THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Department of Park and Planning, Montgomery County, Maryland
9500 Brunett Avenue●Silver Spring, Maryland 20901

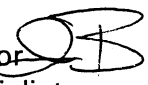October 24, 2002

AGENDA DATE: October 31, 2002

MEMORANDUM

TO: The Montgomery County Planning Board

FROM: Jerry Bush, Administrative Supervisor
           Karen Warnick, Administrative Specialist

SUBJECT: Reduced Fee Programs – Executive Summary

STAFF RECOMMENDATION: Discussion

Introduction

When Enterprise staff presented its annual fee recommendations to the Planning Board in March 2002, Board members expressed concerns about the high costs of some of the Enterprise activities and programs and the ability of all county residents to participate regardless of income level. In response to these concerns, staff presents this summary memo and attached supporting documentation with its evaluation of the current fee reduction programs or initiatives used by the Montgomery County Enterprise facilities.

This packet presents the various types of fee discounts and reductions that we offer our customers, but its focus is the fee reduction program for low-income individuals/families approved by the Planning Board in 1995.

Current Reduced Fee Programs/Initiatives

- Promotional fee discounts (ex: discount coupons, frequent player cards, and discount ticket books). These types of discounts are available to any customers that choose to take advantage of them.
- Special senior and junior rates. Available to qualified individuals based on age.
- Fee reductions for low-income individuals or families. Offered to income eligible residents of Montgomery County.

<u>Tracking Program Participation and Verifying Eligibility</u>

Existing

- The current tracking system is labor intensive, cumbersome, and inconsistent in providing complete, accurate information.
- Tracking by individual user is not currently possible unless he/she is participating in a program or activity where an actual reservation form is required.
- Verification of eligibility is likewise cumbersome requiring the applicant to fill out a paper application form and verify or re-verify income level, if asked, each time a fee reduction is applied for. Use of discount coupons streamlines this process at the cashier's window for eligible fees (general admissions, boat rides, train rides).

Recommended

- Where possible, program all current point-of-sale (POS), facility booking, and program registration systems or cash registers to electronically track and report fee reduction participation in the greatest detail possible.
- Redouble staff efforts to collect, compile, and report on that data to the Planning Board and senior management.
- Require future systems or system upgrades to incorporate automated customer identification and tracking capability. Network systems and facilities wherever possible and cost effective.

Not Recommended

- Ad hoc stand alone systems or expensive add-ons to current systems for the sole purposes of the fee reduction program.

<u>Outreach Efforts</u>

To-date & Existing

- Advertising and outreach efforts have been sporadic and loosely organized to date.
- Fee reduction program used by individuals and families mostly for organized programs (summer camps, skating lessons) and less so for general admission to ice rinks or for train rides.
- More success has been achieved in working with group programs through the social service agencies (Head Start), the Montgomery County Department of Recreation (MCRD), and most recently, First Tee Montgomery for youth golf programs.

Recommended

- Work with other local social service agencies and the MCRD to have them issue fee reduction information through their offices, and possibly verify income eligibility on our behalf.
- Expand efforts to accommodate current programs for low-income individuals through Head Start, MCRD, First Tee, etc., and, as necessary, work to develop new programs specifically designed to reach out and bring in to our facilities and programs qualified individuals under the fee reduction program.
- Increase our advertising and public relations efforts to inform Montgomery County residents of the existence and features of our fee reduction program.

LIST OF ATTACHMENTS

ATTACHMENT 1	CIRCLE PAGE 4	Reduced Fee Programs – Montgomery County Enterprise Fund
ATTACHMENT 2	CIRCLE PAGE 11	Special Promotions and Reduced Fees – M-NCPPC – Montgomery County Enterprise Facilities
ATTACHMENT 3	CIRCLE PAGE 14	Fee Reduction Procedures – Montgomery County Department of Park and Planning
ATTACHMENT 4	CIRCLE PAGE 20	MCRD, Prince George's M-NCPPC, Howard County - financial assistance programs
ATTACHMENT 5	CIRCLE PAGE 36	Head Start – program information
ATTACHMENT 6	CIRCLE PAGE 43	The First Tee – program information
ATTACHMENT 7	CIRCLE PAGE 56	CLASS Membership and Pass Management Module
ATTACHMENT 8	CIRCLE PAGE 66	Barcoding.com – Data Collection Solutions

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REDUCED FEE PROGRAMS
MONTGOMERY COUNTY ENTERPRISE FUND

Report To The Montgomery County Planning Board
October 31, 2002

Background

When Enterprise staff presented its annual fee recommendations to the Planning Board in March 2002, Board members expressed concerns about the high costs of some of the Enterprise activities and programs and the ability of all county residents to participate regardless of income level. The Board asked staff to evaluate the adequacy of current fee reduction programs or initiatives and report back to the Board with recommendations on improving our current and past efforts to reach out to lower income individuals and families. Board members also asked staff to report on any cost effective means of tracking the participation in reduced fee programs or offerings at our facilities.

The following text first presents what is currently in place and available to the public in the form of fee reductions or fee discounts as well as our current capability to capture the publics' participation in these reduced fee offerings. Following that is an assessment of how improvements might be made to increase participation and enhance our ability to track and evaluate the success of these programs.

EXISTING

Current Programs/Initiatives

Current programs that provide some form of fee reduction or discount for use of our Enterprise facilities come in three forms.

Promotional fee discounts are offered as part of our marketing efforts to promote usage during slow times, bring in new customers, or encourage repeat usage by current customers. Examples of these types of discounts include discount coupons, frequent player cards, and discount ticket books. Included also are such fees as winter rates at the golf courses or special fees during course renovations that encourage usage under less than ideal playing conditions. These types of discounts are available to any customers that choose to take advantage of them.

The second form of discounts offered at our Enterprise facilities reaches out to youth and seniors, two user groups that typically receive special consideration in our society for reduced or waived fees for selected programs, products, or services. The Enterprise fee

schedules incorporate special youth and senior fees for certain facilities and programs. Particularly noteworthy under this category of fee reductions is a long standing practice at our golf courses, which permits local high school golf teams to practice for free. Once again, these types of fee reductions are available to qualifying individuals regardless of income. See **Attachment 2** for a more complete listing of the promotional fees, fee discounts, and special fees offered at Montgomery County Enterprise facilities.

Promotional discounts, special senior and junior rates, off-season rates, and so forth keep our Enterprise programs more affordable for all our customers and are a staple in how we and other public and private agencies and companies operate in a business environment. We think that these special discounts and rates help to address the Board's concerns about the effect of rising rates at our facilities for certain segments of the population, but they are not the focus of this report.

Discount programs and special rate structures are constantly evaluated by staff in terms of their effectiveness in promoting new and repeat business, filling slow or off-peak times at our facilities, and reaching out to selected target groups or markets. Though we have no recommendations at this time on how to improve this aspect of our fee structure, staff is always open to suggestions on how we can use discounts and special rates to give our customers more affordable alternatives to the full rates, yet promote and hopefully increase use and revenue flow to the facilities.

The third type of reduced fee consideration extended to our customers, and the main focus of this report, falls under the fee reduction program for low-income individuals or families. Briefly, this program offers an automatic 50% discount for qualifying individuals or families for selected Enterprise programs. At a manager's discretion, the amount of the discount offered may exceed 50% in particularly deserving circumstances. In response to concerns on the part of the Planning Board and senior management that applicants for a fee reduction not face unnecessary embarrassment or stigma, applicants are generally taken at their word as to their income level and eligibility for the program. If there is suspicion of abuse or reason to question the applicant's eligibility, staff may ask for proof of participation in social service programs or even a copy of their income tax statement to verify income.

See **Attachment 3** for a more detailed explanation of the fee reduction program for Montgomery County Parks. For comparison, see **Attachment 4**, which presents the fee reduction programs for the Montgomery County Department of Recreation (MCRD), Howard County Department of Recreation and Parks, and the M-NCPPC Prince George's Department of Recreation and Parks.

Outreach

Approved in 1995, the low-income fee reduction program has had mixed results to date in reaching out to individuals and families. For Enterprise facilities or programs, most of the participation in the reduced fee program has come from individuals who are seeking

organized programs (summer camps, skating lessons). Fewer use the program for general admission to our facilities (ice rink, train rides, boat rides).

Though not the original intent of the fee reduction program, we have some success in applying the program to group activities that come to us through the social service agencies, MCRD, and, most recently, The First Tee Montgomery ("FTM") for youth golf programs. For the future, we believe that our best chance for a successful outreach effort lies with fostering a continuing and expanded relationship with these agencies/organizations to accommodate their programs and to specifically develop programs that reach out to their clientele with limited incomes.

Tracking

Tracking, as we have approached this term for the purposes of this report, has two aspects: recording and reporting on customer participation in discount/fee reduction programs; and verifying one's eligibility to receive selected discounts, particularly under the fee reduction program for low income individuals or families.

Recording & Reporting On Customer Participation

Our ability to track participation in discount/fee reduction programs varies by facility or facility type, and is directly related to how revenue is tracked and accounted for at the point of sale. For facility admissions, some facilities operate with cash registers only. Sales are compiled by key numbers on the register, with separate keys for different fees or fee categories. Our largest facilities have automated point-of-sale ("POS") systems that are capable of tracking and reporting on revenues and facility usage in a broad range of fee or user categories and in many different formats. However, cash registers, with limited "departments" and reporting capabilities, are still necessary in the ice rinks to handle admissions during busy general sessions when hundreds of individuals must be admitted in a short period of time.

For those programs that require some form of registration or sign-up, once again, some of the facilities track the revenue through a cash register but the participant information must be tracked manually from paper registration forms. The larger facilities have, or are in the process of obtaining registration packages that operate in concert with the POS systems, whereby program registration, facility booking, participant information, and fees collected are handled and stored electronically.

However, currently Montgomery County Enterprise facilities are served by up to three different reservations software packages and none are networked or centrally linked to the Enterprise Office or the Department of Finance. Data must be transmitted via inter-office mail and manually transferred into other databases for reporting and accounting purposes. The reservations and POS system being researched for the golf courses will be networked among the golf courses, have linkage capability to the Enterprise Office and Finance, and will interface with the Performance Accounting system so that data can be transferred electronically. The ultimate goal for the POS/reservations system serving the

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ice rinks and indoor tennis facilities (Class) is to achieve the same linkage and downloading capability.

Participation in the current fee reduction program requires a qualifying individual to fill out a paper application for a specific program and/or a booklet of coupons that can be presented at certain facilities for a 50% reduction in selected admission fees. The ability of each facility to track either the program registration or the redemption of the coupons, once again, depends on the facility's means of accounting for its business affairs and how carefully the facility manager has established a system for specifically tracking participation in the fee reduction program. Tracking program participation at the Enterprise Office requires that each facility manager copy Enterprise Office staff on the completed application along with the type and amount of reduction offered.

All in all, our current ability to track participation in the fee reduction program is somewhat cumbersome, requiring data submission from multiple locations and in different formats. With extraordinary effort on the part of all staff involved in the process, we can track numbers of participants, the total amount of fee reductions offered/redeemed and some information on who specifically has participated, where, and how often. However, little if any of this data is available in real time, and it comes at a significant expense in staff time and resources to collect and compile.

Verification of Customers' Eligibility to Receive Discounts-Fee Reductions

Verification of a customer's eligibility to receive promotional fees or discounted fees directed at seniors and youth is not an issue. Verification of income eligibility to participate in the fee reduction program is another matter.

Under our current system and capabilities, qualifying individuals or families must verify their income eligibility at each new facility they go to, and perhaps each time they apply for a reduced fee at the same facility. If staff recognizes an individual as participating in the fee reduction program in the past, or their income information has been captured in the facility's user database, verification may not be required, but the individual is expected to fill out an application form nonetheless, in addition to whatever program registration process may be required by the facility.

For general admissions, individuals must pre-qualify by virtue of the fee reduction application and receive the coupon book of tickets. Presentation of the tickets at the cashier's window is de-facto proof of eligibility to receive a discount.

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<u>RECOMMENDED IMPROVEMENTS</u>

Outreach Efforts

Advertising

Outreach efforts to promote the fee reduction program begin with advertising the existence of the program and its features. Since its inception, the fee reduction program has been advertised through our facilities. However, staff has not heavily promoted the program either verbally or by way of promotional brochures, flyers, advertisements, etc.

This oversight is easily solved through a renewed and focused effort to actively promote this program by way of the following. It should be noted that all of the following are currently being done to some degree.

- Train all Enterprise staff and regularly reinforce the features of the program during employee forums, facility or program coordination meetings, budget meetings, and so forth.
- Display signage in prominent locations at each Enterprise facility informing customers of the program.
- Contact the social service agencies and other county agencies that work with the target populations with information on the program, and request their assistance in distributing program information and/or displaying informational signage.
- Inform the public of the existence of the program on promotional brochures, flyers, and advertisements.
- Post program information at all Commission offices regularly visited by the public.

Outreach

Even with the most aggressive advertising campaign, there are going to be individuals, families, and even segments of the population that are eligible to participate in the fee reduction program but: 1) are unwilling or unable to take advantage of it for a number of reasons; or 2) remain unaware that the program even exists.

Thus far, we have had some luck in reaching out to eligible individuals or groups through Head Start, MCRD, and, most recently, FTM for youth golf programs.

Annually for several years running, Head Start participants have used the train and carousel at Wheaton Regional Park, and this year, for the first time, the splash playground at South Germantown. **See Attachment 5** for more information on the Head Start program.

MCRD regularly uses our Enterprise facilities for a variety of programs, some with special fee consideration based on the type of program and/or individuals participating. MCRD works with the Department of Health and Human Services ("HHS") and the Housing Opportunities Commission ("HOC") to develop programs for their target groups. MCRD

also has regular contact through their programs and recreation centers with the very individuals that the fee reduction program is designed to serve.

FTM is a local, non-profit chapter of the national The First Tee. The First Tee was formed by the PGA, LPGA, USGA, and other golf professional organizations and companies for the express purpose of making the game of golf accessible to youth that would not normally be able to afford, or would not normally be exposed to, the game of golf. The Commission and the Montgomery County Revenue Authority are participating agencies in this program. The volunteer based FTM reaches qualified youth with the cooperation of the MCRD, which also helps with transportation to the two current First Tee sites, White Oak and Laytonsville Golf Courses. This is a new program, which strives to serve up to 400 youth at each official First Tee site. See **Attachment 6** for more information on The First Tee.

Staff suggests that we expand our cooperative efforts with the above listed agencies/organizations to develop new programs, new sites, and/or new opportunities to reach out to those individuals and families least likely to take advantage of our Enterprise facilities and programs due to their socio-economic circumstances.

Tracking & Verification

Tracking

As currently designed, the fee reduction program places no set dollar limit on the amount of fee reductions an individual is eligible to receive, or the Commission is willing to issue, in a given year. Tracking program participation, therefore, becomes more a function of determining how many people have taken advantage of the program and the total financial impact on the Commission for possible budgeting or policy considerations. Since there is no established individual or agency threshold, a system network is not absolutely necessary to track real-time information for purposes of limiting annual participation.

Even if it were deemed desirable, networking our current collection of dissimilar reservation systems, POS packages, and cash registers is probably out of the question at this time. Enterprise Fund activities are comprised of many different types of programs, services, and facility types. Though we have looked, we have thus far been unable to find a single automated POS, facility booking, and/or program reservation system that serves the unique needs of all our facilities.

