

MEDFORD PARKS & RECREATION

HEALTHY LIVES. HAPPY PEOPLE. STRONG COMMUNITY.



Recreation Programming Plan

Updated 10-10-16



Medford Parks and Recreation Department Recreation Programming 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

Together with our community partners, we strive to improve the quality of life through people, parks and programs. We offer high-quality programs and services that meet and adapt to the ever-changing needs of the community.

Core Values

The Department's Core Values constitute the fundamental beliefs of the organization. As a primary parks and recreation program and service provider in the Rogue Valley, the Medford Parks and Recreation Department makes every effort to adhere to the following core values:

- I – Innovation
- C – Community Enrichment
- E – Excellence
- E – Exceptional Customer Service

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 customers, 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 recreation programming:

- Interest and participation in the City's recreation programs are increasing annually.
- The City of Medford Parks and Recreation Department (MPRD) is Southern Oregon's largest provider of recreation services. The number and types of activities the City can offer in its facilities are limited by a lack of facility capacity and staffing.

- To meet the strong demand for aquatics and indoor recreation programming, the Plan recommends the construction of and staffing for a new, multi-use aquatic and recreation center.
- Survey respondents stated a desire to expand programming by expanding preschool programs, the need for teen center/teen space, for farmer's markets and additional movies in the park/concerts. Also prominent in the Plan was the desire for additional or more varied programs, senior programs, arts and crafts, outdoor adventure recreation/camps, and walking/hiking programs.

Based on these conclusions, the 2016 Parks, Recreation and Leisure Services Plan listed the following goals and policies related to recreation programs and services:

Goal 1: To provide for a full range of recreational activities and opportunities to meet the needs of all residents of Medford.

Policy 1-B: The City of Medford shall recognize the social and economic value of other providers in the City and nearby county, state and national recreation resources that provide recreation for Medford residents, create tourist expenditures within the City of Medford, and attract businesses and industries to the City.

- **Implementation 1-B (1):** Provide park and recreation programs that complement nearby county, state and national recreation resources.

Policy 1-C: The City of Medford shall be a primary provider of recreation programs and services community-wide.

- **Implementation 1-C (1):** Provide park and recreation facilities to support community programming needs.
- **Implementation 1-C (2):** Provide program services to all ages, abilities, and economic and cultural backgrounds.
- **Implementation 1-C (3):** Expand the City's role as a primary provider of recreation programs and services and increase programming to meet changing demographics and growing community needs.

Policy 1-D: The City of Medford shall provide park land and facilities conveniently located and economically accessible to all members of the community.

- **Implementation 1-D (2):** Provide program services to all ages, abilities, and economic and cultural backgrounds.
- **Implementation 1-D (3):** Offer programs at a range of costs (free, low-cost, full price) and implement other strategies to ensure program affordability, while meeting city financial goals.

2015-20 City of Medford Strategic Plan

In Feb. 2015, the Medford City Council updated its Strategic Plan, which helps develop budgeting priorities. The following objectives pertain to recreation programming and service delivery:

Objective 1.5: Enhance community partnerships to address crime and emerging crime trends.

- **Action 1.5e:** Develop partnership between Police, Fire and Parks and Recreation departments to increase recreational programming opportunities to reduce drug use and gang activity.

Objective 8.2: Adjust recreation programs and services to meet changing demographics and growing community trends.

- **Action 8.2a:** Annually complete a city-wide needs assessment to determine changes in programming focus and expansion.

Objective 8.3: Establish more revenue-generating programs to help fund or subsidize other programs and services.

- **Action 8.3a:** Review cost recovery and pricing models for programming with the Parks and Recreation Commission to establish recovery levels.
- **Action 8.3b:** Increase the amount of sponsorships for programs and advertising opportunities with business partners by 3 percent annually.

Program Objectives for Specific Populations

Acting on the goals and policies set forth in the 2016 Parks, Recreation and Leisure Services Plan, the Medford Parks and Recreation Department established a specific set of programmatic objectives and priorities for serving various age groups.

