

City of Medford Parks & Recreation

Market Expansion

March 2014



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"Creating Healthy Lives, Happy People and a Strong Community"





■ Retired Community

- Medford has high density of retirees
- High influence on funding decisions
- More free time/disposable income

■ Latino Community

- Underserved market
- Lack of awareness
- Few programs marketed in Spanish



Lack of Awareness Among Latinos



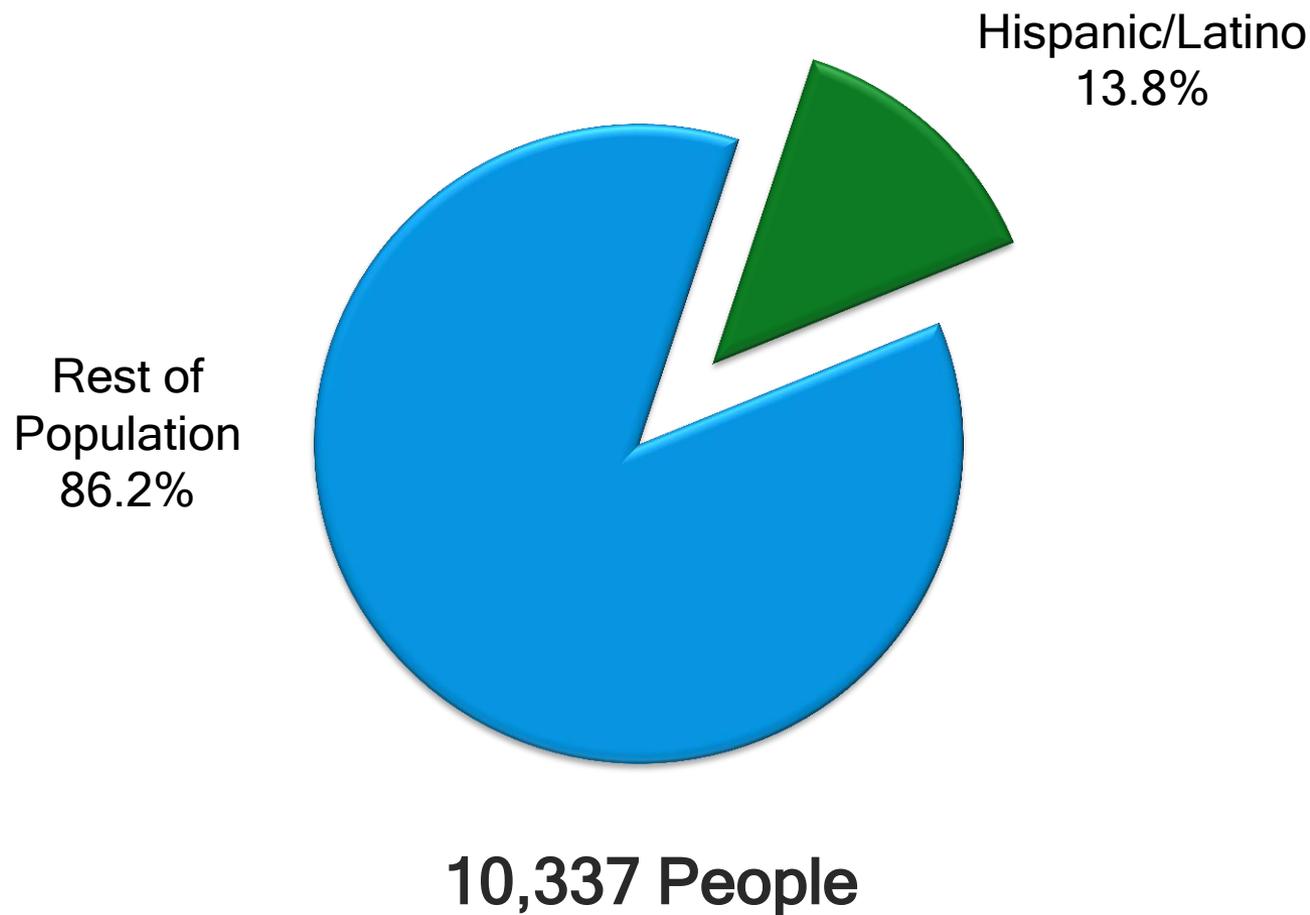
“I’ve never heard of the Medford Parks and Rec but I have heard of the Santo Center and the offerings they provide. Maybe they should partner?”

“The Medford Parks and Rec?
What’s that?”