Given the fact that the past and current level of participation in the fee reduction program has been minimal, it would make sense to continue to work within the framework of the current automated and manual systems to track participation and the total amount of fee reductions used during each fiscal year. As we replace or upgrade our existing POS, reservations, and facility booking software, we will specify those features that will streamline and enhance our tracking capability.

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Verification

As described above, verification of one's eligibility to participate in the fee reduction program currently involves filling out an application form and presenting, if asked, some proof of income eligibility, such as participation in a social service program for low-income individuals. For general admissions or one-time recreational uses (boat rentals, train rides), possession of the fee reduction discount tickets streamlines this process at the cash register, but is no absolute guarantee that the person presenting the ticket is eligible for a discount.

Identification cards, particularly photo ID's, would enable prospective participants to verify their income, say one time a year, then use their card at any of our facilities without re-verifying their income eligibility each time they want to register for a program or obtain more discount tickets. The cost of such a system would involve a minimal initial investment for a card printer, camera, etc., for each site that receives and approves the fee reduction applications. Any such system would not enhance our ability to track participation or total amount fee reductions offered individually or Department-wide. It would only make it easier for program participants to verify their eligibility to receive fee reductions for which they qualify.

Card swipe ID cards are even better for automated verification as well as tracking. The POS system being researched for the golf course has this capability, but most golf course fees are not included in the fee reduction program. To retrofit the CLASS system with this feature, the estimated cost is $5,100 per facility, per workstation. Currently there are six different CLASS locations handling Enterprise or Park Fund reservations of one type or another. Some of these facilities operate with several different workstations. To retrofit these six locations for just one workstation apiece would cost, of course, $30,600. See **Attachment 7** for more information on this CLASS software module.

We have researched a separate, stand-alone bar code system that may prove to be a lower cost alternative to retrofitting CLASS and could be networked across all our facilities. Initial indications are that such a system could be programmed to verify income eligibility and track the type and total discounts received by individual and Department-wide. Since it would be a stand-alone system, this data would then have to be transferred to other automated or manual reporting systems or documents. Initial cost estimates are $10,000 - $12,000 for the software and initial testing, $5,000 for the card printer, and $250 per scanner. We have only preliminarily investigated such a system, and these costs may go up and we more fully research customization, installation, training, and licensing costs as applicable. See **Attachment 8** for more information.

Due to the cost of both these systems, staff recommends once again that we continue to work within the framework of the current automated and manual systems to verify income eligibility, and enhance our capability as opportunities present themselves through system upgrades or replacement.

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Special Promotions and Reduced Fees
M-NCPPC Montgomery County Enterprise Facilities

Following is a list of special promotions and reduced fees offered at the Enterprise facilities in Montgomery County. Promotional fees and discounts change from time-to-time, and selected fees/discounts are not necessarily offered at all facilities. These promotional discounts and special fees provide more affordable opportunities for the public as a whole, or selected age groups, to experience our facilities. They are also used as marketing tools to promote business in general and during off peak times or less than desirable facility conditions.

GOLF COURSES

WINTER SPECIALS - December - March - reduced fees on weekdays and weekends ranging from a 5% to 35% discount and twilight fees after 1pm on weekends ranging up to a 50% discount. The twilight fee allows a golfer to play as many holes as possible until dark.

RENOVATION SPECIALS - various special fees during spring and fall renovations

SENIOR FEES - offered to senior citizen patrons at all courses on weekdays representing 10 to 15% discount.

JUNIOR FEES - offered to patrons aged 17 and under at all courses on weekdays representing a 15 to 20% discount.

JUNIOR FEES on WEEKENDS - after 12noon on weekends representing a 35% discount off the regular weekend fee.

THE FIRST TEE MONTGOMERY - At White Oak Golf Course, golf instruction and golf games are offered for free or at very nominal prices for youth that would not normally be able to afford golf and/or would not normally be exposed to the game of golf. The cost of instruction, golf equipment, golf course access, etc. is covered through donations, fundraisers, and grants obtained/organized by The First Tee Montgomery, a local chapter of the national The First Tee formed by the PGA, LPGA, USGA, and other golf professional organizations. The Montgomery County Revenue Authority is also a participating agency in The First Tee programs.

JUNIOR GOLF CAMPS - Offered during the summer to instruct juniors (ages 7-17) in the fundamentals of the game as well as exposing them to golf rules and etiquette. In most cases, the cost of the camp is returned to the juniors through the instruction fee, shirts, prizes, and other program supplies.

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Special Promotions and Reduced Fees
MNCPPC - Montgomery County Enterprise Facilities

MONTGOMERY COUNTY SCHOOLS - 18-hole practice and match rounds offered free on weekdays in August through October to 25-30 Montgomery County school teams.

DISCOUNT BOOKS/ADVERTISEMENTS - offered for select times, some with restrictions

> Tee Time Book - buy one greens fee, get one free
> American Lung Book - buy one greens fee, get one free
> Neighborhood Saver Book - buy one greens fee, get one free
> Maryland Recreation and Parks Assoc (MRPA) Family Fun Book
> > - buy one greens fee, get one free
> > - $15 gift certificate for merchandise purchase of $100 or more
>
> Entertainment Book - buy one greens fee, get one free
> ValPak Mail Coupons - buy one greens fee, get one free
> Money Mailer Direct Mail Coupons - ½ price coupon

FREQUENT PLAYER CARD - buy seven rounds at a particular course and get the eighth round free.

PLAYERS CARD - Play six eighteen hole weekday rounds, one each at Little Bennett, Needwood, and Northwest and the remaining three at the course of your choice, get one 18 hole weekday greens fee free.

REDUCED FEE PROGRAM - a 50% fee reduction is offered for low- income families and individuals on buckets of balls at the driving ranges and for the junior golf lessons.

ICE RINKS

CHILD & SENIOR FEES - offered to senior citizen patrons (age 60 & over) and children (ages 5-10) at both ice rinks on weekdays, representing a 17% discount off the regular adult rate.

GROUP FEES – Offered to groups of 20 or more who call ahead and arrange for the discounted rate of up to 39% off regular rates.

DISCOUNT TICKET BOOKS – Books of 10 discount tickets for general admission or skate rental at 9-15% off the regular price.

TRAINS & CAROUSEL

DISCOUNT TICKET BOOKS – Books of 10 discount tickets at 12% off the regular single-ticket price.

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Special Promotions and Reduced Fees
MNCPPC - Montgomery County Enterprise Facilities

INDOOR TENNIS

MRPA FAMILY FUN BOOK - $15 discount off the price of one lesson series.

SOUTH GERMANTOWN MINI-GOLF & SPLASH PLAYGROUND

DISCOUNT TICKET BOOKS – Books of 10 discount tickets at 10% off the regular single-ticket price for both mini-golf and the slash playground.

GROUP DISCOUNT – Offered to groups of 31 or more who call ahead and arrange for the discounted rate of 20% off regular rates.

CONFERENCE CENTERS

MISCLELLANEOUS – Special package rates and discounts to market the conference centers, and individually tailored depending on the customer and their requirements.

This list is not necessarily all inclusive of the different price incentives offered through our facilities.

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Fee Reduction Procedures

Montgomery County Department of Park and Planning

APPLICATION PROCEDURES

Program/Facility Registrations

- Applications for fee reductions will be available at Commission offices and many Montgomery County government offices/locations that regularly serve the target population.

- Applications may be mailed to applicants on request.

- Applications must be completed by the applicant and presented, in person, to the appropriate facility or office. For instance, persons applying for a fee reduction for group ice skating lessons at Cabin John Ice Rink must present the form to staff at Cabin John Ice Rink, only.

- One application may be submitted for several members of the same family, but each person will be permitted only one program/class/camp/registration per application, and only one application will be accepted at a time (per quarter or per class series).

  As a rule, blanket approvals covering more than one facility reservation or program registration per person will not be granted. The facility/office manager's decision on matters of this type will be considered final.

- Applicants for fee reductions must compete for space in a program, class, etc. on a first-come, first-served basis the same as anyone else. This includes redeeming discount coupons.

- Since registration/reservation procedures vary by facility and/or program, facility/office managers may establish reasonable days/hours and conditions for submitting fee reduction applications that are unique to their facility, operation or program offering, yet are in general compliance with the procedures listed herein.

Discount Coupon Books

- Discount coupons are applied for using the same application form.

- Applicants may apply for and receive discount coupons, Monday through Friday during normal business hours, at any of the facilities listed on the back of the application form. The facility/office manager may elect to make other arrangements at his/her discretion.

- Only one book of three coupons will be issued per person, per application, per visit/24 hour period. An application for more books can be made at any approved facility/office, at any time. The coupons will be good indefinitely.

- Applications for discount coupon books only can be mailed to the Enterprise Office at Parkside Headquarters. Once the application is approved, the coupons will be mailed to the applicant within two weeks.

- Discount coupons can also be applied for and received when a qualified individual or family submits an application for a class, nature center program, recreation center building, etc.

APPROVAL PROCESS

- Facility/office managers and designated staff* have the authority under this program to review and approve fee reduction applications.

- The income guidelines printed on the back of the application should be used in evaluating an individual or family's eligibility for a fee reduction.

- Staff has the right to request proof of eligibility** from the applicant or an explanation as to why they believe they qualify. However, staff must endeavor to treat the applicant with dignity and respect, and should take the applicant at their word if proof is unavailable.

- As a rule, qualified applicants are entitled to a 50% reduction in applicable fees. The facility/office manager has the authority to issue a larger reduction in cases of extreme hardship. However, all applicants should be expected to pay something. **Requests for fee waivers should be referred to the Deputy Director via the Region/Division Chief.**

- Discount coupon books entitle the bearer to a 50% reduction only on applicable admission/user fees (see back of application). This reduction is not applied until the coupons are redeemed.

- Only those activities listed on the back of the application form are eligible for fee reductions. Approval will not be granted for any facilities, activities, programs, or charges found on the list of exclusions incorporated into these procedures (see Attachment 1).

- Fee reductions under this program will not be applicable where special discount fees already apply.

- Facility/office managers have the authority to deny approval of fee reduction applications where is it apparent that the applicant is clearly not eligible for a fee reduction under this program or is obviously trying to "beat the system".

- * As designated by facility/office managers.

- ** Includes, but is not limited to, Independence Card, unemployment check stub, Medical Assistance Card, W-2 form.

INTERNAL PROCEDURES

Applications

- Facility/office staff will be responsible for receiving, reviewing, and approving the applications, and ensuring that the section for "Department Use Only" is completed and signed.

- Completed and approved applications must be kept on file at the respective facility/office for review by the Audit Division and Region/section management, and a copy of the front page must be sent to the Enterprise Office.

- Mis-directed applications should be forwarded to the appropriate facility/office in a timely manner for disposition.

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Montgomery County Department of Park and Planning - Fee Reduction Procedures (Con't)

Discount Coupons

- Discount coupon books must be properly secured and issued sequentially. Missing books or books out of sequence should be explained in writing and the explanation filed with your completed applications.

- Redeemed coupons should be collected, and attached to and noted on the daily cash report.

General

- For accounting and tracking purposes, facility/office managers are encouraged to ring all fee reduction transactions on a separate, dedicated cash register key and enter the daily total(s) on a separate, available line on the cash reports.

- Facility/office managers are required to keep track of the number of discounts issued/number of discount coupons received and the dollar amount of the approved reductions.

PROGRAM INFORMATION - OTHER

- This program is designed for qualified individuals and family units. It does not apply to groups or group activities. Requests from deserving groups may be considered on a case-by-case basis outside the provisions of this program. Such requests should be referred to the Enterprise Office for review and approval. Requests for fee waivers should be referred to the Deputy Director via the Region/Division Chief.

- Montgomery County residents only are eligible for this program.

- All existing Commission, Departmental, or facility regulations remain applicable (check return fees, deposits, etc.).

- Scholarships, rather than fee reductions, may be considered for eligible candidates for classes, workshops, or trips. These scholarships could be funded from donations to the individual facilities or through private donations to the Park Foundation.

- Facility/office managers may elect to limit the number of fee reductions approved per program/class where profit margins are narrow or near break-even levels.

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Fee Reduction Procedures
Montgomery County Department of Park and Planning

List of Exclusions

Facilities
Conference/Social Centers - Rockwood Manor, Seneca Lodge, and Woodlawn Manor
Stables - Meadowbrook Stables, Potomac Horse Center, Wheaton Stables
Group Picnic Areas - Cabin John, Parklawn, Valley Mill
Large Picnic Shelters
Campsites with electricity

Facility Rentals
Enterprise facility rentals - ice rinks, in-line skating rink, tennis, conference/social centers,
Brookside Gardens, Ag. History, etc.
Group rentals/activities - all
Multiple shelter applications
Park property or house rentals/leases

Admissions/Assorted Fees
Private lessons - all
Security/key deposits
Advanced payments
Special events/program admissions & parking fees
Any special discounts
Tennis - seasonal registrations, spot-time reservations
Golf - greens fees
Ice Rinks - discount ticket books, dance sessions, seasonal freestyle, pick-up freestyle/hockey

Sales/Rentals
Merchandise sales - all
Food/concession sales
Golf cart rentals
Equipment rentals

Miscellaneous
Out-of-County residents
Group camping
Administrative fees - refunds, changing classes/permits, replacing lesson cards, etc.

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The Maryland-National Capital Park and Planning Commission
Department of Park and Planning, Montgomery County
Application for Fee Reduction

Date: _____

Applicant's Address: _____

Home Phone: _____ Work Phone: _____ Applicant's Date of Birth: _____

	Full Name	Program/Facility Applying For	Coupon Book (yes/no)
Applicant			
Spouse/Co-Applicant			
Child in household (under 18)			
Child in household (under 18)			
Child in household (under 18)			
Child in household (under 18)			
Child in household (under 18)			

I feel that I am eligible for a fee reduction because I have been approved for: (Check appropriate box(es)
   Proof of eligibility must be provided at time of application - All information will be kept confidential.

☐ Public Assistance ☐ Medical Assistance ☐ Section 8 or Public Housing ☐ Food Stamps

☐ Unemployment ☐ Energy Assistance ☐ Other Consideration (Attach note explaining the circumstances)

☐ Total Household Income $_____   Source of Income:_____

> As a general guideline, only one application will be approved per person/family.
> All programs and class offerings are on a "first-come, first-served" basis, and are subject to space availability.
> This application **does not** take the place of a **program registration form.**

I certify that the above information is true and correct: (false information may lead to dismissal from the program).
 Applicant's Signature: _____

For coupon books, apply at any facility listed on the back of this form or mail the completed application to:
M-NCPPC Enterprise Office, 9500 Brunett Avenue, Silver Spring, MD 20901.   (Allow 2-3 weeks for delivery).

For program registration/facility rental, present this form to the appropriate facility and comply with all regular registration procedures for that program/facility.

DEPARTMENT USE ONLY (Send copy to Enterprise Office)

Approved By: _____   Location: _____

Type of Proof Provided: _____

Type of Program/Facility Approved:_____ x _____ (# reductions)

Regular Fee $ _____   Reduced Fee $ _____   Total Reduction $ _____

# of Coupon Books Issued: _____   Serial #(s): _____

Date Approved: _____   (If not approved, explain): _____

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6/00

FEE REDUCTION POLICIES AND PROCEDURES FOR APPLICANTS

1)   Program open to Montgomery County residents only.