Different stages and ages of life dictates the type and goals of community recreation services. The Department groups programs and services around four stages of life and persons with disabilities:

- Youth (up to age 12)
- Teens (age 13-18)
- Adults (age 19-64)
- Older Adults (age 65-up)
- Persons with Disabilities (all ages)

The following sections define the Department's specific objectives and roles in serving these populations.

Youth Programming

The Department's role is to:

- Provide adequate resources to expand and diversify its popular youth programs to meet the growing need for engaging, affordable, safe options for children and teens.
- Continue to work with the school district, community partners, recreation providers, and sports organizations to offer both drop-in and structured programs in sports; art, music and dance; and educational and environmental activities for youth.

The benefits of recreation for Youth are to:

- Youth programs provide opportunities for recreation, socialization, community involvement, leadership development and education.

Examples of City-sponsored recreation for Youth are:

- Tot indoor playground
- Tot basketball league
- Tot sports samplers
- Youth indoor soccer leagues
- Junior Giants t-ball and baseball
- NFL flag football league
- Discovery Preschool
- Youth enrichment classes
- Day camps
- Dance classes
- Park & Play mobile recreation
- Outdoor Adventure Club
- Sports camps and clinics
- Swimming lessons
- Daddy Daughter Dinner Dance
- Parent's Night Out



Teens

The Department's role is to:

- Continue to explore opportunities for expanded indoor program space to accommodate teen program expansion.
- Expanding teen programming to include additional individual athletics, fitness, and alternative sports programs provided additional staff resources are available.

The benefits of recreation for Teens are to:

- Develop teens' abilities to build advanced skills in competition and physical conditioning.
- Provide safe, fun and inviting facilities.
- Develop interpersonal and leadership skills.
- Instill a sense of civic responsibility.

Examples of City-sponsored recreation for Teens are:

- Mayor's Youth Advisory Commission
- Bear Creek Skate Park
- BMX track at Bear Creek Park
- NFL Flag Football League
- Leaders in Training program
- Outdoor education classes
- Young Thespians drama classes
- Santo Community Center open gym
- Youth baseball / fastpitch tournaments
- NFL Punt, Pass and Kick competition
- Recreational open swim
- Daddy Daughter Dinner Dance



Adults

The Department's role is to:

- Provide more adult recreational sports, as well as fitness, wellness (yoga, Pilates, cooking/nutrition).
- Provide more drop-in sports options for people to participate in, with a small fee for each time they wanted to play or participate.
- Partner with existing associations, such as Latinos-NW Seasonal Workers, to ensure MPRD offers needed programming/activities for the local Latino community.

The benefits of recreation for Adults are to:

- Promote socialization, stress reduction and access to organized activities.
- Provide preventative health maintenance.
- Increase self-confidence and mastery of chosen activities.
- Build community.
- Increase communication between people of diverse backgrounds.

Examples of City-sponsored recreation for Adults are:

- Sports leagues
- Enrichment classes
- Trips and tours
- Financial planning classes
- Santo Community Center drop-in programs
- Special community events



Older Adults

The Department's role is to:

- Increase programming for Older Adults with a greater emphasis on the wide-ranging needs and expectations of the Baby Boomer generation.
- Increase programming in the following areas; gentle exercise, senior fitness, walks,

aquatics; listen-and-learn events, and technology classes.

- Explore opportunities for mutually-beneficial partnerships with the Medford Senior Center, RVCOG Senior & Disability Services and community organizations, colleges, and city and county agencies to provide expanded senior programs, classes, activities and services.

The benefits of recreation for Older Adults are to:

- Promote socialization and reduce isolation.
- Help retired adults learn new skills.
- Provide opportunities for volunteerism.
- Promote active, healthy lifestyles.

Examples of City-sponsored recreation for Older Adults are:

- Low-impact fitness classes (tai-chi, water aerobics)
- Trips and tours
- Language classes
- Basic computer skills classes
- Art, sewing and music classes
- Retirement planning classes
- Santo Community Center book exchange
- Santo Community Center drop-in programs (sewing club, pickleball)
- Sports Leagues (Senior Softball)



Persons with Special Needs

The Department's role is to:

- Provide a robust number of programming, events and activities that are inclusive and accessible to all residents.
- Integrate City recreation programs with other inclusion service providers.
- Develop partnerships to provide ready access to specialized recreation.