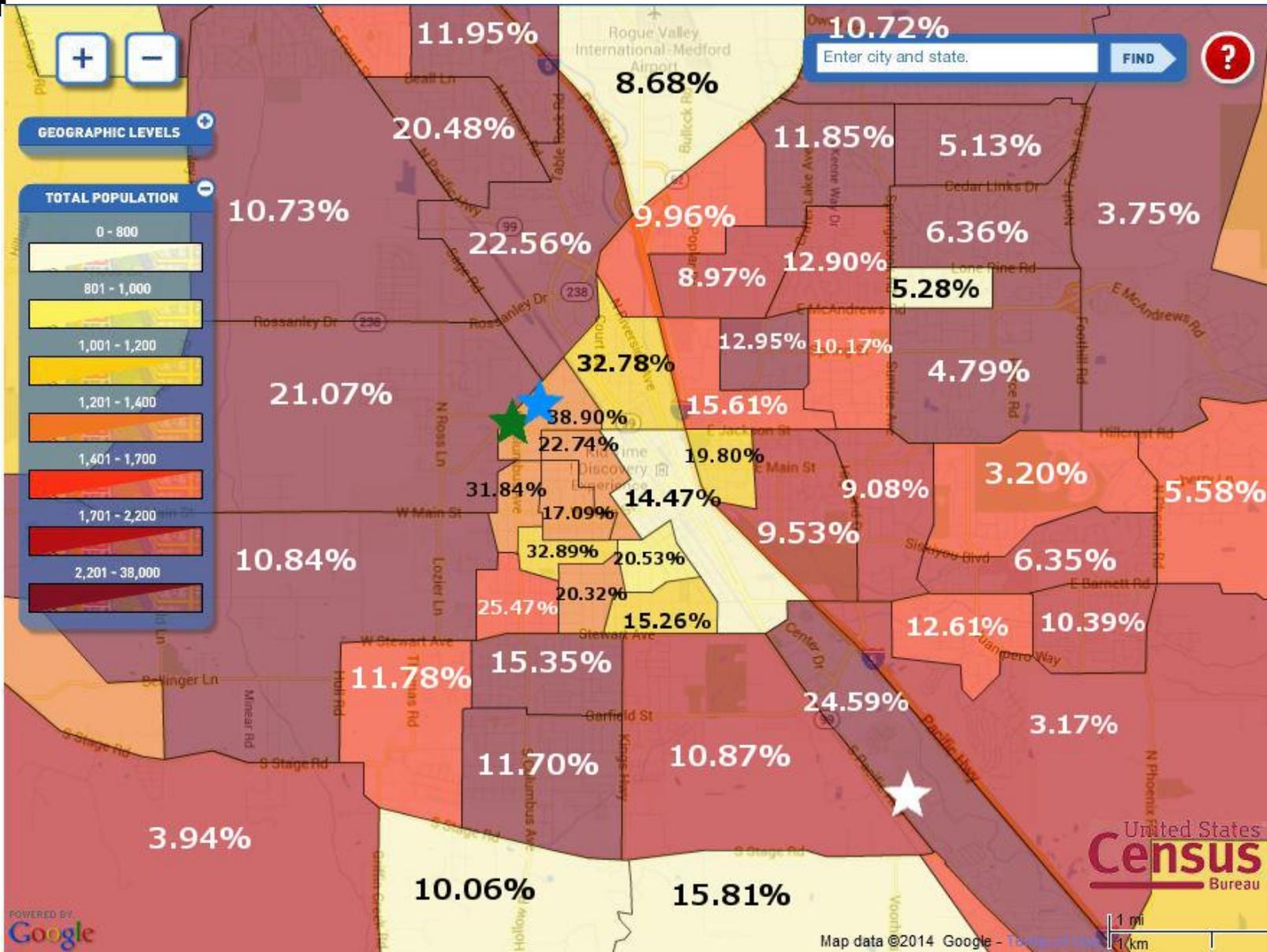




2010 Medford Population: 74,907



Percentage of Latinos in Medford Neighborhoods



Segment Analysis

Source: 2010 Census

CAPRA Accredited Facilities Identify Some Clear Lessons

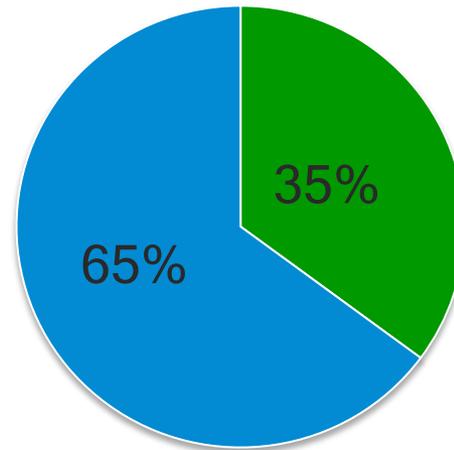
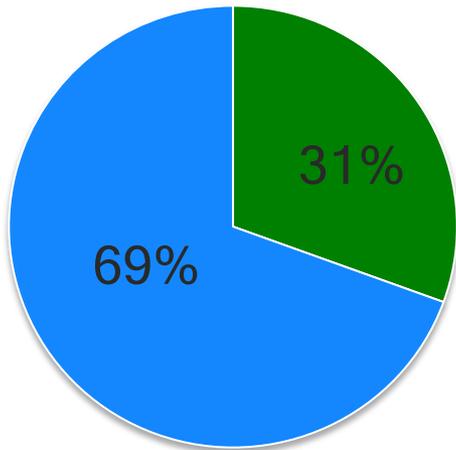