DISCOUNT COUPON BOOKS

2a)   Submit applications for discount coupon books in person, Monday through Friday during normal business hours, to any of the facilities listed below for approval.

2b)   One coupon book of three discount tickets will be issued to each person in the family once the application is approved.

2c)   An application for more coupon books can be submitted at any facility listed below at any time.

2d)   Coupon books do not have an expiration date.

2e)   Coupons entitle the bearer to a 50% discount on the general admission activities listed below.

2f)   Coupon books can be applied for and received through the mail by sending the completed application to: M-NCPPC Enterprise Office, 9500 Brunett Avenue, Silver Spring, MD 20901. Allow 2-3 weeks for delivery.

2g)   Coupon books can be applied for and received when a qualified applicant completes this form for a program or facility rental.

PROGRAM REGISTRATION/FACILITY RENTAL

3a)   Application for a 50% fee reduction to the programs and rental facilities listed below must be submitted with any applicable registration form to the respective office/facility for approval.

3b)   Applicants for this reduction must compete for space in a program, class, etc. on a first-come, first-served basis the same as anyone else.

3c)   One application may be submitted for several members of the family, but each person will be permitted only one program/class/registration reduction per application and only one application will be accepted at a time.

INCOME CRITERIA FOR FEE REDUCTION

Family - Individual or Single Parent	Income Level	Family - 2 Parents	Income Level
Individual Adult	$19,100	n/a	n/a
Parent plus 1 child under 18	$30,000	2 Adults	$24,700
Parent plus 2 children under 18	$39,700	2 Adults plus 1 child under 18	$36,200
Parent plus 3 or more children under 18	$55,400	2 Adults plus 2 or more children under 18	$45,100

ELIGIBLE FACILITIES/PROGRAMS FOR FEE REDUCTIONS

REGISTRATION ACTIVITIES
Programs
- Nature Centers
- Brookside Gardens

Summer Camps
- Archeology
- Ice Skating
- Indoor Tennis
- Nature Centers

Rental Facilities
- Small Picnic Shelters
- Recreation Buildings

Group Lessons
- Ice Skating
- Indoor Tennis
- Golf (Jr. Only, 16 and under, taught by staff instructors)

GENERAL ADMISSION COUPON BOOKS
Carousel
Trains
Driving Ranges
General Admission Skating
Camping (non-electric)
Boats - rental & pontoon rides

FACILITY/OFFICE LISTING FOR COUPON BOOK DISTRIBUTION

WALK-IN APPLICATIONS (Monday - Friday, 9am - 4pm)
Black Hill Boat Shop * . . . . (301) 972-6157
Black Hill Visitor's Center * . . . . (301) 972-3476
Brookside Gardens . . . . (301) 949-8231
Brookside Nature Center . . . . (301) 946-9071
Cabin John Regional Headquarters . . . . (301) 299-1971
Cabin John Ice Rink . . . . (301) 365-2246
Cabin John Indoor Tennis . . . . (301) 469-7300
Little Bennett Campsites . . . . (301) 972-6581
Locust Grove Nature Center . . . . (301) 299-1990
Meadowside Nature Center . . . . (301) 924-4141
Parkside Headquarters - Park Permit Office . . (301) 495-2525
Rock Creek - Needwood Boat Shop * . . . . . : (301) 762-1888
Up-County Govt Ctr, M-NCPPC, Park Permits (301) 495-2480
Wheaton Activity Center * . . . . (301) 942-6703
Wheaton Ice Rink . . . . (301) 649-3640
 * Seasonal

MAIL-IN APPLICATIONS
M-NCPPC Enterprise Office
9500 Brunett Avenue
Silver Spring, MD 20901

FOR MORE INFORMATION, CALL (301) 650-2890

Montgomery County Department of Recreation
April 2002

FINANCIAL ASSISTANCE

General:

Based upon the availability of funds to the department, financial assistance will be provided to county residents who show proof of income and dependents, and who qualify based on the current Ability to Pay Schedule. To be considered for financial assistance, the applicant must provide a copy of their most current Federal Income Tax Form 1040EZ, 1040A, 1040, Social Security Income Statement, or other verifiable proof of annual income.

Applicants may apply for financial assistance anytime during the year. A credit based on the Ability to Pay Schedule will be credited to the family account in the CLASS System. The family can then decide how the credit will be "spent" during the calendar year (January 1 through December 31). When the customer has used all of the financial assistance for the year, no additional credit will be given until the customer re-applies January 1. Monies not spent by December 31 will be removed from the family account and credited back to the department's fund.

Financial assistance may not be used for programs costing less than $20.00, Senior trips, seasonal swimming pool passes (may be used for full year indoor pool passes), Teen Clubs, Therapeutic Social Clubs, Sports franchise fees, gift certificates, one-time admission fees, and supplemental fees (ie. materials, transportation, swimming, etc.). Financial assistance may not be used as payment on an existing family account or as an adjustment on previous registrations.

Requests for withdrawal from a program must be in writing. If the request is received more than five working days before the start date of the program, the amount of the financial assistance for that program will remain on the family account. If the request is received five working days or less before the start date of the program or they do not attend the program, they lose the amount of financial assistance for that program and an additional $25.00 late notification reduction of their financial assistance balance.

Procedures:

1. Have the applicant complete the Application for Financial Assistance form.
2. Complete the "Department Use Only" section of the Financial Assistance form.
3. Verify income and dependents documentation and sign form (career staff or specially trained, designated staff). Write justification for special circumstances on the back of the application form and forward it along with any documentation to the Budget/Finance Team for consideration.
4. Use the Ability to Pay Schedule to determine the amount of financial assistance.
5. Give the procedure part of the pamphlet and the tax forms back to the applicant. Send the original and one copy of the application to the Budget/Finance Team to review, credit the family account, and mail the applicant a receipt.
6. If a customer wants to use financial assistance for a non-CLASS System program, send a copy of the registration form to the Budget/Finance Team to credit the program's revenue and reduce the customer's financial assistance balance.

EFF 01/02

FINANCIAL ASSISTANCE

Application Process

1. Verify the Financial Assistance Application (FA App) is complete and legible and that there is not an existing credit (avoid duplication).
   a. Verify the name(s) and Social Security numbers on the documentation (1040, 1040A, 1040EZ Federal Tax forms or Social Security Income Statement) matches the FA App. (See Exemptions on the 1040 and 1040A tax forms. No exemptions are allowed on the 1040EZ.)
      1. If the applicant does not file taxes, the IRS will provide a letter to the customer that verifies that they did not file in a certain tax year. In addition, the applicant must furnish enough documentation to establish how they subsist. (See Proof of Annual Income and Dependents sheet.) This documentation must be forwarded to Budget/Finance for special consideration. Notification will be sent to the customer.
      Note - Applicants must supply Social Security numbers or Individual Taxpayer Identification Numbers. Non-county residents and non-U.S. citizens will not be considered for FA. Applicants may claim they did not file a tax return, but will provide W2's and letters from employers stating they were paid cash for services. Tax evaders will not be considered for FA. In these types of cases, do not confront the customer with your suspicions. Accept their FA App and any documentation of income and dependents they provide and forward it to the Budget/Finance Team.
      2. If the customer files "Married Filing Separate Return", tax forms for both husband and wife are required and the number of dependents totaled.
   b. Verify the income.
      1. On the 1040 and 1040A, see the last line under the Adjusted Gross Income section.
      2. On the 1040EZ, see adjusted gross income under the Income section.
      3. If "Married Filing Separate Return", total the adjusted gross incomes.
      4. On the Social Security Income Statement, see Box 5 – Net Benefits.
2. Complete the Department Use Only portion of the FA App.
   a. Check box indicating documentation used as proof of payment.
   b. Fill in appropriate income total (see above).
   c. Fill in the number of family members (mother and/or father plus any dependents).
   d. Use the Ability to Pay Schedule to determine the amount of financial assistance.
   e. Fill in your name, team name, and date under "Documentation Verified by".
3. Explain the following to the customer:
   a. Credit to the family account – The amount of financial assistance you determined is only a recommendation and the customer will receive verification from the Budget/Finance Team. It will be applied to an account created in our automated registration system for the family members designated on the FA App.

b.   How the credit can be used – The credit may be used for most MCRD programs, but not as a payment on an existing account for a prior balance or an adjustment on previous registrations.

c.   Programs/Expenses not eligible for credit use – Senior Trips/Travel, all seasonal swimming pool passes (may be used for full year indoor pool passes), Teen Clubs, Therapeutic Social Clubs, Sports League franchise fees, gift certificates, one-time admission costs, programs costing less than $20, and supplemental fees (i.e. materials fees, transportation, swimming at camps and playgrounds, etc.)

d.   Time period credit may be used – The credit may be used at any time during the calendar year. Credit balances not used by December 31 will be removed from the family account.

e.   Re-applying – Once the amount of assistance in the family account has been used, no additional assistance credit will be given until the customer can re-apply January 1. A new FA App must be submitted each year with current verifiable proof of income.

f.   Withdrawal from a program – Requests for withdrawal from a program must be in writing. If the request is received more than five working days before the start date of the program, the amount of the FA for that program will remain on the family account. If the request is received five working days or less before the start date of the program or they do not attend the program, they lose the amount of FA for that program and an additional $25.00 late notification reduction of their FA balance. (Staff Note – You must notify the Budget/Finance Team to adjust the FA balance.)

4.   Give the procedure part of the pamphlet and the Federal tax forms back to the customer. Forward the original and a copy of the FA App to the Budget/Finance Team. Submit them separately from your Daily Cash Balance Report.

5.   Registration

a.   Check the family account in the CLASS System to determine if there is sufficient financial assistance credit to cover the cost of the program. If the FA balance is insufficient, collect additional funds from the customer. If the customer is not present or is unable to make a payment at the time, register the customer and then set up a payment plan. If there is no FA balance and no payment, do not register the customer – handle as a problem.

Note – Be sure to select the correct family account. Families with MCRD financial assistance may also appear on HHS and HOC accounts.

b.   If the customer is registering for a program that is not in the CLASS System, forward a copy of the registration to the Budget/Finance Team. The copy must indicate the program cost, the amount paid, and the amount of financial assistance used. Your team will get credit for the revenue and the customer's FA balance will be reduced.

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FINANCIAL ASSISTANCE

Proof of Annual Income and Dependents

The financial assistance applicant must provide verifiable proof of annual income and dependents. If the applicant does not file taxes, they must furnish enough documentation to establish how they subsist. Applicants who do not provide Federal tax forms or Social Security Statements must have their documentation forwarded to the Budget/Finance Team for special consideration.

VERIFICATIONS REQUIRED FOR INCOME:

1. Federal Tax Form 1040, 1040A, 1040EZ or Letter 1722 from the IRS stating taxes were not filed for a specific year. W2's and pay stubs are not acceptable.
2. Social Security Income or Benefit Statement (The applicant's statement shows income is from Social Security. Do not confuse this with the statement of withholdings.)
3. Proof of unemployment benefits, worker's compensation, union or strike benefits, etc.
4. Proof of Temporary Cash Assistance from DHHS indicating the amount and the duration of payments
5. Proof of child support
6. Proof of alimony
7. Award letters from pensions, military allotments, etc.
8. Separation or divorce agreements
9. Proof of termination of employment
10. Proof of HOC housing

Applicants may claim they did not file a tax return, but will provide W2's and letters from employers stating they were paid cash for services. Tax evaders will not be considered for financial assistance.

VERIFICATIONS REQUIRED FOR DEPENDENTS:

1. Federal Tax Form 1040 or 1040A
2. Social Security Income or Benefit Statement
3. Birth certificates
4. Social Security cards
5. Medical Assistance cards

Applicants must supply Social Security numbers or Individual Taxpayer Identification Numbers. Non-county residents and non-U.S. citizens will not be considered for financial assistance. People working at embassies are not eligible unless they can provide SSN or ITIN and tax forms.

If the applicant provides a Federal Tax form, no other documentation is necessary. If the applicant can not provide a tax form or their situation has changed since their tax form was filed (job termination, divorce, etc.), they must provide enough of the other documentation from the above lists to satisfy the question of how they subsist.

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MONTGOMERY COUNTY DEPARTMENT OF RECREATION

ABILITY TO PAY SCHEDULE

ADJUSTED GROSS INCOME		NUMBER OF FAMILY MEMBERS									
Bottom	Top	1	2	3	4	5	6	7	8	9	10
		DOLLAR AMOUNT OF FINANCIAL ASSISTANCE									
$0	$20,000	$100	$200	$300	$400	$500	$600	$700	$800	$900	$1,000
$20,001	$25,000	$0	$100	$200	$300	$400	$500	$600	$700	$800	$900
$25,001	$30,000	$0	$0	$100	$200	$300	$400	$500	$600	$700	$800
$30,001	$35,000	$0	$0	$0	$100	$200	$300	$400	$500	$600	$700
$35,001	$40,000	$0	$0	$0	$0	$100	$200	$300	$400	$500	$600
$40,001	$45,000	$0	$0	$0	$0	$0	$100	$200	$300	$400	$500
$45,001	$50,000	$0	$0	$0	$0	$0	$0	$100	$200	$300	$400
$50,001	$55,000	$0	$0	$0	$0	$0	$0	$0	$100	$200	$300
$55,001	$60,000	$0	$0	$0	$0	$0	$0	$0	$0	$100	$200
$60,001	$65,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$100
$65,001+		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

EFF 01/02

Parks & Recreation
M-N C P P C

THE MARYLAND-NATIONAL CAPITAL
PARK AND PLANNING COMMISSION
Department of Parks and Recreation

The M-NCPPC Department of Parks and Recreation is committed to serving the needs of all residents of Prince George's County. An individual's or family's inability to pay for the services or programs offered by the Department does not exclude their participation

PROPOSED CHANGES

- An individual or family may qualify for a 90%, 70%, 50% or 20% reduction in the fee for designated programs. Where social service agencies or other third parties are paying on behalf of a client, they will be charged the prevailing rate.

- Please complete the application and attach all necessary documentation (i.e. tax forms, pay stubs, etc). Return the package to the applicable facility three (3) weeks prior to the start of the program registration date.

- Applicants must provide a 10% deposit to secure space in the program while his/her application is being reviewed.

- Once a reduced fee is approved or denied based on eligibility, the registrant will be notified of final payment amount and payment deadline within ten (10) working days.

- If final payment is not received by the designated date, applicant's request for assistance will be forfeited and his/her deposit will be refunded.

- If you have any questions, please call your local facility for assistance.

Please complete the attached application and return it to the address listed below at least two (2) weeks prior to the start of the program. Full completion of this application and verification of income are required before fee reduction can be processed. Return application and verification of income to:

EXAMPLE: Bowie Community Center
3209 Stonybrook Drive
Bowie, MD 20715
(301) 464-1737; TTY (301) 218-6768

FEEREDUCTIONRULES.DOC

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EXCLUSIONS FROM FEE REDUCTION PROGRAM

1. Newton White Mansion

2. Prince George's Ballroom

3. Team Registration Fees

4. Tennis Contracts

5. Rental of Facilities and Equipment (Historic Cultural sites, i.e. Oxon Hill Manor, College Park Aviation Museum, etc.).