The benefits of recreation for Persons with Special Needs are to:

- Promote socialization and reduce isolation
- Provide opportunities for physical exercise
- Offer activities that build or develop new skills
- Maintain involvement in community
- Provide respite for care-givers

Examples of City-sponsored recreation for Persons with Special Needs are:

- Enrichment classes at the Santo Community Center
- Easter Seals partnership
- Participation in youth sports programs and leagues



General Implementation Strategy

To meet the goals in the previous section, the Medford Parks and Recreation Department undertakes the following implementation strategies:

- Develop programs, services and facilities that provide the widest possible range of recreational opportunities for residents of all ages.
 - Encourage healthy and active lifestyles.
 - Support programming and scheduling that increases recreational use of City-managed parks and facilities.
- Implement a pricing policy and cost recovery formula that meets reasonable revenue goals while providing affordable programs and services.
- Administer the Department marketing plan to adequately promote recreation programs, services and facilities.
- Develop agreements and partnerships with other recreation service providers to address and broaden community recreation needs.

Program and Service Development

Recreation Division full-time staff generally meets on a weekly basis to discuss and evaluate programs and services and to make coordination adjustments as needed based on customer feedback or other variables.

Staff also makes key programming considerations based on feedback, needs assessment and priorities performance in the weeks leading up to program guide production deadlines.

Upon conclusion of the summer peak season, Recreation staff evaluates and prioritizes all programs and services and plans for the following year based on available resources and programmatic expectations in the context of how best to achieve goals set forth in the Recreation Program Plan.

Program prioritization is reflective of one, several or all of the following criteria:

- Current or potential importance for community-wide or broad individual benefit.
- Community needs or deficiencies.
- Potential for increased participation.
- Revenue potential.

Needs Assessment and Program Development

The following methods are utilized to determine community needs for programs and services offered by the Department:

- Historical registration trends/success of current programs and services
- Surveys and questionnaires
- Focus groups
- Oregon Resident Outdoor Recreation Demand Analysis (SCORP Region 5 Summary)
- Suggestions provided by current instructors and current employees
- Suggestions submitted by prospective instructors/employees
- Analysis of successful programs in other communities (benchmarking)

Program Evaluation Procedures

Programs and services offered by the Medford Parks and Recreation Department are evaluated through systematic collection of customer surveys. The primary instrument for data collection is the Recreation Program Survey that is customized by programmers based on activity type (sports leagues, enrichment programs, aquatic classes/lessons, etc.).

In order to achieve higher collection and validity rates, most surveys are administered utilizing SurveyMonkey from a link contained in a blast email to registrants.

Swim lesson surveys are distributed to parent/guardian at the Aquatics Center by Senior Lifeguards and are completed on location with confidentiality achieved through a survey drop box.

Survey results and comments are logged in a spreadsheet for review and analysis by the respective recreation programmer and the Recreation Superintendent. Results are analyzed and discussed at periodic Recreation Division meetings, and program adjustments, if needed, are made either immediately or prior to the next programming period.

Pricing Policy

Addressing pricing policies for participation in programs, facility use and use of equipment establishes fair, equitable and simple fee structure and guidelines that identify which services should be fee-based. Guidelines determine the appropriate level of fee to meet goals by generating revenue to offset operating costs.

These pricing policy guidelines are intended to address pricing considerations for programs, facilities and services of the Medford Parks and Recreation Department in an attempt to establish a comprehensive operation that is financially feasible, sustainable and affordable.

Fees and charges support other resources available to the Department, and are not intended to replace them or reduce the agency's responsibility to provide public recreational facilities and leisure opportunities. They provide a means to continue, and expand as necessary, the ability to offer services to residents.

Primary Considerations

When establishing user fees, the following questions are considered:

- Who benefits from the service: the community in general or only the individual or group receiving the service?
- Did the individual or group generate the need for providing the service?
- Will imposing the full cost fee pose a hardship on specific users?
- Do community values support taxpayer subsidy of the cost of service for individuals with special needs (e.g. people, with disabilities or low-income)?
- Will the level of the fee affect the demand for the service?
- Is it possible and desirable to manage demand for a service by changing the level of fee?
- Are there existing providers of the service in the public or private sector?

