



Marion County Board of County Commissioners

# Language Access Communication Handbook

**Marion County  
Board of County Commissioners  
Office of Public Information  
601 SE 25th Ave.  
Ocala, FL 34471  
352-438-2300**

*Created December 2009*

*Language Access Subcommittee:  
Barbra Hernández, Chair, Office of the County Engineer  
Natalia Cox, Growth Management Department  
Nia Haynes, Utilities Department  
Xiomara Díaz, Extension Service*

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## EXECUTIVE SUMMARY

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Each year, Marion County becomes home to thousands of new citizens. Just as our population continues to grow, so do the demands for county government services and the need for enhanced and specialized communications that acknowledge the diverse fabric of our community.

Recognizing this, the Marion County Board of County Commissioners directed a series of actions aimed at improving internal and external communications. One of these initiatives, outlined in County Administrator Dr. Lee A. Niblock's "Doing More with Less" plan, called for developing the county's ability to communicate in Spanish.

To address this goal, the Marion County Office of Public Information directed a subcommittee of SOURCE members to research Marion County's Spanish-speaking market and investigate language access needs in the community. While this project started as a means of communicating with Spanish speakers, research directed us to take a more global approach, one that would ensure adequate provisions for native speakers of other languages with low English proficiency, or LEP.

This handbook complements Marion County's Marketing Communication Handbook by addressing Marion's Spanish-speaking market, the county's largest language minority, and providing a deadline-driven framework of steps aimed to facilitate communication with this growing sector and other non-English speaking groups.

This document also serves as one in a series of progressive steps the Marion County Board of County Commissioners will continue to take to ensure fulfillment of Title VI of the Civil Rights Act of 1964 and Executive Order 13166 requirements for agencies that are recipients of Federal financial assistance (see page 4).

## LANGUAGE ACCESS OVERVIEW

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### Need for language access services

As a recipient of Federal financial assistance, Marion County government is required to comply with Title VI of the Civil Rights Act of 1964 and Executive Order 13166 by taking reasonable steps to increase accessibility of its programs and services for citizens with low English proficiency. An LEP person is someone who does not read, speak, write or understand the English language at a level that allows him or her to interact effectively with Marion County government staff and services.

Title VI of the Civil Rights Act of 1964 states that:

“No person in the United States shall, on the ground of race, color, **or national origin**, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”

To better enforce this federal obligation, former President Bill Clinton on August 20, 2000, issued Executive Order 13166, which states that:

“...each Federal agency shall examine the services it provides and develop and implement a system by which LEP persons can meaningfully access those services consistent with, and without unduly burdening, the fundamental mission of the agency. **Each Federal agency shall also work to ensure that recipients of Federal financial assistance (recipients) provide meaningful access to their LEP applicants and beneficiaries.** To assist the agencies with this endeavor, the Department of Justice has today issued a general guidance document (LEP Guidance), which sets forth the compliance standards that recipients must follow to ensure that the programs and activities they normally provide in English are accessible to LEP persons and thus do not discriminate on the basis of national origin in violation of title VI of the Civil Rights Act of 1964, as amended, and its implementing regulations. **As described in the LEP Guidance, recipients must take reasonable steps to ensure meaningful access to their programs and activities by LEP persons.**”

Note: For the purposes of this handbook, we will also need a legal definition of the words “meaningful” and “reasonable” to ensure compliance.

## LANGUAGE ACCESS COMMUNICATION OVERVIEW AND RECOMMENDATIONS

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### Marion County's language access resources

The Marion County SOURCE, an in-house committee of county professionals, has identified 41 employees with reading, writing, translating and/or interpreting skills in at least six languages: Spanish, German, French, Creole, Portuguese and Sign Language. These potential resources responded to countywide e-mails requesting information from bilingual/multilingual staff. Though language skill levels and availability of these employees are not certain, their names are listed here as reference. If employees need assistance with a non-English speaker, they can also contact one of the five SOURCE Language Access Subcommittee members for assistance. Those individuals include:

1. Barbra Hernandez, Marion County Office of the County Engineer 671-8686
2. Natalia Cox, Marion County Growth Management 438-2600
3. Nia Haynes, Marion County Utilities 671-8540
4. Xiomara Diaz, Extension Service 671-8400
5. Christy Jergens, Marion County Office of Public Information 438-2300