Austin Parks & Recreation is a Strong Source for Benchmarking



2000

2010



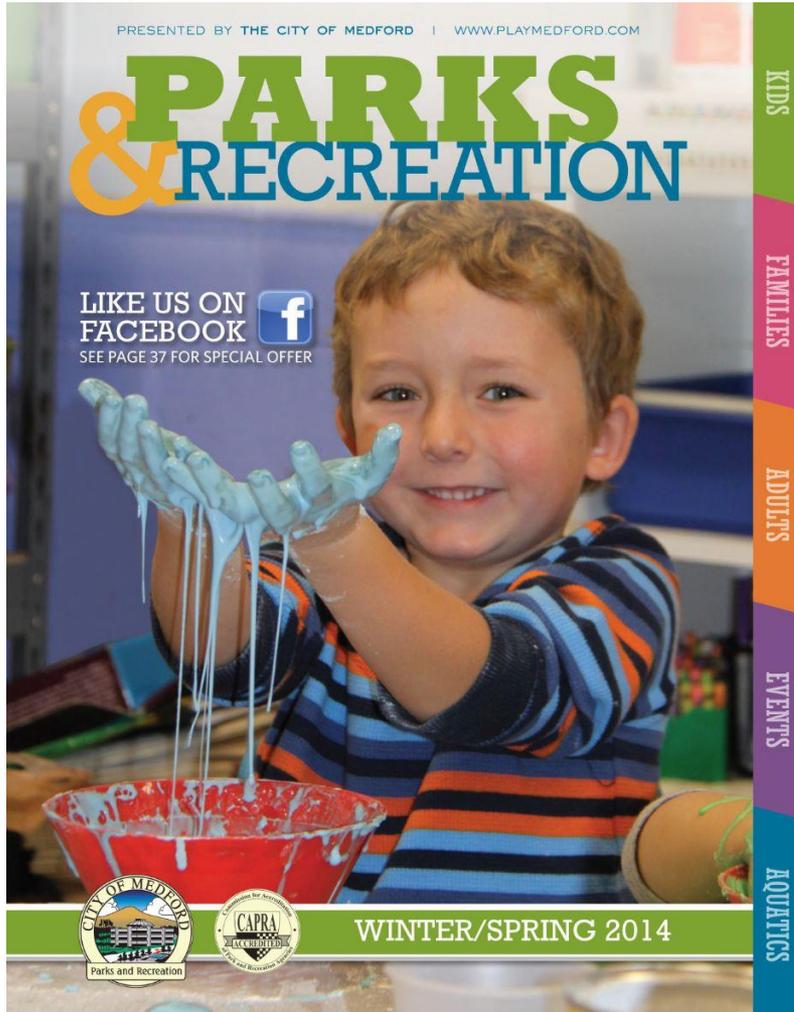
- Hispanic/Latino
- Total Population

Total Population 656,562

Total Population 790,390



Involvement