Terms and Definitions

Direct Costs – All the specific, identifiable expenses associated with providing a service. These expenses include but are not limited to wages and benefits, contracted services, rental of facilities and equipment directly related to the service, and purchased equipment and supplies.

Indirect Costs – Department overhead including the administrative costs and contractual services, as appropriate.

Partial Cost Fee – A fee that recovers less than the full cost. This could be a percentage of direct costs, all direct costs, all direct costs plus a percentage of indirect costs, etc.

Full Cost Fee – A fee that recovers the total cost of a service (the sum of all direct and indirect costs).

Market Rate Fee – A fee based on demand for a service. Once the market is defined by identifying all providers of an identical service, a market rate fee can be set. The fee is set at the highest level the market will bear.

Resident – A person who resides within the City limits or a property owner who pays taxes to the City.

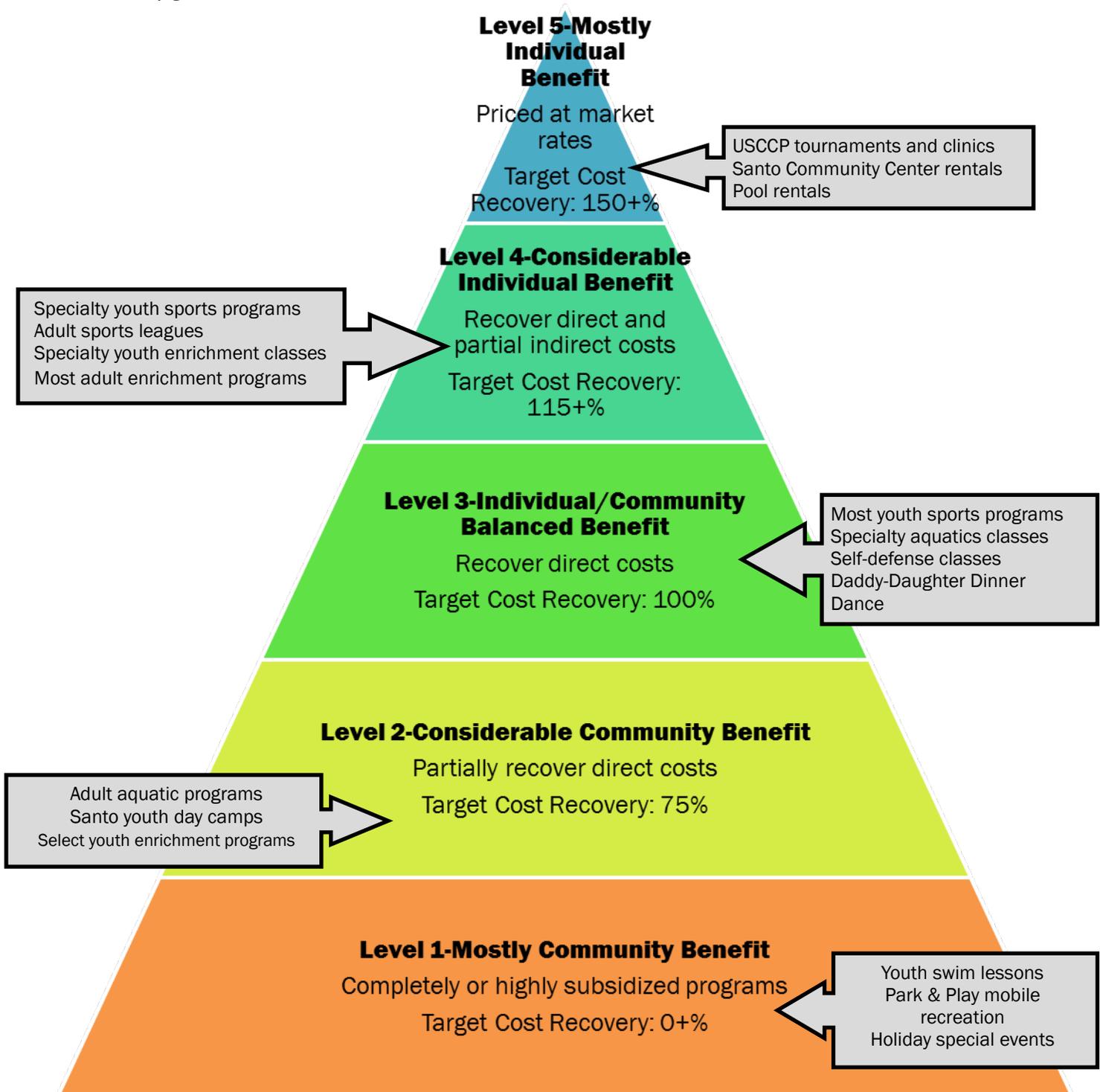
Non-Resident – A person living outside of the City limits who does not pay taxes to the City.

