

Medford Parks and Recreation

2014-15 Community Relations, Public Information and Marketing Plan



Medford Parks and Recreation Department

Community Relations, Public Information and Marketing Plan

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Table of Contents

Statement of Purpose	3-5
Department Summary	3
Philosophy	3
Mission Statement	4
Vision Statement	4
Current Visions	5
Recreation Organization Chart	5
Public Information Statement	6
Media Communication Policy	6-9
Tips on Effective Communication	8-9
Community Relations Processes	9-11
Community Relations Goals	10-11
Communication Tools and Implementation Methods	10-11
Marketing Plan	12-23
Marketing Goals and Strategies	13
Market Analysis	14
Community Demographics	15-19
Marketing Tools and Techniques	20-23
Marketing Checklist	24

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

Medford Parks and Recreation was created in the early 1950s to provide diverse recreation services to all segments of the community. The Department maintains 2,552 acres of parks and open space, a swimming pool, 19 tennis courts, three spray parks, a dog park, 31 miles of trails and 30 sports fields. The Department also provides 300 classes, programs and services, 27 cultural activities, 17 early childhood programs, 96 adult leagues in nearly a dozen different sports, 21 fitness programs and numerous other enrichment opportunities for the Rogue Valley and all of Jackson County.

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.

Medford Parks and Recreation “Pillars” (What We’re Known For)

Community Enrichment – We provide opportunities for activities, lifelong 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 that 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.

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.

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.

Guiding Principles

As a primary recreation program and service provider in the Rogue Valley, the Medford Parks and Recreation Department makes every effort to adhere to the following guiding principles:

1. Accessible

Provide access to all residents to ensure barriers (economic, physical, etc.) do not prevent participation in quality recreation services.

2. Efficient

Maximize efficient usage of City recreation facilities and resources.

3. Reliable

Ensure programs, services and facilities are safe, age-appropriate and well-managed. Knowledgeable, well-trained employees provide excellent customer service. Risks are prudently managed. Customers are treated equitably.

4. High Quality

Provide recreation programs, services and facilities that routinely meet or exceed customer expectations.

5. Organized

Provide well-planned, well-coordinated and well-executed programs and services.

