

MEDFORD PARKS & RECREATION

HEALTHY LIVES. HAPPY PEOPLE. STRONG COMMUNITY.



2016-17 Community Relations, Public Information and Marketing Plan



Medford Parks and Recreation Department 2016-17 Community Relations, Public Information and Marketing Plan

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Statement of Purpose

The management and staff of Medford Parks and Recreation are committed to the successful implementation of a focused and coordinated plan of action.

This document was developed in direct response to the opportunities, challenges and key issues that the Department has identified as priorities, including the process of national accreditation. The plan is to be used as the basis for which all marketing efforts are to be conducted and measured, but is subject to natural updates and revisions as circumstances change and goals are achieved.

Purpose of Recreation Services

- Meet customer demand for specific recreational activities and services.
- Improve mental, physical and moral life of residents.
- Facilitate and coordinate public and private resources to maximize recreational opportunities.
- Maximize use of City-maintained recreation facilities.

Department Summary

The Medford Parks and Recreation Department (MPRD) is Southern Oregon's largest provider of recreation services and is a nationally accredited agency through the National Recreation and Parks Association. The City currently provides over 2,500 acres of public parkland and recreation facilities distributed among 36 park sites and numerous open space parcels. This system of parks supports a range of active and passive recreation experiences. The Department is responsible for the maintenance and programming of the U.S. Cellular Community Park and the Santo Community Center, and its staff coordinates over 300 programs, services and events each year.

Medford Parks and Recreation Department Philosophy

The Medford Parks and Recreation Department offers diversified recreational services to its citizens, recognizing municipal government's responsibility to provide public recreational facilities and leisure opportunities. The Department strives to improve quality of life and to offer the most efficient and professional services by:

- Providing and maintaining parks and recreation facilities for use by the general public.
- Providing equal opportunity for all residents to participate in recreational programs and to fully use the facilities of the department.
- Providing trained and qualified personnel for supervision and instruction in recreation programs, and for facility maintenance.
- Welcoming public input into planning and evaluation of recreation programs, facilities, and services.

Mission Statement

City of Medford: Continuous Improvement -- Customer Service.

Parks and Recreation: Creating Healthy Lives, Happy People and a Strong Community.

Recreation Vision Statement

We provide a system of attractive, safe, clean, accessible, interconnected parks throughout the city and coordinate a variety of passive and active recreational activities.

Core Values

Innovation – The department encourages an organizational culture that values new ideas and is not afraid of change or a different way of doing things. We're nimble enough to move resources to meet the changing needs of our customer, community and staff.

Community Enrichment – We provide opportunities for activities, life-long learning and stewardship of quality public spaces that enhance the lives of the community we serve. We work, so many can play.

Excellence – We're laser focused and consistently challenge ourselves to perform every task at the highest level capable by each team member, inspired to do better and be better. We enlist national accreditation standards, which enable the department to implement best practices in all functions of the organization.

Exceptional Customer Service – Our staff is empowered to make informed decisions and provide creative solutions for our customers. Many of these decisions are gained through experiences and creating a culture based on listening and balancing needs in order to exceed our customer's expectations.

2016-25 Parks, Recreation and Leisure Services Plan Findings and Goals

Public comment and the community needs assessment compiled for the 2016 Parks, Recreation and Leisure Services Plan revealed the following key conclusions regarding Community Relations, Public Information and Marketing:

Goal 7: To encourage and support active and on-going participation by diverse community members in the planning and decision-making for parks and recreation.

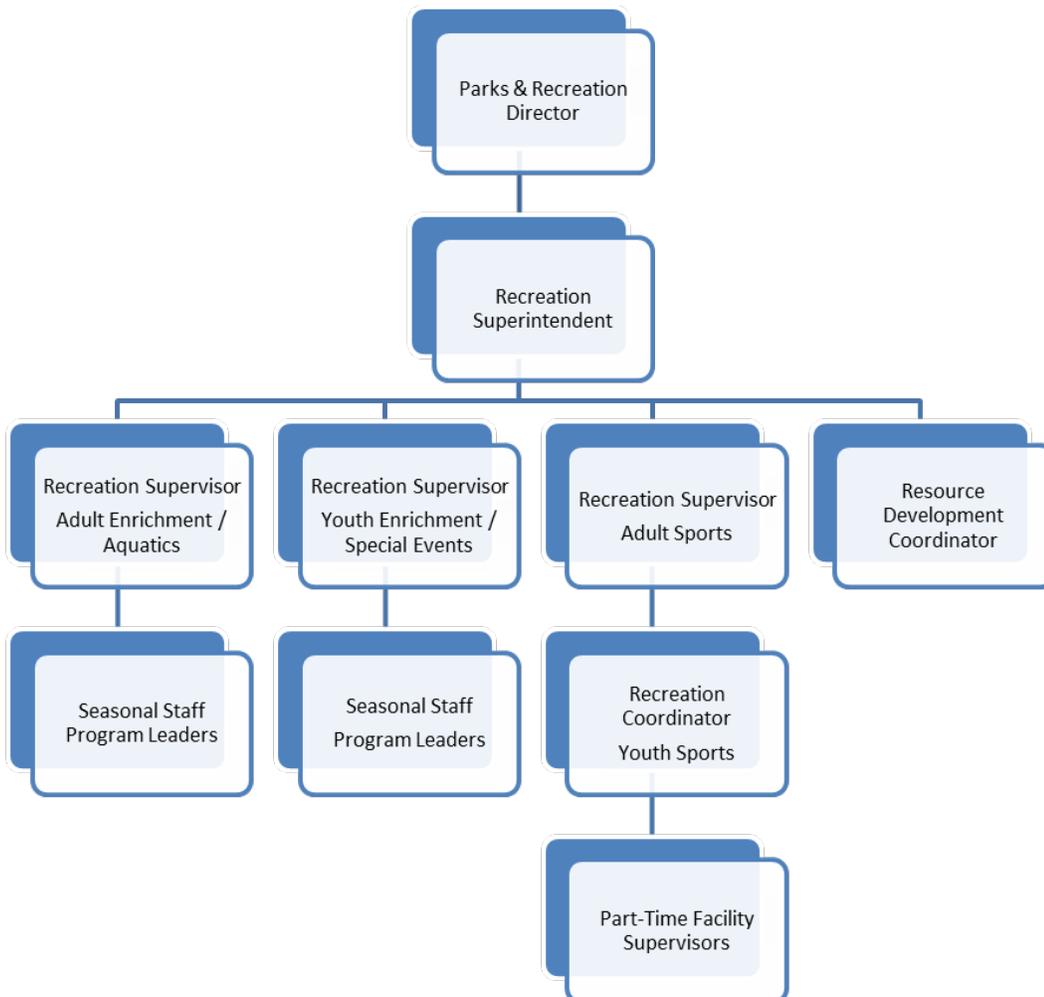
Policy 7-A: The City of Medford shall endeavor to involve residents and stakeholders in park and recreation facility planning, design and recreation program development to solicit community input, facilitate project understanding and build public support.