Accessibility



Strategies

Internship Pilot Program

Advertisement Expansion

Expansion of Programs in Spanish

Incentive Programs



Strategies

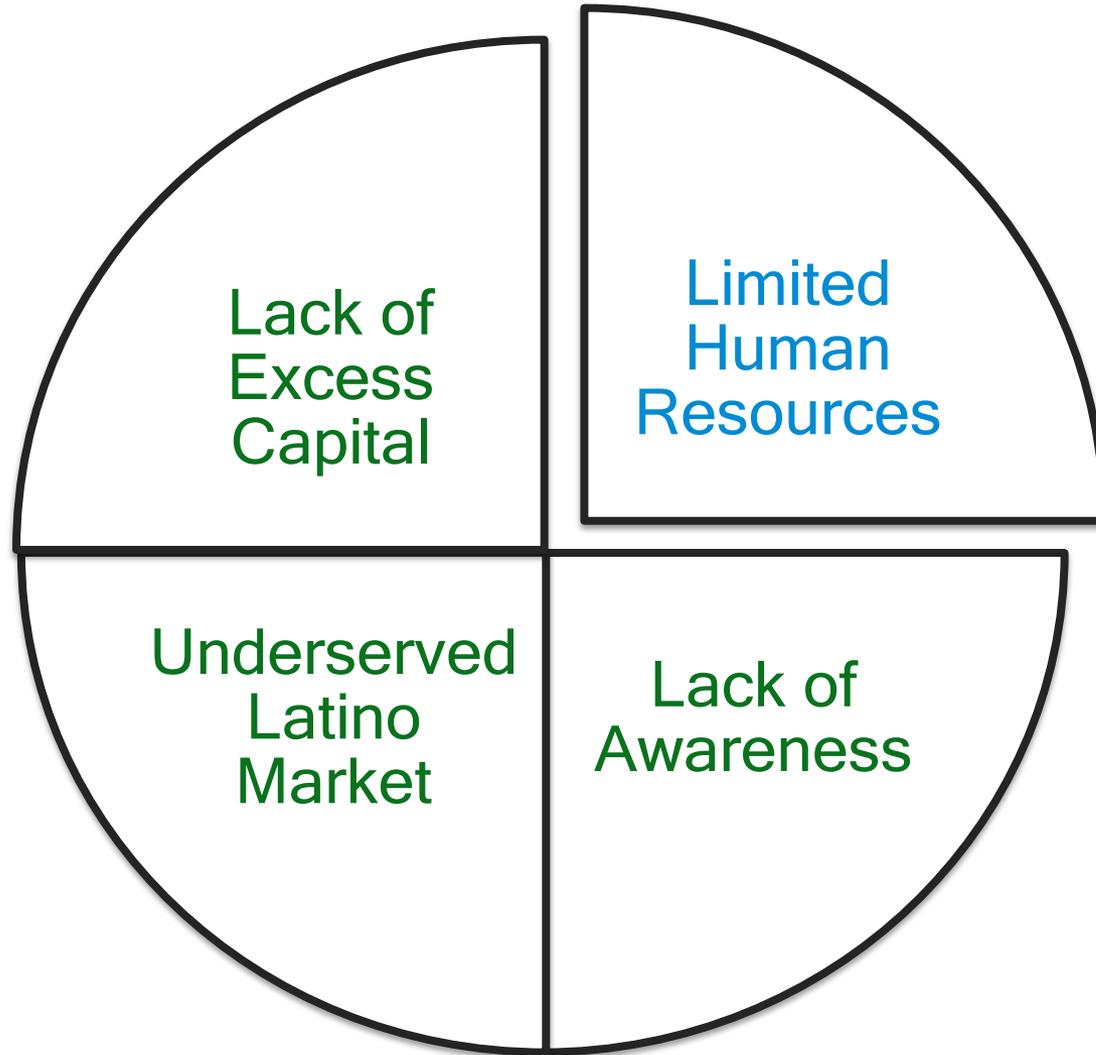
Internship Pilot Program