Pyramid Pricing Model

A pyramid model illustrates the Medford Parks and Recreation pricing philosophy based on establishing fees commensurate with the benefit received.

The foundational level of the pyramid represents core programs and services. It is the largest service level and most heavily tax supported. Programs assigned to higher levels of the pyramid are offered only when the preceding levels below are full enough to provide a foundation for the next level in order to properly represent the overall Department mission while addressing

community growth and demand.



Level 1 – Mostly Community Benefit (completely or highly subsidized)

The foundation level of the pyramid represents programs, facilities and services that most benefit the community as a whole. These programs, facilities and services increase property values, provide safety and enhance quality of life for the residents. The community highly subsidizes these basic services and facilities. These services are offered to residents at minimal or no fee.

- Examples of basic services include youth swim lessons, special community holiday events, summer the Youth Activity Center and the Park & Play mobile recreation unit.
- Examples of basic facilities are swimming pools, playgrounds, open spaces, tennis courts, informal ball fields, outdoor basketball courts, walking trails and non-exclusive use of a family picnic area.

Level 2 – Considerable Community Benefit (partially recover direct costs)

The second level of the pyramid represents programs, facilities and services that promote individual physical and mental well-being, and provide recreational skill development. These programs are traditional services and introductory instructional levels commonly offered by parks and recreation operations. These basic services and traditional recreational facilities are assigned fees based on a specified percentage of direct and indirect costs that represents a tax subsidy to account for the Community Benefit and participant fee to account for the Individual Benefit.

- Examples of these services are most adult aquatics services, non-specialty youth day camps and youth enrichment programs.
- Examples of facilities are picnic shelters and lighted tennis courts.

Level 3 - Individual/Community Balanced Benefit (recover direct costs)

The third level of the pyramid represents services that promote individual physical and mental well-being that may not be offered or readily available in the community at reasonable prices. These levels provide more Individual and less Community Benefit and fees are set to reflect this.

- Examples of these services are foreign language classes, introductory skills classes, the Daddy Daughter Dinner Dance and most youth sports programs.
- Examples of these facilities are U.S. Cellular Community Park, the Prescott Park Challenge Course, water spray parks and the dog park.

Level 4 - Considerable Individual Benefit (recover direct costs and all/portion of indirect costs)

The fourth level of the pyramid represents specialized services generally for specific groups, or features a competitive focus.

- Examples of these services are adult sports leagues as well as most adult and youth enrichment classes.
- Examples of these facilities are customized playing fields.

Level 5 - Mostly Individual Benefit (priced at market rates to generate profit)

The fifth level of the pyramid represents activities that have the potential to generate profits that may not be central to the Department's core mission. In this level, programs and services should be priced to recover full cost plus a percentage or a set dollar amount.

- Examples of these activities are youth and adult tournaments, facility rentals, concessions and company picnics.

Criteria for Establishing Fees and Charges

Low or No Cost Recovery/High or Full Subsidy

- a) Applies to most of Level 1 – Mostly Community Benefit
- b) The following criteria are used to determine if a service should be included in the category, keeping in mind that a program or service may not meet every criteria:
 - The service is equally available to everyone in the community and should benefit everyone.
 - Because the service is basic, it is difficult to determine benefits received by one user.
 - The level of service attributable to a user is not known.
 - Administrative costs of imposing and collecting a fee exceed revenue expected from the fee.
 - Imposing the fee would place the agency at a major competitive disadvantage.
 - The service is primarily provided by the public sector.