- **Implementation 7-A (1):** Use a diverse set of communication and informational materials and employ innovative strategies to improve community involvement in park and recreation planning efforts, including in-person meetings and events, signage, print programs and materials, and electronic communication (e.g. website, newsletters, social media).
- **Implementation 7-A (2):** Promote and distribute information about recreational

activities, education programs, community services and events, and volunteer activities sponsored by the City and partner agencies and organizations.

- **Implementation 7-A (3):** Identify under-represented segments of the community and work to improve their capacity to participate in park planning and decision making.
- **Implementation 7-A (4):** Support the Parks & Recreation Commission as the forum for public discussion of parks and recreation issues.
- **Implementation 7-A (5):** Survey, review and publish local park and recreation preferences, needs and trends at least once every five years.
- **Implementation 7-A (6):** Collaborate with the City’s economic development staff and regional tourism staff to promote Medford’s events, parks, trails and facilities.

Recreation Division Organizational Chart



Public Information Statement

The City of Medford Parks and Recreation Department is committed to informing the residents of Medford, the Mayor and Council, the business community and the local media of events, activities, services, programs, facilities, future projects and recognitions involving the Department. It is the Department's policy that information will be provided in a timely, accurate and objective manner with equal access to all interested parties. Department information on official projects or events is openly disseminated to the public and media in compliance with Oregon public records law.

Local news media typically contact the Department when pursuing a story or following an event. All inquiries are directed to the Director of Parks and Recreation or his designee for comment. This is not to restrict access of the media to any public employee, but to ensure that the information provided is as accurate and reflective of the most current City policy on the issue.

The Department has identified numerous methods information is disseminated, by whom, frequency and target audience. The Media Communication Policy identifies department procedures and lists what type of information, by job title, can be released.

In addition, the Parks and Recreation Department follows all public notice provisions identified by public records law.

Media Communication Policy

All official Department news releases are disseminated only after final approval from the Parks and Recreation Director.

Items requested through Freedom of Information Act or Oregon public records law are referred directly to the Parks and Recreation Director.

Notify the Parks and Recreation Director whenever a government (elected) official or media member visits or schedules a visit to a City recreation or park facility.

Any correspondence from staff conveyed via City letterhead that expresses an opinion or explains the City's policy on an issue should be approved by the Director prior to its release.

Media Interaction Policy

It is our policy to interact openly and professionally with the media. The goal of any interaction with the media is to ensure the media is forwarded to the person most appropriate for responding and to ensure media are given accurate and appropriate information.

Spokesperson(s)

The Director shall be the official spokesperson for the Department when interacting with the media.

Supervisors, recreation coordinators, park planners and design/construction managers are authorized to respond to media inquiries regarding their specific program areas if they feel properly briefed on the specific topic. Any Department employee may be assigned by the Director or a Supervisor to provide a response to (or initiate contact with) the media.

Inquiries from the media regarding commissions or committees shall be forwarded to the department liaison for that group.

If the appropriate program/project staff or liaison is not available, the Office Administrator or Customer Service Specialist may assume the role of spokesperson if they feel properly briefed on the topic.

Front Office Staff

Frequently, members of the media phone the Department general phone line when attempting to locate information regarding a subject. Front office staff shall endeavor to determine the appropriate program/project staff or liaison and facilitate their contact with the media.

If it is known that a staff person will be unavailable to respond to media the same day (out of office), front office staff shall refer media to the Office Administrator, Customer Service Specialist or Director.

Unanticipated Media Contact

Occasionally, the media may personally approach or telephone staff directly. It is our goal to ensure the media is forwarded to the person most appropriate to respond to their questions.

Employees are not required to respond to “on-the-spot” media questions. They are required to be courteous and, if comfortable doing so, may answer questions about the specific work they are performing at that moment, in accordance with this policy. Supervisors may amend this policy for their part-time and/or seasonal staff persons.

Employees are encouraged to decline immediate response to a media request if they are uncomfortable or not fully informed on a situation. When declining to talk to the media, an employee shall immediately refer the media representative to the appropriate program/project staff, their supervisor or the Director.

It is important employees who do not feel comfortable answering on-the-spot media questions remember that there is no reason to feel defensive, embarrassed, or any need to be evasive. Referring the media representative to a supervisor for follow-up is perfectly proper and acceptable.

Media Procedure

- Be sure you are the appropriate person to discuss the issue. If you aren't, facilitate their contact to the right people/person.