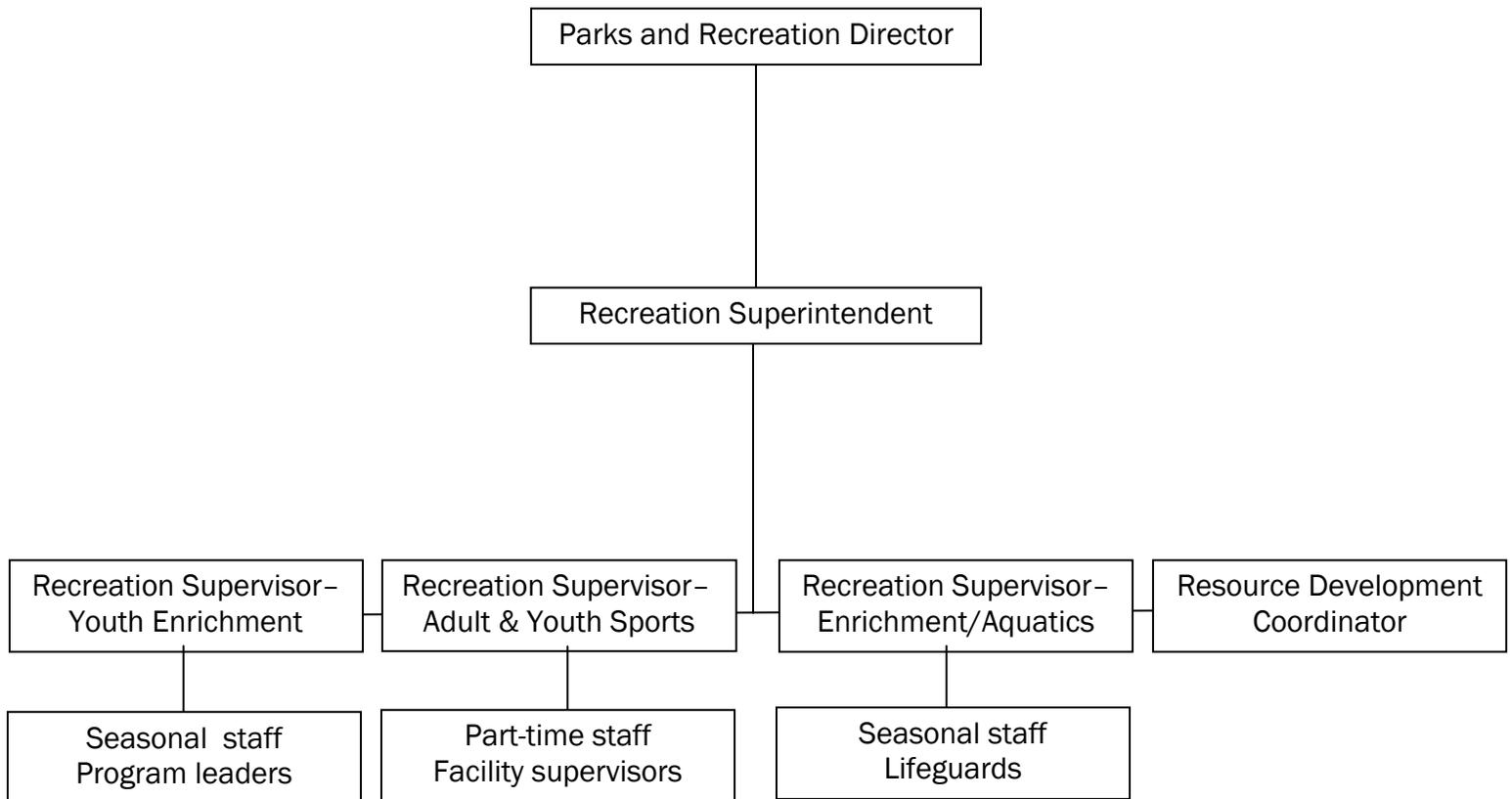
6. Responsive

Be responsive to customer feedback and evaluation data. Return phone calls, e-mails and messages within 24 hours.

Current Visions

- Address demand for indoor and outdoor sports facilities.
- Acquire parkland in advance of need to reduce acquisition costs.
- Seek opportunities for program marketing and public information.
- Broaden and diversify recreational program options.
- Improve maintenance throughout parks and recreational facilities.
- Consider all means of funding, including bonds, levies, grants, donations and sponsorships.

Recreation 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 to be 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:

- Medford School District
- Medford/Jackson County Chamber of Commerce
- Coyote Trails' Jefferson Nature Center
- Rogue Valley Growers and Crafters Market
- Medford Cruise
- Multi-Cultural Fair
- Pear Blossom Festival
- American Society of Safety Engineers
- Metro Medford
- Polar Plunge/Special Olympics Oregon
- Medford Youth Baseball Society/Medford Rogues Baseball Team

- 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 achievements and accomplishments in the “Community Connection” program guide, highlighting the Department’s Quarterly Report on the web site and providing content for the City of Medford’s electronic newsletter and for the Sneak Preview monthly update.

● **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.

- Example: Aquatics Facility FAQ document

- **Engage Stakeholders**

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

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
MPRD programs and services guide	Winter/Spring, Summer, Autumn	Residents	Hard copies, PDF links, Rack	43,000 copies printed, mailed to over 39,000 homes
School newsletter	Periodic, based on sponsorship funding	Youth and Parents	Sent to homes via elementary and middle-school classrooms, Rack	6,800 copies
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
Media 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	Residents	Mail	27,000 utility customers
Web sites	Ongoing	Public, Media	Ongoing	
Facebook	Ongoing	Public	Ongoing	
City Intranet	As needed	Employees	Hyperlink	
Radio Medford ads	Quarterly	Public	Radio	
Charter ads	Quarterly	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 gym space 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

Community Demographics

The following data were provided by the U.S. Census Bureau based on the 2010 U.S. Census and/or the 2008-12 American Community Survey 5-Year Estimates obtained from the U.S. Department of Commerce.

Income and Employment

Income levels are also important clues in recreation planning. In general, the higher income groups tend to be more active and participate in more expensive types of activities. Although median household income levels within the City of Medford are lower than the State of Oregon as a whole, they are slightly higher than the rest of Jackson County and higher than nearby cities of similar size. Table 1 shows a comparison of the median household and per capita incomes from Medford and selected areas.

