



Marion County Board of County Commissioners

# Marketing Communication Handbook

**Marion County**  
**Board of County Commissioners**  
**Office of Public Information**  
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*Marion County SOURCE:*

*Chair: Heather Danenhowe,  
Public Information Manager  
Vice Chair: Christy Jergens,  
Public Information Officer*

*Marketing Communication Subcommittee:  
Barbra Hernández, Chair, Stormwater Division  
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Karen Jensen, Library Services  
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*Created September 2009*

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## **EXECUTIVE SUMMARY**

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As part of the “Doing More with Less” plan that Marion County Commissioners unanimously approved on April 21, 2009, Marion County Administration has implemented this Marketing Communication Handbook. This handbook will serve as a reference tool for Marion County leaders, help us better serve our citizens with greater efficiency and improve internal and external communication.

This plan addresses five methods of proven marketing communication strategies by defining Marion County’s 1) market, 2) mission, 3) messages, 4) medium, and 5) measurements.

Five members from the Marion County’s SOURCE, a network of in-house county professionals, researched and compiled the information included in these pages. The Marketing Communication Subcommittee will update this handbook as needed.

## **MARKETING COMMUNICATION OVERVIEW AND RECOMMENDATIONS**

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### **Public Relations Resources**

Marion County government faces a unique opportunity to strengthen its public information, public education and public relations functions, as well as save taxpayer money. This opportunity could significantly improve consistency, reliability and credibility of the Marion County brand as well as enhance coordination, uniformity and effectiveness of county messages and public relations initiatives.

As part of Marion County Administrator Dr. Lee A. Niblock's "Doing More with Less" plan adopted on April 21, 2009, Marion County's public relations resources will work together, for the first time ever, to establish guidelines for and oversight of Marion County's public information, public education and public relations initiatives and communication practices.

We define "public relations resources" as county employees whose primary or secondary role involves public information, public education, public relations, public outreach or internal/external communication. These professionals have the following job titles: public information manager, public relations manager, public information officer, public information specialist, public education specialist, and community liaison or program coordinator.

## The Marion County SOURCE

To reach Marion County's internal and external communication goals, Dr. Niblock directed the Office of Public Information to form a public information team, now called the Marion County SOURCE. These professionals serve on various subcommittees including, but not limited to: branding, marketing communication, Web site, public information/media, County Connection e-publication, reaching Spanish speakers and Citizens Academy among others.

The Marketing Communication Subcommittee developed the following mission statement and core values for its group: The Marion County SOURCE, a network of county professionals, will serve Marion County government in meeting needs by exceeding expectations, effectively communicating its messages and brand through innovative technology and resources. In order to sustain this mission statement, SOURCE members will follow six core values and remain: Steadfast, Open, United, Responsible, Credible and Engaged.

This 21-member committee includes the individuals listed below (public relations resources are denoted by an asterisk). However, not all SOURCE members attend all meetings.

1. Chair: Heather Danenhower, Public Information Manager, Office of Public Information\*
2. Vice-Chair: Christy Jergens, Public Information Officer, Office of Public Information\*
3. Jessica Briand, Staff Assistant IV, Veterans Services
4. Natalia Cox, Planner II, Growth Management
5. Elaine DeIorio, Public Relations Intern, Marion County Fire Rescue\*
6. Nia Haynes, Water Conservation Coordinator, Utilities Department\*
7. Barbra Hernández, Public Education Specialist, Stormwater Division\*
8. Karen Jensen, Community Liaison, Library Services\*
9. Bill Kauffman, Bureau Chief, Administrative Services
10. Anita Kinsler, Training Manager, Human Resources Department
11. Natasha Masciarelli, Public Information Specialist, Extension Service\*
12. Mel Northey, Senior Programmer/Analyst, Information Technology
13. Gina Peebles, Director, Parks and Recreation Department
14. Peveeta Persaud, Public Education Specialist, Marion County Fire Rescue\*
15. Sharan Reif, Administrative Staff Assistant, Public Safety Communications
16. Jeannie Rickman, Executive Administrative Manager, Office of Strategic Services
17. Dennis Slifer, Recycling Program Coordinator, Solid Waste Department\*
18. Vacant, Animal Program Coordinator, Animal Services\*
19. Vacant, Public Information Officer, Marion County Fire Rescue\*
20. Rita Wilemon, Web Manager, Information Technology
21. Michael Zeak, Director, Fleet Management

**Note:** Anita Driscoll, Human Resources Manager, and Joe Romani, Firefighter/Paramedic, serve on the branding subcommittee, though they are not members of SOURCE. We may also call on other county resources for specific projects.

## Marketing Communication Mix

### A. What is the Marketing Communication Mix?

Many Marion County departments communicate with the public through use of the media (print and broadcast), printed materials (e.g. annual reports, brochures, public education activity books and e-publications), public service announcements (radio and television), face-to-face public education events, promotional giveaways (e.g. pens, notepads, key chains, etc.), sponsorships/partnerships (with local newspapers and magazines) and billboard advertisements. Most of the materials are promotional, informational or educational.

### B. What Are the Recommended Changes to the Marketing Communication Mix?

Prior to the new administration, Marion County's communication practices were not coordinated, and no brand specifications were followed. Before, the county's public relations resources did not jointly determine the needs of the community or identify the best methods of reaching the county's target markets. The public relations resources rarely interacted. They didn't coordinate their budgets or use the same vendors. This led to functional silos, inconsistencies, mixed messages and duplication.

However, a new day has dawned in Marion County. Now, Marion County's public relations resources will incorporate solid public relations tactics including research/situational analysis, objectives, implementation, evaluation and budget. To reach our marketing communication goals, we recommend that county leaders adopt a partially integrated public relations model (through the activities of the Marion County SOURCE) and invest in the following low-cost communication enhancements:

#### 1. Launch a monthly e-publication and establish an e-mail subscription list

**Project Implementation Date: August 2009**

Marion County SOURCE launched the County Connection four weeks ahead of schedule. Written in journalistic-style, the County Connection is an eight-page monthly e-publication that highlights Marion County's news, events and initiatives.

To get buy-in from employees, we hosted a countywide naming competition, receiving more than 100 entries. Cathy Norris of Parks and Recreation won the competition.

We set-up a subscribe option on our Web site. For the launch of our first edition, we created an e-mail bank of 3,334 citizens and employees, surpassing our goal of 3,000.

**2. Develop and brand a mission statement and guiding principles**  
**Project Completion Date: September 2009**  
**Project Implementation Date: TBD**

The Marion County SOURCE drafted a new mission statement and guiding principles to replace the mission and vision statements adopted in 2005. SOURCE members believe the new mission statement and guiding principles better reflect the progressive direction in which Marion County Commissioners, its leadership and its departments are heading.

The new mission statement and guiding principles will 1) empower and motivate employees, 2) provide employees direction and focus and 3) ensure consistency and unity of Marion County's mission and core values.

To obtain buy-in and ownership from employees, Dr. Niblock took a bottom-up instead of top-down approach to creating the new mission statement and guiding principles. First, Marion County SOURCE members spent countless hours researching this topic. Then, SOURCE members held several workshops to carefully choose each word in the mission statement and guiding principles, incorporating action words and progressive sentence construction. Once the rough draft was complete, Dr. Niblock held a workshop among senior management, giving department directors an opportunity to give feedback and participate in the decision-making process. Employees also received a chance to give feedback.

The Marion County Board of County Commissioners approved the mission statement and guiding principles on September 15, 2009. The Office of Public Information will use the new mission statement and guiding principles on our county materials, including business cards and Web pages. We will also display these statements in the public lobbies of county buildings.

**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.

### **Our philosophy is built on:**

- Providing responsive and effective customer service that addresses the diverse needs of all citizens.
- Facilitating open and honest communication that encourages citizen participation.
- Ensuring excellent stewardship and accountability of public funds, while upholding the highest legal and ethical standards.
- Accepting responsibility for our actions and working toward continuous improvement.
- Encouraging sustainable growth and revitalization, while preserving Marion County's historic charm, natural resources and quality of life.
- Maintaining a professional work environment that promotes leadership development, empowers employees and encourages partnerships with stakeholders.

### **Marion County Slogan:**

“Meeting Needs by Exceeding Expectations”

- 3. Create and implement a public information handbook that details how Marion County leaders release public information**  
**Project Completion Date: September 2009**  
**Project Implementation Date: October 2009**

Consistent, timely and prudent release of public information to our citizens and the media is paramount to effective communication. Our Public Information Handbook ensures that Marion County releases public information with a united voice, coordinates special events through a central scheduler and provides persistent and timely information to the public.

- 4. Develop and implement branding standards**  
**Project Completion Date: October 2009**  
**Project Implementation Date: 2012** (full-integration, including vehicles and signage)

Good customer service starts with a consistent, identifiable image and message. Prior to the new administration, the county brand varied from department to department. Placement and colors of the logo and motto were inconsistent and created confusion.

While we cannot spend millions of dollars to create brand awareness like large corporations, we can incorporate brand standards. Simple

consistency will enhance our citizens' ability to identify the county brand and its departments, messages, programs and initiatives. We anticipate a three-year integration model to spread costs over several budget years. However, we don't expect the costs to be significant. For example, as we deplete our cache of business cards, public education supplies and other materials, we will replace them with items that feature the new brand when we re-order.

Brand specifications will detail appropriate use of the county brand (its name, logo and likeness) and image as well as define where and how the brand should be displayed on county materials, including business cards, letterhead, e-mail signatures, uniforms, publications, Web sites, promotional products and other Marion County materials. We will also investigate the cost of putting the Web site, [www.marioncountyfl.org](http://www.marioncountyfl.org), on all of our vehicles to serve as rolling billboards. Other city and county governmental agencies currently do this with great success.