- Be helpful, friendly and courteous.
- Issues that may involve liability on the part of the City, or if other lawyers are involved should be immediately directed to the Director.
- Please provide information that is correct. All statements to the media should be facts, and not the personal opinion of the employee.
- Don't beat around the bush. It's frustrating for both you and the reporter when he/she can't understand what you're trying to say. Keep it short and don't engage in lengthy conversation. There is no such thing as "off the record."
- All personnel matters are confidential and should be referred to the Director.

Tips on Effective Communication

- State your purposes clearly, organize your ideas carefully, leave out everything else, and avoid jargon acronyms. It helps to write down what you want to say before speaking with the reporter.
- Know your facts. Don't guess or assume anything. If you are not sure about something tell the reporter you do not know and you will call him/her back when you have verified the information, or refer the reporter to a source you believe will be reliable.
- Not every story is going to be positive, but that doesn't mean we shouldn't try to put our best face forward.
If you ever find yourself in the middle of a story that sounds controversial, or one you are uncomfortable speaking with a reporter about, refer to your Supervisor.
- When a reporter calls, don't panic! They are simply doing their jobs by reporting the news. They're calling you because they want your views for their story. They aren't "out to get you." Hostility from reporters only comes when they feel you aren't being helpful. If you wish to speak with a reporter but are too busy to talk at the time, don't want to be rushed or need some time to get your thoughts together, ask the reporter what the story is about, ask what his/her deadline is, and tell him/her you'll call back at a mutually convenient time.
- If a reporter or camera crew just shows up at your door, contact your Supervisor. Don't let them press you for quick responses. Take your time to collect your thoughts, comb your hair, or jot down some notes. They may be on deadline but they will wait. Remember to be succinct in your responses. Broadcasts are notorious for creating "sound bites," and you'll want to get your point across quickly. Television camera crews often like to get "B-roll" for their story (background images), so they may ask you to go outside – recommend places for them to get good images, City logo in background, park setting, etc.
- Tell the truth – always and in all ways.
- Answer reporters' questions openly and honestly. If you don't know the answer, say that you don't know or that you'll have to get back to them with the answer.
- Always return phone call to the media. If you need advice before returning the call, please refer to you Supervisor.
- Never say "no comment." This looks as if you are trying to avoid giving a truthful answer. If there is a reason you can't comment, let the reporter know.

Everything you say to a reporter is “on the record.” If you can’t say it “on the record,” don’t say it. A reporter is under no obligation to honor your request that something be “off the record.”

- Try to answer negative questions with a positive response. If the question contains incorrect information, correct it immediately.
- If the reporter is hostile, remain calm and polite. Don’t raise your voice. You can choose to end the interview at any time.
- Do not expect to control the questions you are asked or to edit the story prior to its publication.
- After you’ve spoken with a reporter, it is good practice to let your supervisor know.

Community Relations Processes

The Medford Parks and Recreation Department places a very high priority on the development of good community relations with Department partners and residents. Numerous methods are utilized to keep the City’s residents informed, engaged, and to address the needs of the community.

The Department participates in and often facilitates regular meetings with other agencies, special-interest organizations, committees and boards. These groups provide valuable insight into particular community issues, trends, needs and interests. The meetings also give Department management the opportunity to explain upcoming projects, programs and actions with interested citizens. These groups include:

- Bear Creek Joint Powers Board
- Medford Cruise
- Multi-Cultural Fair
- Pear Blossom Festival
- American Cancer Society Relay for Life
- ACCESS
- American Society of Safety Engineers
- National Association of Retired Federal Employees
- Winter Lights Festival
- Special Olympics Polar Plunge
- Travel Medford
- Medford Youth Baseball Society
- Medford Rogues Baseball Team
- Medford American Little League
- Rogue Valley Growers and Crafters Markets
- Rogue Valley Timbers Soccer Club
- Medford Kiwanis Club
- Medford Rotary Clubs
- Coyote Trails’ Jefferson Nature Center
- Medford American Little League
- Medford Kiwanis Club

- Medford Rotary Clubs

The Department also coordinates focus groups and/or public meetings for specific projects, such as the Hawthorne Park master plan update, aquatics studies, and capital improvement projects.

The Department provides staff liaisons to the following commissions or committees appointed by the Mayor/City Council that make decisions about Parks and Recreation priorities, projects, funding and help build community support and excitement for projects and issues:

- Parks and Recreation Commission
- Tree Committee
- Mayor's Youth Advisory Commission
- Cemetery Commission
- Arts Commission

The Department organizes Family Fun Nights -- annual neighborhood picnics and movie nights conducted at parks in each of the City's four wards. A free BBQ and family oriented activities are provided, free of charge, to help develop awareness of programs and services and help build a sense of community.

The Parks and Recreation Director and authorized staff members often make presentations to civic groups and service clubs. These meetings allow staff to provide information about projects, programs, services, activities and special events.

The City of Medford utilizes Rogue Valley TV public-access channel to broadcast City Council meetings in an effort to inform and involve its citizens. Council meetings often include Parks and Recreation issues and provide information about Department accomplishments.

Community Relations Goals

Tell Our Story

The Medford Parks and Recreation Department attempts to tell our own story rather than relying on external sources to accurately interpret our services, actions and challenges.

- Examples: Listing key messages in the Department's programs and services guide, development of the MPRD "Pillars", highlighting the Department's Quarterly Report on the web site and providing content for the City of Medford's electronic newsletter.
- Examples: Posting current department photos, videos and news to our social media

Proactive vs. Reactive

The Department will take a proactive approach to increase the likelihood of accurate interpretations and create tools that will allow employees to have complete, accurate and timely information in order to make informed judgments.

- Examples: Recreation Division Staff Handbook and City Tobacco Policy brochure

Engage Stakeholders

Through improved, consistent and proactive communications, the Department will strive to increase awareness, participation and feedback from employees and citizens.