Table 1
Income Levels 2010 - Selected Areas

Selected Geographical Area	Population	Median Household Income	Per Capita Income
State of Oregon	3,871,859	\$49,850	\$26,561
Jackson County	204,822	\$43,386	\$24,263
City of Medford	74,907	\$41,969	\$23,568
City of Ashland	20,078	\$41,334	\$28,941
City of Grants Pass	34,533	\$33,710	\$20,845
City of Klamath Falls	20,846	\$33,411	\$20,688
City of Roseburg	21,189	\$40,119	\$22,071

Table 2 is an occupational analysis of the labor force in Medford and other cities in southern Oregon. Data shows that the greatest percentage of people in Medford work in sales, management, other professional or office positions. This has changed since 1990, when the largest number of residents were employed in service occupations, followed by manufacturing. This shift parallels an upward shift in household income since 1990 for many households in the City.

Table 2
Employment Classification - Selected Areas (2008-12 ACS data)

Selected Geographical Area	Management and Professional	Service	Sales and Office	Farming, Fishing and Forestry	Construction, Extraction and Maintenance	Production, Transportation and Material Moving
State of Oregon	36.0%	18.1%	24.5%	1.7%	9.4%	12.0%
Jackson County	31.7%	20.5%	26.5%	1.5%	9.0%	12.3%
City of Medford	27.7%	23.9%	29.4%	1.4%	8.1%	10.9%
City of Ashland	52.3%	15.2%	21.9%	0.3%	3.8%	6.7%
City of Grants Pass	24.0%	25.0%	28.2%	1.2%	8.5%	14.4%
City of Klamath Falls	31.1%	24.3%	22.0%	1.7%	10.3%	12.4%
City of Roseburg	31.9%	18.9%	25.4%	1.1%	10.5%	13.3%

Not everyone in Medford is making more money, as the average numbers would indicate. A large percentage of families in Southern Oregon fall below poverty level (Table 3). Medford's poverty rate is higher than in Jackson County and the State of Oregon overall. In general, impoverished families may rely on the use of City-provided facilities, such as playgrounds, for recreation. They also create a demand for inexpensive leisure services and scholarship opportunities.

Table 3

Individual Income Under Poverty Level 2010 - Selected Areas

Area	Percent Below Poverty Level
State of Oregon	14.8%
Jackson County	15.8%
City of Medford	15.7%
City of Ashland	21.1%
City of Grants Pass	20.3%
City of Klamath Falls	23.8%
City of Roseburg	19.2%

Although homelessness is difficult to gauge using census data, Medford's large number of individuals whose 12-month earnings are under poverty level may correspond to a high amount of homelessness. Transient populations may use park facilities, such as restrooms and picnic shelters, in a way that represses use by other groups and creates a perceived need for increased security in parks.

Ethnicity

Ethnicity is a significant factor in determining recreation interests and participation levels. Some ethnic groups have a higher level of participation in specific types of recreational activities. An analysis of race and ethnic background in Medford reveals a majority of City residents (86%) are white, but the percentage is four percent lower than in 2000. Table 4 shows the race classifications of Medford's population.

Table 4

Race Classification 2010 - City of Medford

Race	Population	Percentage	Change from 2000
White	64,452	86.0%	-4.0%
American Indian or Alaskan Native	935	1.2%	+0.1%
Asian	1,113	1.5%	+0.4%
Black or African American	666	0.9%	+0.4%
Native Hawaiian or Pacific Islander	345	0.5%	+0.2%
Two or More Races	2,913	3.9%	+0.7%
Other	4,483	6.0%	+2.1%

Table 5 shows a comparison of the total population of Hispanic or Latino descent in Medford and selected areas. Medford has a higher percentage of Hispanic/Latino residents compared to county and state averages.

Table 5
Percent Hispanic/Latino by Area 2010 - Selected Areas

Selected Geographical Areas	Percent Hispanic or Latino	Change from 2000
State of Oregon	11.7%	+3.7%
Jackson County	11.2%	+4.1%
City of Medford	9.2%	+4.6%
City of Ashland	5.1%	+1.5%
City of Grants Pass	8.5%	+3.1%
City of Klamath Falls	11.8%	+2.5%
City of Roseburg	5.5%	+1.8%

Age and Population Predictions

New population growth is a basic reason for increased demand for park and recreation services. Population growth places pressure on Medford’s existing recreational resources and creates demand for new facilities, programs and services.