Department	Name	Language
Animal Services	Ann Bishop	Spanish, Portuguese
Animal Services	Nanette Díaz	Spanish
Animal Services	Esther Gómez	Spanish
Animal Services	Jim Sweet	Spanish, Creole, French, German
Community Services	María Vega	Spanish
County Extension Office	Xiomara Díaz	Spanish
Facilities Management	José Pérez	Spanish
Judicial Center-Facilities	Charles González	Spanish
Library-Dunnellon	Cecile Marsh	Spanish
Library-Dunnellon	Maricelli Roberts	Spanish
Library-Headquarters	Natalie Donoso-Lane	Spanish
Library-Headquarters	Rosa Rojas	Spanish
MCFR	Eva Aquino	Spanish
MCFR	Noel Enrique Castro	Spanish
MCFR	Henry Herrera	Spanish
MCFR	Dwight Leon	Spanish
MCFR	Juan Yupanqui	Spanish
MCFR	José Dos Santos	Spanish, Portuguese
MCFR	Frank Baldotano	Spanish
MCFR	Miles Vause	Spanish

<b>Department</b>	<b>Name</b>	<b>Language</b>
MCFR	Frank Baldotano	Spanish
MCFR	Miles Vause	Spanish
MCFR	Christine Crespo	Spanish
Office of Public Information	Christy Jergens	Spanish
Office of the County Engineer	Ingie Conley	German
Office of the County Engineer	Ricardo Echeverría	Spanish
Office of the County Engineer	Barbra Hernández	Spanish
Office of the County Engineer	José Leal	Spanish
Office of the County Engineer	William Muñoz	Spanish
Office of the County Engineer	Heriberto Pérez	Spanish
Office of the County Engineer	Héctor Rivas	Spanish
Planning	Natalia Cox	Spanish
Planning	Andrew Serrano	Spanish
Public Safety	Debbie Pando	Spanish
Public Works	Chad Wicker	Sign/TTY and Relay
Solid Waste - Litter Control	Juan Cortés	Spanish
Tax Collector	Jennifer Sims	Spanish
Utilities	Debbie Cole	Spanish
Utilities	Nia Haynes	Spanish
Utilities	Claribel Martínez	Spanish
Utilities	Otto Morales	Spanish
Veterans Services	Daisy Díaz	Spanish

## Spanish Language Marketing Communication Strategy

The Language Access Subcommittee presents the following recommendations to assist Marion County government in reaching Spanish-speaking citizens, Marion County's largest non-English speaking minority. Designed to meet current budget and staffing constraints, these strategies will accomplish short- and long-term goals using available resources.

### **1. Maintain active list of bilingual and multilingual resources**

**Project Completion Date: March 2010**

**Project Implementation Date: Ongoing**

The Marion County SOURCE created a list of bilingual and multilingual staff in July 2009. However, to keep the list current, we will consult with the Human Resources Department on the possibility of adding a "languages spoken" query box in the "Comments" section of the Marion County job application template and track this information.

### **2. Create a Spanish-language publication of basic services provided by Marion County government to coincide with Marion County's "Faces and Places" publication**

**Project Completion Date: October 2010**

**Project Implementation Date: October 2010**

We will create a basic Spanish-language guide to services in Marion County. "*Guía de rostros y lugares del Condado Marion*", or the "Faces and Places" publication, will include contact information for all county departments and a brief summary of the services provided by each of these. This will help non-English speakers better adapt to their new environment.

SOURCE members assigned to each division or department will provide the Language Access Subcommittee with a written summary of services and contact information. Subcommittee members will translate and include this information in the guide. The guide will be available online and at key public access offices.

### **3. Create a basic Spanish-language guide to help process Spanish-speaking inquiries**

**Project Completion Date: April 2010**

**Project Implementation Date: April 2010**

Governmental offices are often the first line of customer service and, as such, offer a unique opportunity to create a positive impression on our Spanish-speakers. The Language Access Subcommittee will develop a one-page quick guide with tips for maximizing communication with Spanish-speaking customers at these service points. This guide will include basic English-Spanish concepts to encourage productive telephone and in-person communications.

**4. Create a button link on the Marion County Web site home page for Spanish speakers.**

**Project Completion Date: April 2010**

**Project Implementation Date: April 2010**

To ensure the needs of our Spanish-speaking citizens are met online, we will work with the Information Technology Department to create a button with the Spanish text “*Pregúntale a tu gobierno*” (“Ask your government”) where Spanish speakers may e-mail their questions in Spanish. An appointed Spanish-speaking member of the Language Access Subcommittee will review inquiries and ensure someone responds within 24 business hours of receiving the inquiry.

**5. Revise cultural diversity training course to include section on language access services to low English proficiency clients**

**Project Completion Date: August 2010**

**Project Implementation Date: August 2010**

All Marion County employees participate in cultural diversity training but not all are aware of the Federal guidelines that direct Marion County government’s efforts to provide language access services.