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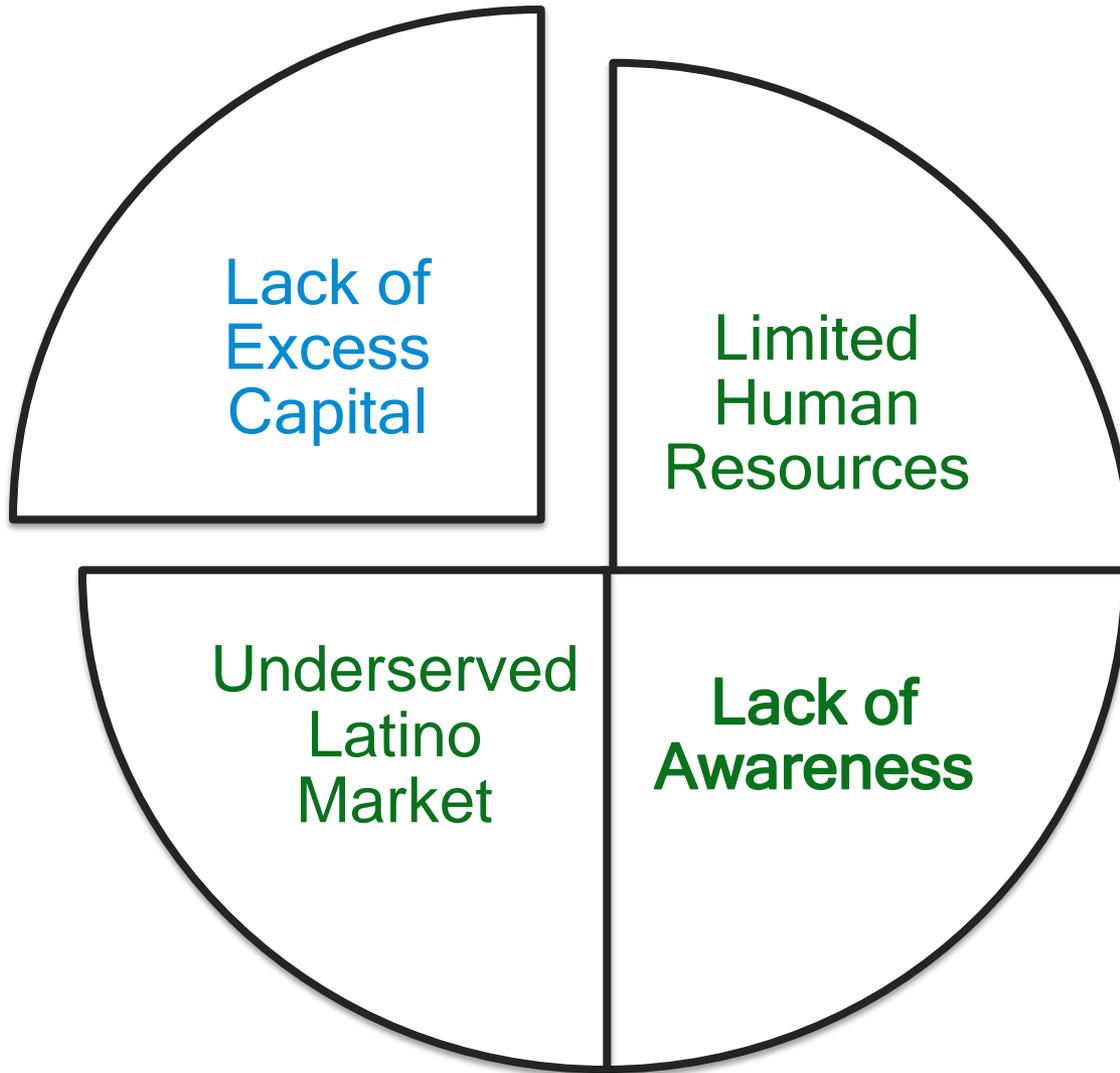
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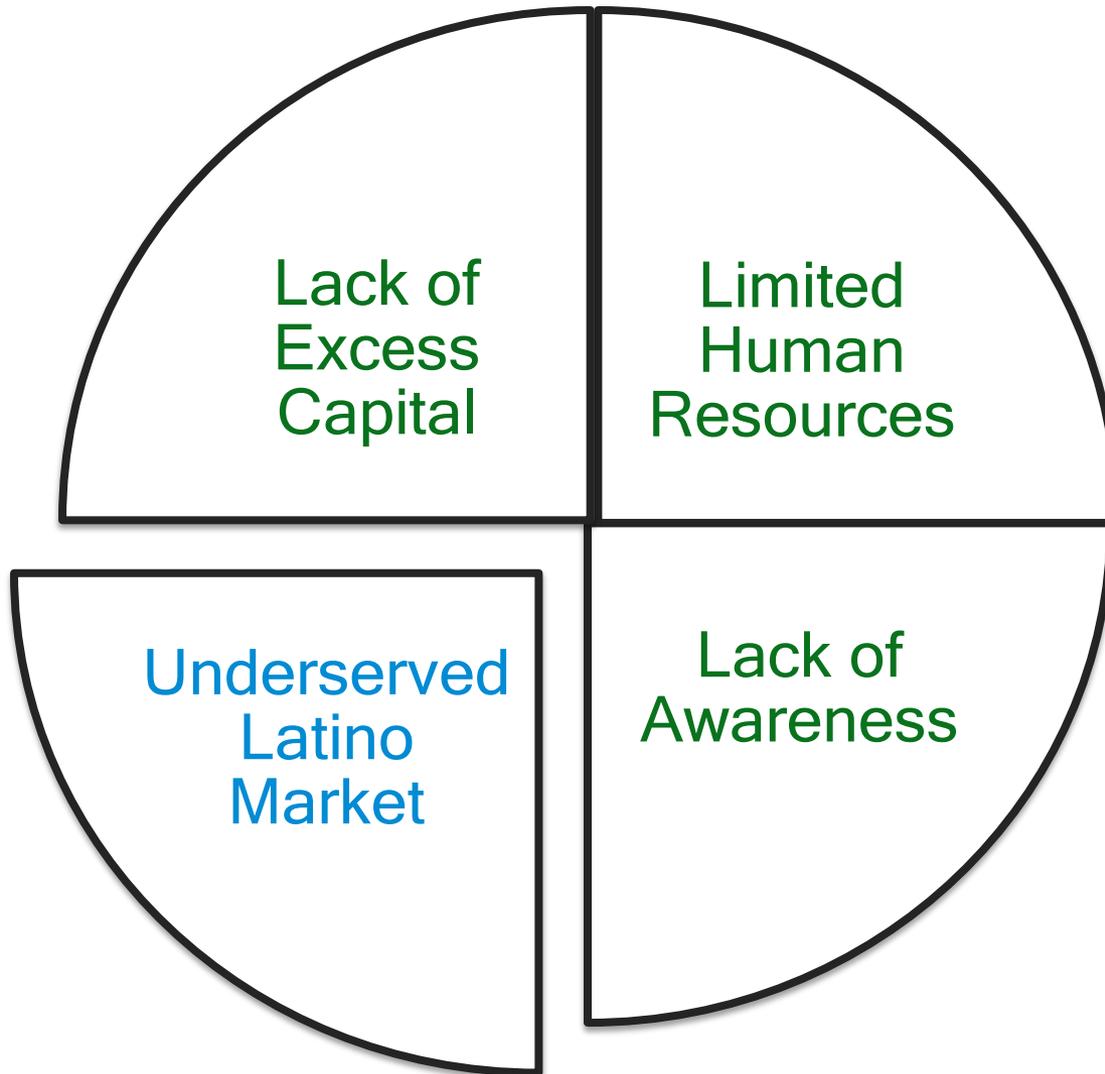
Internship Pilot Program Alleviates Weaknesses



