with the East End Community Center, and Goodwill, WCCI operates a workforce development program supported by Montgomery County Jobs and Family Services. Our strategic techniques assist clients in obtaining meaningful, permanent, and self-sufficient employment utilizing a well-defined employability assessment, provide interdepartmental work experience opportunities in a variety of job skills, and provide keys for successful job search, job referrals, and job replacement services.

City of Dayton | Dayton Neighborhood Schools

It is in partnership with the Dayton Neighborhood Schools that Wesley operates it’s after school program. A deeper form of engagement will be sought – as it is made available to us. However, the current programs work well and are achieving their goals. Ensuring that this partner feels the impact of this partnership and the benefits it offers is essential.

MVCTC

Offered Monday through Friday from 9:00 am to 2:00 pm, it provides individuals an opportunity to gain employment, develop new work skills, and achieve economic stability through one-on-one case management services and access to our food and clothing closet to meet immediate needs.

Services Offered

- Our one-on-one case management assists clients in obtaining employment, enrolling in a post secondary degree or skill based certification program or securing a GED at our on-site program in partnership with Miami Valley CTC.
- As the clients work on building their employability, we connect them to community services to maintain family and financial stability. Those include, but are not limited to services for:
 - Food and clothing assistance | Housing | Transportation | Medical and dental
- Our goal ultimately is to encourage empowerment and to strengthen families.

Qualifications

- 18 or older | A resident of Montgomery County
- Willing to work with a case manager to develop an employment goal plan
- Have a desire to work towards those goals to achieve financial success for yourself and/or your family.

Future Partners

Omega Baptist Church

This partnership is one built on God Centered Principles. It is important to look to a partner like Omega Baptist Church to be part of new events and potentially help with programs that help Westwood Residents. The desires of WCCI and Omega Baptist do align in many ways. It should be noted that these alignments can create some competition when looking for funding from individuals and larger organizations. It would be advantageous to find a binding program for this partnership much like Grace United Methodist & Dayton Cooks.

Media Outlets

Through redoubled PR efforts this year, we will identify media outlets that understand and support our mission. These media outlets will be offered information on happenings at WCCI and their achievements and events. Not all media will participate or pick up the information...though they will always receive it. It will also be part of the process to seek out personalities that are well-known in the area and have a public persona. These individuals should fit the demographic served and understand the mission.

Local Employers

Partnership with Local Employers will aid in the success of new events and strengthen the job search and job training initiatives of the Wesley Center's Get Educated programs. Finding local employers that are looking for entry level workers and are supporting the Wesley Center's Mission will be the key.

Homefull

This organization walks the line between partner and competitor. They assist people in finding "appropriate permanent housing", and learning basic life skills. They also assist with job search and employability issues through partnerships with other local organizations. At this time the organization functions more as a partner than a competitor as they do not provide a true work-force development function and assist WCCI with the community garden.

Gem City Market

A partnership with the Gem City Market is a logical step for Wesley Center. In an effort to combat hunger, WCCI offers a food pantry that offers aid monthly to a group of residents in a food desert. The food desert issue continues to get worse on the west side of Dayton. All that WCCI is doing to combat the issue will be multiplied when the Gem City Market enters the area in 2019. A partnership with them will bring renewed hope to residents and offer them a viable alternative to the other grocers in the area.

D. Performance of existing tactics & tools including desired progress

During the strategic planning process specific achievement of each tactic and tool will be established in detail. This plan offers general desired achievements for new tools, and bases achievements for existing tools on available statistics and current performance.

The items included in the Necessary Steps include the undertakings that are recommended to begin improving and growing the footprint of the Wesley Center, and the available funds that can be used to serve that population.

Tool	Current Performance	Necessary Steps	Annual Desired Progress
Social Media	Facebook: 1152 fans Twitter: 94 Followers Instagram: 323 Fans	Content Calendar Posting Schedule Content Development Strategy Execution Graphic Update	Facebook: + 10% fans & engagement Twitter: +15% engagement Instagram: +10% fans & engagement
Website	**access requested**	Monthly Blog Posts Graphic Update Addition of Events Connection to Social Media	+ 10% visits annually Increased searchability
Public Relations	Not properly exploited	Development of PR List for dissemination	10-15 press releases annually 25% pick up rate
Juneteenth	2017 Attendance: 2017 Dollars:	Press Release Media Connections Social Media Announcement Social Media Coverage Sponsor Solicitation	2018 Attendance: 2018 Dollars:
Kwanzaa Celebration	New Event		50 Family Participants
Community Garden	New Event		25 Family Participants
Community Resource Fair	New Event		10 partners 100 participants 5 sponsors

IV. MARKETING DIRECTION FOR [CURRENT] YEAR

A. Positioning Statement for Coming Year(s)

Encouraging, Empowering, and Strengthening the Families of Westwood. The Families of Westwood will be engaged through events developed and executed in the community, the activation of new sponsors and partners, and through a deeper and more consistent media presence.

This statement encompasses the scope of the work the Wesley Center seeks to complete on an ongoing basis – beyond just 2018- 2019. By reaching more people and doing more in the community, the Wesley Center will have measurable metrics of people reached, lives impacted, and community change. The metrics will in turn aid in the search for development funds. These funds and the partnerships they foster offer the opportunity to grow what Wesley Center can do for those they serve.