- Examples: Expansion of social media (Facebook, Pinterest, Twitter, Instagram); University of Oregon Sustainable Cities research study on behalf of MPR

Communication Tools and Implementation Methods

Medford Parks and Recreation Department staff utilizes the following external communication tools to augment internal and external communication, particularly publicity, community relations and marketing efforts:

Tool	Frequency	Audience	Distribution	Reach
Programs and Services Guide	Winter/Spring, Summer, Autumn	Residents	Hard copies, PDF links, Rack	43,000 copies printed, mailed to 39,000 homes
School	Periodic	Youth and Parents	Sent to homes via, PeachJar	
Pool Connection	Annually	Parents, Residents		1,500 copies distributed
Quarterly Report	Quarterly	Employees, Public	PDF link, Hard copies	
Blast e-mail	As needed	Residents, Employees	E-mail	Up to 5,000 customers
Newspaper ads	As needed	Residents	Subscribers	87,200 adults in the Rogue Valley
News releases/PSAs	As needed	Media, Public	E-mail, web sites, fax	
Fliers/Brochures	As needed	Public, Media, Employees	Hard copies, PDF links, Rack	
Posters	As needed	Public	City buildings, local businesses	
Utility Bill Insert	May, as needed	Residents	Mail	27,000 utility customers
Web sites	Ongoing	Public, Media	Ongoing	
Social media	Ongoing	Public, Media	Facebook, Pinterest, Twitter, Instagram	Approximately 2,700 followers
City Intranet	As needed	Employees	Hyperlink	
Radio Medford ads	Monthly	Public	Radio	
Charter ads	Monthly	Public	Cable TV	
Special signage	As needed	Public	Buildings, walkways, city parks	
Booth displays	As needed	Public	Event	

Annual Report

Annually or more frequently as needed, the Recreation Superintendent shall provide the Parks and Recreation Director a description of current opportunities and feedback voiced by the community that have a bearing on Parks and Recreation activities within the community and a statement of recommended actions.

Marketing Plan

Community Profile

Located in Jackson County, Oregon, Medford lies in the heart of the Rogue Valley, between the Cascade Range and Siskiyou Mountains. Medford is the largest city in Southern Oregon, and the largest community between Redding, CA and Eugene. As there are no towns of equal or larger size within several hours' drive, Medford is a regional hub for medical services, shopping and economic activity. The Department is a primary provider for parks, recreation and leisure services, and the entire county, as well as surrounding areas in Josephine and Klamath counties, are its customer base.

Why is Marketing Important?

With so many providers of recreational services, there has never been a more crowded landscape of leisure offerings. While Parks and Recreation is a government agency, it must operate as a business in order to reduce the dependency upon the general fund. In other words, the goal is to provide more attractive programs and facilities to the customers. It also means establishing ways to create loyalty to retain customers over the long term.

The following highlight the importance of marketing for the Department:

- Marketing is a profession, and involves many skill sets. It is critical to the organization. No business or organization can successfully exist without it.
- Marketing is about identifying and targeting markets and appealing to those markets.
- The Department must break down the audience into segments and be aware of the differences between these groups.
- Moving toward market segmentation will move us toward serving each group better, and gaining more participation and patronage.
- The Department must creatively reach these different groups, using new approaches, perhaps considering the translation of marketing materials into other languages, devising incentive programs or putting more resources into marketing.
- Parks and recreation departments across the country have always prided themselves in creating experiences for citizens. The Department must show that the experiences it provides are second to none.
- It is of the utmost importance to utilize and remember five key P's: Product – the service or program the Department offers, including the experience and the way it is presented; Price – finding the correct cost for customers; Place – everywhere that comes into contact with the service, product or program and everywhere that the customer comes into contact with while participating in or traveling to a program;

Promotion – the act of selling and hyping events, products, services and programs;
Position – how the products and services are positioned among the offerings of other providers

Marketing Goals and Strategies

Goals:

- Inform the public about programs, amenities and services that are being offered
- Educate the public about the benefits of leisure services and wellness
- Offer quality recreational experiences that benefit the community and enhance the quality of life
- Educate the staff about the benefits of leisure services and the opportunities that exist to enhance the quality of life for all
- Increase patronage on a year-round basis
- Increase revenue by offering new programs and amenities that meet current priorities in the community
- Encourage camaraderie and value of fun and work
- Provide exemplary customer service

Strategies:

- Clearly communicate information about our product to customers through consumer-oriented public relations and marketing
- Identify and promote events so that the general public may participate
- Use branding consistently on all forms of marketing communications, including flyers, brochures, posters and giveaway items
- Improve customer service through employee training, focus groups and surveys
- Regularly review web content to coordinate with current trends
- Develop partnerships with other providers to highlight recreation as a key resource
- Always be responsive to customer input and reactions

Market Analysis

Other major recreation providers in the area include the Medford School District, the Y, Kids Unlimited and other municipal Parks and Recreation departments. The Department shares many of the same goals as other providers. It is in the best interest of the Department to share facilities, syndicate programming and cross-market efforts to assist in the satisfaction of community needs.

Regardless of partnership, the Department lobbies for much of the same audience as other providers of recreational opportunities. It is paramount to examine outside programs, resources and fees to identify potential niches and to spark internal program development. Consequently, the marketing of programs and services presented by the Department is essential in creating a positive identity, informing the community and separating offerings from those of other providers.