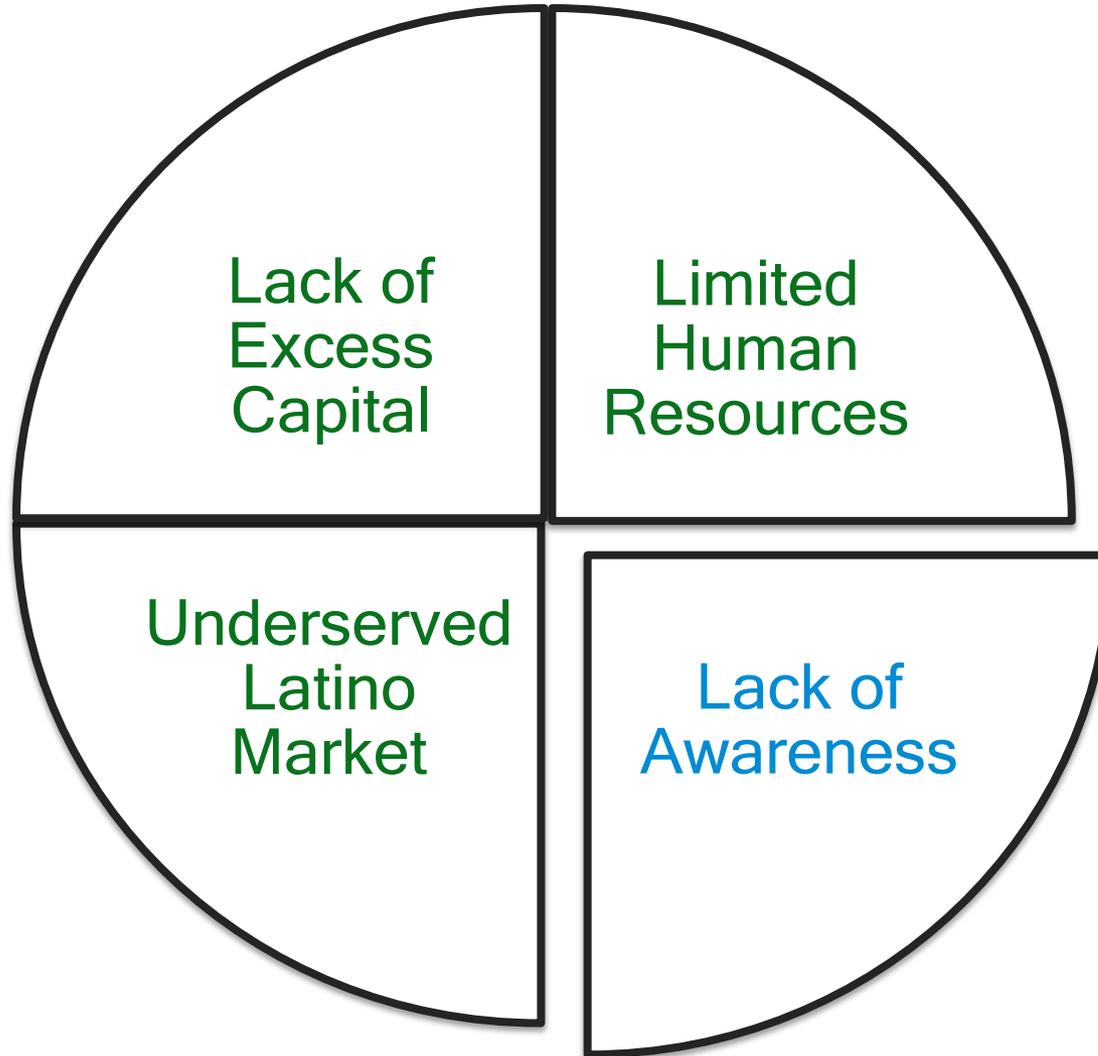
Internship Pilot Program: Alleviating Weaknesses



Internship Pilot Program Addresses Underserved Latino Market



Internship Pilot Program Addresses Underserved Latino Market



Internship Pilot Primary Benefits



Alleviate Resource Barriers

- Increases human capital
- Maintains staffing costs

Engage Latino Market

- Bilingual interns break language barriers

Support Local Students

- Course credit provides value for interns

A photograph of a green lawn with the words "MEDFORD PARKS AND REC" and "INTERN" written in white, hand-drawn letters. The text is arranged in two lines, with "MEDFORD PARKS AND REC" on the top line and "INTERN" on the bottom line.

MEDFORD PARKS AND REC
INTERN

Internship Pilot Primary Challenges



Managerial Time

- Proper training
- Mentorship

Promotion and Outreach

- Partnership with Rogue Community College and/or Southern Oregon University is key

Need for Paid Internship

- Potential for unpaid model to be unsustainable.
- But even if paid \$12 per hour per 10 hours a week, total cost should be less than \$600 per month.

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MEDFORD PARKS AND REC
INTERN