We will work with our Procurement Services Department to bid large purchases (e.g. business cards, letterhead and other printed materials) in bulk to save tax dollars. The Marion County Procurement Services Department will work with the Human Resources Department to confirm the proper title of employees requesting business cards.

- 5. Establish writing and design standards for the Web site, [www.marioncountyfl.org](http://www.marioncountyfl.org);  
Project Completion Date: January 2010  
Project Implementation Date: TBD**

The Web site is under-used. While the new Web site design launched in late 2008 is much better than the previous product, the site still lacks standardization and consistency. Font sizes, colors, layout and general interface vary from page to page, and the content is inconsistent throughout the site. We have a good foundation but still need fine-tuning. The Web site should look attractive and inviting, while at the same time, be user-friendly and provide helpful information.

**6. Investigate the feasibility of setting up free social networks such as Flickr, Twitter, Facebook and Google Maps:**

**Project Completion Date: TBD**

**Project Implementation Date: Depends on feasibility**

Because Marion County is in a “fringe” media market, we have to work even harder to get our messages to the public through use of the media. Marion County is a “fringe” media market because it is located between Orlando’s and Gainesville’s media market. Though Marion County is geographically closer to Alachua County, it belongs to Orlando’s media market, and no Orlando media outlets have bureaus in Marion County. This is even tougher considering that newsrooms have cut their staff in half in many cases, especially print. Using Flickr we could send links to photo and video libraries to the media, giving them better flexibility and selection of materials. The Utilities Department could also benefit from using Google maps. If, for example, the department experienced a significant outage, it could create a map of the outage and send the information through an online citizen network, reaching citizens via text message or e-mail. The best part: all of these social networks are free and highly popular. However, we are investigating the legality and Sunshine law implications of using these networks.

**7. Offer media training to all county employees**

**Project Implementation Date: TBD**

Forming solid media relationships is paramount to positive community relationships. Successfully articulating and releasing the county’s messages in various venues are not easy tasks. But basic media training can help us more precisely inform and empower the public and impact public opinion of county government. We will offer media training to all employees. The Office of Public Information will teach a four-hour class in cooperation with Marion County Human Resources’ training programs. We will additionally offer a more advanced optional class where employees can practice media release writing and media interviews.

**8. Develop and implement an Emergency Operations Center public information activation plan**

**Project Completion Date: TBD**

**Project Implementation Date: TBD**

While Emergency Management has a Comprehensive Emergency Management Plan (CEMP) that describes the role of public

information, Marion County needs a more detailed plan that calls for the initiation of a Public Information Task Force. Marion County Commissioners are ultimately responsible for communicating messages to the public during a manmade or natural disaster, and our public relations resources would benefit from additional training that would enhance the capabilities of the Emergency Operations Center and improve our efficiency during a disaster. Similar Public Information Networks already exist and function effectively in many other Florida communities. The Marion County SOURCE, a network of county professionals, will work in cooperation with the Marion County Sheriff's Office, Marion County Emergency Management and other stakeholders (e.g. Marion County Public Schools, Marion County Health Department, City of Ocala, etc.) to jointly develop this plan.

**9. Form partnerships with local media**

**Project Completion Date: TBD**

**Project Implementation Date: Ongoing monthly or bi-monthly**

We will establish partnerships for county leaders to feature monthly or bi-monthly editorials in various weekly publications, e.g. the South Marion Citizen, Riverland News, West Marion Messenger and Voice of South Marion among others. To distribute the workload, SOURCE members will take turns writing the articles.

**10. Establish television broadcasting capabilities for Marion County government**

**Project Completion Date: 2012**

**Project Implementation Date: 2012**

Currently, Marion County broadcasts its board meetings live via online video streamlining. This is a step in the right direction. However, this system is very limited. For example, viewers can only watch what is playing, and we have no titling or archiving capability. We will work with our Information Technology Department to identify a short-term solution, such as video on-demand. This system would enable us to air original programming, while also giving citizens the freedom to choose what video they would like to watch. The Information Technology Department is currently researching options and costs.

## SWOT Analysis as of May 2009

Note: We will complete another analysis in May 2010, once we've implemented some of the strategies presented in our various plans.

### Strengths

- Talented, experienced and educated employees dedicated to various public relations functions.
- Strong department loyalty.
- Excellent community awareness of certain departments' initiatives/programs.

### Weaknesses

- Monolithic operations and functional silos.
- Lack of county identity, mission, guiding principles and core community messages.
- Inconsistent brand identity, image and community messages.
- Lack of interaction and cross-training.
- Unequal representation of departments.
- Unequal distribution of workload and resource imbalance among divisions.
- Budget inequities and missed opportunities to purchase outreach materials in bulk.
- Lack of understanding of the public relations role.
- Inefficient and ineffective countywide internal and external communication.
- No quick fix – perceptions hard to change.
- Lack of support staff and limited delegation authority.

### Opportunities

- Save money, positively impact public opinion and better serve employees, citizens and commissioners.
- Gain community trust and improve credibility, branding, positioning and customer service.
- Define the county's mission, guiding principles, goals and vision.
- Improve uniformity, effectiveness and consistency of public relations initiatives.
- Identify strengths and weaknesses and implement specific programs to address community needs and trends.
- Eliminate redundancies and functional silos.
- Cross-train to equalize the workload and minimize employee burnout.
- Tell untold stories.

### Threats

- Fear of change.
- Decreasing budgets, possible layoffs and hiring freezes.
- Turf guarding among departments and their employees.
- Economic downturn.

- A. Key Strengths** – Marion County has 10 full time and one part time public relations professionals serving eight different departments. Each position requires a minimum of a four-year degree and two to five years work experience. Marion County has the talent to develop the county’s first integrated communication plan, which will directly benefit employees and citizens. These efforts are well underway. Solid communication practices would enfranchise these groups, promote productive discussion of Marion County’s challenges and, over time, impact public opinion.
- B. Key Weaknesses** – Decades of perceived inaction, inconsistency, inaccessibility, mismanagement of information and poor customer service have disenfranchised employees and taxpayers. That means the Marion County SOURCE can’t change community dynamics quickly. Educating the public, changing negative or incorrect perceptions and building trust and confidence will take time and strategic planning.
- C. Key Opportunities** – The Marion County SOURCE will, for the first time, identify the county’s segments and create core county messages to address specific community trends and needs. When citizens see their tax dollars hard at work and meet their local public servants through print and broadcast mediums as well as face-to-face events, they will better understand how Marion County operates and spends tax dollars. The Marion County SOURCE will also launch internal communication programs to improve employee morale and productivity.
- D. Key Threats** – Change is often difficult to embrace, and some departments may guard their turfs. That’s why we will take a bottom-up approach to our communication initiatives. We feel this will enfranchise employees in the decision-making process as well as generate buy-in and ownership of new initiatives.

## Matrix of Importance and Determinance

Relevance/ Importance	High	<p><b>Antes</b></p> <ul style="list-style-type: none"> <li>- Access to public meetings, meeting agendas, meeting minutes and official contact information.</li> <li>- Code of ethics and other standard operating guidelines.</li> <li>- Updated community organization contact information.</li> </ul>	<p><b>Drivers</b></p> <ul style="list-style-type: none"> <li>- Cost sensitive.</li> <li>- Action-oriented.</li> <li>- Results-driven.</li> <li>- Strategically/consistently positioned and branded.</li> <li>- Effective oral and written communication.</li> <li>- Timely release of newsworthy information.</li> <li>- Expediency/accessibility.</li> </ul>
	Low	<p><b>Neutrals</b></p> <ul style="list-style-type: none"> <li>- Access to computers, cell phones, PDAs, voice-mail, e-mail, faxes, pagers, digital cameras, etc.</li> </ul>	<p><b>Fool's Gold</b></p> <ul style="list-style-type: none"> <li>- User-friendly agency website.</li> <li>- Creation and distribution of informative newsletters, annual reports, news releases, social networks, video streamlining, etc.</li> <li>- Volume (as in amount).</li> <li>- Employee recognition ceremonies.</li> </ul>
		Low	High
		Determinance	

**Antes** – Governmental public relations practitioners ensure that everyone has access to public meetings as part of Florida’s Sunshine Laws. This is very important; however, public relations practitioners can impact determinance (e.g. public opinion) only when the county’s target markets understand the issues discussed at these public policy meetings.

**Drivers** – Many governmental public relations practitioners may not strategically plan or measure effectiveness of their initiatives. They may mistakenly focus on tasks instead of outcomes and get bogged down by their daily operation. Efficiency suffers, as a result. However, action-oriented, results-driven and strategic public relations can impact public opinion, foster positive community relationships, garner support for initiatives and improve customer service. Furthermore, effective oral and written communication, timely release of newsworthy information, expediency and accessibility are truly unique characteristics.

**Neutrals** – Access to computers, cell phones, e-mail, faxes, pagers, digital cameras and other technology are a necessary part of any operation. While this equipment enables public relations practitioners to reach their publics more efficiently, these capabilities won't give public relations practitioners a competitive advantage.

**Fool's Gold** – Many public relations practitioners equate numbers or volume to success, which is Fool's Gold. Quantity does not equal quality. For example, a practitioner may send 80 media releases in a year, but that's impressive only if those releases were action-oriented and generated results that positively impacted public opinion. In addition, while employee recognition is very important to productivity and morale, if employees do not understand county issues or feel informed, they cannot help tell the county's story to citizens. Recognizing employees without informing them is a missed opportunity to generate support of the county brand.

## **MARKET**

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The Marion County Board of County Commissioners and its 23 departments serve citizens, employees, elected officials, political action groups and businesses.