Department SWOT Analysis



Strengths:

- Rapid growth in program participation and revenue
- High productivity (output) with modest resources
- Employee loyalty and dedication
- Excellent new or upgraded recreational facilities
- High customer satisfaction rates (evidence of high quality)
- CAPRA accreditation (adhering to best industry practices)

Weaknesses:

- Rapid growth rate impacting quality/management of program details
- Implementation/effectiveness of staff training processes in a fast-paced environment
- Inadequate equipment storage space
- Limited access to facilities during peak programming periods
- Antiquated and inadequate aquatics facility
- Inconsistent branding
- Intra-divisional communication

Opportunities:

- Abundance of underserved youth, teen and adult markets
- Partnering with external service providers
- Partnering with the Medford Police Department and other City departments
- Grants and sponsorships
- Maximizing USCCP and Prescott Park usage and economic impact opportunities
- Medford Parks and Recreation Foundation fundraising

Threats:

- Funding
- Staff fatigue
- Local talent pool

Demographics Characteristics

Demographic characteristics are important to note, since they influence recreational interests and participation. As population growth creates new demand for park and recreation services, factors such as age, employment, income and ethnicity play a role in determining recreational interests. These factors may affect an individual's level of participation, as well as his or her ability and desire for active recreation.

The City of Medford is a growing city and the largest in southern Oregon - home to many families with children, as well as older adults. Medford is slightly younger than the rest of Jackson County. Residents have slightly lower incomes than the County average, and one in five

families lives in poverty. Residents are generally active and as a result levels of obesity and overweight are low compared to the rest of the country.

Population

Medford has experienced significant growth in the past 40 years, with a 159% increase in population from 1970 to 2010 (see Figure 1). Much of this increase occurred during between 1990 and 2000, when the city grew by over 16,000 people, an annual rate of approximately 3.5%. However, the rate of population growth has slowed since – to approximately 1.5% annually over the past 15 years.

According to the 2010 Census, Medford grew by 19% between 2000 and 2010 to a population of 74,907. Over this same time period, Medford grew faster than Jackson County as a whole, where the population increased by 12%. By 2015, the population of Medford had increased further to 77,655, according to Portland State University Population Research Center estimates.

The City of Medford’s Comprehensive Plan, adopted in 2007, projects further population growth over the next 25 years. It estimates the City’s population will grow to 111,025 people by 2026 and 133,397 by 2040, based on 2005 Portland State University Population Research Center forecasts. This growth would represent a 78% increase in total population between 2010 and 2040.

Figure 1. Population Change – 1970 – 2040

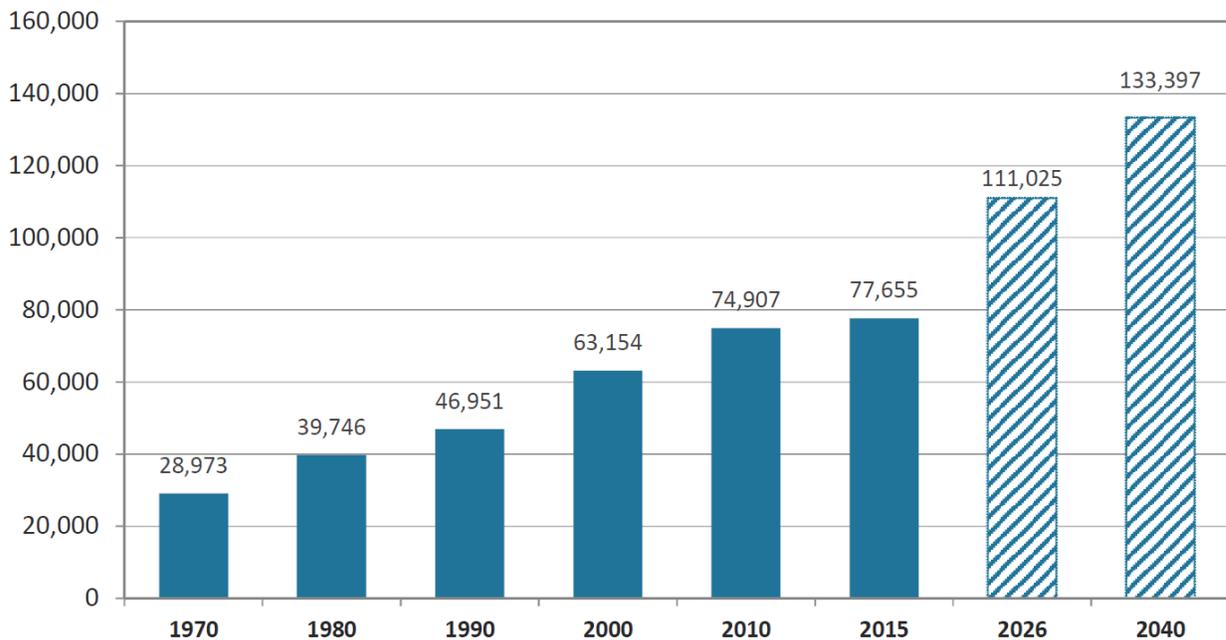


Figure 2. Population Characteristics: Medford, Jackson County, Oregon

Demographics	Medford	Jackson County	Oregon
Population Characteristics			
Population (2015)	77,655	210,975	4,013,845
Population (2010)	74,907	203,206	3,831,074
Population (2000)	63,154	181,269	3,421,399
Percent Change (2000-15)	23%	16%	17%
Persons w/ Disabilities (%)	16.4%	16.9%	14.2%
Household Characteristics (2010-14)			
Households	29,695	82,977	1,522,988
Percent with children	26.9%	24.6%	28.3%
Median HH Income	\$42,366	\$44,086	\$50,521
Average Household Size	2.53	2.44	2.5
Average Family Size	3.06	2.96	3.05
Owner Occupancy Rate	51.2%	62.4%	61.5%
Age Groups			
Median Age	37.9	42.1	38.4
Population < 5 years of age	7.2%	5.9%	6.2%
Population < 18 years of age	24.1%	21.8%	22.6%
Population 18 - 64 years of age	52.5%	54.7%	57.3%
Population > 65 years of age	16.2%	17.6%	13.9%

Age Groups

Medford has a younger overall population (median age 37.9) compared to Jackson County (42.1) and Oregon (38.4). The City has a higher percentage of youth under 18 than Jackson County (24% compared to 22%), but lower percentages of people age 18 to 64 (52.5% compared to 54.7%) and adults over 65 (16.2% compared to 17.6%). Medford’s population has aged slightly since 2000, when the median age was 37. Medford’s population is relatively evenly distributed by age. The City’s largest “20- year” population group is comprised of 0 to 19 year olds, representing 26.5% of the population in 2010. This differs from Jackson County, where the largest group is 45 to 64 year olds (29%). The following breakdown is used to separate the population into age-sensitive user groups.