Strategies

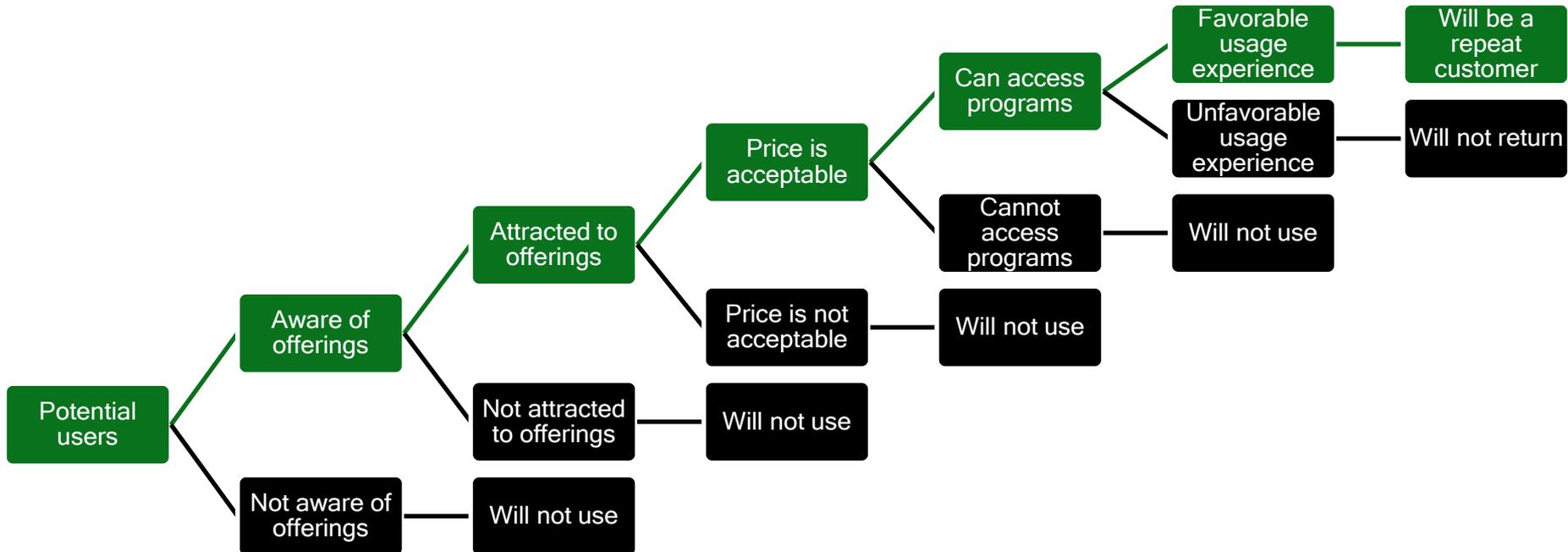
Internship Pilot Program

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Awareness is The First Step Towards Usage



Expanding Advertisements to Spanish Language Television



[Leverage Existing Partnership with Charter



Charter Cable carries both Telemundo and Univision in Medford

Keeps costs minimal, if any

[Limited Possibility of Radio



Current partnership with Radio Medford

No Spanish language station

Poses need to buy ads, increasing expenses





REVISTA CAMINOS

<i>Revista Caminos Quick Facts</i>	
Copies Printed per Month:	2,500
Online Views per Month:	1,500
Estimated Impressions per Month:	10,000
Number of Pickup Locations:	75

Measuring the Increase in Awareness



Estimate that current awareness is less than 25%

Increase to 40% by end of 2014

Use new intern to measure awareness





Strategies

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Increase Enrichment and Athletic Programs in Spanish



Potential Spanish Athletic Programs

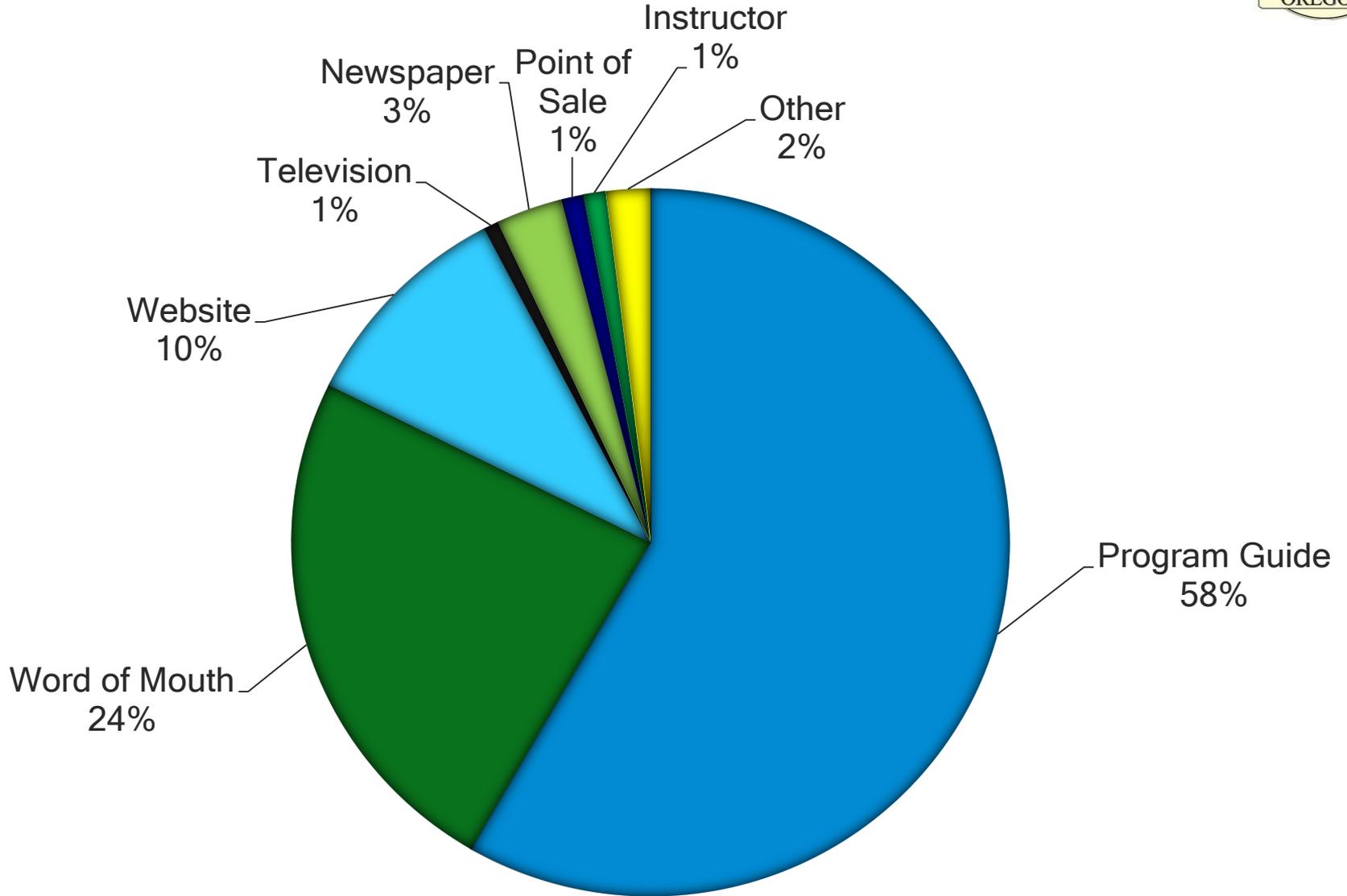
- Adult and Youth Basketball
- Adult Soccer League
- Swimming Lessons
- Adult & Youth Fitness Camps
- Yoga