We will work in collaboration with the Human Resources Department to evaluate the cultural diversity courses to include a section summarizing these guidelines and the steps they can take to facilitate communications with LEP clients.

**6. Incorporate a language access section into the Emergency Operations Center public information activation plan**

**Project Completion Date: May 2010**

**Project Implementation Date: June 2010**

The Language Access Subcommittee will assist the Marion County SOURCE and public relations professionals from other county agencies to incorporate a section into this activation plan that

ensures meaningful access to information for LEP citizens during a manmade or natural disaster.

**7. Provide content for Marion County government TV**

**Project Completion Date: 2012**

**Project Implementation Date: 2012**

The Language Access Subcommittee will support Marion County's broadcasting efforts in Spanish-language. Content will include information about Marion County government services and contact information for offices and departments.

## Language Access SWOT Analysis, December 2009

### Strengths

- Acknowledgment by County Administration of the need to reach out to non-English speakers.
- Talented bilingual and multilingual employees in multiple departments.
- Openness to and respect for diversity.

### Weaknesses

- Lack of coordinated efforts to address language access needs.
- Unequal representation of departments.
- Unequal distribution of workload and resource imbalance among departments.
- Undetermined skill levels among bilingual and multilingual resources.
- Lack of official certification for translation and interpretation among resources.

### Opportunities

- Improve compliance with Title VI of the Civil Rights Act of 1964 and Executive Order 13166 of August 20, 2000.
- Positively impact public opinion and better serve employees, citizens and commissioners.
- Gain trust and improve credibility among diverse communities.
- Improve uniformity, effectiveness and consistency of language access initiatives.
- Identify strengths and weaknesses and implement specific programs to address community needs and trends.

### Threats

- Decreasing budgets.
- Opposing opinions from some community groups about providing information in languages other than English.

**A. Key Strengths** – Marion County government and its employees recognize and respect the value of cultural diversity in our community.

**B. Key Weaknesses** – Lack of prior initiatives and strategies to improve communication with Spanish-speaking audiences and access for speakers of other languages will require strategic planning to ensure goals are met over a period of time. Furthermore, we may need to investigate the feasibility of providing certification in translations and interpretation to staff.

- C. **Key Opportunities** – Marion County government will, for the first time, have a goal-oriented plan designed to improve access and services for Spanish speakers and native speakers of other languages and the opportunity to increase perceived accessibility among its internal and external customers.
  
- D. **Key Threats** – Tight budgets, disparity in language skills across county departments and the absence of centralized efforts to oversee language access initiatives for Marion County government will require careful coordination of resources and sound investment of time.

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## **MARKET**

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Hispanics are a growing segment of Marion County's population. This section provides general information on population and growth trends as well as voting, language, education and employment statistics that will better show the strides the Hispanic community is making in Marion County.

### **Population**

In the 2000 Census, Marion County's total population was 258,916, of which 15,616 or six percent were people of Hispanic origin. As of 2009, Marion County has an estimated population of 330,440 (Bureau of Economic and Business Research), of which 32,926 (Claritas), or roughly 10 percent are people of Hispanic origin, meaning that the Hispanic population of Marion County has doubled in the past decade. By 2010, the Hispanic population is expected to reach 33,765 and double to 64,844 by 2030 (see Table 1, p. 23). These 64,844 individuals will represent roughly 13 percent of Marion County's 491,100 projected population in 2030, according to BEBR Medium population projections (see Table 2, p. 23).

According to the 2010 projections in Table 1, the largest Hispanic population age group is 35-54 (9,154), followed by 18-34 (7,971) and 5-17 (7,549). The largest population increase by age group, from 2000 to 2010, would be 0-4 with 56 percent increase, followed by 18-34 with a 50 percent increase and 5-17 and 65-79 tied at 48 percent increase. This indicates that the greatest growth in the Hispanic population has been among infants in the last 10 years. Of these projected 2,647 children, ages 0-4, 1,349 are male and 1,298 are female (see Table 1a, p. 23).

When comparing the Census 2000 numbers to BEBR's 2010 estimates, males outnumber their female counterparts from age 0 to 54 years. As the population ages, females outnumber the males with a ratio of 1.3 females for every male at age 80+.

The current breakdown of the Hispanic community in Marion County is 45 percent Puerto Rican, 22 percent Mexican, six percent Cuban and 27 percent of other Hispanic nationalities, according to the 2009 Claritas Market Place Research projections (See Table 3, p. 24).

In Marion County, the Hispanic population is concentrated in certain geographical areas:

- The northwest: the heart of the Farmland Preservation area
- West: SR 40
- The southeast: in Silver Springs Shores
- The south/southwest: in Marion Oaks and neighboring areas (see Map, p. 25).