6. Fees for Performances

7. Studio Rental Space

8. All activities/programs charging $30.99 or less, e.g. boat rentals, tram bus, pedal boats, bus activity fees, workshops, summer playgrounds, and center ID cards. Multiple center ID card purchases also excluded, however, fitness room cards are eligible.

9. Custodial and rental user fees for community centers and BOE facilities (Turn-Key).

10. Vending or Video Game Machines

11. Extra-curricular trips and excursions to Reading, Williamsburg, Atlantic City, New York, etc.

12. Picnic Kit Rentals

13. Food Items/Concessions

14. Fees for materials, supplies and equipment for class programs.

15. Out-of-County Residents.

16. Enterprise Fund facilities and programs (except for ice skating)

17. Rental dwellings, leases

18. Permits or rentals of the Bandwagon and bus

19. Programs offered by Recreation Councils.

20. Multiple Passes

21. Prince George's Employees Child Care Centers

Approved 1/17/02

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FEE REDUCTION GUIDELINES
ADDITIONAL INFORMATION

- The term "fee" refers to an established individual user fee. This includes camps, classes, identification / user cards, etc., where the total fee exceeds *$30 ($31 or above)*. Fee reductions are not available for groups or teams, with other M-NCPPC programs as attached, or with available multiple child discounts.

- An original Application for Individual Fee Reduction must be submitted to the program office listed on the front of the application form at least three (3) weeks in advance of the program starting date.

- A 10% deposit is required to secure your registration in the desired program.

- Applicant is required to update fee reduction information if financial and/or family status changes. For on-going programs, such as after-care programs, applicants may be required to submit documentation every three (3) months.

- All information gathered for the purpose of determining fee reduction will be kept in the strictest confidence.

- On the chart, please list all dependent family members (as defined by the Internal Revenue Service (IRS) residing in the home, their relationship to the applicant, and their monthly income.

- An adult, age 18 or over, must list his/her own income, unless they are considered a dependent as defined by the IRS.

- Foster parents who receive monthly funds allotted for the care of children who are wards of the state (the Washington Metro Area) are not eligible to apply for fee assistance on behalf of the foster child. The foster parent and the agency that is responsible for the welfare of the child, i.e. Department of Human Services, Social Services, Helping Children Grow, etc., will be responsible for the total payment of all program fees.

Incomplete applications will not be processed.
Please call the program office should you have questions.

Name of Center: _____

Phone No. _____

APPROVED 1/17/02

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The Maryland-National Capital Park and Planning Commission
Department of Parks and Recreation, Prince George's County
2002
M-NCPPC FEE REDUCTION CHART

Family Size	90%	70%	50%	20%
1	< $4200	< $8500	< $10500	< $16000
2	< $4700	< $11250	< $13600	< $20600
3	< $5200	< $13500	< $16100	< $26700
4	< $5700	< $16000	< $19000	< $31200
5	< $6250	< $17500	< $22000	< $37200
6	< $6876	< $20500	< $23700	< $40250
7	< $7000	< $23500	< $26700	< $43250
8	< $7500	< $26700	< $28200	< $46300
More than 8	< $8250	< $28500	< $31000	< $48500

To verify incomes please attach a copy of your most recent Federal Tax Return (if required to file) and/or all of the following, if applicable:

1. Copy of applicant's last two (2) pay stub(s).

2. Copy of benefit letter(s), such as Social Security, Supplemental Security Income(SSI) and Public Assistance, or Worker's Compensation, or child support to verify income received.

3. Copy of legal guardianship may be required.

4. Copy of unemployment notice/unemployment check or statement of benefits.

5. A letter detailing any unique circumstances that may warrant a Fee Reduction, and any supporting documentation.

REVISED: 11-30-01
Approved 1-17-02

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THE MARYLAND-NATIONAL CAPITAL PARKS AND PLANNING COMMISSION
DEPARTMENT OF PARKS AND RECREATION, PRINCE GEORGE'S COUNTY

APPLICATION FOR INDIVIDUAL FEE REDUCTION
(Only residents of Prince George's County are eligible)
PLEASE PRINT

NAME OF INDIVIDUAL/FAMILY
(Applicant): _____ DATE: _____

PHONE: (Home) _____ (Work) _____
(Cell Phone) _____ (Pager) _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

NAME OF PARTICIPANT(S):	AGE:
(1) _____	_____
(2) _____	_____
(3) _____	_____
(4) _____	_____
(5) _____	_____

PROGRAM/SESSION APPLIED FOR: Class(es)/#: _____   Camp/Session(s): _____

Fitness Card: _____   Kids Care/Date(s): _____

Pre-school/Date(s): _____

PUBLISHED PROGRAM FEE: $_____   10% DEPOSIT FEE: $_____

PROGRAM LOCATION: _____

---*Do Not Write Below This Line*---

FACILITY DIRECTOR'S RECOMMENDATION: Approval [   ]   Percentage [   ]   Disapproval [   ]

SIGNATURE: _____ DATE: _____

REGIONAL MANAGER'S RECOMMENDATION: Approval [   ]   Percentage [   ]   Disapproval [   ]

SIGNATURE: _____ DATE: _____

DIVISION OFFICE ACTION: Approval [   ]   Percentage [   ]   Disapproval [   ]

SIGNATURE: _____ DATE: _____

For Office Use Only
Date Completed App. Rec'd: _____ Deposit Amt: $_____ Staff Initials: _____
Documentation attached (Please check all that apply):
Tax forms [   ]   Guardianship letters [   ]   Child Support [   ]
Pay stubs [   ]   Social Security statement [   ]   Public Assistance [   ]
Worker's Comp [   ]   Other Income [   ] _____
Notification Date: _____
Balance Due: $_____   Date Rec'd: _____   Circle: Check / Cash / Credit Card

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INCOME CHART

NAMES OF FAMILY MEMBERS (List all dependent family members in the house and their monthly income)	RELATIONSHIP TO PARTICIPANT	MONTHLY Gross earnings from Work (before deductions) Attach Documentation		MONTHLY Welfare, Child Support, Alimony Attach Documentation	MONTHLY Pensions, Retirement, Social Security Attach Documentation	MONTHLY Other Income Attach Documentation
		JOB 1	JOB 2			
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
Subtotals of Monthly Income		$	$	$	$	$
				Total Monthly Income		$
				Total Yearly Income		$

SIGNATURE AND SOCIAL SECURITY NUMBER

I certify that all of the above information is true and correct and that all income is reported. I understand that Commission officials may verify the information on the application, and that deliberate misrepresentation of the information may subject me to prosecution under applicable state laws.

SIGNATURE OF APPLICANT: _____ DATE: _____ SOCIAL SECURITY # _____

NOTE: INCOMPLETE DOCUMENTATION WILL NOT BE PROCESSED!!!

Approved 1/17/02

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DEPARTMENT OF RECREATION & PARKS

POLICY AND PROCEDURE

TITLE: FINANCIAL ASSISTANCE

No: 300.1

DIRECTOR: GARY J. ARTHUR

INITIAL RELEASE DATE: 09/24/99

REVISED:

PURPOSE

The Department recognizes that many residents are financially unable to participate in the programs offered by the Howard County Department of Recreation and Parks but still desire the opportunity to experience the benefits of leisure activities or licensed child care. The Department has established a Scholarship and Financial Assistance Program as a supplement of funds to make recreational leisure activities available to as many county residents as possible. These funds are made available through scholarships. The purpose of this program is to enable as many county residents as possible to benefit from the funds available.

Scholarships are awarded based on family income and outside assistance with a percentage of payment scale. At various times, financial assistance is awarded in concurrence with other County departments or outside organizations. Financial assistance is awarded on a first come, first served basis in accordance to program availability, the budget allowance each fiscal year and program eligibility. Programs sponsored and run by other organizations are not eligible for reduced rates. Western Howard County Baseball and Senior Fitness Fun are examples of ineligible programs. Materials fees, required equipment and some programs are not eligible for a reduced rate. Reduced rate applies only to the program cost. Extras are the responsibility of the participant. For this reason, some courses which are expensive for the Department may not be eligible for the reduced rate such as Teens on Tour, which requires a significant amount of spending money each day, pavilion rentals, some trips and/or Special Events.

SUBTITLE

Scholarship and Financial Assistance Program.

PROCEDURES

I. Funding

The financial assistance funding limit will be set during the budget process each year by the County Council. Outside organizations may assist participants by agreeing in writing to fund all or a portion of the cost. This may cover either entire costs or balance of costs based on eligibility and funds still available through the department. All information contained herein is applicable while funds are available.

Refer to Howard County Council Bill No. 17-1999, effective July 6, 1999

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II. Personnel

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A. Recreation Supervisors will be responsible to review the financial information provided and award or deny scholarships based on the guidelines set in section III, Rules of Participation.

B. The Marketing/Registration Coordinator and her designated staff are responsible for:

1. Tracking applications through the process. They will maintain a log of all requests containing the name of the applicant, date application is received, date forwarded to recreation supervisor, date returned to registration and date the approval letter is sent to the applicant.
2. Contacting the individuals requesting assistance
3. Billing the individuals requesting assistance
4. Billing any outside organization also involved
5. Tracking funds available and awarded on a seasonal and yearly basis.

C. The Public Information Office will assist with making this policy available to the public on flyers and through the brochure.

D. The Office of Law can assist with the wording of information provided to the public describing the policies listed herein.

III. Rules of Participation

A. All residents of Howard County may apply for Financial Assistance towards any programs offered through the brochure or flyer by following the guidelines below. Non-county residents are not eligible for a reduction of fees.

B. Registrants must complete a scholarship application form per person per season.

C. Registrants must provide up to date, complete, income verification once a year to have their application considered. New information will be required each Fall regardless of which season original information was provided.

D. Registrants must provide a 25% deposit to secure a space in the program while the information is being reviewed. If a deposit is not given, the program may be filled while the process is being completed.

E. Registrants who do not meet the financial assistance guidelines and still need financial help may be able to receive a payment plan for the full amount of the program, this policy applies to non-county residents as well.

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IV. GUIDELINES

A. Financial assistance is limited to one program per person per season while funds are available. Recreational licensed child care is awarded yearly and includes all days and hours that licensed care is provided but excludes these participants from receiving assistance for additional leisure programs.

B. A limit on the amount being awarded for any leisure program has been set at $50.00 to enable more people to benefit from the scholarship program. This limit does not apply to the Licensed Child Care assistance, Spring or Summer Camps. EXAMPLE given below:

Old Policy

Program:	Introduction to Horses	Fee	$92.00	
	Fee reduction 75%		- 69.00	by department
	Amount paid by participant		$23.00	

New Policy

Program:	Introduction to Horses	Fee	$92.00	
	Fee reduction 75%		- 50.00	by department
	Amount paid by participant		$ 42.00	

C. The income guidelines for a family of three are as follows:

Income	Reduction Percent
Under $12,000	75%
$12,000-$15,000	65%
$15,000-$18,000	55%
$18,000-$21,000	45%
$21,000-$24,000	35%
$24,000-$27,000	25%
$27,000-$30,000	15%

D. A special review will be made by the division manager of families comprising more than three members. A payment plan will be offered to families with income over $30,000.00.

V. Procedures

A. At first contact with the participant, a scholarship application will be given for completion. This may be done in person, through the mail, fax or by an outside organization.

B. The scholarship application needs to be returned to the registration office, completed with verification of income. Preferred back-up is the prior year's income tax form, and copies of any subsidized income such as medical, housing, child support, food stamps, etc. Photocopies are needed. An applicant may attach notes, a letter from employer or other documentation which may allow them to be considered on current circumstances rather than actual income.

C. All applications will be date stamped upon receipt in the registration office, and (33)

names added to the log.

D. Applications may be received with or ahead of the registration form and deposit.

    1. If received with a registration form and deposit, the participant will be immediately registered in the program pending approval. If a reduction of fees is denied, the applicant may request a full refund of the deposit.

    2. If received without a deposit, the participant will not be registered until a deposit is received.

    3. If application is received with a letter from an outside organization, guaranteeing partial coverage of the program, (on official letterhead), the participant will be immediately registered in the program pending approval.

E. The application will then be reviewed by the Division manager and approved or denied based on guidelines stated above. If unable to make a determination from information provided, the staff will contact the registrant for additional information. To expedite the process, contact with the participant will be by telephone if possible and in writing as needed.

F. Once a scholarship is approved or denied based on eligibility, the registrant will be sent a letter (within 5 working days) advising them of the decision. There are 4 basic letter styles used:

    1. Approved, no deposit: letter is sent stating reduction percentage and amount now due. Deposit is needed to guarantee enrollment. Payment plan schedule may be included for some programs such as summer camp. Program **must** be paid in full before start date for participant to be allowed to attend.

    2. Approved, deposit received: letter is sent stating reduction percentage and amount (if any) now due. A payment plan schedule may be included for some large dollar programs such as summer camp. Program **must** be paid in full before start date for participant to be allowed to attend.

    3. Denied, with or without deposit: letter is sent stating reason for denial and full amount now due. A payment plan schedule may be included to allow the registrant to attend even though denied. Program **must** be paid in full, or payment plan schedule is being followed diligently before program begins for participant to be allowed to attend.

    4. Approved, with Outside Organization assistance: letter is sent to both the applicant and the representative, stating amount now due and amounts to be covered by each party. Applicant is responsible for full amount if Outside Organization is unable to cover any of the cost quoted. Applicant **must** pay their portion according to the payment schedule provided or before the program begins for registrant to attend.

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G. **ANY** applicant may ask for their request to be reconsidered based on the amount denied or awarded. These requests will be forwarded to the appropriate Division manager with any additional back-up provided. A deposit must be made to guarantee registration as well as regular payments received according to the schedule provided while awaiting the final decision.

H. **ANY** applicant may request a change in the payment plan schedule. Approval or denial of this will be decided by the clerk maintaining the scholarship records, registration supervisor or Division manager based on past history and start date of the program. Letters will be sent documenting the request and the new agreed upon schedule if there is a change.

I. **ANY** applicant requesting a scholarship that has not paid a prior payment schedule in full, had returned checks or were consistently late in following the payment schedule will be designated on the computer by a special code, warning registration staff to only register them according to the following guidelines:

1. Will be required to pay outstanding balance in full prior to a deposit being taken
2. Will be required to pay current fees in full or in full at the prior reduction amount before being saved a place in the program
3. Will be required to pay current fee in full at new rate prior to being allowed to attend the program

J. Copies of all letters will be filed with the applications and a back-up Word Perfect disk will be maintained in the secured registration area. Notes are made and recorded on these copies of the letters, showing status (dates of payments, not using, posted in computer, requests for new schedules or reconsideration and date paid in full). All information will be kept confidential.

K. Applications for scholarships will be kept in three-ring binders, alphabetically by season (Recreational Licensed Child Care will maintain a separate school year binder). Outside organization letters (invoices) will be in the back of the book as an addendum.

L. All information will also be registered on Quatro-Pro, indicating revenue cost centers involved and balance of budgeted amount allowed to be awarded. This information may be sorted as needed for various reports (by location, cost center, reduction amount, type of program). Reports requested may be generated directly from this file. Scholarships that are awarded but not used will be listed separately here. A Quatro-Pro file is kept for each season and for Recreational Licensed Child Care during the school year.