Under 5 years: This group represents users of preschool and tot programs and facilities, and as trails and open space users, are often in strollers. These individuals are the future participants in youth activities.

5 to 14 years: This group represents current youth program participants.

15 to 24 years: This group represents teen/young adult program participants moving out of the youth programs and into adult programs. Members of this age group are often seasonal employment seekers.

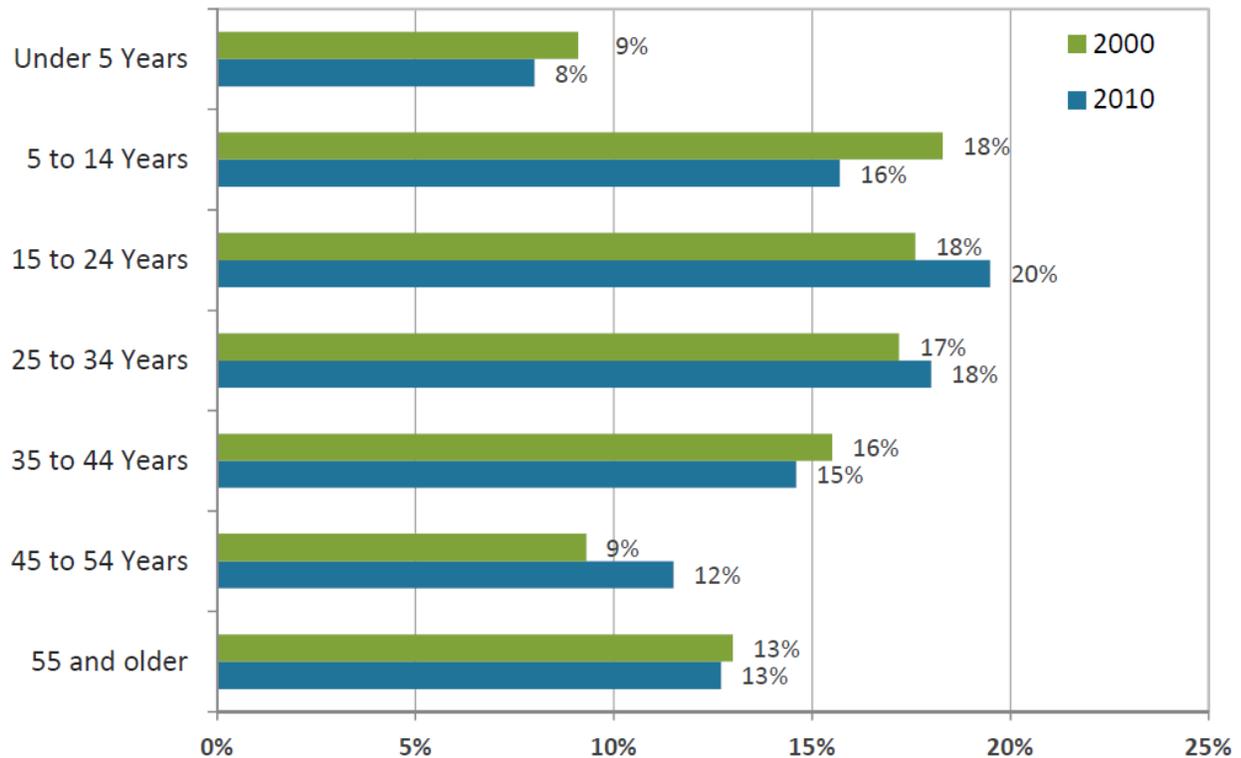
25 to 34 years: This group represents involvement in adult programs with characteristics of beginning long-term relationships and establishing families.

35 to 54 years: This group represents users of a wide range of adult programs and park facilities. Their characteristics extend from having children using preschool and youth programs to becoming empty nesters.

55 years plus: This group represents users of older adult programs exhibiting the characteristics of approaching retirement or already retired and typically enjoying grandchildren. This group generally also ranges from very healthy, active seniors to more physically inactive seniors.

Figure 3 illustrates the age distribution characteristics of these cohorts and provides comparison between 2000 and 2010 Census data.

Figure 3. Age Group Distributions: 2000 & 2010



Race & Ethnicity

In 2010, nearly 86% of Medford residents identified as White alone. In the same year, the City was 1.5% Asian, 0.9% African American, 1.2% American Indian or Alaskan Native, 0.5% Native Hawaiian or Other Pacific Islander, 6% some other race, and 3.9% from two or more races.

Approximately 13.8% of residents identified as Hispanic or Latino. There has been an increase of 4% in the population of communities of color since 2000.

According to the 2014 American Community Survey, approximately 12% of Medford's population speaks a language other than English at home, compared to 15% across Oregon. Approximately 54% of this group also speaks English very well.

Household Characteristics

The 2010 average household size in Medford was 2.53 people, slightly higher than the state (2.5) and national (2.51) averages. Average household size has increased since 2000, when it was 2.47 people. The average family size in Medford is larger (3.06, people). Of the 26,695 households in the City, 27% have children under 18, 45% were married couples living together, 18% had a single head of household, and 37% were non-families.