According to the Supervisor of Elections, 11,031 Hispanics were registered to vote as of November 2009, broken down as follows:

- Democratic: 5,670 voters
- Republican: 2,745 voters
- Other: 2,616 voters

## **Language**

One in six Floridians were born in another country, far more than the national average of one in 10. Nearly 2.5 million Floridians speak Spanish at home, an increase of 71 percent since 1990. According to the 2005-2007 American Community Survey, approximately 22,351 people (roughly 7.5 percent of the population five years and older) speak Spanish at home in Marion County of which roughly 37 percent speak English less than “very well.” Twenty-three percent of Indo-Europeans speak English less than “very well,” and 30 percent of Asian and Pacific Islanders speak English less than “very well.”

## **Education**

According to the 2008 Florida Statistical Abstract, the Hispanic age groups with higher numbers were:

- 0-17 years: 9,494
- 18-34 years: 7,522
- 35-54 years: 8,114.

Therefore, the largest age group in the Hispanic community is school-age children. According to the Marion County Public Schools, these school-age children represent 15 percent of the district’s ethnic enrollment as follows:

- 59 percent Caucasian
- 19 percent African American
- 15 percent Hispanic
- 4 percent Multi-cultural
- 2 percent Asian
- 1 percent Indian

## **Employment**

Marion County, also known as the horse capital of the United States, has a multitude of horse farms with immigrant farm workers. According to the Southwest Florida Regional Planning Council, these farm workers are usually of Mexican descent, have five to six years of formal education and earn about \$7,000 annually. This is less than a quarter of Marion County’s annual average salary of \$32,450, according to the Florida Agency for Workforce Innovation, Labor Market Statistics Center.

Marion County’s has a current unemployment rate in the fall of 2009 was 13.3 percent, the highest in 18 years. The total Marion County workforce as of August 2009 was 139,453 workers. According to the 2008 American Community Survey, 11,364 Hispanics who are 16 years or older were employed, of which 7,540 were male workers and 3,824 were female workers. The top three employment industries for Hispanic males were construction, extraction, maintenance and repair occupations followed by service and sales and office occupations. The top three employment industries for Hispanic females were management and professional occupations followed by service, sales and office occupations. The total

unemployed male population was 1,106, and the total number of unemployed females was 1,258. This indicates that while Hispanic females tend to hold more professional occupations, fewer of them are in the workforce in comparison to their male counterparts.

### **Sources**

[www.census.gov](http://www.census.gov) : 2000 Census Data

2005-2007 American Community Survey Three-Year Estimates, Marion County, Florida

UF Warrington College of Business Administration, BEBR Preliminary estimate of Permanent Population, August 14, 2009

Bureau of Economic and Business Research (BEBR) 2008 Florida Statistical Abstract

2009 Claritas Market Place Research Projections via Marion County Economic Development Council, [www.ocalaedc.org](http://www.ocalaedc.org)

Census illustrates disparities by Alicia Caldwell, Matthew Waite and Constance Humburg, St. Petersburg Times, May 24, 2002,

[www.sptimes.com/2002/05/24/State/Census\\_illustrates\\_di.shtml](http://www.sptimes.com/2002/05/24/State/Census_illustrates_di.shtml)

Florida Agency for Workforce Innovation, Labor Market Statistics Center

Marion County Literacy Council, Inc., Project Abstract or Summary.

Marion County Public Schools, <http://www.marion.k12.fl.us/>

Marion County Supervisor of Elections, <http://www.votemarion.com>

Conexión Latina, [conexionlatinanews1@yahoo.com](mailto:conexionlatinanews1@yahoo.com)

Happenings E-Newsletter, [www.jamminginthepark@aol.com](http://www.jamminginthepark@aol.com)

Marion Oaks Community Center

Silver Springs Shores Special Tax District Community and Youth Center

## MISSION

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Spanish-language translations of Marion County's new mission statement and slogan are provided in italics in this section for the benefit of Spanish-speaking citizens and media. The English-language versions are included before each translation as reference.

### **Mission**

The Marion County SOURCE drafted a new mission statement and guiding principles to replace the statements that were adopted in 2005. The intent of the adopted revision is to better reflect the progressive direction in which Marion County Commissioners, its leadership and its departments are headed.

The mission statement describes the purpose of Marion County government and serves as a means of communicating this message to its internal and external audiences. It empowers and motivates employees, provides direction and focus and ensures consistent delivery of Marion County's core values.