B. SWOT

Strengths	Weakness
Central Location Historically Significant Good Reputation Hard-working and engaged staff Agility in service offerings Ability to fundraise	Visibility Message Community Engagement Understanding of what WCCI offers Cross over of services to more people
Opportunities	Threats
Events Service PR Growth in the Neighborhood Under engaged population Engaged and growing youth programs	Close set of competitors serving the same people and vying for the same dollars. Additional Losses of Services (Healthcare, Food Providers, etc.)

V. MEDIA OVERVIEW & SUGGESTED USE

A. Suggested Media Outlets

1. Traditional: TV | Radio | Outdoor | Print

Of all available traditional media outlets available, the most useful for the Wesley Center to purchase advertising from include Radio Stations, Outdoor (Billboards), and Print. The purchase of advertising for events and branding should be done in conjunction with partners who fund the events. This offers additional value the partners and sponsors to engage them on a higher level.

i. RADIO: Suggestions for usage and guidelines for each

Finding radio partnerships with local stations will help to promote events and pull a wider group of people the Wesley Center to partake in the available resources and events.

ii. Outdoor: Suggestions for usage and guidelines for each

The Westwood Neighborhood and the western neighborhoods of Dayton have many billboards available. Use of these boards to advertise events, partnerships, or enrollment into programs during the year would be advantageous and cost effective.

Events of note should be advertised on billboards in partnership with sponsors and contributors. This additional exposure will engage the community and offer value to partners who are funding the events. Those events which should use billboards include:

- Juneteenth Celebration
- Community Garden Blessing
- Community Resource Fair

iii. Print: Suggestions for usage and guidelines for each

The use of print advertising should be sparing. The population that Wesley Center serves is mostly younger and is not as inclined to read the newspaper on a daily basis.

2. Digital: Website | Network | Social Media

i. Website

The Wesley Center website is full of informative options to engage their users. It lacks several items that could help to reach more people more often and act as a resource that people can return to time and time again to get the information they need to engage with WCCI. A restructuring of the website with additional attention paid to SEO and content development will create a better user experience (UX).

Development of more brand-oriented graphics and photos for the website will also help to engage users. The current images on the website do depict the community, but they should be updated and varied. Updating these images on a regular basis keeps things fresh and makes users interested in seeing what is new and happening at the center.

ii. Network Advertising

Given the defined borders of the Westwood Community the ability to use Network Advertising to reach and engage the potential users, inexpensively. Using geotargeting and demographics psychographics of each individual group the Wesley Center can advertise program and their benefits to those who can use them.

iii. Social Media

Social Media is the most readily available form of reaching your population. Through proper use and logistical posting, social media can inform, educate, and brand the Wesley Center among the population it most wants to reach and engage. A budget should be established to boost posts to reach more people and advertise to new people who are inside the established demographic, psychographic, and geographic areas.

Posting Successfully

Social media at present is used to inform followers about happenings at WCCI. It could be used to more deeply engage these users and get them to attend events and opportunities (which lead to self-sufficiency and an improved daily life).

In the future, social media should be split into segments offered weekly and monthly:

Weekly Bi-Monthly	Monthly
Staff Snapshot	Black History (weekly in February)
Program Snapshot	WCCI Westwood Historical Item
“Tell me Something Good” (segment that highlights a good neighborhood item)	Community Happenings
Success Story WCCI Graduate Story	Partner Snapshot Sponsor Snapshot (this can be a form of value offered to donors – specifically corporations that donate)
Call for Volunteers This will engage people outside the community that are needed to run programs...and will also encourage donor participation	Program Sign-ups (event sharing will improve participation – people are more likely to join an event to RSVP. They can still be contact by WCCI staff to obtain pertinent information)

Postings should occur at more regular intervals, such as 3-5 times per week. The population served by WCCI is going to be more likely to use social media – than any other kind – and more likely to use a mobile device to access their media of choice. Engagement on Facebook, Twitter, and Instagram will be essential to sharing general information. Dayton Cooks in particular should have their own Pinterest page where they share recipes and ideas for cooking (a major focus of Pinterest users).

Each posting should include either a photo, a clickable link with an image included, or a custom graphic. Every time a post is offered It should be only 3-5 lines of text (preferably less) and offer engaging information written in the voice of the Wesley Center.

Use of a centralized Wesley Center hashtag will help with sharing and searched on social media. Hashtags will also be developed, as appropriate, for events and programs. Hashtags and meant to be fun, work as search tokens, and engage users who are reacting and participating in an event or cause.

3. Other

i. Events

Event Strategy is all about community engagement and visibility for partners and sponsors. Through implementation of a strong events plan, WCCI will see additional movement among

new populations and should be sought out by new donors and contributors. Education of the community (near and far) is the internal goal for these events. Through engagement of the community, WCCI will be able to discuss more fully with donors their impact – in real numbers- that they are making on those they serve. Education of the community (near and far) is the internal goal for these events. Through engagement of the community, WCCI will be able to discuss more fully with donors their impact – in real numbers- that they are making on those they serve.

B. Public Relations Strategy

Simply put, consistent press releases that reach and notify the media about happenings, events, and achievements of the Wesley Center will improve the visibility in the community. The major goal of press releases will be to reach and engage new sponsors, partners, and donors. Press releases will be submitted with enough advance as to solicit contributions and offer participation opportunities to local businesses and organizations. The goals of these new relationships should be (primarily) to cover costs, and (secondarily) to earn additional revenue for unrestricted use.

After several months, it will become clear that we have partnerships with certain media outlets. Those media outlets should be targeted and engaged with as heavily as possible. Some media outlets will offer non-profit pricing that can be taken advantage of for advertisement throughout the year for appropriate events.