### **Basic Facts**

Marion County ranks among the 20 most populous counties in Florida. It is home to approximately 330,000 people, the majority of whom live in unincorporated Marion County. As Florida's fifth largest geographical county, Marion spans 1,652 square miles and yields a density of roughly 199 people per square mile, which is substantially lower than the state density of 288 people per square mile. Marion County includes five municipalities: the City of Ocala, City of Belleview, City of Dunnellon, Town of McIntosh and Town of Reddick.

### **Ocala/Marion County Designations:**

- 2007 First Place in 50,001 to 100,000 Population Category: America in Bloom
- 2002 America's Top 100 Places to Live: RelocateAmerica.com
- 2000 Third Most Affordable Housing in All Metropolitan Statistical Areas (MSAs) in the Nation: National Association of Realtors
- 1999 Horse Capital of the United States: U.S. Department of Agriculture
- 1999 Top 50 Best Small Metropolitan Area: Inc. Magazine
- 1998 11th Most Livable Small City: Money Magazine
- 1995 Fifth Best Place to Live in America: Money Magazine
- 1995 All-America City: National Civic League

*Sources: Ocala/Marion County Chamber of Commerce, America in Bloom and RelocateAmerica.com*

### **Geographic Considerations**

Growth in Marion County is well outside the Ocala city limits in unincorporated Marion County, particularly southwest Marion County along the State Road 200 and Highway 484 corridors as well as in south Marion County between Belleview and The Villages. Citizens living in the urban areas may demand a higher level of service than those living in the rural areas. Therefore, providing an equitable level of service despite geographical location is one of the biggest challenges county leaders face. County leaders also struggle to balance the needs of the citizens without overburdening any one tax base.

### **Citizens**

Marion County government serves citizens living in unincorporated Marion County. However, Marion County currently does not segment these areas, and a one-size-fits-all approach is not effective. Various groups have different expectations of county government and various needs for services. For example, citizens living along State Road 200 have different expectations from county government than citizens living in the national forest. The same holds true for other suburban and urban areas such as Marion Oaks, Silver Springs Shores and Summerfield among

others. The county is divided into four quadrants: northwest, northeast, southwest and southeast.

### **Demographic Considerations**

According to U.S. Census data, Marion County grew almost 40 percent from 1990 to 2000 and about 17 percent from 2000 to 2006. This phenomenon placed Marion County in the top 20 percent of growing communities nationwide. Marion County ranks 18th in growth out of Florida's 67 counties.

### **Overview of the Employment Data:**

- The July 2009 unemployment rate for Marion County was 12.6 percent.
- In July 2009, nonagricultural employment in the Ocala metro area (Marion County) was 96,600, a decline of 3,800 jobs or negative 3.8 percent over the year. Statewide, employment was down 5.1 percent over the same time period.
- Job gains in the Ocala metro area were limited to two major industries: education and health services as well as government. Industries that declined over the year included: manufacturing and trade as well as transportation and utilities (both negative 1,400 jobs); mining, logging and construction as well as professional and business services (both negative 500 jobs); and information as well as leisure and hospitality (both negative 200 jobs). Financial activities and other services remained unchanged over the year.
- The only industry sector that expanded faster in the Ocala metro area than in the state was education and health services (positive 1.4 percent).
- Government jobs were up 1.3 percent over the year in the metro area.
- Florida was ranked 10th in the nation for unemployment rates in October 2008.

*Source: Workforce Connection*

### **Community groups and organizations**

Marion County has multiple community groups and organizations that impact public opinion. These groups serve as a resource to disseminate messages to the citizens.

Additional market data is available on page 29 (*Exhibit A*).

## **MISSION**

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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, provides direction and focus and ensures consistent delivery of Marion County's core values.

### **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.

### **Our philosophy is built on:**

- Providing responsive and effective customer service that addresses the diverse needs of all citizens.
- Facilitating open and honest communication that encourages citizen participation.
- Ensuring excellent stewardship and accountability of public funds, while upholding the highest legal and ethical standards.
- Accepting responsibility for our actions and working toward continuous improvement.
- Encouraging sustainable growth and revitalization, while preserving Marion County's historic charm, natural resources and quality of life.
- Maintaining a professional work environment that promotes leadership development, empowers employees and encourages partnerships with stakeholders.

### **Marion County Slogan**

“Meeting Needs by Exceeding Expectations”

## MESSAGES

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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.

### Positioning Statements for Marion County

#### For Marion County residents

**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.

**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.

**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.

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

**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.

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

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

**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.

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

**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.

### **For local media**

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

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

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

## **MEDIUM**

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Marion County serves a diverse community, and a one-size fits all approach to communication cannot adequately serve the citizens. Marion County leaders communicate their messages to citizens through various mediums, such as the Marion County Web site, local television channels, radio stations, newspapers, direct mail, billboards and face-to-face visits. Different mediums will reach different people, and some mediums are better suited for particular messages, demographics and budgets.

The Marion County SOURCE and other county leaders will this list of local media outlets, general and non-profit pricing, public service announcement policies and demographic or target audience information to efficiently and cost effectively communicate the county's messages to better serve and inform all Marion County citizens.

This list is not all-inclusive, and all rates, policies and ratings are subject to change without notice.

In addition to this list, the Marion County SOURCE compiled a list of contact information for the media and community leaders. The list, which currently includes 282 contacts, will change frequently and the SOURCE members will routinely update it.

Medium data is available on page 66 (Exhibit B).

## MEASUREMENTS

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Measuring effectiveness is paramount to designing and implementing effective public relations initiatives that benefit the citizens. If we identify our strengths and weaknesses, we can adopt a continuous improvement model. Our database will help us reach these goals.

**Purpose:** The database, currently under construction, will track each county department's media coverage and determine the advertising value of that coverage. The advertising value represents what a private company would have to pay to advertise in a particular medium.

Marion County SOURCE members, particularly our public relations resources, will be responsible for keeping the database updated. When a county department garners media coverage on a county issue, initiative or campaign, the SOURCE member responsible for that department will log onto the database. The member will input the date, headline and a short description of the coverage as well as the length of the piece (if print) or the amount of air time (if broadcast).

Each media outlet has different advertising prices. The database will include these prices so that it automatically determines the advertising value of each entered media piece. SOURCE members can then run queries or reports to create countywide or department-specific media coverage statistics. The database will also serve as an archive, because each record will contain a "file-drop" feature, allowing users to include the file with each record.

**Example:** On Feb. 20, 2009, the Ocala Star-Banner featured a lengthy article and photo-essay on Marion County Fire Rescue's ambulance service transition. The story was about 66 column inches in length, equating to \$5,007 in advertising value. Using the database, the SOURCE member responsible for MCFR would input the story's date, headline, short description and length of the article as well as attach a PDF file of the article to the record.

Using the database, SOURCE members can run a variety of queries on every piece of information inputted. A member can determine how much coverage a certain department garnered in a month and how much the county received last week on a certain media outlet among other queries.

Each time a SOURCE member adds to the database, the member's ID is recorded on the record. No SOURCE member will have access to change or edit the database. The Information Technology Department will make all edits, additions and updates to minimize confusion, inconsistencies and lost records.

**Exhibit A**

***Market***

<b>Geographic Analysis - 1,652 Square Miles</b>			
<b>Incorporated Cities*</b>	<b>Rural</b>	<b>Suburban</b>	<b>Urban</b>
McIntosh - 1%	X		
Reddick - Not given	X		
Dunnellon - 5%		X	
Bellevue - 4%		X	
Ocala - 16%			X
<b>Other Areas** - 74%</b>			
Citra	X		
East Forest/Lynn	X		
Electra	X		
Florida Highlands	X		
Ft. McCoy	X		
Hog Valley	X		
Lake Tropicana	X		
Ocklawaha	X		
Orange Lake	X		
Orange Springs	X		
Pedro	X		
Rainbow Lakes Estates	X		
Rolling Woods	X		
Salt Springs	X		
South Forest	X		
484 Corridor		X	
Anthony		X	

<b>Geographic Analysis - 1,652 Square Miles</b>			
Meadowood Farms		X	
North Marion		X	
Rainbow Springs		X	
Rolling Greens		X	
Shady		X	
Sparr	X		
Weirsdale		X	
Silver Springs Shores			X
Friendship			X
Golden Ocala			X
Marion Oaks			X
Summerfield/Spruce Creek			X
The Villages of Marion			X
<p><i>* According to the UCF study, percentages given are subject to error because most people don't know where they "legally" live.</i></p> <p><i>**These areas are not incorporated cities, but in some cases, they represent quickly urbanizing areas.</i></p>			

*Source: In 2007, Marion County Commissioners hired the University of Central Florida Department of Sociology to survey a sample of Marion County citizens to learn their views of community and economic development, satisfaction with county services and attitudes about transportation, waste management and related quality of life matters.*

**Nonagricultural Employment by Industry  
(not seasonally adjusted)**

	Ocala Metropolitan Statistical Area				Florida			
	July 2009	July 2008	Change	Percent Change	July 2009	July 2008	Change	Percent Change
Total Employment	96,600	100,400	-3,800	-3.8	7,243,400	7,631,900	-388,500	-5.1
Mining, Logging and Construction	9,000	9,500	-500	-5.3	435,300	512,900	-77,600	-15.1
Manufacturing	6,900	8,300	-1,400	-16.9	328,500	370,800	-42,300	-11.4
Trade, Transportation and Utilities	21,100	22,500	-1,400	-6.2	1,474,100	1,572,200	-98,100	-6.2
Wholesale Trade	4,100	4,100	0	0.0	335,100	347,400	-12,300	-3.5
Retail Trade	14,300	15,600	-1,300	-8.3	911,700	980,600	-68,900	-7.0
Transportation, Warehousing and Utilities	2,700	2,800	-100	-3.6	227,300	244,200	-16,900	-6.9
Information	1,700	1,900	-200	-10.5	143,200	156,600	-13,400	-8.6
Financial Activities	5,900	5,900	0	0.0	502,500	525,800	-23,300	-4.4
Professional and Business Services	7,600	8,100	-500	-6.2	1,057,700	1,147,800	-90,100	-7.8
Education and Health Services	14,100	13,900	200	1.4	1,036,400	1,031,200	5,200	0.5
Leisure and Hospitality	10,000	10,200	-200	-2.0	902,500	933,300	-30,800	-3.3
Other Services	4,300	4,300	0	0.0	328,900	337,900	-9,000	-2.7