### *Misión*

*El comité de relaciones públicas SOURCE del Condado Marion elaboró una nueva misión con principios rectores para reemplazar declaraciones adoptadas en el 2005. El propósito de esta revisión es reflejar mejor la dirección progresiva en la cual se dirigen los Comisionados del Condado Marion, su liderazgo y sus departamentos.*

*La misión describe el propósito del gobierno del Condado Marion y sirve como medio de comunicación de este mensaje a las audiencias internas y externas del condado. La misión autoriza, motiva, provee dirección y enfoque; y garantiza un despliegue consistente de los valores fundamentales del Condado Marion.*

### **New Mission Statement**

Marion County provides professional and resourceful public services for our citizens through strategic planning and cost-effective implementation of county initiatives, generating positive results that set the standard for quality local government.

### *Misión del Condado Marion:*

*El Condado Marion provee servicios profesionales y recursos públicos a sus ciudadanos mediante la implementación de planes estratégicos e iniciativas fiscales efectivas, generando resultados positivos que establecen las pautas para un gobierno local de calidad.*

## **Marion County Slogan**

“Meeting Needs by Exceeding Expectations”

*Lema del Condado Marion:*

*“Satisfaciendo necesidades, excediendo expectativas”*

## MESSAGES

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The Spanish-language translations of Marion County's messages are provided in italics in this section for the benefit of Spanish-speaking citizens and Spanish media. The English-language versions are included before each translation as reference.

### Messages

These positioning statements focus on the responsiveness, productivity, efficiency and honesty of Marion County government. These statements also identify how various segments would functionally and emotionally benefit from Marion County's new direction, which focuses on action-oriented, results-driven tactics.

#### Mensajes

*Estas declaraciones se centran en la capacidad de respuesta, la productividad, eficiencia y honestidad del gobierno del Condado Marion. Estas declaraciones también identifican cómo varios segmentos se beneficiarán funcional y emocionalmente de la nueva dirección del Condado Marion, la cual se enfoca en tácticas orientadas hacia la acción y dirigidas a generar resultados.*

### Positioning Statements for Marion County

*Declaraciones para el Condado Marion*

#### For Marion County residents

*Para los residentes del Condado Marion*

**Marion County government** will simplify complex county issues and give volume to your voice during the decision-making process, because we answer to you and care about preserving your quality of life.

*El gobierno del Condado Marion simplificará problemas complejos del Condado y dará volumen a su voz durante los procesos de toma de decisión, porque respondemos a ustedes y nos interesa preservar su calidad de vida.*

**Marion County government** guarantees you will receive undivided attention and answers to your questions when contacting our offices, because outstanding customer service is the least you should expect from our team of professionals.

*El gobierno del Condado Marion garantiza que ustedes recibirán toda la atención y respuestas a sus preguntas, porque un servicio de calidad es lo mínimo que deben esperar de nuestro equipo de profesionales.*

**Marion County government** will take a proactive approach to attract, retain and grow local industries, because a diverse and sustainable business environment strengthens our local economy and stimulates progress.

*El gobierno del Condado Marion adoptará un enfoque proactivo para atraer, retener y expandir las industrias locales, porque un entorno empresarial diverso y sostenible fortalece nuestra economía local y estimula el progreso.*

**Marion County government** will actively seek economic development partnerships with municipalities and local agencies, because cooperation and communication ensure a thriving community.

*El gobierno del Condado Marion buscará activamente crear alianzas para el desarrollo de la economía de municipios y entidades locales, porque la cooperación y la comunicación garantizan una comunidad próspera.*

**Marion County government** will identify sound and cohesive solutions to our solid waste disposal, because we are committed to protecting our community, our environment and our future.

*El gobierno del Condado Marion identificará soluciones racionales y coherentes para la disposición de nuestros residuos sólidos, porque estamos comprometidos a proteger nuestra comunidad, nuestro medio ambiente y nuestro futuro.*

**Marion County government** will continue to proactively protect our Aquifer, because water is our most precious natural resource.

*El gobierno del Condado Marion seguirá protegiendo proactivamente nuestro acuífero, porque el agua es nuestro recurso natural más preciado.*

**Marion County government** will invest in constructing and maintaining quality roads, because ignoring transportation infrastructure is not an option.

*El gobierno del Condado Marion invertirá en la construcción y mantenimiento de carreteras de calidad, porque ignorar la infraestructura de transporte no es una opción.*

## **For Marion County Commissioners and elected officials**

*Para los Comisionados del Condado Marion y funcionarios electos*

**Marion County government** guarantees that your constituents will know more about county initiatives in the next two years than they've known in the last two decades, because effective communication with taxpayers builds trust and consensus.