Income & Poverty

According to the 2014 American Community Survey, the median household income in Medford was \$42,366. This figure is about \$1,720 (-4%) lower than the median household income for Jackson County residents and \$8,155 (-19%) lower than Oregon households. The median household income in Medford has declined slightly (\$379) since 2010.

At the lower end of the household income scale, 28% of Medford households earn less than \$25,000 annually, which is slightly higher than households in Jackson County (27%), Oregon (24%) and the nation (23%). Approximately 13.6% of City households have household incomes over \$100,000, fewer than the county (14.4%) and state (19.5%).

According to 2014 American Community Survey, 22% of Medford's residents and 17% of families are living below the poverty level. The poverty threshold was an income of \$23,850 for a family of four. Poverty affects 31% of children under 18 and 9% of those 65 and older, also higher than county and statewide levels.

Employment & Education

In 2014, Medford had a work force population (16 years and over) of 60,656 (77%). Of this population, approximately sixty percent (61.8%) is in the labor force, 7.6% is unemployed, and 38% is not in the labor force. The primary occupation of the working population is management, professional, and science occupations at 29.3%, while sales, office, and service occupations combined comprise an additional 52.3% of the workforce.

According to the 2014 American Community Survey, approximately 16% of Medford residents 25 years and older have a Bachelor's degree, and another 8% have completed a graduate degree or higher. These levels of education attainment is on par with residents of Jackson County (15.4% and 9.5%, respectively) but lower than the average for residents across Oregon (19% and 11%, respectively). Additionally, 87.5% of City residents have a high school degree or higher, 2% lower than the statewide average.

Persons with Disabilities

The 2014 American Community Survey reported 16.4% (12,456 persons) of Medford's population as having a disability that interferes with life activities. This is on par with levels in Jackson County (16.9%) but higher than state averages (14.2%). Of Medford youth 5 to 17 with a disability (7.6%), the majority has cognitive difficulties (5.7%). Among residents 65 and older, the percentage rises to 41%, or 4,937 persons, this is on par with percentages found in the general senior population of Oregon.

Health Status

Information on the health of Medford residents is not readily available. However, approximately 25% of Jackson County residents are overweight or obese, a rate that exceeds national health targets but is low compared to counties nationwide.

Approximately 17% of Jackson County adults age 20 and older report getting no leisure-time physical activity, compared to 16% across Oregon. This rate is better than even the highest performing counties nationwide, which average 20%. This may be due, in part, to a relatively wealth of places to participate in physical activity, including parks and public or private community centers, gyms or other recreational facilities. In Jackson County, 85% of residents have access to adequate physical activity opportunities, which is slightly lower than the average (89%) for all Oregon residents.

According to the County Health Rankings, Jackson County ranks in the bottom half of Oregon counties (22 out of the 34) for health outcomes (including length and quality of life) and health factors (such as health behaviors, clinical care, social and economic factors, and the physical environment).

University of Oregon Sustainable Cities Study

In March 2014, the City of Medford contracted with the University of Oregon Sustainable Cities project to conduct a marketing research study. Undergraduate students from the Lundquist School of Business examined the Parks and Recreation Department's social media and marketing efforts as well as emerging markets.

The recommendations of the social media study are to:

1. Boost user awareness through social media (Facebook, Twitter, Instagram and Pinterest).
2. Hire college interns to manage social media accounts.
3. Enhance quality of online information and resources, including creation of a new Web site separate from current City design/format.

The recommendations of the emerging markets study are to:

1. Establish internship to actively engage the Latino market.
2. Improve/develop communications to the Latino community, including:
 - Spanish-speaking staff and programs.
 - Translate existing content.

- Spanish-language TV channels.
- Monthly Latino publications.
- Provide incentives.

Marketing Tools and Techniques

Program and Service Marketing

Medford Parks and Recreation Programs and Services Guide

This publication, produced three times a year, is the primary tool for disseminating information about recreation programs and services. The catalog, which provides program descriptions, rates, photos and registration information, is delivered to over 39,000 homes in the Medford area. Another 2,000 guides are distributed to Medford Parks and Recreation facilities, public and private schools, the Medford Chamber of Commerce, the Medford Public Library and other public agencies in Jackson County.

Fliers, Pamphlets and Other Printed Materials

The Department frequently creates fliers and other printed materials for individual programs and services. These can be displayed around town, posted or distributed at events. Internally, these materials may be placed on Department bulletin boards or handed out at division-related events.

Web Sites

The Department maintains three websites: playmedford.com, sportsmedford.com and TeamSideline. These sites are regularly updated by Department staff.

Playmedford.com features general information about the Department including programs, parks and services.

Sportsmedford.com is the main site for U.S. Cellular Community Park, the city's largest sports facility. The dual-purpose site also features information about city sports leagues and tournaments.

TeamSideline is the adult sports league standings and scheduling database and independent customer communication tool accessed by the general public through sportsmedford.com.

Overall, the Web sites receive over 250,000 page visits per year.

Utility Bill Insert

The Department has paid a contractor to enclose utility bill inserts each May for the past several years. The insert reaches 27,000 households and promotes the annual summer concert and movies series.

Since 2013, the City of Medford issues a monthly utility bill separate from the Medford Water Commission. Consequently, the Department imparts promotional messages on the actual billing

statement. The new utility methodology also provides the opportunity to reach customers who opt for electronic billing.

Direct Mail

Due to its cost, direct mail is traditionally used to notify residents of an upcoming service or event in a particular neighborhood. Direct mail is occasionally used to remind past participants of upcoming program registration deadlines.

Telephone

The Department's registration database stores participant contact information, including addresses and phone numbers. This method of communication is generally used to remind registrants of events that sell out weeks in advance.

E-mail

Due to its reach and ease in preparation, effectiveness and lack of implementation cost, e-mail has developed into the Department's most utilized method of mass communication. Blast e-mails are routinely sent to current or former program participants regarding program details, reminders and upcoming opportunities.