M. Copies of letters and applications will be filed in the Registration Warehouse once the season or school year is complete. Eventually they will be moved to cold storage.

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► **NOTICE: This website will be down for maintenance activities on October 4-6 and 11-13.** ◄

U.S. Department of Health and Human Services

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▲▌ HEAD START BUREAU

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ABOUT HEAD START

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Back to About Head Start

GENERAL INFORMATION

Head Start and Early Head Start are comprehensive child development programs which serve children from birth to age 5, pregnant women, and their families. They are child-focused programs and have the overall goal of increasing the school readiness of young children in low-income families.

The Head Start program is administered by the Head Start Bureau, the Administration on Children, Youth and Families (ACYF), Administration for Children and Families (ACF), Department of Health and Human Services (DHHS). Grants are awarded by the ACF Regional Offices and the Head Start Bureau's American Indian and Migrant Program Branches directly to local public agencies, private organizations, Indian Tribes and school systems for the purpose of operating Head Start programs at the community level.

The Head Start program has a long tradition of delivering comprehensive and high quality services designed to foster healthy development in low-income children. Head Start grantee and delegate agencies provide a range of individualized services in the areas of education and early childhood development; medical, dental, and mental health; nutrition; and parent involvement. In addition, the entire range of Head Start services is responsive and appropriate to each child's and family's developmental, ethnic, cultural, and linguistic heritage and experience.

All Head Start programs must adhere to Program Performance Standards. The Head Start Program Performance Standards define the services that Head Start Programs are to provide to the children and families they serve. They constitute the expectations and requirements that Head Start grantees must meet. They are designed to ensure that the Head Start goals and objectives are implemented successfully, that the Head Start philosophy continues to thrive, and that all grantee and delegate agencies maintain the highest possible quality in the provision of Head Start services.

Further information about Head Start objectives and their implementation is provided through out this web site and through publications and information

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resources and services available from <u>Head Start Information and Publication Center</u>.

Last Modified: 06/11/2002

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Montgomery County Public Schools

Head Start Information

Montgomery County Head Start is a program for income-eligible families and their preschool children. More than 1,693 three-and four-year-olds are enrolled in 97 classes in public schools and in two community-based sites.

Funded by both local and federal money, the Head Start Program provides education, parent involvement, health, and nutrition services. At least ten percent of Head Start enrollment includes children with disabilities. Special services are provided to address each child's unique needs. The Montgomery County Community Action Agency is the grantee. Classes operate approximately three hours each weekday during the school year. The program follows the Montgomery County Public Schools schedule.

Early Childhood Development

The Head Start program engages children in activities to nurture their social, emotional, intellectual, linguistic, and physical development. In each classroom a teacher, instructional assistant, and parent volunteers provide children with opportunities to:

Talk, listen and converse together

Enjoy listening to and dramatizing stories

Develop small and large muscles

Paint, draw, and create

Explore science material

Measure, count, and classify

Recognize names, colors, shapes, numbers, and letters

Solve problems

Take part in dramatic play

Dance, sing, and make music

Work puzzles and build with blocks

Learn to share and cooperate

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Enjoy fieldtrips and multicultural activities

Parents and community volunteers help in the classroom by offering children the assistance that supports their success and self-confidence.

Parent Involvement

Parents are a very important part of Head Start. Involvement in their children's education assists parents in learning about the school system and in showing their children that learning is important. Children gain more from the instruction program when their parents and involved. Parents participate in these ways:

Make program decisions through Policy Council participation

Work in the classroom as volunteers or paid instruction assistants

Help at home by reinforcing what children learn in school

Develop or enhance job skills to increase their ability to manage their families

Family and Community Partnerships

The Head Start Program requires that each federally eligible family jointly develop a Family Partnership Agreement (FPA) with a designated Head Start Staff person. The FPA is a process for determining family strengths and needs, and assisting families in achieving their personal goals.

Head Start staff form partnerships with community agencies. Parents are linked to support services to assist with such challenges as employment, housing, food, clothing, family literacy, and freedom from domestic violence and substance abuse. To facilitate coordination of services and avoid duplication between Head Start and community agencies, families are encouraged to complete an agreement.

Health and Nutrition Services

Head Start provides health information that supports wellness and positive lifestyle choices. The Head Start team works collaboratively with families and health professionals to ensure that child health and developmental concerns are identified and treated through health screenings. Families are assisted in accessing a source of continuous care to meet their basic health needs.

Family -style lunches are served in Head Start each day. Cooking and tasting activities give children opportunities to try new foods and establish good eating habits. Head Start staff offer instruction on food groups and balanced, nutritional meals.

Disabilities Services

Head Start classes include children with disabilities along with typically developing children. The

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special needs of all children are handled by professional staff of nurses, psychologists, speech pathologists, teachers, and MCPS related service staff. Mainstreaming opportunities are available in other MCPS preschool programs.

Program Design and Management

The delivery of high quality services is the joint responsibility of the grantee, The Community Action Agency Board of Directors; parents and community members on the Policy Council; and the Head Start staff management team. Shared decision-making is accomplished by:

Reviewing the program's recruitment, selection and enrollment procedures

Participating in the annual program self-assessment, as well as the federal review every three years

Approving the annual budget

Maintaining membership on personnel interview teams

Offering employment in the program to qualified Head Start parents

Ensuring two-way communication

Providing accurate record-keeping and financial reporting systems

Designing, implementing, and evaluating written short and long-range plans

Complete a Community Assessment to better serve the entire family

Providing training opportunities for staff and families

Ensuring a safe, nurturing environment that accommodates unique family needs, e.g., language, culture, disabilities

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Montgomery County Public Schools

FACT SHEET

OVERVIEW, PROGRAM DESIGN AND MANAGEMENT

Head Start is a comprehensive program for pre-Kindergarten children from limited-income families. Developmentally appropriate pre-school education, disabilities, health, and social services, as well as a nutrition and parent involvement program are provided for these children and their families.

The Head Start Program enrolls approximately 1693 three and four-year-old children from families in the school-based program, 30 additional eligible families, who meet specific income guidelines, and their preschool children are enrolled at two community-based sites.

PROGRAM DESIGN AND MANAGEMENT

Qualified staff who shares responsibility for budget and program decision-making with parent and community members of the Policy Council operates the Montgomery County Public Schools Head Start Program and the Community-Based Head Start Programs.

EARLY CHILDHOOD DEVELOPMENT AND HEALTH SERVICES

A qualified teacher and an instructional assistant, a former or current Head Start parent, supervise 17 to 20 children in each of 100 classes. The curriculum is planned to promote maximum cognitive, physical, social, and emotional development. Public school classes are in session a half-day (generally three hours), five days a week, September through June. Lunch is served each day. Before and after childcare is available (301-217-0500). A limited number of full-day /full-year slots are available at the Silver Spring YMCA and the Silver Spring Presbyterian Children's Center (Call Maureen Hussey at 301-230-0676.)

The Montgomery County Department of Health and Human Services provides a comprehensive health care program, including medical, dental, mental health, and nutrition services.

PARENT INVOLVEMENT AND FAMILY AND COMMUNITY PARTNERSHIPS

Parents are involved in all aspects of the Head Start program. They have a voice in administrative and managerial decisions through their Policy Council representatives. They are invited to attend and participate in parent education classes. Parents are encouraged to volunteer in the classroom and to seek employment as instructional assistants and substitute instructional assistants.

The Head Start family service worker staff cooperates with other Head Start personnel and develop partnerships with community agencies to provide family support, counseling, training, referral services, and crisis intervention. A family service worker is assigned to work with children and parents in each

Head Start class in accordance with Federal Head Start Program Performance Standards.

TRANSITION

MCPS Head Start provides "best practices" support to assist in the transition of children from Head Start to kindergarten and the primary grades.

DISABILITIES SERVICES AND COMMUNITY SERVICES

Head Start mandates that 10% of the enrollment opportunities be made available to eligible children with disabilities. Educational, speech/language, and health screenings are provided for each child. The program collaborates with special education programs in MCPS and countywide health service programs.

FINANCIAL SUPPORT

Head Start is funded through federal and local sources. The Community Action Agency serves as grantee for the program.

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The First Tee®

Ambition

RESPECT

Purpose

Dreams can come true...

coop Access

WORLD GOLF VILLAGE®

FOUNDING PARTNER
Shell

The First Tee®

APALACHIN • APPLETON • ATLANTA
AUGUSTA • AUSTIN • BALTIMORE
BIRMINGHAM • BLAINE
BOWLING GREEN • BUCKS CO.
CAMDEN • CANTIGNY
CARBONDALE • CHARLESTON
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SAN ANTONIO • SAN DIEGO
SAN FRANCISCO • SHARON
TAMPA • TUCSON
VALPARAISO • VIRGINIA BEACH
WASHINGTON, D.C.

Benefits to Qualifying
First Tee Chapters...

▲ Official Designation
▲ Membership in National Association
▲ Business Planning Assistance
▲ Design and Architectural Assistance
▲ Construction Support
▲ Operations & Maintenance Support
▲ Substantial Discounts on Irrigation & Maintenance Equipment, Pump Stations, Golf Cars, Grassing, Fertilizer and Computers
▲ Teaching Grants and Programming
▲ Playing Equipment Donations
▲ Public Relations Support
▲ Fundraising & Sponsorship Assistance
▲ Financial Grants of up to $100,000

THE FIRST TEE
OVERSIGHT COMMITTEE

George H. W. Bush, Honorary Chairman

PGA TOUR

Tim Finchem,
Commissioner
PGA TOUR

MASTERS

Jim Armstrong,
General Manager
Augusta National
Golf Club

USGA

Judy Bell,
Past President
USGA

LPGA

Jim Ritts,
Commissioner

Jim Awtrey,
CEO
PGA of America

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Mission
To create affordable and accessible golf facilities, with an emphasis on serving kids who have not had access or exposure to the game
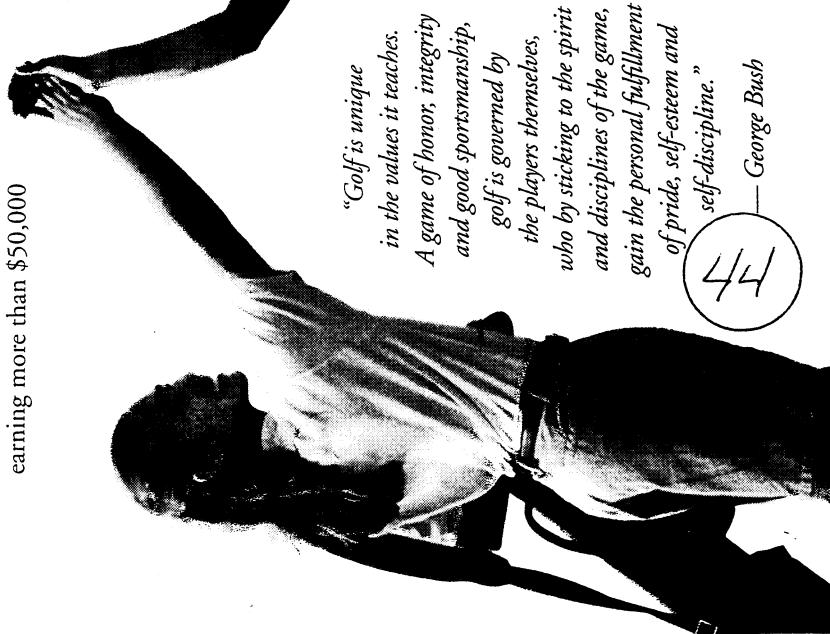
a place to play

Need
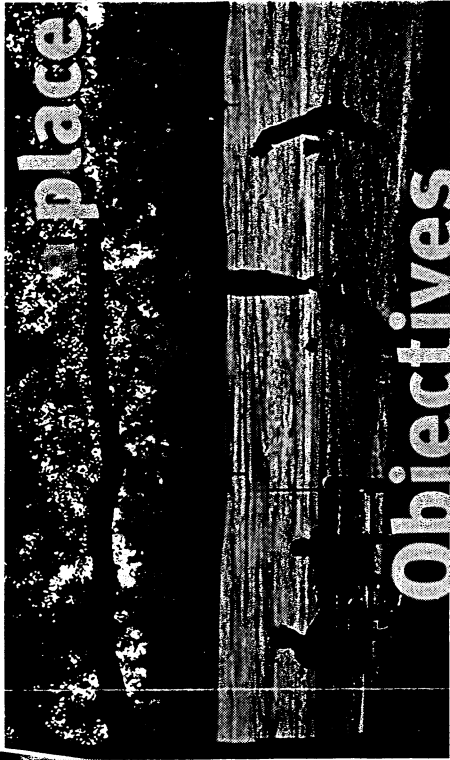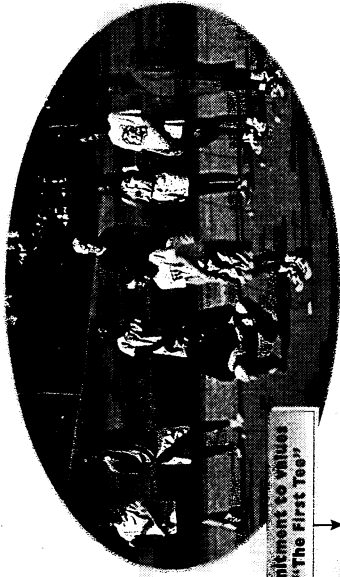
- Less than 2% of kids 12 - 17 are introduced to golf
- Only 3% of golfers are African-American
- Only 2% of golfers are Hispanic
- Average age of the beginning golfers is 29
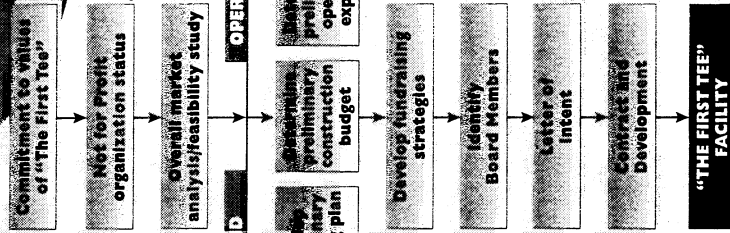- Golf's growth comes from households earning more than $50,000

Objectives

- Develop affordable and accessible golf facilities
- Develop 100 sites by the end of the Year 2000
- Target young people up to the age of 18
- Institute a national teaching and certification program

The First Tee
Development Process

Commitment to values of "The First Tee" → Not for Profit organization status → Overall market analysis/feasibility study

LAND
- Identify appropriate land
- Develop preliminary routing plan

OPERATING
- Determine preliminary construction budget
- Determine preliminary operating expenses
- Identify an appropriate operating entity

Develop fundraising strategies → Identify Board Members → Letter of Intent → Contract and Development → "THE FIRST TEE" FACILITY

To Participate
local communities must

- Maintain a not-for-profit 501(c)(3) organization status
- Provide significant access for junior golfers
- Ensure accessibility to the facility via public transportation, pedestrian or bicycle access
- Maintain and operate the facility to The First Tee standards

"Golf is unique in the values it teaches. A game of honor, integrity and good sportsmanship, golf is governed by the players themselves, who by sticking to the spirit and disciplines of the game, gain the personal fulfillment of pride, self-esteem and self-discipline."
— George Bush

The First Tee

For More Information:
The First Tee
170 Highway A-1-A North
Ponte Vedra Beach, FL 32082
phone (904) 940-4300
fax (904) 280-9019
www.thefirsttee.com

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April 8, 2002

Mr. Lester Straw, Deputy Director
MNCPPC-Department of Park and Planning
9500 Brunett Avenue
Silver Spring, Maryland 20901

Dear Mr. Straw: _Les_

On behalf of the Board of Directors of the First Tee of Montgomery, Inc., we would like
to thank you for the support and cooperation of the Parks Department, and particularly
the efforts of Jerry Bush and Beth Hile, as we have begun to initiate our program over the
course of the past several months.