*El gobierno del Condado Marion garantiza que sus electores sabrán más sobre las iniciativas del condado en los próximos dos años de lo que han conocido en las últimas dos décadas, porque una comunicación eficaz con los contribuyentes promueve la confianza y el consenso.*

**Marion County government** will save you tax dollars, having already cut \$2.3 million from the budget during the 2008-2009 fiscal year, because tough economic times force us to rethink how we do business.

*El gobierno del Condado Marion ahorrará dinero correspondiente a los impuestos, habiendo ya reducido el presupuesto del año fiscal 2008-2009 por la cantidad de \$2.3 millones, porque los tiempos económicos difíciles nos obligan a repensar la forma de hacer negocios.*

## **For local media**

*Para los medios de comunicación locales*

**Marion County government** will release comprehensive, consistent and reliable information in a timely manner, because open, honest communication is the foundation of democracy.

*El gobierno del Condado Marion dará a conocer información completa, confiable y consistente a tiempo, porque la comunicación abierta y honesta es la base de la democracia.*

## **For Marion County Board of County Commissioners employees**

*Para los empleados de la Junta de los Comisionados del Condado Marion*

**Marion County government** will tell your untold stories, because you are our most valuable resource and your hard work matters.

*El gobierno del Condado Marion compartirá sus historias sin contar, porque ustedes son nuestro recurso más valioso y su arduo trabajo es importante para nosotros.*

## **MEDIUM**

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Marion County serves a diverse community and communicates its messages through various media. In an effort to reach the Spanish-speaking community, the Marion County SOURCE has compiled a list of various local Spanish language media. The Marion County SOURCE and other county leaders will use this list to efficiently and cost-effectively communicate the county's messages as well as better serve and inform Marion County's Spanish speaking citizens. This list is not all-inclusive; more resources will be added as they become available.

All rates, policies and ratings are subject to change.

Please refer to page 30 (Exhibit B) for medium data.

## **MEASUREMENTS**

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To ensure consistency with other county communications efforts, SOURCE members will track all media coverage in non-English language using a database model SOURCE members are creating in cooperation with the Information Technology Department.

**Exhibit A**

***Market***

**Table 1 - Population Projections by Age, Sex, Race and Hispanic Origin for Marion County, 2010-2030**

<b>Age/Sex</b>	<b>Census 2000</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>	<b>2030</b>
0-4	1,473	2,647	3,129	3,580	3,949	4,253
5-17	3,653	7,549	8,663	10,150	11,418	12,402
18-34	3,951	7,971	9,238	10,685	12,058	13,199
35-54	3,710	9,154	11,106	12,900	14,363	15,593
55-64	1,230	2,787	3,873	5,335	6,610	7,724
65-79	1,299	2,730	3,538	4,786	6,525	8,519
80+	300	927	1,330	1,812	2,364	3,154
<b>Total</b>	<b>15,616</b>	<b>33,765</b>	<b>40,877</b>	<b>49,248</b>	<b>57,287</b>	<b>64,844</b>

*Source: Florida Population Studies, Bureau of Economic and Business Research, University of Florida, June 2009*

**Table 1a - Female Population Projections by Age, Sex, Race and Hispanic Origin for Marion County, 2010-2030**

<b>Age/Sex</b>	<b>Census 2000</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>	<b>2030</b>
0-4	713	1,298	1,534	1,755	1,936	2,085
5-17	1,728	3,666	4,223	4,955	5,574	6,053
18-34	1,792	3,750	4,468	5,237	5,920	6,491
35-54	1,875	4,366	5,210	6,060	6,817	7,480
55-64	645	1,490	1,996	2,638	3,225	3,746
65-79	683	1,501	1,944	2,632	3,496	4,446
80+	174	535	786	1,071	1,411	1,876
<b>Total</b>	<b>7,610</b>	<b>16,606</b>	<b>20,161</b>	<b>24,348</b>	<b>28,379</b>	<b>32,177</b>