According to the Planning Department, long-term population forecasts for the region anticipate an eight-percent increase between 2010 and 2020. The City will surpass 100,000 people by 2040. The City will need to be able to expand park land, recreation facilities, and programs to meet community needs.

Table 6
Population Projections - City of Medford

Year	Medford Population
2020	84,471
2030	93,770
2040	102,054
2050	111,068

Source: Medford Planning Department

Medford Parks and Recreation Department programs and services are also utilized by residents and non-residents. The following are population estimates for Jackson County (the customer base) for 2015–2040.

Table 7

Population Projections - Jackson County

Areas of Interest	Years of Projection						
		2015	2020	2025	2030	2035	2040
Population		223,464	238,865	253,881	268,385	282,669	297,496
Population Change		15,094	15,401	15,016	14,504	14,284	14,827
Annual Growth Rate		1.40%	1.33%	1.22%	1.11%	1.04%	1.02%

Gender is a valid determinate in the types of programs that are offered. Table 8 shows projections for male and female age groups over time.

Table 8
Population Projections by Age Group - Jackson County

Year	Age Groups									
	Total	0 - 9	10 - 19	20 - 29	30 - 39	40 - 49	50 - 59	60 - 69	70 - 79	80+
2010	102,221	12,289	13,844	14,080	12,328	12,683	14,684	12,044	6,309	3,959
	106,149	11,556	13,218	13,830	12,583	13,277	15,942	12,482	7,091	6,168
2015	109,960	13,532	13,536	14,537	14,711	12,825	14,211	14,682	7,756	4,170
	113,504	12,737	12,776	14,307	14,744	13,104	15,571	15,349	8,605	6,311
2020	117,782	14,395	14,238	14,418	16,618	14,051	13,720	15,109	10,615	4,619
	121,083	13,553	13,404	13,951	16,412	14,485	14,441	16,628	11,532	6,678
2025	125,349	14,729	15,590	13,989	17,034	16,657	13,906	14,690	12,992	5,762
	128,532	13,868	14,694	13,387	16,869	16,868	14,292	16,267	14,243	8,045
2030	132,655	14,908	16,526	14,682	16,862	18,737	15,240	14,289	13,501	7,910
	135,730	14,038	15,587	14,018	16,419	18,702	15,812	15,174	15,520	10,460
2035	139,878	15,385	16,902	16,113	16,357	19,224	18,045	14,600	13,319	9,933
	142,792	14,489	15,952	15,410	15,746	19,244	18,394	15,129	15,300	13,127
2040	147,526	16,245	17,130	17,126	17,177	19,070	20,266	16,058	13,130	11,324
	149,971	15,291	16,162	16,371	16,486	18,756	20,355	16,796	14,402	15,351

*Top number (Red) indicates Males

*Bottom number (Blue) indicates Females

Two of the most important age groups for the Department are youth and seniors. The following table is a breakdown of youth, ages 19 and under, and seniors, ages 55 and over, compared to the average adult, ages 20 to 54.

Table 9

Population Projections and Percent Changes in Select Age Groups - Jackson County

Year	Ages 19 and Under		Ages 20 to 54		Ages 55 and Over	
	Population	% Change	Population	% Change	Population	% Change
2010	50,908	---	93,829	---	63,633	---
2015	52,581	3.29%	98,534	5.01%	72,249	13.54%
2020	55,590	5.72%	103,362	4.90%	79,914	10.61%
2025	58,880	5.92%	109,143	5.60%	85,858	7.44%
2030	61,059	3.70%	115,645	5.96%	91,681	6.78%
2035	62,729	2.74%	121,756	5.28%	98,185	7.09%
2040	64,827	3.34%	125,312	2.92%	107,357	9.34%

Table 9 shows a spike in the population of youth and seniors in the coming decades, which indicates an aging population. Therefore, the existence of many young people and active older adults will require more programs specifically targeted and marketed to these age groups.

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: playedford.com, sportsmedford.com and TeamSideline. These sites are regularly updated by Department staff.

Playedford.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 groundbreaking, 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.

Marketing Checklist

Program Name: _____ Year: _____
Coordinator: _____ Program Period: _____

Program Description: _____

Program Objective: _____

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:

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

Submit this form to the Recreation Superintendent for review.

Signature: _____
Recreation Superintendent