Partial Cost Recovery/Partial Subsidy

- a) Generally applies to Level 2 – Considerable Community Benefit
- b) User fees may recover only partial cost for those services for which the department desires to manage demand.
- c) User fees may recover only partial cost from those individuals who cannot pay full cost due to economic hardship.
- d) A user fee may recover only partial cost if competitive market conditions make a full cost fee undesirable.
- e) The following criteria are used to determine if a service should be included in this category, keeping in mind that a service does not have to meet every criteria:
 - Services benefit those who participate but the community at large also benefits.
 - The level of service use attributed to a user is known.
 - Administrative costs of imposing and collecting the fee are not excessive.
 - Imposing a full cost fee would place the agency at a competitive disadvantage.
 - The service is usually provided by the public sector, but may also be provided by the private sector.

Full Cost Recovery/No Subsidy

- a) Generally applies to Level 3 - Individual/Community Balanced Benefits and Level 4 - Considerable Individual Benefit
- b) User fees recover the full cost of services that benefit specific groups or individuals and potentially all or a portion of indirect costs.
- c) User fees recover the full cost for those services provided to persons who generate the need for such services.
- d) The following criteria are used to determine if a service should be included in this category, keeping in mind that a service does not have to meet every criteria:
 - The individual or group using the service is the primary beneficiary.
 - The level of service used is directly attributed to the known user.
 - Administrative costs of imposing and collecting the fee are not excessive.
 - Imposing a full cost fee would not place the agency at a competitive disadvantage.
 - The service is usually provided by the private sector, but may also be provided by the public sector.

Enterprise or Profit Centers

- a) Generally applies to Level 5 - Mostly Individual Benefit.
- b) User fees could recover more than the full cost, including indirect costs, for a service in order to subsidize other services provided to the community.
- c) The following criteria are used to determine if a service should be included in this category, keeping in mind that a service does not have to meet every criteria:
 - Individuals or groups benefit from the service and there is little community benefit.
 - The level of service use attributable to a user is known.
 - There is excess demand for the service; therefore, allocation of limited services is required.
 - Administrative costs of imposing and collecting the fee are not excessive.
 - The service is provided at market price by the private sector.

Pricing Categorization

Program Type	Level 1 Mostly Community	Level 2 Considerable Community	Level 3 Individual/ Community	Level 4 Considerable Individual	Level 5 Mostly Individual
Tot Sports Programs			X		
Adult Sports Leagues				X	
Adult Sports Tournaments					X
Adult Enrichment Classes		X	X	X	
Youth Enrichment Classes		X	X		
Youth Sports Leagues			X		
Youth Sports Camps			X		
Youth Day Camps		X	X		
Youth Sports Tournaments					X
Youth Activity Center	X				
Recreational Swim		X			
Lap Swim			X		
Swim Lessons	X	X			
Concessions					X
USCCP Rentals – Youth				X	
USCCP Rentals – Adult				X	
USCCP Rentals – Tournament					X
Swimming Pool Rental			X		
Santo Room Rentals				X	X
Mobile Recreation Unit	X				
Program Guide Publications	X				

Non-Resident Fee

Due to residents supporting City services through property taxes, non-residents pay a higher fee for programs and services provided by the Department. The non-resident fee surcharge is \$6 for each individual class, program and facility rental. Because large numbers of non-residents participate in adult league sports, the non-resident fee is factored in the overall team registration fee.

Customer Satisfaction Guidelines

The Medford Parks and Recreation Department strives to bring residents and visitors quality programs at affordable prices. One-hundred percent customer satisfaction is our goal.

MPRD does not discriminate on the basis of religion, race, color, national origin, sexual orientation, age or ability. We strive to meet the needs of all citizens. If a customer has a special need or accommodation request, advance notice is requested. These requests should be made to the customer service specialist, program coordinator or supervisor.