**Nonagricultural Employment by Industry  
(not seasonally adjusted)**

Government	16,000	15,800	200	1.3	1,034,300	1,043,400	-9,100	-0.9
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<b>Unemployment Rates (%) (not seasonally adjusted)</b>			
	<b>July 2009</b>	<b>June 2009</b>	<b>July 2008</b>
Marion County	12.6	12.6	8.1
Regional (including Marion, Levy and Citrus Counties)	12.4	12.3	8.1
Florida	11.0	10.9	6.6
United States	9.7	9.7	6.0

<b>Population</b>				
	<b>2008</b>	<b>2007</b>	<b>Change</b>	<b>Percent Change</b>
Marion County	329,418	325,023	4,395	1.4
Regional (including Marion, Levy and Citrus Counties)	512,278	505,192	7,086	1.4
Florida	18,807,219	18,680,367	126,852	0.7

<b>Average Annual Wage</b>				
	<b>2008*</b>	<b>2007</b>	<b>Change</b>	<b>Percent Change</b>
Marion County	\$32,534	\$31,622	\$912	2.9
Regional (including Marion, Levy and Citrus Counties)	\$32,041	\$31,349	\$692	2.2
Florida	\$40,569	\$39,776	\$793	2.0

\* Preliminary

Source: Workforce Connection

<b>2000 Census and Projections</b>					
	<b>1980</b>	<b>1990</b>	<b>2000</b>	<b>2009</b>	<b>2014</b>
Marion County	122,488	194,835	258,916	337,962	385,759
Ocala*	37,170	42,045	45,943	54,377	60,004
Belleview	1,913	2,678	3,478	3,760	3,979
Dunnellon	1,427	1,639	1,898	2,153	2,339
McIntosh	404	411	453	518	566
Reddick	657	554	571	658	718
Unincorporated	80,917	147,508	206,573	276,496	318,153

\* County seat

Sources: 2000 Census and 2009 Claritas MarketPlace Projections via Ocala/Marion County Economic Development Corporation

<b>2000 Census and Projected Population by Race</b>				
<b>Ethnic Diversity All Ages</b>	<b>2000 Census</b>	<b>Percentage</b>	<b>2009 Projections</b>	<b>Percentage</b>
White	217,909	84%	277,411	82%
African American	29,900	12%	38,955	12%
American Indian/Alaska Native	1,158	0%	1,590	0%
Asian	1,806	1%	4,511	1%
Native Hawaiian/Pacific Islander	57	0%	100	0%
Two or More Races	3,723	1%	6,392	2%
Some Other Race	4,363	2%	9,003	3%
<b>Total Population</b>	<b>258,916</b>	<b>100%</b>	<b>337,962</b>	<b>100%</b>

Sources: 2000 Census, 2009 Claritas MarketPlace Research Projections via Ocala/Marion County Economic Development Corporation.

<b>2009 Breakdown by Hispanic or Latino Origin</b>		
<b>All Ages</b>	<b>2009 Projections</b>	<b>Percentage</b>
Total Hispanic or Latino	32,926	10%
Mexican	7,135	2%
Puerto Rican	14,777	4%
Cuban	2,195	1%
All Other	8,819	3%

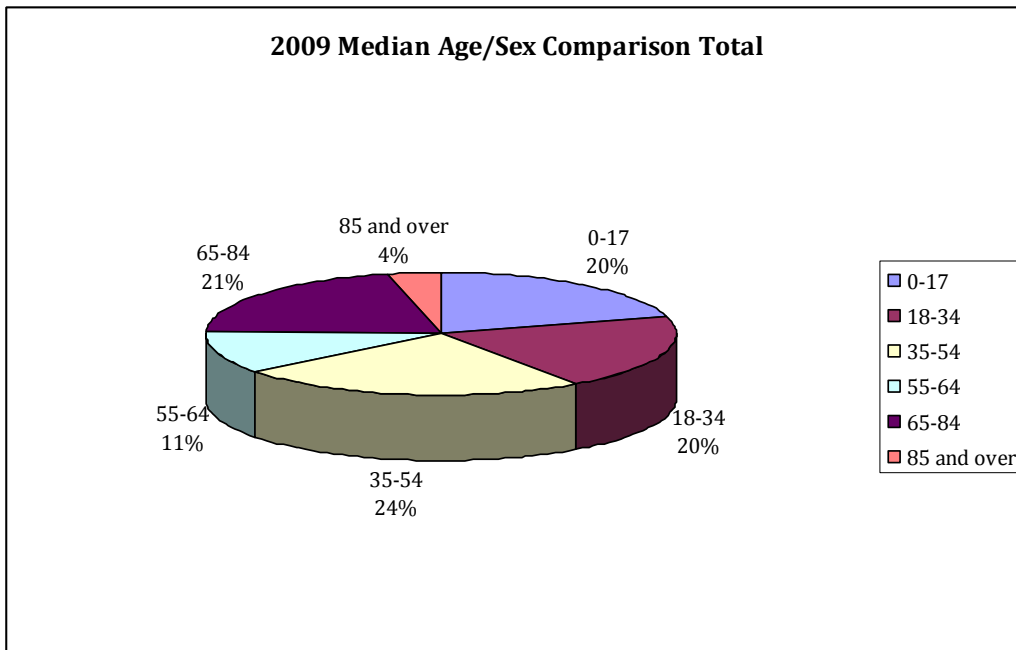
Source: 2009 Claritas MarketPlace Research Projections via Ocala/Marion County Economic Development Corporation. These numbers are included in the Projected Population by Race Chart

<b>2009 Breakdown by Asian Race Category</b>		
<b>All Ages</b>	<b>2009 Projections</b>	<b>Percentage</b>
Asian Total:	4,511	1.33%
Chinese, except Taiwanese	418	0.12%
Filipino	767	0.23%
Japanese	324	0.10%
Asian Indian	1,788	0.53%
Korean	491	0.15%
Vietnamese	334	0.10%
Other Asian	389	0.12%

Source: 2009 Claritas MarketPlace Research Projections via Ocala/Marion County Economic Development Corporation. These numbers are included in the Projected Population by Race chart.

2009 Median Age/Gender Comparison				
Age	Total	Percentage	Male	Female
0-17	68,400	20%	35,286	33,114
18-34	67,952	20%	34,486	33,466
35-54	81,845	24%	40,131	41,714
55-64	37,453	11%	17,147	20,306
65-84	70,479	21%	32,019	38,460
85 and over	11,833	4%	4,967	6,866
TOTAL	337,962	100%	164,036	173,926

Source: 2009 Claritas MarketPlace Research projections via Ocala/Marion County Economic Development Corporation.



Census Population Projections - Marion County					
	2010	2015	2020	2025	2030
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: 2008 Florida Statistical Abstract via Ocala/Marion County Economic Development Corporation

**2009 Population by Gender and Median Age**

	Population	Median Age
Male	164,036	41.13
Female	173,926	45.09

*Source: 2009 Claritas MarketPlace Research via Ocala/Marion County Economic Development Corporation*

**Residential Income**

2007 Average Earnings Per Worker	\$31,622
2009 Average Household Income	\$52,417
2009 Median Household Income	\$40,317
2009 Per Capita Income	\$21,875

*Source: QCEW, 2009 Claritas MarketPlace Research Projections via Ocala/Marion County Economic Development Corporation.*

**2009 Effective Buying Income - (EBI)  
Marion County**

Average Household EBI	\$43,926
Median Household EBI	\$34,241
<b>Percentage of Households by EBI Group</b>	
Less than \$15,000	17.96%
\$15,000 - \$24,999	16.83%
\$25,000 - \$34,999	16.46%
\$35,000 - \$49,999	20.15%
\$50,000 - \$74,999	16.46%
Above \$75,000	12.13%

*Source: 2009 Claritas MarketPlace Research Projections via Ocala/Marion County Economic Development Corporation*

<b>2009 Households and Average Household Size</b>	
Households	139,045
Average Household Size (Average Number of People Per Household)	2.37
Home Ownership Rate	80.9%
Households with People Under 18	36,933

Source: 2009 Claritas MarketPlace Research Projections via Ocala/Marion County Economic Development Corporation

<b>2000 Census Data</b>		
	<b>Marion County</b>	<b>Florida</b>
Home Ownership Rate	79.8%	70.1%
Households with people under 18	27.8%	31.3%

Source: 2000 Census via Ocala/Marion County Economic Development Corporation

<b>Cost of Living Marion County - Price Level Index Value of Major Items</b>	
<b>Weighted State Average = 100</b>	
Marion County	90.51
Rank - 37th of 67 Counties	
Population Weighted State Average = 100	
Food	99.98
Healthcare	96.29
Housing	81.52
Transportation	96.67
Other Goods and Services	96.84

Source: 2008 Florida Statistical Abstract via Ocala/Marion County Economic Development Corporation

<b>Marion County Voter Registration</b>	
Republican	87,320
Democrat	83,886
Other	39,734
Total	210,940

Source: Marion County Supervisor of Elections

### Community Groups and Organizations

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
<b>HOMEOWNERS' ASSOCIATIONS</b>				
Cherrywood Estates	Geri Watrouse	(352)237-1675	Clubhouse: 6253 SW 100th Loop	
Del Webb Spruce Creek	Jack Benstock	(352)347-0203	13601 Del Webb Blvd. - Horizon Center	
Federation of Manufactured Homeowners of Florida	Howard Mautner	(352)622-8881	Sweet Water Oaks	
Greenwood Villas Quarterly Potluck	Joyce DeLestry	(352)259-8452	Chatham Recreation Center: 7415 SE 172 Legacy Lane	
Kingsland Country Estates Home Owners' Association	Mr. Borden/President	(352)895-3248	TimberRidge Building 3000	
Little Lake Weir HOA	Bruce McClellan	(352)347-1427	Cherokee Park: 5641 SE 113th Place	
Marco Polo Builders Annual HOA Meeting	Helena Willman	(352)347-1888	MCSO SW District Office:9048 SW SR 200	
Marion Oaks Home Owner's	William Furlow	(352)347-7297	294 Marion Oaks Ln.	