We are happy to report that, as a new 501(c) 3 non-profit start-up, we have made
significant progress toward our goals. The Montgomery County Recreation Department
provided us with an initial grant that has allowed us to purchase the necessary equipment
and supplies to begin programming. We now have these on hand, as well as the 400 golf
clubs which have been donated by private individuals. We have negotiated and signed a
Memorandum of Understanding with the national First Tee organization and have started
to complete the steps necessary to become a full chapter within the next six months.

We have worked closely with the Housing Opportunities Commission, the Recreation
Department, the PALS program, Crittenden Services and others to recruit low income
children and youth into the program. We are pleased to report that we have registered
very close to our maximum limit of 20 students at both the White Oak and Laytonsville
courses. Programming will begin the week of April 15, two days a week after school
through the first week in June and then pick up again with summer sessions in July.

The First Tee Montgomery program is more than just golf and we are forming strong
partnerships as a building block to success. We are excited about a potential new
collaboration with Big Brothers/Big Sisters of the National Capital area. As you know,
our program calls for the "matching" of each of our graduates with an adult, volunteer
"mentor" who will be committed to providing the support necessary for continued
practice and play opportunities. The Big Brothers/Big Sisters program will bring to us not
just the infrastructure for mentor screening and background checks, but the experience
and expertise for establishing positive matches and follow up support.

A "life skills" component is a requirement of the national First tee program. We are also
happy to report that we are establishing a partnership with the three YMCA's in the
county to utilize their great strength in the delivery of this programming aspect. It will
include elements of character counts, leadership skills and other youth development
pieces that join together nice with the etiquette, honor and sportsmanship the students
will learn through their golf training.

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While these program elements are critical to our long term success, they are not without cost. Background checks for mentors alone will cost $57 each and we anticipate up to 80 of these during the next year. We have developed a funding strategy that builds on a broad base of public and private support. In addition to foundation grants, individual and corporate contributions, this strategy anticipates two annual fundraising golf tournaments each year.

We are now working with the Revenue Authority and Comcast cable communications to do a tournament at their Laytonsville course. While details and final decisions are still being worked out, the proposal is for the course and golf carts to be provided at no cost and all proceeds will go to First Tee Montgomery. We would like to request a similar contribution from the Parks Department. We propose co-sponsoring with MNCPPC the Montgomery County Amateur tournament. This tournament has traditionally been operated under the auspices of the Recreation Department, but was eliminated from their budget this year due to fiscal constraints.

We believe that a co-sponsorship with the First Tee could fill the tournament field and elevate this event over the course of the next few years to one of the most prestigious amateur tournaments in the region. It should bring both exposure and new players to your excellent Little Bennett facility. It will also demonstrate your good will and support for this important cause. Because this is a two day event, we request only the waiver of green fees. Revenue from cart sales would continue to go to the course.

We have a small team from our volunteer board of directors who are ready and willing to work with your Little Bennett staff to plan, organize, advertise and make this an exceptional event.

I will close with the reminding thought that golf, to this point, has been the only youth sport in the county that has not had scholarship or financial assistance opportunities available to young people who have the interest and aptitude, but the financial means to play. We look forward to working with you to make sure that this access does become available to at least some of the youth in Montgomery County.

Sincerely,

Charlie Steinbraker, Chair
The First Tee of Montgomery, Inc.

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THE FIRST TEE MONTGOMERY

5. PROGRAM PLAN   **☰ DRAFT**

A. CALAENDAR SCHEDULE FOR PROGRAMS

Overview
The program will operate at both the Laytonsville and White Oak locations three seasons of the year, with additional, intermittent activities scheduled during the winter months. The programs in the spring and fall will be focused on youth specially recruited because of income limitations or other barriers to participation. There will be no fees associated with these programs. The summer session will continue to serve these targeted youth but also provide significant additional junior golf programming, particularly at the Laytonsville site. These will include summer camp programs which will be fee based and broadly marketed throughout the community. These fee based summer programs will be budgeted and managed by our partners who operate the respective courses, the Revenue Authority and the MNCPPC. The First Tee of Montgomery, Inc. will budget and provide the Life skills portion of these programs as well as provide financial support for scholarship slots for those in need who choose the fee based programs.

There will also be practice and competitive opportunities provided on a regularly scheduled basis to regional high schools golf teams at no cost.

There will also be free clinics done once a month exclusively for mentors and the students they have been matched with. These will be done at different courses and practice facilities throughout the community, led by PGA golf professionals who will provide this service on a pro bono basis.

Schedule

Instructional and Life Skills Programs: Spring and Fall Seasons (White Oak and Laytonsville)

Beginners (PAR Level): Eight weeks, two days per week, 2.5 hours per day (20 students each site)
Intermediate: (BIRDIE Level): Eight weeks, two days per week, 2.5 hours per day (20 students each site)
Advanced Level (EAGLE Level): Eight weeks, one day per week, 3 hours per day (plus periodic scheduled clinics and competitive events)* (30 plus students each site)

Instructional and Life Skills Programs: Summer Season (White Oak and Laytonsville)

Beginners (PAR level) Six weeks, two days per week, 2.5 hours per day (25 students each site)

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Intermediate (BIRDIE Level): Six weeks, two days per week, 2.5 hours per day (20 students each site)

Advanced (EAGLE Level): Six weeks, one day per week, 5 hours per day (30 plus students each site)

Summer Camp Program (Laytonsville only – fee based)

DRAFT

Five one week camp programs, five days per week, 4 hours per day.

High School Golf Team Practice and Competitive Play: Spring and Fall (no fees)

_____high schools boy's teams at Laytonsville
3 days per week, 1 hour per day on practice range and short game area
3 days per week, 2.5 hours on course play

_____high schools girl's teams at White Oak
1 day per week, 1 hour per day on practice range and short game area
1 day per week, 2.5 hours per day on course play

Special Clinics for Mentors and Advanced students (EAGLE and CHAMPION Levels)

One three hour clinic, one day per month, 9 months each year (various locations, no fee)

B. RECRUITMENT AND YOUTH SERVING GROUPS

Both free and fee based programs are offered at the Laytonsville and White Oak locations. Recruitment strategies for the free programs focus primarily on reaching families who otherwise would never be able to afford this opportunity for their children. A key partner in both identifying targeted young people and with assisting them with transportation to the programs is the Montgomery County Housing Opportunities Commission. This is the local housing authority which owns and/or manages the housing for some _____families throughout the county. Other community youth serving groups who are supporting FTM through recruitment of students (and other means) are: the YMCA, the Boys and Girls Club, the PALS program (Police Activities League), Crittenden Services, Gaithersburg Youth Services, and the Montgomery County Recreation Department.

In addition to these targeted recruitment efforts, additional means are used to reach out to the broader public for both free and fee based programs. These include: flyers/registration forms distributed in select schools in the neighborhoods near the sites, public service announcements and news feature stories, and inclusion in the "Guide to Recreation and Leisure" published quarterly and distributed to thousands of households by the Montgomery County Recreation Department.

DRAFT

C. TRANSPORTATION PLAN

The White Oak golf course is located in an urban, densely populated part of the down county region. It sits directly on New Hampshire Ave., which is a major transportation corridor well served by the Metro bus transit system. There is a bus stop immediately at the entrance to the course. Most of the students who participate in the FTM program at White oak live within a two mile vicinity of the course and many use the bus system. Others are transported by parents, police officers from the PALS program, and other supportive adults.

The Laytonsville course is located in a more suburban region of the county. Students come from a broader area. FTM has established a strong partnership with the Montgomery County Housing Opportunities Commission (HOC). This organization has expressed its belief in the potential benefits of the First Tee program by committing staff to not just recruiting students for the program but transporting them as well. Two are used vans to transport participants from several subsidized housing communities managed by HOC in the upcounty region. Staff who drive the vans also stay on site during the programs and assist with supervision of the participants. Other students who participate at the Laytonsville site are transported by parents or other supportive adults.

FTM has been successful in filling its programs to the capacity limit by utilizing the public transportation system and other transportation supports provided by community partners. As expansion occurs and new program sites come on line, a transportation plan will be designed and implemented to meet the particular needs of that location.

D. ACCESS GUIDELINES

FTM has worked hard to establish a program that not just meets but exceeds the minimum access guidelines required by the First Tee. Both the White Oak and Laytonsville locations will provide more than 250 annual hours of free group programming for registered First Tee participants. In addition, at the Laytonsville facility (which has an 18 hole championship course and full swing and short game practice facilities) there will be significant additional junior golf programming offered. At White Oak (where there is only a nine hole layout and a less formal full swing practice range) there will be some additional junior golf programming offered within the physical limitations of the facility.

☰ DRAFT

Program Detail:

At each location, three different levels of programming will be offered. The following details the break out of these programs:

Spring and Fall at Laytonsville and White Oak – Free Group Programming – 8 weeks
25 students each per Par Level and 20 students per Birdie level groups; 30 plus in Eagle level group

Beginners (PAR level) – two days per week after school
3:30 to 4:30 Life skills/rules/etiquette (in clubhouse)
4:30 to 5:00 Short game putting and chipping
5:00 to 6:00 Full swing on practice range

Intermediate (BIRDIE level) – two days per week after school
3:30 to 4:00 Short game putting ands chipping
4:00 to 5:00 Full swing on practice range and/or the course
5:00 to 6:00 Life skills/rules (in clubhouse)

Advanced (EAGLE/CHAMPION Level) – one day per week (weekend or weekday)
3:30 to 4:15 Full swing on range or short game work
4:15 to 6:30 On-course supervised play and course/game management

Summer at Laytonsville and White Oak – Free Group Programming – 6 weeks
25 students per group

Beginners (PAR level) – two days per week
10:00 to 11:00 Life skills/rules/etiquette (in clubhouse)
11:00 to 11:30 Short game putting and chipping
11:30 to 12:30 Full swing on practice range

Intermediate (BIRDIE level) – two days per week
10:00 to 10:30 Short game putting and chipping
10:30 to 11:30 Full swing on range or course
11:30 to 12:30 Life skills/rules/etiquette (in clubhouse)

Advanced (EAGLE/CHAMPION level) – one day per week- Early morning or late evening
45 minutes full swing or short game practice
2 hours and 15 minutes on course supervised play and game/course management

In summary, the annual free programming at each site will consist of 110 hours at the PAR level, 110 hours at the BIRDIE level, and 64 hours at the EAGLE/CHAMPION level. This will be augmented by additional free clinics, 2 to 3 hours in duration each, once a month for 7 months of the year, offered specifically for FTM students and

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their mentors. These will be done pro-bono by Mid-Atlantic Section PGA professionals at various locations throughout the county.

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Both the Laytonsville and White Oak sites will also provide free range time and course access to local school junior golf teams. In addition, the Laytonsville course in particular will provide fee based junior golf instructional camps, with scholarship opportunities available by funding made available through the FTM.

E. INSTUCTIONAL STAFF AND VOLUNTEER PLAN

FTM has executed contractual agreements with the MNCPPC and the Montgomery County Revenue Authority to provide for professional golf instruction. (See copies of full agreements under Section 4(a): Lease of Use Agreement for Land). These organizations have committed to providing certified PGA professional staff to teach the golf curriculum (including full swing, short game, rules and etiquette) as well as test and certify the participants as ready and able to move from one level to the next. FTM has agreed to compensate the organizations $75 per program hour for this service (and an additional $10 paid to instructional assistants).

While the primary instruction will be done by staff paid for this purpose, these teachers will be augmented by volunteers who will work under the direction of the PGA professionals. These volunteers will be recruited from a variety of sources. Primarily they have come from golfers at the home course who see the program happening with the kids and respond to our posters asking for volunteer help. They also come from local high school students who are required to do a certain number of volunteer community service hours to graduate. Contacts with gold school coaches have and will continue to produce a number of these volunteers.

One of the major roles of the volunteers is to take groups of participants who are ready to get out on the course out to play a certain number of holes. This supervised play assists us in advancing the student's experience and abilities, while insuring that there is no disruption to course operations because of slow play or other undesirable behaviors.

A major volunteer program component, key to the long term success of the FTM effort, is the mentoring program. (See Section 5(g), the Mentoring Component)

When the First Tee Montgomery, Inc is approved for chapter status, we will move forward with preparations to implement the life skills component at each location. This means identifying the personnel who will carry out this instruction and getting them trained and credentialed to do this. These personnel will come from one or two sources. They will either be hired/contracted by the MNCPPC and/or the Revenue Authority for this purpose, and our existing agreements for course use and instruction will be amended to reflect this new role and function. Or the instructors will be hired/contracted from existing or recruited new staff from the local YMCA. In either case, the organization will be compensated for this service by FTM at an agreed upon hourly rate.

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F. PROGRESSION OF PARTICIPANTS

FTM has established a set of assumptions and a line of progression for our participants that sets the framework for our programming. FTM will recruit and accept up to thirty (30) students for its initial PAR level courses at each location. We anticipate that there may be a drop out level of up to five (5) students throughout the course of the first eight weeks. Our assumption is that twenty (20) of these students will pass the required skills and rules testing to advance to the Birdie level after the initial 8 week session. They will be replaced at the PAR level by a new set of recruits.

After an additional eight weeks at the Birdie level, 10 to 15 students will be ready to be certified for on-course play. At this point, FTM will begin to match these students with adult volunteer mentors who will facilitate their continued access to practice and play. These students will continue to also receive formal FTM instruction and play opportunities on a weekly basis, progressing to the Eagle level. The mentoring aspect of the FTM program is critical to the retention and continued development of FTM students (see Mentoring Program)

This program design will not just allow FTM to provide exposure to the game and the life skills curriculum, but will encourage a progression that retains students and continues development opportunities for several years after their initial registration.

Programs offered free by FTM in 2003 will register twenty five new recruits for each of the spring and fall classes for both the White Oak and Laytonsville locations and 30 for the summer session. There will be an additional _____ junior golfers registered for the fee based camp programs, with some students provided scholarships through the FTM budget. That means 160 new students will be added to the free program during the course of the year. On the other end of the spectrum, by the end of 2003, there will be up to 60 students matched with adult mentors. These students will still be receiving formal instruction and play opportunities on a weekly basis but will also be playing and practicing at least twice a month with their mentors. With these students being retained in the program through the mentoring component, the number of student served will grow exponentially.

FTM anticipates adding a one new location in 2004 and another in 2005. Each site means additional new students a year, with most starting a progression that will continue to keep them in the program for many years to come.