Refund Guidelines

The following are the refund guidelines for Medford Parks and Recreation programs, services and facilities:

Adult Sports Leagues

- Team fees are refundable only if requests are received prior to posting or distribution of league schedules.

Park Reservations

- Full refund if canceled prior to day of event.
- Full refund if a park area was unusable due to weather, vandalism or verifiable negative maintenance conditions.

Pool Reservations

- Full refund if requested by Noon on the last business day prior to the reservation.

Enrichment/Special Interest Classes

- Full refund up to, during and immediately following the first class of a session.
- No refund will be issued after the start of the second class of a session.
- Full refund if classes are canceled due to lack of enrollment.
- Full refund or transfer to another program of equal value is permitted.

Youth Camps

- Full refund up to, during and prior to departing the facility the first day of a session.
- No refund will be issued after the first day of a session.

Swim Lessons

- \$5 cancellation fee for each space reserved (due to limited class size and high demand for swim classes).
- Full refund (minus \$5 cancellation fee) if lessons do not work out for child, if requested before the start of the second day of a session.

Refund requests must be received during normal business hours. Requests for refunds beyond the scope of these guidelines will be considered on a case-by-case basis by the Recreation Superintendent or by the Parks and Recreation Director.

Returned Check Fee

Returned check fee is \$10 for each occurrence. The registration transaction is processed only if the customer submits payment via cash, cashier's check or credit card.

Scholarship Funding Policy

The Medford Parks and Recreation Department receives scholarship funding through contributions from external non-profit organizations, most notably the Medford Parks and Recreation Foundation. These funds assist the Department in lowering financial barriers for access to vital youth enrichment services, primarily swim lessons, day camps and sports programs.

Scholarship funding is typically disbursed as a pre-determined partial discount based on the following application process:

- Applicants must fill out the Financial Assistance Application and turn it into the City of Medford Parks and Recreation office when registering for a program.
- Child/Family must live within the Medford City limits or attend a Medford School District 549-C school to qualify for a scholarship.
- Scholarship amounts will vary from program to program. A list of scholarship discounts will be established each season and made available to applicants.
- By accepting a partial scholarship, the parent/guardian agrees to be responsible for the payment of any fees above the scholarship amount.
- If a scholarship recipient requests a refund, the funds allocated for that participant will be placed back in the scholarship fund.
- Out-of-city fees must be paid; they are not covered by your scholarship.
- Parents/guardians may be asked to help volunteer for a program to help offset the cost of the scholarship.

Implementation of Pricing Policy Guidelines

Fees and charges for services are reviewed annually by the Medford Parks and Recreation Commission, and adjusted as necessary to conform to Pricing Policy guidelines.

Higher-than-anticipated revenue from one program may be utilized to offset costs for other related programs or to expand programs.

2016 Recreation Division Program & Service Planning and Implementation Goals

Program	Category	Populations	Next steps
Swim Lessons	Aquatics	All Ages	Monitor quality of instruction, increase participation in late summer, possibly free
Youth Sports Leagues	Athletics	Teens	Implement new summertime teen kickball and softball programs; tie-in to gang prevention services
Day Camps	Enrichment	Youth	Continue diversification of summer programs; pursue Jackson School venue
Adult Softball Tournaments	Athletics	Adults	Increase participation, diversify promotion, upgrade prize packages, experiment with new formats
Outdoor Adventure Club	Enrichment	Youth	Seek grant funding, attract program instructors
Adult Softball League; Youth Tournaments	Athletics	Adults, Youth, Teens	Enhance quality of service through technology upgrades, utilize
Adult Volleyball and Basketball	Athletics	Adults	Pursue School District gym availability in order to expand program
Summer Concerts/Movies	Arts & Culture	All Ages	Secure 100% program sponsorship; maximize Pear Blossom Park venue; provide opportunities for local talent
Youth Sports Volunteers	Enrichment	Older Adults, Adults, Teens	Improve recruitment efforts; augment volunteer training
Special Interest Classes	Enrichment	Adults	Improve communication between management and instructors; upgrade marketing efforts and identify logical next steps for programming