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
Association				
Oak Run HOA Meeting	Damien Romano	(352)854-4840		
Silver Springs Shores Residents' Association	Norene Hamlon	(352)680-0298	SSS Community Center: 590 Silver Road	
Woods and Lakes Home Owners Association	Marty Harris	(352)625-4717 (352)816-3977	5970 SE 159 Ct.	
<b>CIVIC ORGANIZATIONS</b>				
Calumet South Social Club	Ed Peterson	(352)751-0716	Mulberry Rec. Center: 8445 SE 165th Mulberry Lane	
Forest Advisory Council Business Expo	Tom Davis	(352)209-1333	Library: 777 SE 314A	
Forest Advisory Council Meeting	Diana Harris	(352)625-6021	Forest Corner Community Center (314A South; South of Route 40)	
Greater Ocala Masonic High Twelve Club	Skip Simpson	(352)873-8258	Elks Club: 702 NE 25 Ave.	
Kiwanis Club Meeting	Bucky Bishop	(352)237-9225	Park Avenue Bank: 8375 SW Hwy 200	

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
Kiwanis of Ocala Club	Paul Truesdell		Elks Club: 702 NE 25th Ave.	
Marion Oaks Civic Association	Miguel Santos	(352)553-7204	295 Marion Oaks Lane (Commy. Center, Bldg. A)	
MCSO SW District Citizen Observer Group	Captain Jim Burton	(352)402-6061	MCSO District Office	
Ocala Business Leaders Breakfast	Clark Yandle	(352)843-5050	Ocala Elks Club 702 NE 25 Ave.	
Ocala Rotary Club Meeting	Jeffrey Buck	(352)629-6556		
Orange Springs Civic Club	Pat Patton	(352)546-5379	24545 NE 129th Terrace	
Salt Springs Civic Assoc.	Lt. Etheredge	(352)207-6180	25054 NE Hwy 316	
Salt Springs VFW	Joyce Meffert	(352)685-3333	23498 NE Hwy. 314	
Sons of the American Revolution	Bucky Bishop	(352)237-9225	Ocala Elks Lodge: 702 NE 25th Avenue	
SR 200 Coalition Meeting	Pat Gabriel	(352)239-0357	TimberRidge	
VFW Salt Springs	Wayne Crawford	(352)685-2707	23498 NW Hwy. 314	
West Marion Moose Lodge	Paul Mockler	(352)854-5675 (352)207-9033	10411 SW 110th St. (Dunnellon)	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
Women of the World of On Top of the World	Bobby Roeder	(352)237-5681	On Top of the World "back" club house	
<b>CHAMBERS OF COMMERCE AND TOWN GROUPS</b>				
Bellevue Chamber of Commerce-Nine Mile Pond	Clay Waldron	(352)24-53161	Lake Lillian	
Bellevue City Council Meeting	Peggy Degennario	(352)233-2109	Bellevue City Hall	
East Marion Chamber of Commerce	William Whitten	(352)625-5068	Eagles Club: 16270 E. Hwy. 40	
Lake Weir Chamber of Commerce	Elaine Brice	(352)409-3497	13125 SE Hwy C-25	
Town of McIntosh Council Meeting	Debbie Miller	(352)591-1041	5835 Avenue F	dmiller.mcintoshclerk@windstream.net
<b>OTHER NON-PROFITS</b>				
Friends of Bellevue Library	Helen Kimberl, President	(352)245-7412		<a href="http://www.friends-of-bellevue-library.org">http://www.friends-of-bellevue-library.org</a>
Friends of the Dunnellon Public Library	Gloria Pettit, President	(352)489-5898		E-mail: gtpemail@bellsouth.net
Friends of the Forest Public Library	Nancy MacFarland, President	(352)625-7806		<a href="mailto:NMacfa5404@aol.com">NMacfa5404@aol.com</a>

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
Friends of the Fort McCoy Public Library	Sharon Beavers, President	(352)239-9521		Kayrose46@Yahoo.com
Friends of the Freedom Public Library	Kermit Clark, President	(352)861-0353		KLClark60@cs.com
Friends of the Marion Oaks Public Library	Bryan Hail, President	(352)307-2423		<a href="mailto:jbryanhail@hotmail.com">jbryanhail@hotmail.com</a>
Friends of the Ocala Public Library	Marilyn Stadick, President	(352)368-4591		<a href="mailto:stadickmar@earthlink.net">stadickmar@earthlink.net</a>
Friends of the Reddick Public Library	Martha Cromwell, President	(352)591-2717		<a href="mailto:mcrom@alltel.net">mcrom@alltel.net</a>
<b>CHURCHES</b>				
<b>African Methodist Episcopal (A.M.E.)</b>				
Mt. Olive A.M.E. Church	Pastor Frank Massey	(352)622-4549		
Mt. Olive A.M.E		(352)591-1506	8216 S.E. 185th Avenue McIntosh, FL 32664	
Mt. Pisgah A.M.E		(352)245-2033	14520 S. Highway 475 Summerfield, FL 34491	

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
Mt. Tabor A.M.E		(352)732-5834	5410 N.W. 27 Avenue Ocala, FL 34475	
Mt. Zion A.M.E		(352)351-2008	623 S. Magnolia Avenue Ocala, FL 34474	
St. Joseph's A.M.E	Lawrence Brown	(352)629-1060	12775 N.E. 25 Avenue Anthony, FL 34475	
St. Paul A.M.E	Rev. James D. Sykes	(352)622-8921	718 N.W. 7th Street Ocala, FL 34475	
Young's Chapel	James A. Young	(352)369-6111	3290 N.W. Blitchton Road  Ocala, FL 34475	
<b>Anglican</b>				
St. George Anglican		(352)624-0112	5646 S.E. 28 Street Ocala, FL 34471	
<b>Apostolic</b>				
Life Tabernacle	Pastor Wade Bass	(352)732-7097	2940 N.E. 35 Street Ocala, FL 34479	
Liberty Temple	Rev. Robert		232 N.W. 9th Street	

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
	Anderson		Ocala, FL 34475	
Mt. Sinai House of God	Pastor Albert Watson	(352)732-5803	2211 N.W. 8 Street Ocala, FL 34475	
St. City Church of God		(352)351-2263	1926 W. Silver Springs Blvd. Ocala, FL 34475	
Souls Harbor Pent	Pastor James Varnum	(352)245-3227	12650 S.E. Highway 484 Bellevue, FL 34420	
<b>Assembly of God</b>				
Bellevue First Assembly of God	Pastor T. Carl Thompson	(352)245-9141	10050 S. Highway 441 Bellevue, FL 34420	
First Assembly of God	Pastor Drexel Brunson	(352)351-1827	1827 N.E. 14 Street Ocala, FL 34470	
First Assembly of God of Dunnellon	Pastor Vosberg	(352)489-8455	2872 W. Highway 448 Dunnellon, FL 34430	
Forest Assembly of God	Pastor Bob Lloyd	(352)625-1289	17530 E. Highway 40 Silver Springs, FL 34488	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
Marion Oaks Assembly of God	Pastor C. Gaylon Benton	(352)347-3001	13977 S.W. 32 Terrace Road Ocala, FL 34473	
Shores Tabernacle Assembly of God	Pastor Charles Carroll	(352)687-0190	136 Midway Road Ocala, FL 34472	
<b>Baptist</b>				
Agape Baptist Church (So.)		(352)732-5099	6200 N.W. 50 Avenue Ocala, FL 34482	
Anthony Baptist Church (So.)	Rev. Rob Avola	(352)732-5600	2551 N.E. 98th Street Anthony, FL 32617	
Bellevue First Church (So.)	Pastor Ronnie Walker	(352)245-9106	6107 S.E. Agnew Road Bellevue, FL 34420	
Berean Baptist Church (Ind.)		(352)237-5611	4800 S.W. 20 Street Ocala, FL 34474	
Bethel Baptist Church	Pat Ruder	(352)347-0888	4400 S.W. 145 Place Road Ocala, FL 34473	
Bible Baptist Church (Ind.)	Pastor Ray Woodward	(352)622-8750	3401 S.E. Lake Weir Avenue Ocala, FL 34471	