G. THE MENTORING COMPONENT

The intention and goal of the FTM program is not just teach life skills and introduce golf to young people, but to facilitate their continued participation and development in the

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sport. A key part of the FTM program design to achieve this objective is the mentoring component.

DRAFT

As students progress to the point of certification where they are prepared to advance from the Birdie level, efforts will be made to "link" them one-on-one with adult volunteer mentors. These screened and trained golfers will be committed to the keeping the FTM participants involved in the program and the game by taking them to practice and/or play a minimum of twice a month. The students will continue also to receive group instruction by the PGA professional staff (now once a week). But they will also receive more individualized and devoted attention through their mentor, who will also facilitate increased opportunities to play a wider variety of courses.

The Maryland National Capital Park and Planning Commission and the Montgomery County revenue Authority have approved a request to lower fees for certified FTM **PROPOSED** participants and their mentors. Each has approved green fee reductions of 50% and a like reduction for buckets of ranges balls for FTM students and mentors (when they accompany them.)

FTM has just recently met with the initial 12 adults who have committed to become mentors. Each have completed paperwork and been fingerprinted to allow for a Federal and state criminal background check. The mentoring effort will begin as a pilot this at the conclusion of this fall program session. With another moderate to mild winter, we anticipate that the commitment of twice a month for practice/play will assist in keeping a number of our more advanced students involved in the game.

These initial volunteers will also help the FTM mentoring committee develop the overall support system that will ultimately be developed and available for all mentors. This system will include:

- a three phase training program that covers 1) the various critical elements of a successful mentoring relationship, completed by the staff of the Big Brothers Big Sisters organization; 2) an overview of the life skills program and how it can be reinforced by the mentors and 3) basic swing faults, corrective swing drills, common rules and etiquette issues, taught by the PGA professional staff working with the kids.
- a mentoring manual that will have information and phone numbers/e-mail addresses for a wide array of resources people, facilities and services. These will include members of the FTM board of directors mentoring committee, staff from Big Brothers Big Sisters, articles on mentoring, golf rules and instructional information, numbers of local public courses and driving ranges etc.
- Identification cards, shirts and hats that will provide assist those in MNCPPC and Revenue Authority courses to recognize FTM participants and mentors and provide them with discounts.
- golf clinics focused on specific aspects of the game and open only to mentors and FTM students. These will be held at least once a month at a variety of locations

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and will be led by Mid-Atlantic Section PGA golf professionals who have **DRAFT**
expressed an interest in doing this on a pro-bono basis.
- matching assistance and case supervision by professional, experienced staff from
the Big Brothers and Big sisters organization.

FTM strongly believes that the mentoring component is critical to students sustaining the interest and ability to continue on a long term basis with the sport of golf and its inherent values. We were therefore pleased to be approached and to join in partnership with Georgetown University to submit a grant to study the longitudinal value and effect of mentoring on this youth population. (See addendum #1: "Grant request for a longitudinal study of the value added of mentoring to youth development in the First Tee Montgomery golf and life skills program")

H. POTENTIAL FOR FUTURE GROWTH

The population of Montgomery County is rapidly growing toward 900,000. Two First Tee locations are insufficient to serve the needs of this community, growing not just in size but in diversity.

The budget plan established by the FTM Board of Directors envisions adding a third location in 2004 and a fourth site in 2005. There are a number of options already being considered for this potential growth.

The existing Gunpowder golf course which borders the Montgomery/Prince Georges County line is planned for re-development. The existing course will be developed in a land swap agreement with the MNCPPC that will result in the development of a new course. This course will be targeted as a First Tee site and designed specifically to accommodate the needs of the program. Since this location bisects Montgomery and Prince Georges counties (16 holes of the current routing plan are actually in Montgomery County), it is an ideal location for a Montgomery/Prince Georges First Tee joint venture.

The Georgetown Prep Jesuit school located in the mid part of Montgomery County on Rockville Pike has a nine hole golf course on its grounds. Plans are under way to rezone and develop a portion of the campus that will compromise the course and reduce it to five or six holes and a practice area. This change has initiated discussion about this becoming a First Tee location. The school administration has expressed a sincere interest in this possibility and it is has been presented as a possibility at the zoning meetings and hearings with the Planning Board. This location is advantageous for a number of reasons, among them, its position in the mid county region, very close to the Metro subway system and the potential volunteer base of the resident student population.

The Bel Pre area of the county is a very densely populated region of affordable multifamily housing properties. It has also been recently designated as a juvenile crime "hotspot" by the State of Maryland criminal justice system. It has therefore been targeted as region where funding will be focused for creative juvenile crime prevention activities. FTM has been approached as a potential program for this region. If this progresses, there

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is a privately owned new golf practice facility (driving range and putting green) ideally located to be accessible by walking or bicycle to a large number of young people in this community. This would likely be where the golf and life skills instruction would take place. The Northwest Park course, owned and managed by our MNCPPC partner, is located only three to four miles away and has a shorter "inside nine" (as part of its 27 holes) that would serve as the golf course location.

These are three sites that offer very real possibilities of expanded First Tee programming over the next two to four year period. There is little doubt that other potential sites for expansion will also arise as we move forward.

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Bush, Jerry

From: Warnick, Karen
Sent: Monday, August 26, 2002 4:20 PM
To: Bush, Jerry
Subject: FW: Membership & Pass Management module

Memberships_Modul
e Sheet.PDF

Designing MB
cards.PDF

MontgomeryCounty
MB.doc

This is from Harvey regarding the possibility of using Class for the fee reduction swipe card. - K

-----Original Message-----
From: Mazer, Harvey
Sent: Monday, August 26, 2002 3:49 PM
To: Warnick, Karen
Subject: FW: Membership & Pass Management module

Karen,
Here is Class SW email. The attached membership file describes the functions in the Membership module. The attached Designing MB card..File illustrates different types of cards that can be printed from the 3rd party hardware card printer.

The cost of installing this "system" at every enterprise location that currently uses Class is in the attached MS Word file. Its about $5100 per work station per location, and $1000/day of on-site training/implementation. The 3rd party hardware is used in the following workstation scenario -> the staff creates the card by 1st entering citizen info using the Membership module; staff takes citizen's picture using the Logitech Quickcam Pro 3000; the card prints out via the Eltron Card Printer. When the citizen uses the card, the Metrologic Orbit Omni-Directional Scanner would "read" the card.

Note: since each Ice Rink, Tennis, Train, Gift Shop, and Park Permits have their own database, this solution cannot satisfy your requirements requiring each enterprise facility access the same database (ex: if the card is lost/stolen, then invalid the card at all locations).

After you look over the info, we can talk, and then I suggest you talk to Lynn if you think you still consider this as a possible solution. She can be reached at 800-661-1196 x 216.

-----Original Message-----
From: Lynn Varabioff [mailto:lynnv@classinfo.com]
Sent: Friday, August 16, 2002 6:11 PM
To: Mazer, Harvey
Subject: Membership & Pass Management module

Hi Harvey,

As mentioned in our conversation today, I am including some additional details on the Membership module in Class.
You can use Memberships with or without the scanning /card set up.

I have included a sample quote with the scanning hardware included for your review.
Feel free to contact me with further questions....

Jerry Bush
Administrative Supervisor
Montgomery Parks
(301) 495-2516
jerry.bush@mncppc-mc.org

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You can reach me at 800-661-1196 x 216.

Thanks!

<<Memberships_Module Sheet.PDF>>   <<Designing MB cards.PDF>>   <<MontgomeryCountyMB.doc>>

Lynn Varabioff
Solutions Consultant
Class Software Solutions Ltd.
Celebrating 25 Years of Business!
t: 604.438.7361
toll free: 800.661.1196
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www.classinfo.com

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jerry.bush@mncppc-mc.org

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class software solutions
Shaping the future of communities

Class for Windows™ Pricing/Estimate Form

Harvey Mazer
Montgomery County Parks & Planning (M-NCPPC)
MIS Unit, 9500 Brunett Ave.

Silver Spring, MD   20901

Phone: (301) 495-2493 (Primary Contact)
Fax: (301) 495-1921
Email:

Membership & Pass Management

CLASS SOFTWARE MODULES

Class Module	Number of Licenses	License Cost	Total License Cost	Maintenance Fee	Implementation Service Days
1 - CORE MODULE PRICING					
Membership & Pass Management	1	·$1,500	$1,500	$375	
Total License Cost			$1,500		
Annual Maintenance Cost				$375	

3RD PARTY HARDWARE/SOFTWARE

Hardware/Software Description	Quantity	Unit Price	Extended Price
Eltron Adhesive Roller (5 per pk)	1	$32	$32
Eltron C310 Ribbon (5 panel color ribbon-200/roll)	1	$70	$70
Eltron P310C Colour Card Printer	1	$2,495	$2,495
Eltron Premier Clean Kit:25 swabs/50 cleaning card	1	$60	$60
Logitech QuickCam Pro 3000	1	$100	$100
Metrologic Orbit Omni-Directional Scanner (serial)	1	$450	$450
Total Hardware Cost			$3,207

CONSULTING AND TRAINING

Description	Days	Unit Price	Extended Price
Implementation and Training Days	1	$1,000	$1,000
Total Training Cost			$1,000

Quote Summary	Totals
Total Software Cost	$1,500
Total Maintenance Cost	$375
Total Training Cost	$1,000
Total 3rd Party Hardware/Software Cost	$3,207
Grand Total	**$6,082**

Please Note

1. Sales taxes, where applicable, are not included and prices are in the currency of the country of installation (subject to change without notice).
2. Hardware, operating system, 3rd party software and site preparation are not included unless otherwise noted.

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3. Annual software maintenance is 25% of prevailing list (min. $1500/yr).
4. Maintenance Accreditation and Internet Discounts, as well as Extended Support options are available and outlined in the Software Services Agreement
5. Pre-Project planning and Documentation fees are $1,000 per day for off-site services.
6. On-site Implementation and Training Services are $1,000 per day exclusive of airfare, five (5) participants per class. Additional participants $100 each to a maximum of ten (10).
7. On-site Professional Services are $1,500 per day exclusive of airfare.
8. On-site Technical Services are $1,750 per day exclusive of airfare.
9. Customer requires a modem (USR 28,800 V.34bis or better), comm software and dedicated phone line for support.
10. A dedicated database server, as well as a Windows server is highly recommended for each of the IVR and Internet (plus MS IIS) modules.
11. Class ships on CD ROM.
12. A full set of manuals are provided on the CD provided with each system.
13. Internet Services require database access components, priced separately by database.

Memberships
A complete pass management system

Memberships combines pass management, client tracking, access control, photo identification, marketing information and accounting reconciliation within one integrated system. When your members scan themselves into your facility the system automatically validates the card, allows access, and tracks usage on the client's account or decrements the number of punches from the membership card.
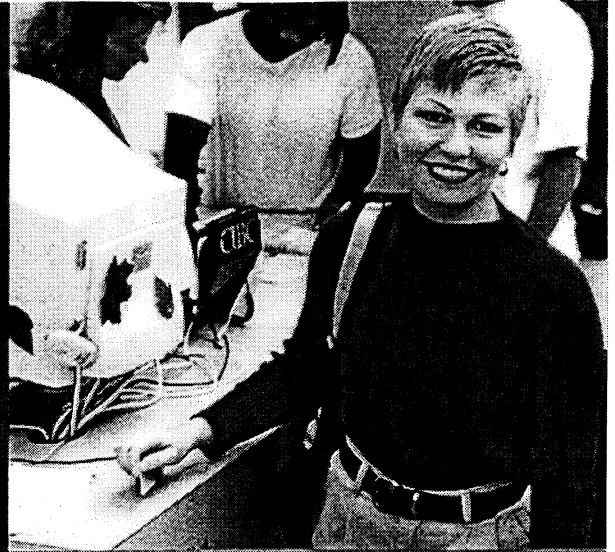
Components

Memberships
A comprehensive client tracking, identification and access system that gives your customers the freedom to bypass lines at the front desk. The system coordinates with access control mechanisms such as scanning stations and gate kickers to alleviate abuse of membership privileges. Prints photo identification cards, creates renewal notices, tracks client usage and generates reports. Suitable for managing all membership types, including yearly, monthly, daily and punch card passes.

Affinity Marketing
A marketing tool that supports your loyalty marketing programs by awarding recognition points to your customers. Integrates with your registration, membership and POS database to track client point levels based on membership, registration frequency or purchase history. Points can be redeemed for discounts on future purchases. All Promotion Rules for accumulation and redemption of points are outlined and controlled by you. Comes equipped with comprehensive reporting tools to analyze trends, track point balances and generate projections based on the buying patterns of customers.

Professional Services
Professional consultants are available to manage your Memberships implementation from project charter to go-live. Consultants cover all areas including technical considerations, installation, education of end users, and planning for the future of your organization.

Customer Value
- Submit personal information once
- Easy renewal procedure
- Carry only one card for facility access and membership recognition
- Self scanning card eliminates waiting in line
- Photo stored on client account, making lost cards easy to reproduce

Business Value
- Scanning cards can control turnstiles and gate kickers
- Alleviates abuse of membership privileges and adds security
- Displays auto reminders or alerts when members scan in
- Stores member usage information valuable for marketing programs

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Feature Tour

Membership Setup

- Many combinations of memberships can be easily created using the system categories: Pass Types, Pass Terms, Pass Plans and Pass Options

- Pass Type describes either the individual purchasing the pass or the times the pass is valid, for example, 'Adult' or 'Weekday'. When creating Pass Types in the system, you can also specify the minimum and maximum age requirements in years or months, and whether the pass can be sold as a family pass. A family pass is a group membership valid for each individual linked to one client account. Individual photo identification cards can be created for each member of the group

- Pass Term outlines the length of the membership in years, months, days or visits. There is a check box to indicate if the membership is to be used as a virtual punch card, and an area to set a refund cut-off date in years, months or days

- Pass Plan is a general category that can refer to the facility where the membership is valid or the activity for which it is valid, for example 'Weight Room' or 'Aerobics'

- Pass Plan Option is a subcategory under Pass Plan that combines information regarding Type and Term, GL account, fees (resident/non-resident status), effective date, starting sale date, valid times, scanning stations and scheduled payment options. If you check the Batch Renewal option, passes can be renewed automatically when a membership expires. You also have the opportunity to limit the membership to specific times and to regulate admittance through automated scanning stations. For example, a Seniors Pass valid from 9am until noon will not be accepted at any scanning station after 12pm

Feature Tour

Selling a Membership

- Searching for a membership is easy; simply select a Pass Plan, Pass Type and Pass Term from the drop down list provided

- If the Pass Term is measured in time, the 'Starts' and 'Expires' field are filled in for you. The 'Starts' field can be altered, however the 'Expires' field will always calculate based on the information entered in the 'Starts' field. If the Pass Term is measured in visits, the system allows you to alter both the 'Starts' and 'Punches' field

- Once you have found an appropriate membership, pull up your customer's account from the database by entering a phone number, the first few letters of a last name, the client barcode number or click on the Client button to use advanced search capabilities. If no account exists, one can be created on the spot in the middle of a membership sale

- Simply clicking the Register button will secure the correct membership and automatically charge a membership fee, based on the information identified in the customer's account (age, resident status, etc.)