*Source: Florida Population Studies, BEBR, University of Florida, June 2009*

**Table 2 - Census Population Projections - Marion County**

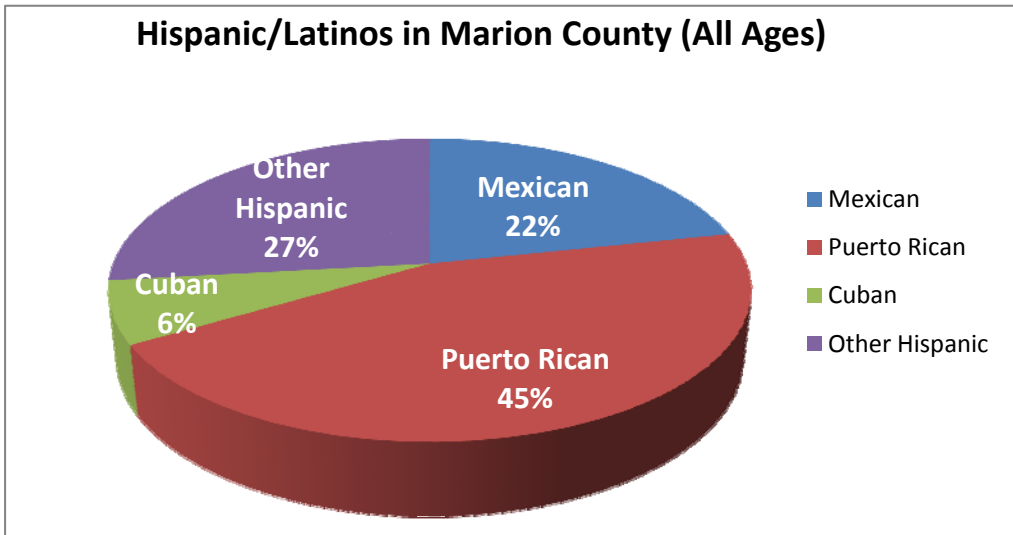
	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>	<b>2030</b>
Low	329,900	352,600	369,900	382,800	390,900
Medium	340,500	381,400	419,300	456,300	491,100
High	364,600	430,900	500,500	574,300	651,500

*Source: Bureau of Economic and Business Research, 2008 Florida Statistical Abstract*

**Table 3 - 2009 Population Breakdown by Hispanic or Latino Origin**

All ages	2009 Projections
Mexican	7,135
Puerto Rican	14,777
Cuban	2,195
Other Hispanic	8,819
Total	32,926

Source: U.S. Census Bureau, 2008 American Community Survey



Source: 2009 Claritas Market Place Research Projections



### CIVIC ORGANIZATIONS

Name	Contact	Address	Phone
Marion Oaks Civic Association	Miguel Santos	Marion Oaks Community Center, 294 Marion Oaks Lane, Ocala, FL 34473	352-245-6480
Asociación Mujer Latina	Jemith Rosa	2411 SW 146th Loop Ocala, FL 34473	352-347-5496
Royal Hispanic Club of Silver Springs Shores	Carlos Druet	461 Spring Lane Ocala, FL 34472	352-680-0948
Spanish American Club	Carmen Ayala	8 Palm Road Ocala, FL 34472	352-687-4130
Ocala Farm Ministry	Chaplain Bob Miller	P.O. Box 770923 Ocala, FL 34477	352-237-8149
Hispanic Business Council - Chamber of Commerce	Linda Alvarez-Meyer	310 SE Third Street Ocala, FL 34471	352-629-8051

### LOCAL EVENTS

Name	Contact	Address	Phone
Blessed Trinity Carnival (February)	Father Patrick Sheedy	Blessed Trinity School, 5 SE 17th Street, Ocala, FL	352-622-5808
Festival Hispano Herencia Latina (November)	Fausto Pazmín	<a href="mailto:conexionlatinanews1@yahoo.com">conexionlatinanews1@yahoo.com</a>	352-207-6824
Jamming in the Park - Salsa Meets Jazz (December)	Mercy Alvarado	Ocala Downtown Square, SE First Avenue, Ocala, FL 34480	352-237-2111, ext. 1741

## CHURCHES

### Assemblies of God

Name	Contact	Address	Email	Phone
El Faro		12273 S. U.S. Highway 301 Bellevue, FL 34420		352-245-6244
Iglesia Ebenezer	Reinaldo Reyes	220 Marion Oaks Drive Ocala, FL 34473		352-245-1903
Iglesia Nuevo Horizonte		484 Emerald Road, Ocala, FL 34472		352-687-9424

### Baptist

Iglesia Bautista Central	Dr. Tony Salmeron	1714 SE 36th Ave. Ocala, FL 33471	<a href="mailto:abiatar@aol.com">abiatar@aol.com</a>	352-694-2212
Iglesia Bautista La Nueva		2920 SE 62nd St. Ocala, FL 34480		352-622-8598
Primera Iglesia Bautista	Pastor Porfirio Matos	162 Marion Oaks Manor Ocala, FL 34473		352-347-8777
Primera Iglesia Bautista Hispana de Bellevue		11126 SE 62nd Ave. Bellevue, FL 34420		352-245-9106