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
Calvary Baptist Church (Ind.)	Stephen Davidson	(352)687-1181	10515 S.E. 115th Avenue Ocala, FL 34472	
Candler United Baptist Church		(352)680-1333	10461 S.E. Maricamp Road Ocala, FL 34472	
Cedar Creek Baptist Church (Ind.)		(352)625-2706	15455 N.E. Highway 314 Silver Springs, FL 34488	
Central Baptist Church		(352) 694-2212	1714 SE 36 <sup>th</sup> Ave. Ocala, FL 34471	
College Road Baptist Church (So.)	John Downing	(352)237-5741	5010 S.W. Highway 200 Ocala, FL 34474	
Countyside Baptist Church		(352)854-3331	11525 W. Highway 40 Ocala, FL 34481	
New Covenant Missionary Baptist Church	Stanley M. Jacobs, Sr., Pastor	(352)622-7877	606 SW Broadway Street Ocala, FL 34474	
Downtown Baptist Church	Tracy Willis	(352)351-5571	1632 E. Silver Springs Blvd. Ocala,	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
			FL 34471	
Elizabeth Baptist Church			377 S.W. Highway 484 Ocala, FL 34473	
Faith Baptist Church of Silver Springs (Ind.)		(352)625-8820	327 N. Highway 314A Silver Springs, FL 34488	
Faith Baptist Church of Marion Oaks		(352)347-0076	399 S.W. Marion Oaks Lane Ocala, FL 34473	
Fellowship Baptist Church	Pastor John Outlaw	(352)629-5379	10500 N. U.S. Highway 27 Ocala, FL 34482	
First Baptist Church of Silver Springs		(352)687-1048	414 Silver Road Ocala, FL 34472	
First Baptist Church (So.)	Pastor Edward Johnson	(352)629-5683	2801 S.E. Maricamp Road Ocala, FL 34471	<a href="http://www.fbcocala.org/">http://www.fbcocala.org/</a>
First Baptist Church	Rev. John Long	(352)245-9106	6107 S.E. Agnew Road Bellevue, FL 34420-	<a href="http://www.fbcbellevue.org/">http://www.fbcbellevue.org/</a>

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
			4101	
Fort King Baptist Church		(352)629-2718	911 N.E. 8 Avenue Ocala, FL 34470	
Free Will Baptist Church	James Butcher	(352)732-5628	2210 N.E. 24 Street Ocala, FL 34470	
Grace Baptist Church (Ind.)		(352)245-9252	10835 S.E. 7th Avenue Bellevue, FL 34420	
Greater Hopewell Baptist Church	George W. Lee	(352)622-3532	515 N.W. 6th Terrace Ocala, FL 34475	
Highlands Baptist Church (So.)	Pastor Jeffrey S. Roundtree	(352)694-2121	3530 S.E. Fort King Street Ocala, FL 34470	
Iglesia Bautista Nazaret	Pastor Tony Salmeron	(352)620-0046	2920 S.E. 62 Street Ocala, FL 34471	
Kendrick Baptist Church	Pastor David Downing	(352)629-4116	3020 N.W. 62 Street  Ocala, FL 34475	
Maranatha Baptist Church (So.)		(352)347- 5683	525 Marion Oaks Trail Ocala, FL 34473	
Mars Hill Baptist Church		(352)629-4595	5835 N.W. 145th	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
			Avenue Road Morrison, FL 32668	
Memorial Baptist Church	Pastor Michael West	(352)245-8326	3693 S.E. 95th Street Ocala, FL 34480	
Mt. Calvary Baptist Church		(352)854-7377	5000 S.W. College Road Ocala, FL 34474	
Mt. Moriah Missionary Baptist Church		(352)629-3782	55 S.W. 3rd Avenue Ocala, FL 34474	
New Bethel Baptist Church		(352)622-3815	612 N.W. 4 Place Ocala, FL 34475	
The New Chapel Missionary Baptist Church (Miss)		(352)732-1118	9719 N.W. 115 Avenue Ocala, FL 34432	
New Hope Baptist Church (Miss)	Rev. W.J. Brooks	(352)622-6709	2240 N.E. 86 Lane Anthony, FL 32617	
New St. John Baptist Church	Rev. T.L. Brooks	(352)629-5663	2251 N.W. 2 Street Ocala, FL 34475	<a href="http://www.nsjbc.org/">http://www.nsjbc.org/</a>
New St. Mary Baptist Church	John Hannibal	(352)622-9809	4491 N.W. 27 Avenue Ocala, FL 34475	

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
New Testament Baptist Church	Duane Hoffman	(352)351-3789	3740 E. Silver Springs Blvd. Ocala, FL 34470	
New Zion Missionary Baptist Church	Broxton - Eugene	(352)351-4924	728 N.W. 6th Avenue Ocala, FL 34475	
Northside Missionary Baptist Church		(352)629-1880	2321 N.E. 11th Avenue Ocala, FL 34470	
Oak-Griner Baptist Church	Frank Grant	(352)622-8625	6422 N.E. Jacksonville Road Ocala, FL 34479	
Oakcrest Baptist Church		(352)629-7058	1109 N.E. 28 Street Ocala, FL 34470	
Ocala Baptist Temple (Ind.)	David A. Chaffin	(352)629-3240	1484 N.W. 42 Place Ocala, FL 34474	
Ocala Springs Baptist Church (So.		(352)622-7114	5000 N.E. 36th Avenue Road Ocala, FL 34479	
Ocklawaha Bridge Baptist Church (So.)	James H. Snell	(352)625-2492	14100 E. Highway 40 Silver Springs, FL 34488	
Olivet Baptist Church (So.)	Rev. Michael	(352)237-2918	8495 S. Magnolia Avenue	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
	Davis		Ocala, FL 34476	
Pine Grove Baptist Church		(352)622-8500	14485 W. Highway 326 Morrison, FL 32668	
Progressive Union Baptist Church	Rev. Clarence Woods	(352)622-8320	8792 N.W. 38 Avenue Road Ocala, FL 34482	
St. Mary's Baptist Church(Miss)	Rev. Michael Maeweathers	(352)236-4445	3299 N.E. 55 Avenue Silver Springs, FL 34488	
St. Paul Missionary Baptist Church(Miss.)		(352)694-7810	3861 S.E. Maricamp Road Ocala, FL 34472	
Second Bethlehem Baptist Theological Seminary (Miss.)		(352)351-5029	1205 N.W. 4 Street Ocala, FL 34475	
Shady Grove Baptist Church	Fred Maeweathers, Sr.	(352)237-3422	9225 S.W. 27 Avenue Ocala, FL 34476	
Siloan Baptist Church (Miss)	Alvin Newmones	(352)351-8733	12977 N.W. 35 Street Ocala, FL 34482	
South Ocala Baptist Church		(352)622-5490	2907 S.E. 52 Street Ocala, FL 34480	

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
Trinity Baptist Church -	Pastor Phil Wade	(352)694-2163	1600 S.E. 58 Avenue Ocala, FL 34480	
Unity Baptist Church of Anthony (So.)	Pastor Chuck Miles	(352)368-1755	1300 N.E. 100 Street Anthony, FL	
Watula Baptist Church	David Gargner	(352)629-6262	4120 S.W. Broadway Street Ocala, FL 34471	
Welcome Stranger Baptist Church		(352)622-7836	906 N.W. 9th Avenue Ocala, FL 34475	
West Marion Baptist Church	Reverend George Ragsdale	(352)368-7071	6001 N.W. 135 Avenue Morrison, FL 32668	
Wyomina Park Baptist Church (So.)	Joe A. Williams	(352)732-4357	1411 N.E. 14 Street Ocala, FL 34470	
<b>Catholic</b>				
Blessed Trinity Catholic Church	Father Pat Sheedy	(352)629-8092	5 S.E. 17th Street Ocala, FL 34471	<a href="http://www.blessedtrinity.org/">http://www.blessedtrinity.org/</a>
La Guadalupana Catholic Center		(352)629-8092	11153 West Highway 40 Ocala, FL 34482 (Mail:) c/o Blessed Trinity Catholic Church	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
			5 SE 17th Street Ocala, FL 34471	
Immaculate Heart of Mary Church	Father Stephen Phillips	(352)687-4031	10670 S.E. Maricamp Road Ocala, FL 34472	
Our Lady of the Springs Catholic Church	Father William J. Neumann	(352)236-2230	4047 N.E. 21 Street Ocala, FL 34470	
Queen Of Peace	Father Patrick J. O'Doherty	(352)854-2181	6455 S.W. State Road 200 Ocala, FL 34476	
St. Joseph The Forest Catholic Church		(352)625-4222	17301 E. Highway 40 Silver Springs, FL 34488	
St. Jude Catholic Community	Father Anthony Palmese	(352)347-0154	443 Marion Oaks Drive Ocala, FL 34473	
St. Theresa's Roman Catholic Church	Father James MacLoughlin	(352)245-2458	11528 S. U.S. Highway 301  Bellevue, FL 34420	
<b>Christian</b>				
Central Christian Church		(352)622-1119	3010 N.E. 14 Street	