- Completing the membership sale is simple: click the Payment button, enter the amount of the transaction and select payment type (cash, credit cards, check, account charges, certificates, direct debit, points, scheduled payments, etc.). A Pass sold confirmation and receipt are printed, and all accounting transactions are reconciled to the appropriate revenue accounts

Membership Cards

- Membership cards can be custom-designed to include your logo, graphic enhancements, customer photos, names, barcode numbers, etc.

- When you register a client for a membership, the system will prompt you to take the client's picture. You have the ability to take the photo immediately or defer it until a later date. Client photos are attached to individual accounts and can be pulled up to identify a customer if they have forgotten their card

- The digital photo identification card allows your customers to scan themselves into your facility with the digital barcode or magnetic strip built into the card. The system will validate the card and update the number of visits on your clients' accounts

"The Memberships module allows us to provide the kind of membership services to our citizens that they have come to expect from a business. We are on par with the way a business should be run."
Donna Trujillo, Administrative Analyst
City of Boulder, CO

"Implementation of the system has been an overwhelming success. By implementing the photo ID system we saved $40,000 in security costs and are now realizing benefits that we hadn't originally even considered."
Mark Young, Assistant Director of Recreation
City of Columbus, OH

Additional Security

The system electronically stores a unique barcode number and customer photo for every membership sold. When a card is scanned, it is immediately validated or rejected, making it impossible for people to gain access to your facility without a valid membership. By using a photo identification system, many sites have found that they have more control over members who may cause trouble within the facility. They have the ability to scan the database and suspend the memberships of those who have caused trouble in the past, barring them from using any city facility.

Retention

The system proactively alerts you when a membership is about to expire, giving you the opportunity to connect with your customer and offer a promotion or renewal. In addition, the system comes equipped with an in-depth reporting tool, allowing you to identify your most profitable customers, which members are attracted to specific offerings, which members need additional incentives, etc. This collection of information makes it easier for you to develop and implement targeted marketing programs to retain and attract more customers.

Planning Ahead

The membership system offers extensive reporting capabilities using Crystal Reports, an industry standard report writer. Print reports that identify who is using your facility when, what age groups you are attracting, which memberships are not being sold, etc. With this type of information you have the ability to plan for your busiest times, including allocation of resources, future equipment purchases, facility design additions, etc.

Reduce Costs

With Memberships many of your administrative processes are automated and streamlined, significantly decreasing the amount of time and money spent on data entry. For example, with the Batch Renewal option the system will automatically update membership start and expiration dates, charge the customer account appropriately, perform electronic funds transfer, update customer accounts, post to the correct GL account and print a receipt. On top of that, you don't have to spend extra dollars on card reprints every year because the digital barcode on each card retrieves the information contained in your client's account.
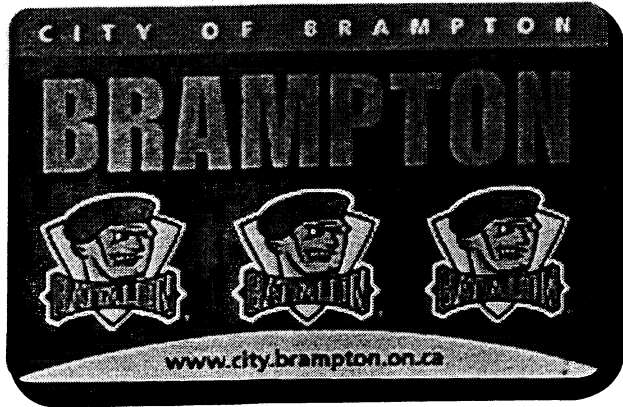
Membership Card Design

Think about designing the front and back of your membership cards. Certain areas of your card can be designed, leaving space for a photo, name and barcode. Rather than waste the ink in your card printer, you can send your design out to be printed professionally. When printed in large batches, the cost per card becomes a nominal investment.
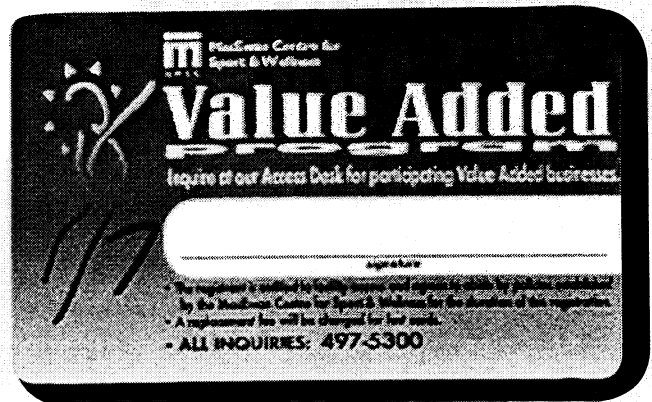

Front: preprinted professionally

Back: This side can be run through your membership card printer to imprint the client photo, name and barcode number.

Front: Pre-printed professionally and run through a membership card printer to imprint the name, barcode and photo.

Note: Make sure when designing pre-printed cards that you leave a lightly colored area to overprint your client name and barcode. In this example, it is very difficult to read the client name, however the barcode placement is well thought out.

Back: Pre-printed professionally with an area for the customer's signature.

The back of this card was used to advertise promotional programs as well as card parameters.

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Membership Cards as Marketing Tools

Think about the ways your membership cards can be used as a marketing tool for your organization. When designed well, your cards can become one of your number one word-of-mouth marketing tools. Chances are your members carry their cards on them at all times so think about your card as a conversation piece - create interest so they impress upon sight.

Your membership cards are a good venue to advertise your new initiatives, benefits, awards you have won, etc.


Front: preprinted professionally

This card advertises all of the different ways in which to register. Good method for increasing alternative registration methods.
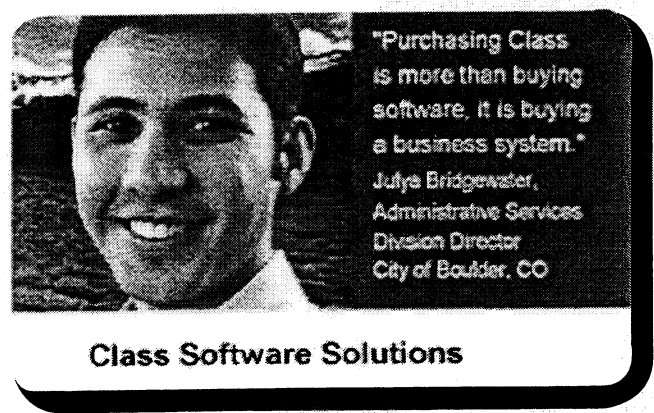
Front: printed on an Eltron printer in-house

This card uses a customer quote to sell a benefit. With the use of a graphics program (in this case Adobe Photoshop was used), your designs can become complex and polished. It is not recommended to print intense graphics on your membership printers as they wear down your ribbons. Although the initial cost is greater, it is more cost effective in the long run to have the designs pre-printed.
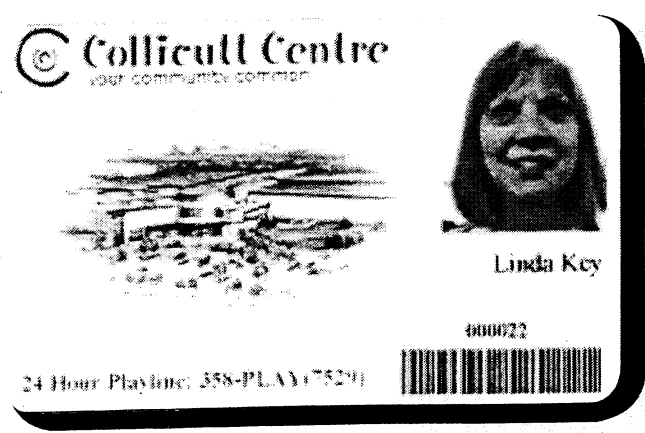
Front: Printed in-house

Although the design of this card is simple, the facility drawing can be used effectively. Use a facility drawing to generate interest around a new facility being built.
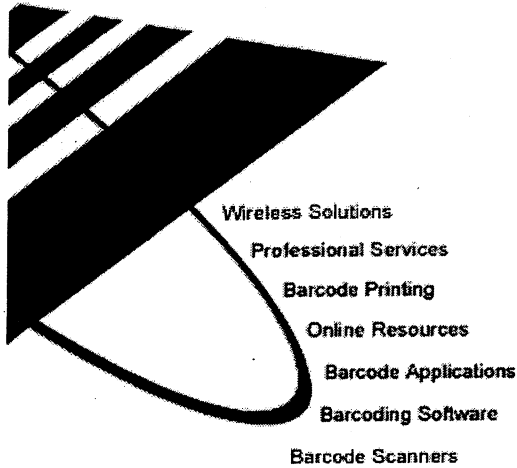
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ATTACHMENT 8

Barcoding.com

About Us   Contact Us   What's New   Partners   Press Info.   Employment   Ho

Feel Free to Call U

Data Collection Solutions
With A Customer Focus.

Wireless Solutions
Professional Services
Barcode Printing
Online Resources
Barcode Applications
Barcoding Software
Barcode Scanners

About Us

Barcoding.com, a full-service systems integrator of both barcode-based data collection and wireless communications systems and equipment, offers affordable, pre-packaged, and fully customized solutions for every aspect of data management. We've worked with retail, distribution, manufacturing, education, health care, warehousing,and service sectors all over the world.

Our data collection technologies include batch, wireless, and PC-based applications:

- batch data collection featuring Palm OS, DOS, and Windows CE-based hand-helds
- wireless communication within individual Local Area Network (LAN) infrastructures
- wireless building connection on Wide Area Network(WAN) systems
- fixed-station and PC-based applications that runon either networks or single stations

To compliment these offerings, Barcoding.com offers a full line of hand-held scanners, PDT's, thermal transfer barcode label printers, and a full line of consumablemedia products.

In addition to our complete line of products, we are dedicated to a level of customer satisfaction that extends well beyond the initial sales transaction. Our sales staff has over 75 years of combined experience in the industry, and we are always available online or through our toll-free number to address any of your application concerns, any time of the day. And with offices throughout North America and Europe,we are easily accessible from wherever you work.

Company Information

- Who we are
- What we do
- Where we are
- When we started
- Why we do business
- How we work

Divisions of Barcoding.com with Downloadable Logos

- Barcoding.com
- CaptureTech

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ATTACHMENT_____

Who we are
Executive Bios:

Jay Steinmetz, President
Mr. Steinmetz has extensive knowledge and
experience in the barcode industry. Graduating from
the University of Arizona with a degree in
Operations Management and Management
Information Systems, Jay's career began at FMC
Corporation where he designed, developed, and
installed multiple barcode systems. He then went to
work for and obtained an equity interest in
AccuScan where he was the Senior Systems Analyst
and subsequently Professional Services Manager -
all in the barcode industry. After the acquisition of
AccuScan by Peak Technologies, Jay became the
Product Manager for the best selling line of software
products in the data collection industry. He
continued his career overseeing design and
development of RF/Batch application programs. Jay
is certified in many systems related to design,
implementation and support of barcode systems.

Kenneth Tadkowski, Vice President of Sales
Mr. Tadkowski, Vice President of Sales, oversees the
entire sales force at Barcoding.com. He comes to
Barcoding.com from Datavision/Prologix in Forrest
Hill, Maryland, where he worked with bar coding
technology, including thermal printers,
consumables, scanning, wireless RF and software
solutions for a wide variety of industries. At Peak
Technologies Group, Inc., Ken was responsible for
more than $15 million annually in bar code data
collection systems. Ken is a graduate of Towson
State University with a degree in business
administration.

Mark Shenk, Director of Professional Services
Mr. Shenk is the head technical systems integrator.
He is responsible for all customer site visits and
installations. He is a graduate of York College of
Pennsylvania and has been in the technical field
since 1990. His talents are instrumental to the
success of each customer visit and thus to the
success of the company.

David A. Shapiro, Director of Marketing
Mr. Shapiro is the director for all marketing and
public relations portions of Barcoding.com. He
began his career in sales before changing to
marketing, web site development, and public
relations, giving him a unique perspective effective
for marketing to our customers. He is a graduate of
the University of North Carolina at Chapel Hill.

What we do

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ATTACHMENT __8__

Barcoding.com is a Baltimore-based technology company that installs and integrates wireless barcode systems utilizing handheld portable computing devises. Barcoding.com has provided wireless solutions for many companies within the manufacturing, distribution, and warehousing industries. The company's capabilities range from on-site professional services to business-to-business e-commerce. In addition, Barcoding.com has been one of the first companies to install web-browser based technology on hand-held data collection devices.

Where we are

Barcoding.com is running offices in both North America and Europe; Barcoding.com's customers are geographically located in:

United States
Europe
Latin America
Asia

Global headquarters is located in Baltimore, Maryland. See "Contact Us" for our address/phone number.

Other North American sales offices are located in

New Mexico
Connecticut
Illinois
Arizona
Florida
Georgia
Pennsylvania
Virginia

The European sales office is located in Sassenhiem, Netherlands.

When we started

CaptureTech began in 1997 as a two person company selling barcode equipment and developing and installing wireless barcode solutions. As the company grew, the management realized the Internet contained a void for the barcoding industry. CaptureTech then acquired the name Barcoding.com and used it to develop an online portal to the barcoding industry. Today, **www.barcoding.com** is both a resource for the industry as well as an online superstore for barcoding hardware and software. Our current business model combines the original idea of a full barcode services systems integrator in CaptureTech, while maintaining a strong presence on the Internet through the use of our site, Barcoding.com.

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Why we do business

Barcoding.com's goal is to be the best and most comprehensive barcode services company in the world. Countless businesses and industries can be bolstered by barcoding technology, and we are here to help each company learn what barcoding can do for them. Our online application and software databases serve as research tools for all visitors to our website, the superstore allows customers to browse through product descriptions and place orders online, and our expert sales team is ready to advise customers on the products that best suit their needs. We provide our customers with the most recent wireless technology and the best service available in order to improve functionality and increase productivity and cost effectiveness.

How we work

At Barcoding.com our phenomenal success is due to our adherence to the following principle: give the customers what they need - the best possible price and unparalleled customer support. The result of this philosophy is a proven track record of customer satisfaction and loyalty within the industry. We are able to provide equipment from top manufacturers while maintaining unbeatable prices!

Barcoding.com

Barcoding.com works with companies to streamline manufacturing, warehousing, and distribution operations through the implementation of automatic identification and data collection (AIDC) systems. This results in increased productivity and decreased costs for our customers within these business critical areas. From the stock rooms of small businesses to warehouses containing a million square feet or more, Barcoding.com offers solutions for a variety of data capture applications. Organized to be the most comprehensive source for the markets it serves, Barcoding.com can act as a supplier, systems' integrator, and/or service provider, depending upon the company's needs. Solutions begin at Barcoding.com, a company with over 10 years of experience in the barcode industry. This experience has allowed Barcoding.com to gain unmatched expertise in the areas critical to successful AIDC system implementations. In addition, our relationships with industry leading AIDC hardware and software manufacturers ensure that our customers benefit from the most reliable, state-of-the-art technology.

From hardware and software selection and integration to post-implementation training and

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support, Barcoding.com works with you every step of the way. Coordinating these functions to provide our customers with dependable, reliable, turnkey system solutions is what makes us the industry leader. Look to Barcoding.com to provide you with a positive return on your AIDC investment.

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Contact Us

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