News Releases and Media Advisories

News releases and media advisories are generally written to draw attention to high-profile programs, time-sensitive events, special events, public meetings of high importance or breaking information. The releases are sent to media outlets, community calendars and city employees via email or Web site updates.

Public Service Announcements

A Public Service Announcement (PSA) is an advertisement that appears in space and time donated by media outlets to serve community interests. Successful PSAs require the goodwill of media outlets, and the Department is careful not to oversaturate media outlets.

Community Event Sections

The Mail Tribune newspaper features a weekly printed section and an online section devoted to upcoming community events. The online version can be updated and edited by any user and is a free advertising tool.

Newspaper Advertisements

An annual in-kind trade with the Mail Tribune allows the Department to promote summer youth enrichment programs in print and electronic editions of the regional newspaper.

Radio Advertisements

The Department trades U.S. Cellular Community Park Field 1 exclusive naming rights and facility signage space for \$35,000 of annual airtime on Radio Medford stations KBOY-FM 95.7, BEAT-FM 93.7, 105.1 FM, KCMX-AM 880, Soft Rock Lite 102 FM and ESPN AM Radio 580. The trade agreement is an equivalent of 2,332 30-second advertisements, including production.

MPRD also partners with other local radio groups on special events not related to USCCP activities.

Cable TV Advertisements

The Department trades U.S. Cellular Community Park Field 9 exclusive naming rights and signage space for \$35,000 in annual airtime on Charter Media, which serves nearly 50 percent of TV-equipped households in Medford.

Social Media

The Department utilizes Facebook and YouTube to promote or draw attention to programs and services.

Phone

The Department uses the “Remind 101” opt-in text messaging platform to send alerts and reminders to customers, primarily USCCP tournament parents and participants.

USCCP Tournament Guide

Published each January, the Department produces an annual tournament guide promoting tournaments and events held at U.S. Cellular Community Park.

Street Banner Program

The Department supervises the City of Medford’s street banner program and facilitates installation of downtown light pole banners and a banner stretching across Central Ave. in downtown Medford.

Awareness/Informational Marketing

Word of Mouth

Word of mouth marketing is the hardest type to quantify and project, even though it may be the most effective. The key with this type of marketing is the quick spread of information, especially about programs and services. This often starts internally, within the Department and spreads outward, but it can form without formal marketing efforts. Word of mouth is often centered on perceived program quality and organizational reputation.

Media Conference

Media conferences are used to announce important events for the Department, such as groundbreakings, ribbon cuttings and grand openings. This tactic is generally used in tandem with a news release.

Cable Access Shows

Television shows are frequently produced in cooperation with the government access cable station. The shows usually feature an on-air appearance by a Department representative with a PowerPoint or prepared topic. These events are typically used to inform the public about land uses, future projects and upcoming programs.

Banners and Signage

Banners and signage are one of the most popular and important marketing options in the Department's arsenal. Banners are displayed at many of the Department's facilities, including Hubert A. Santo Gymnasium and U.S. Cellular Community Park, and anywhere a Department-sanctioned program takes place. They are produced in-house or purchased by local vendors, depending on the arrangement. Banners are also used to give recognition to our media and cash sponsors.

Brochures and Information Packets

Information about Department programs and services is delivered to the Medford School District, the Chamber of Commerce, senior centers and other businesses for distribution to visitors and residents.

Internal Marketing

City Newsletter

The city newsletter is delivered monthly with paychecks for Department employees. There is ample room to market events and programs to all city workers.

Documentation

Other internal efforts have been included and mentioned as options among the other available marketing tools as listed above.

This is not a how-to guide for marketing, but rather a set of guidelines for all Department employees. Variations from this list of preferred marketing options must be submitted to the Recreation Superintendent prior to implementation.

For maximum results, all marketing efforts should use the available SWOT Analysis, Market Analysis and demographic information. These resources strengthen marketing campaigns due to their valuable insight into the Department's region. Please use the following marketing checklist.

MEDFORD PARKS & RECREATION

HEALTHY LIVES. HAPPY PEOPLE. STRONG COMMUNITY.

Marketing Checklist

Program Name: _____ Year: _____

Coordinator: _____ Program Period: _____

Program Description: _____

Target Demographics (circle all that apply):

Income	Ethnicity	Gender	Age Groups	Special Characteristics
Low	Any	Males	Children (under 12)	Single Parents
Medium	Latino	Females	Teens (12-18)	Persons with Disabilities
High	Other:	Both	Adults (19-64)	Other:
All			Older Adults (65+)	
			All	

Program Partners: _____

Promotional Methods:

- | | |
|---|--|
| <input type="checkbox"/> Programs and Services Guide | <input type="checkbox"/> Radio |
| <input type="checkbox"/> Web Site Posting | <input type="checkbox"/> Banners and Signage |
| <input type="checkbox"/> Printed Materials (fliers, postcards, posters) | <input type="checkbox"/> Newspaper |
| <input type="checkbox"/> City Newsletter | <input type="checkbox"/> Blast E-mail |
| <input type="checkbox"/> "Community Event" listings/web sites | <input type="checkbox"/> Utility Bill |
| <input type="checkbox"/> Word of Mouth | <input type="checkbox"/> TV |
| <input type="checkbox"/> Direct Mail | <input type="checkbox"/> Public Service Announcement |
| <input type="checkbox"/> Telephone | <input type="checkbox"/> Street Banner |
| <input type="checkbox"/> Media Conference | <input type="checkbox"/> Facebook/Social Media |
| <input type="checkbox"/> News Release | <input type="checkbox"/> USCCP Tournament Guide |
| <input type="checkbox"/> Cable Access | <input type="checkbox"/> YouTube video/hyperlink |

Submit this form to the Recreation Superintendent for review.

Signature: _____

Recreation Superintendent