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
			Ocala, FL 34470	
First Christian Church(DISCIPLES)	Rev. Douglas V. Moore	(352)629-6485	1908 S.E. Fort King Street Ocala, FL 34471	
S.S. Shores Christian Church	Minister Frank House	(352)687-8530	805 Oak Road Ocala, FL 34472	
<b>Church of Christ</b>				
Anthony Church of Christ		(352)629-5505	9778 N.E. Jacksonville Road Anthony, FL 32617	
Church of Christ		(352)351-2772	1921 N.E. 35 Street Ocala, FL 34479	
Church of Christ		(352)622-4913	514 S.W. 27 Avenue Ocala, FL 34474	
Central Church of Christ	Colin Williamson	(352) 629-2413	4200 E. Silver Springs Blvd. Ocala, FL 3470	
Maricamp Road Church of Christ	Jeff Robison	(352)732-9867	2750 S.E. Maricamp Road Ocala, FL 34471	
Ocala Church of Christ		629-3668	500 N.W. 10 Avenue	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
			Ocala, FL 34475	
United Holiness Church of Christ		(352)622-1113	1642 N.W. 3 Street Ocala, FL 34475	
<b>Church of God</b>				
Bellevue Church of God	Paul H. Lane	(352)245-5476	62119 S.E. 107th Street Bellevue, FL 34420	
Church of God		(352)622-3970	921 S.W. 3rd Street Ocala, FL 34481	
Church of God	Harvey E. Robinson	867-1703	605 N.W. 8th Street Ocala, FL 34475	
Church of God By Faith		(352)629-8901	707 S.W. Fort King Street Ocala, FL 34474	
College Park Church of God	Dr. James W. Bradley	(352)237-2247	3140 S.W. 26th St Ocala, FL 34474	
Living Waters Worship Center	J. Randall Watson	(352)629-2107	3801 N. U.S. Highway 441 Ocala, FL 34475	
Wings of Faith		(352)687-4600	5066 S.E. 66th Avenue Road Ocala,	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
			FL 34470	
<b>Church of Jesus Christ of Latter Day Saints</b>				
Ocala First Ward		(352)351-4558 (352)629-3264	1831 S.E. 18th Avenue Ocala, FL 34470	
Belleview Ward		(352)245-8422	12975 S.E. 55th Avenue Road Belleview, FL 34420	
<b>Episcopal</b>				
Christian Pentecostal Church	Ronnie Underwood	(352)867-5158	1924 W. Silver Springs Blvd. Ocala, FL 34475	
Grace Episcopal	Father Donald Curran	(352)622-7881	503 S.E. Broadway Street Ocala, FL 34471	
Holy Faith Episcopal Church	Father Thomas Raezer	(352)489-2685	19924 W. Blue Cove Drive Dunnellon, FL 34432	
St. Mary's Episcopal Church		(352)347-6422	5750 S.E. 115th St. Belleview, FL 34420	<a href="http://www.stmarysbelleview.org/">http://www.stmarysbelleview.org/</a>
St. Patrick's Episcopal Church	Rev. Michael	(352)694-3414	3803 N.E. 7th Street	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
	Messina, Jr.		Ocala, FL 34470	
St. Stephen's Epicopal Church		(352)687-2400	55 Palm Road Ocala, FL 34472	
<b>Friends (Quakers)</b>				
Friends Meeting		(352)236-2839	1010 N.E. 44 <sup>th</sup> Ave. Ocala, FL 34470	
<b>Grace Brethren</b>				
Ocala Grace Brethren Church	Pastor Ron Smals	(352)236-2211	6474 N.E. 7th Street Ocala, FL 33470	
<b>Greek Orthodox</b>				
Greek Orthodox Mission of Ocala	Fr. George Papadeas	(352) 622-1378	2600 SW 42nd Street Ocala, FL 34474	<a href="http://www.gom-ocala.org/">http://www.gom-ocala.org/</a>
<b>Interdenominational</b>				
Faith Christian Center		(352)629-1330	3940 N. U.S. Highway 441 Ocala, FL 34475	
<b>Jewish</b>				
Temple Beth Shalom	Rabbi Samuel Dov Berman  President: Dr.	(352)629-3587	1109 N.E. 8 Avenue Ocala, FL 34475	<a href="http://www.jewishocala.org/">http://www.jewishocala.org/</a>

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
	Harvey Taub			
Temple B'nai Darom		(352)624-0380	48 Banyon Course Ocala, FL 34472	
<b>Lutheran</b>				
Abiding Hope Evangelical Lutheran Church		(352)694-1861	777 S.E. 58th Avenue Ocala, FL 34471	
Ascension Lutheran Church ELCA	Pastor Lee Ecola	(352)624-0066	5730 S.E. 28 Street Ocala, FL 34471	
Church of the Incarnation	Dennis Keip	(352)687-1159	9300 Spring Road Ocala, FL 34472	
Joy Evangelical Lutheran Church ELCA	Pastor Marvin Seemann	(352)854-4509	7045 S.W. 83 Place Ocala, FL 3476	
Our Redeemer Lutheran Church	Rev. Ron Mueller	(352)237-2233	5200 S.W. College Road Ocala, FL 34474	
Our Savior Lutheran Church		(352)347-0567	260 Marion Oaks Lane Ocala, FL 34473	
St. John Lutheran Church and	Rev. Richard W.	(352)629-1794	1915 S.E. Lake Weir Avenue	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
School	Linberger		Ocala, FL 34471	
<b>Messianic Congregation</b>				
Mishkan Messianic Congregation	Rabbi Jerry Keyes	(352)687-4434	6675 S.E. Maricamp Road Ocala, FL 34470	
<b>Non-Denominational</b>				
Living Hope Community Church	Pastor: Dr. Gerald Simmons	(352) 622-5555	2111 NE 36th Avenue Ocala, FL 34470	<a href="http://www.LivingHopeOcala.org">www.LivingHopeOcala.org</a>
Meadowbrook Church	Tim Gilligan	(352)873-3767	4741 SW 20th Street Ocala, FL 34474	<a href="http://meadowbrookchurchocala.com">http://meadowbrookchurchocala.com</a>
Spirit Life Church		(352)622-7770	6405 S. Pine Avenue Ocala, FL 34480	<a href="http://www.spiritlife.com">www.spiritlife.com</a>
<b>Presbyterian</b>				
Countryside Presbyterian Church (USA)	Pastor: Gary O. Marshall	(352) 237-4633	7768 SW Hwy 200 Ocala, FL 34476	<a href="http://cpcocala.org">http://cpcocala.org</a>
First Presbyterian Church (USA)	Ray Ruark	(352)629-7561	511 S.E. 3rd Street Ocala, FL 34471	
Ft. King Presbyterian Church (USA)	Minister Jim Bullock, Jr. Pastor	(352)694-4121	13 N.E. 36th Avenue Ocala, FL 34470	<a href="http://www.fortking.org/">http://www.fortking.org/</a>

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
Good Shepherd Presbyterian Church PCA (USA)		(352)291-9199	151 S.W. 87th Place Ocala, FL 34476	
Grace Presbyterian Church (in America)	Rev. Mike Osborne	(352)629-1537	2255 S.E. 38 Street Ocala, FL 34481	
The Presbyterian Church at Marion Oaks	Pastor Rhonda Cummings	(352)347-1161	279 Marion Oaks Manor Ocala, FL 34473	
Reformed Presbyterian Church of Ocala (RPCGA)	Pastor Reed Best	(352) 236-0904	195 NW 71st Ave. Ocala, FL 34482	<a href="http://www.rpco.org">http://www.rpco.org</a>
<b>Salvation Army</b>				
Salvation Army	Capt. Chris Flanagan	(352)732-8326 Presbyterian	320 N.W. 1 Avenue Ocala, FL 34470	
<b>Seventh Day Adventist</b>				
7th Day Adventist Church		(352)236-3184	415 N.E. 41 Avenue Ocala, FL 34470	
Shiloh 7th Day Adventist Church	Pastor John Damon	(352)629-1764	500 S.W. 17th Avenue Ocala, FL 34475	
<b>Unitarian</b>				
Unitarian Universalist Fellowship of Marion County		(352)687-1680	1 Midway Court Ocala, FL 34472	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
<b>United Church of Christ</b>				
First Congregation United Church of Christ		(352)237-3035	7171 S.W. Hwy 200 Ocala, FL 34476	
<b>United Methodist</b>				
Druid Hills United Methodist Church	Rev. Rafe Vigil	(352)629-5688	1712 S.E. Lake Weir Ocala, FL 34471	
First United Methodist Church	Rev. Bill Owens	(352)622-3244	1126 E. Silver Springs Blvd. Ocala, FL 34470	
Kendrick United Methodist Church	Kathy Moore	(352)867-0077	2949 N.W. 63 Street Ocala, FL 34475	
Ocala West United Methodist Church	Donald P. Hanna	(352)854-9550	9330 S.W. 105 Street Ocala, FL 34481	
St. John's United Methodist Church		(352)237-5777	12390 W. Fort King St. Ocala, FL 34482	
St. Mark's United Methodist Church	Dan Jones	(352)622-4475	1839 N.E. 8 Road Ocala, FL 34470	<a href="http://www.gbgn-umc.org/stmarksocala/">www.gbgn-umc.org/stmarksocala/</a>
St. Paul's United Methodist Church	David Leonard	(352)694-2161	800 S.E. 41st Avenue Ocala, FL 34471	

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
Wesley Chapel United Methodist Church		(352)237-2060	1155 S.W. 123 Terrace Ocala, FL 34481	
Zion United Methodist Church		(352)629-4359	510 N.W. Martin Luther King Jr. Avenue	
Unity Church of Ocala	Rev. Judith Crooks	(352)687-2113	101 Cedar Road Ocala, FL 34472	
<b>POLITICAL ACTION GROUPS</b>				
<b>Democratic</b>				
Marion County Democratic Party	Chair: Bruce Seaman	(352) 402-9494	3391 East Silver Springs Blvd., Ocala	
Silver Springs Shores Democratic Club	Phyllis Mervine	(352)680-9251	590 Silver Road Ocala, FL 34472	
Marion County Young Democrats		(352)402-9494	3391 E. Silver Springs Boulevard Ocala, FL	<a href="mailto:info@marionyoungdems.org">info@marionyoungdems.org</a>
<b>Republican</b>				
Greater Ocala Republican Club	Annie Marie Delgado	(561)346-4473		
Marion County Black	Angie Boynton	(352)694-2773	Eagle Medical Center	marioncountytars@gmail.com