Potential Spanish Enrichment Programs

- Day Trips Around Oregon
- Eat Smart, Stay Strong
- Movie Under the Stars
- Cinco de Mayo Festival
- Día de los Muertos Festival



The Program Guide is the Main Source of Program Awareness

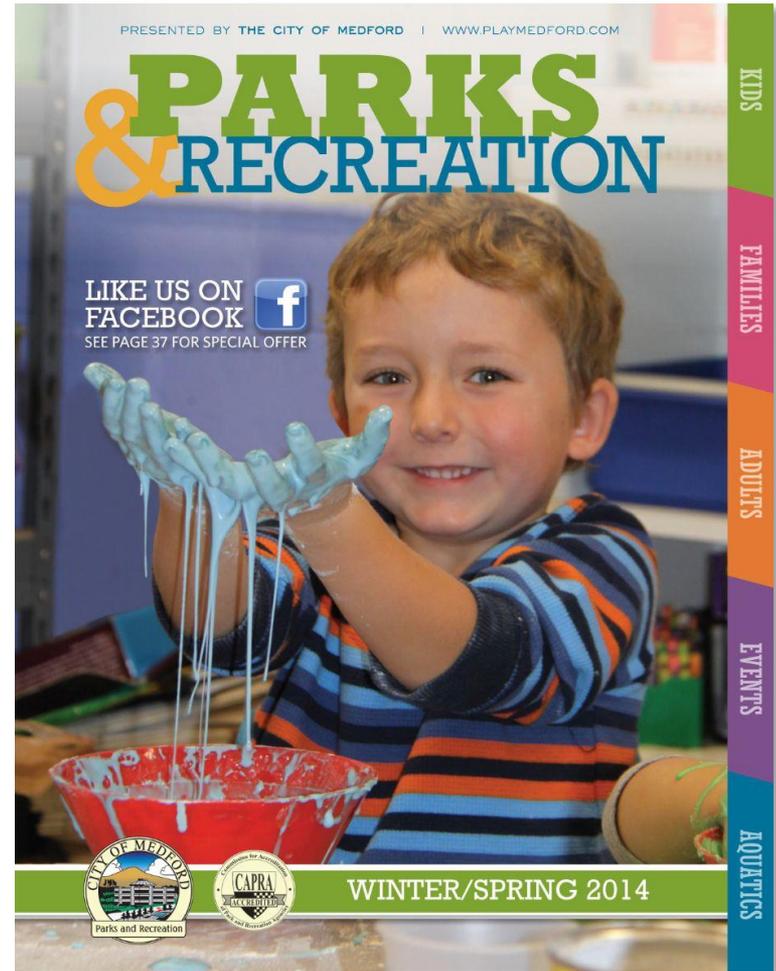


Build on the Current Model to Distribute Spanish Guides



Increase Program Awareness

- Use MPRD's proven distribution model
- Advertise the Spanish program guide on the English version
- Post the Spanish program on the MPRD website



Providing Incentive Programs to Reduce Residual Barrier of Price



Offering “Sweat Equity” As Payment

- As payment parents can participate in the “Sweat Equity” program
- Pay a lower price and make up the difference by volunteering for a predetermined amount of time

Bring a Friend Discount

- Offer a discount for those who bring in friends or family members and sign up together
- Ease new customer uncertainty
- Incentive for current MPRD customers to involve their friends and family



MPRD's Human Capital Needs to Connect with Latinos



Hire Bilingual Employees

It is crucial for recreation employees in direct contact with Latino participants to speak Spanish

Employees Include:

- Front Desk Staff
- Game officials
- Coaches
- Program Instructors





1.) Develop the necessary support within MPRD's infrastructure to sustain growth in the Latino population

2.) Evaluate strategies for implementation:

- Begin Pilot Program - Summer 2014
- Expand Advertising - Spring 2014
- Offer Programs in Spanish - June 2014
- Distribute Spanish Guide - August 2014
- Incentive Program - May 2014



Questions?





Demographic Data

Participation & Ethnicity

Survey Data

Internship Job Description

Austin Continued

Internship Continued