### Catholic

Blessed Trinity Catholic Church	Father Patrick Sheedy	5 SE 17th St. Ocala, FL 34471		352-629-8092
Guadalupana Catholic Center	Father Alfonso Cely	11153 W. Highway 40 Ocala, FL 34482		352-291-2695
Iglesia San Judas Católica		443 Marion Oaks Drive Ocala, FL 34473		352-347-0154

## CHURCHES

### Christian

Centro Cristiano de Ocala		Hotel Howard Johnson 3951 N.W. Blichton Rd. Ocala, FL		
Iglesia Cristiana de Ocala		200 NE 78th St. Ocala, FL		
Iglesia Cristiana Fe y Esperanza	Pastor John Quiñones	243 Marion Oaks Lane, Ocala, FL 34473	feyesperanza1@cs.com	352-245-6247

### Methodist

Iglesia Metodista Primitiva		451 Marion Oaks Blvd., Ocala, FL 34473		352-245-0965
Iglesia Metodista Unida Nueva Vida	Pastor Eduardo Cortez	232 Marion Oaks Drive, Ocala, FL 34473		352-307-3004

### Non-Denominational

Hebron Evangelical		125 Marion Oaks Trail, Ocala, FL 34473		352-307-5308
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### Pentecostal

Iglesia Cristiana Pentecostal Las Maravillas del Exodo		12071 SE County Road 484 Belleview, FL 34421		
Iglesia de Dios Pentecostal, M.I.		1026 W. Silver Springs Blvd., Ocala, FL 34475		352-368-2401
Iglesia Pentecostal A.O. Remanente Fiel de Ocala		217 NE 13th St. Ocala, FL 34470		

<b>CHURCHES</b>				
Iglesia Pentecostal Espiritu Santo		15249 SW 39th Circle, Ocala, FL 34473		
Iglesia Pentecostal Roca de Salvación		290 Marion Oaks Blvd., Ocala, FL 34473		352-245-3796
Iglesia Shalom	Lilly Marin	232 NW 9th Street Ocala, FL 34475	yarfet@yahoo.com	352-694-7425
<b>Seventh Day Adventist</b>				
Marion Oaks Spanish SDA		664 Marion Oaks Lane, Ocala, FL 34473		352-245-3063

**Exhibit B**

***Medium***

<b>Medium</b>					
<b>Media</b>	<b>Estimated Circulation</b>	<b>Advertising Price</b>	<b>PSA Policy</b>	<b>Added Value</b>	<b>Market</b>
<b>Conexión Latina</b> (Newspaper) 352-207-6824	1,700 (5,200 readership)	1 page, all year: \$700 ½ page, all year: \$350 ¼ page, all year: \$180	30 percent off the regular price of the ads.	50 percent off the regular price of the ads for Marion County	Marion County
<b>VozLatinaFlorida.com</b> (Web site)	470+ members	\$350 per month for banner on main page			Marion County
<b>Cox Media</b> (Television) Telemundo	1,255	\$4 per 30 second spot	\$2 per spot	1 free spot for every spot purchased	Marion County
Bright House (Television) CNN En Español ESPN Deportes Fox Sports en Español Galavision History en Español Telemundo News 13 en Español WAPA	20,000-21,000 (estimated)	\$10-\$20 (higher for prime time) WAPA-TV – as high as \$60 during prime time	Same price	Buy 20 spots and get 20 more on the same networks (with a copy of a 501c3)	Marion County
<b>RadioKuva.com</b> (Radio) <a href="mailto:RadioKuva@yahoo.com">RadioKuva@yahoo.com</a>	4,700	\$5.25 for 30 seconds on the air, or \$9.75 for 60 seconds on the air	Free for city/county	Free radio interviews/ media releases	Marion County

<b>Translation Services</b>			
<b>Name</b>	<b>Service Provided</b>	<b>Languages</b>	<b>Price</b>
<b>Metro Translation and Interpreting Services</b> 352-861-1386 2422 SW 20th Court Ocala, FL 34471	Translation, formatting, editing and proofreading in Spanish or English	Spanish/English	TBD
<b>Castellana Traducciones-Translations</b> 352-351-4250 Cell: 352-208-0499 2502 NE Jacksonville Road Ste. 105 Ocala, FL 34470	Translation, formatting, editing and proofreading in Spanish or English	Spanish/English	TBD
<b>Vanessa M. Carbia dba Spanish/English Translation and Interpreting Services</b> 352-336-4044 (Gainesville)	Translation, formatting, editing and proofreading in Spanish or English	Spanish/English	TBD
<b>Language Line</b> 1-800-752-6096	Translation, formatting, editing and proofreading in multiple languages  Live phone translation services  Language training	170 languages including: Spanish, Tagalog, French, Cantonese, Italian, Mandarin, German, Vietnamese, etc.	TBD