<b>Name</b>	<b>Contact Name/Title</b>	<b>Contact Number</b>	<b>Address</b>	<b>E-Mail/Website</b>
Republican Club – Federated			10252 SE US Hwy 441, Belleview, FL	
Marion County Teenage Republican Club	Heather Osborne, President	(352)873-9244		
Marion County Young Republicans	Ben Klein, President		Marion County Republican Headquarters 4002 E Silver Springs Boulevard, Ocala, FL	<a href="http://www.marionyr.com/">http://www.marionyr.com/</a>
Oak Run Republican Club	Gloria Eason, President	(352) 873-4472	Oak Run Country Club 11637 SW 90th Terrace, Ocala FL	
On Top of the World Republican Club	Jerry Cauda	(352)873-2007	Arbor Conference Center 10060 SW 94th Street, Ocala	
Palm Cay Republican Club	Jim Pettis, President	(352)854-6118	Palm Cay Clubhouse 8063 SW 106th Place, Ocala	
Republican Club of Ocala Palms	Pat Santospirito, President	(352)629-7551		patrisnt@aol.com
Republican Club of the Villages	Don Maddox,	(352)753-8560	Mulberry Grove	fdmaddox@thevillages.net

Name	Contact Name/Title	Contact Number	Address	E-Mail/Website
Marion County	Secretary		Regional Recreation Center 8445 SE 165th Mulberry Lane, The Villages	
Stonecrest Republican Club	Pat Lewis, President	(352)245-9854	Stonecrest Community Center	

School Name	School Address	City	State	Zip	Phone	Website/E-Mail
<b>Elementary Schools</b>						
Anthony Elementary School	9501 NE Jacksonville Rd.	Anthony	FL	32617	352-671-6000	<a href="http://www.marion.k12.fl.us/schools/aye/">http://www.marion.k12.fl.us/schools/aye/</a>
Belleview Elementary School	5556 SE Hwy. 484	Belleview	FL	34420	352-671-6100	<a href="http://www.marion.k12.fl.us/schools/bve/">http://www.marion.k12.fl.us/schools/bve/</a>
Belleview-Santos Elementary School	9600 S. U.S. Hwy. 441	Belleview	FL	34420	352-671-6260	<a href="http://www.marion.k12.fl.us/schools/bse/index.cfm">http://www.marion.k12.fl.us/schools/bse/index.cfm</a>
College Park Elementary School	1330 SW 33rd Ave.	Ocala	FL	34474	352-291-4040	<a href="http://www.marion.k12.fl.us/schools/cpe/">http://www.marion.k12.fl.us/schools/cpe/</a>
Dr. N.H. Jones Elementary	1900 SW 5th St.	Ocala	FL	34474	352-671-7260	<a href="http://www.marion.k12.fl.us/schools/nhj/">http://www.marion.k12.fl.us/schools/nhj/</a>

School Name	School Address	City	State	Zip	Phone	Website/E-Mail
Dunnellon Elementary School	10235 SW 180th Avenue Rd.	Dunnellon	FL	34432	352-465-6710	<a href="http://www.marion.k12.fl.us/schools/dne/">http://www.marion.k12.fl.us/schools/dne/</a>
East Marion Elementary School	14550 NE 14th St. Rd.	Silver Springs	FL	34488	352-671-4810	<a href="http://www.marion.k12.fl.us/schools/eme/">http://www.marion.k12.fl.us/schools/eme/</a>
Eighth Street Elementary School	513 SE Eighth St.	Ocala	FL	34471	352-671-7125	<a href="http://www.marion.k12.fl.us/schools/ese/">http://www.marion.k12.fl.us/schools/ese/</a>
Emerald Shores Elementary School	404 Emerald Rd.	Ocala	FL	34472	352-671-4800	<a href="http://www.marion.k12.fl.us/schools/ems/">http://www.marion.k12.fl.us/schools/ems/</a>
Evergreen Elementary School	4000 NE West Anthony Rd.	Ocala	FL	34470	352-671-4925	<a href="http://www.marion.k12.fl.us/schools/ege/">http://www.marion.k12.fl.us/schools/ege/</a>
Fessenden Elementary School	4200 NW 89th Pl.	Ocala	FL	34482	352-671-4935	<a href="http://www.marion.k12.fl.us/schools/fde/">http://www.marion.k12.fl.us/schools/fde/</a>
Fort McCoy School	16160 NE Highway 315	Fort McCoy	FL	32134	352-671-6325	<a href="http://www.marion.k12.fl.us/schools/fms/">http://www.marion.k12.fl.us/schools/fms/</a>
Greenway Elementary School	207 Midway Rd.	Ocala	FL	34472	352-671-4845	<a href="http://www.marion.k12.fl.us/schools/gwe/">http://www.marion.k12.fl.us/schools/gwe/</a>
Hammett Bowen Jr. Elementary School	4397 SW 95th St.	Ocala	FL	34476	352-291-7900	<a href="http://www.marion.k12.fl.us/schools/hbe/">http://www.marion.k12.fl.us/schools/hbe/</a>
Harbor View Elementary School	8445 SE 147th Pl.	Summerfield	FL	34491	352-671-6110	<a href="http://www.marion.k12.fl.us/schools/hve/">http://www.marion.k12.fl.us/schools/hve/</a>
Horizon Academy at Marion Oaks	365 Marion Oaks Drive	Ocala	FL	34473	352-671-6290	<a href="http://www.marion.k12.fl.us/schools/ham/">http://www.marion.k12.fl.us/schools/ham/</a>

School Name	School Address	City	State	Zip	Phone	Website/E-Mail
Madison Street Academy of Visual and Performing Arts	401 NW Martin Luther King Jr. Ave.	Ocala	FL	34475	352-671-7250	<a href="http://www.marion.k12.fl.us/schools/mse/index.cfm">http://www.marion.k12.fl.us/schools/mse/index.cfm</a>
Maplewood Elementary School	4751 SE 24th Street	Ocala	FL	34471	352-671-6820	<a href="http://www.marion.k12.fl.us/schools/mwe/">http://www.marion.k12.fl.us/schools/mwe/</a>
Marion Charter School	3839 SE 45th Pl.	Ocala	FL	34480	352-687-2100	<a href="https://www.edline.net/pages/Marion_Charter_School">https://www.edline.net/pages/Marion_Charter_School</a>
McIntosh Area School	P.O. Box 769	McIntosh	FL	32664	352-591-9797	<a href="http://www.mcintoshareaschool.org/">http://www.mcintoshareaschool.org/</a>
Oakcrest Elementary School	1112 NE 28th St.	Ocala	FL	34470	352-671-6350	<a href="http://www.marion.k12.fl.us/schools/oc/">http://www.marion.k12.fl.us/schools/oc/</a>
Ocala Springs Elementary School	5757 NE 40th Ave Rd.	Ocala	FL	34479	352-671-6360	<a href="http://www.marion.k12.fl.us/schools/ose/">http://www.marion.k12.fl.us/schools/ose/</a>
Reddick-Collier Elementary School	4595 West Hwy 316	Reddick	FL	32686	352-671-6060	<a href="http://www.marion.k12.fl.us/schools/rce/">http://www.marion.k12.fl.us/schools/rce/</a>
Romeo Elementary School	19550 SW 36th St.	Dunnellon	FL	34431	352-465-6700	<a href="http://www.marion.k12.fl.us/schools/roe/">http://www.marion.k12.fl.us/schools/roe/</a>
Saddlewood Elementary School	3700 SW 43rd Ct.	Ocala	FL	34474	352-291-4075	<a href="http://www.marion.k12.fl.us/schools/sde/">http://www.marion.k12.fl.us/schools/sde/</a>
Shady Hill Elementary School	5959 S Magnolia Ave.	Ocala	FL	34474	352-291-4085	<a href="http://www.marion.k12.fl.us/schools/she/">http://www.marion.k12.fl.us/schools/she/</a>

School Name	School Address	City	State	Zip	Phone	Website/E-Mail
South Ocala Elementary School	2831 SE Lake Weir Ave.	Ocala	FL	34471	352-671-4750	<a href="http://www.southocala.net/">http://www.southocala.net/</a>
Sparr Elementary School	2525 East Hwy 329 (PO Box 539)	Sparr	FL	32192	352-671-6060	<a href="http://www.marion.k12.fl.us/schools/sre/">http://www.marion.k12.fl.us/schools/sre/</a>
Stanton-Weirsdale Elementary School	16700 SE 134th Terrace	Weirsdale	FL	32195	352-671-6150	<a href="http://www.marion.k12.fl.us/schools/swe/">http://www.marion.k12.fl.us/schools/swe/</a>
Sunrise Elementary School	375 Marion Oaks Crs.	Ocala	FL	34473	352-671-6200	<a href="http://www.marion.k12.fl.us/schools/sne/">http://www.marion.k12.fl.us/schools/sne/</a>
Ward-Highlands Elementary School	537 SE 36th Ave.	Ocala	FL	34471	352-671-6810	<a href="http://www.marion.k12.fl.us/schools/whe/">http://www.marion.k12.fl.us/schools/whe/</a>
Wyomina Park Elementary School	511 NE 12th Ave.	Ocala	FL	34470	352-671-6370	<a href="http://www.marion.k12.fl.us/schools/wpe/">http://www.marion.k12.fl.us/schools/wpe/</a>
<b>Middle Schools</b>						
Bellevue Middle School	10500 SE 36th Ave	Bellevue	FL	34420	352-671-6325	<a href="http://www.marion.k12.fl.us/schools/bms/">http://www.marion.k12.fl.us/schools/bms/</a>
Dunnellon Middle School	21005 Chestnut Street	Dunnellon	FL	34431	352-465-6720	<a href="http://www.marion.k12.fl.us/schools/dms/">http://www.marion.k12.fl.us/schools/dms/</a>
Fort King Middle School	545 NE 17th Ave	Ocala	FL	34470	352-671-4725	<a href="http://www.marion.k12.fl.us/schools/fkm/">http://www.marion.k12.fl.us/schools/fkm/</a>
Howard Middle School	1108 NW Martin Luther King Jr. Ave.	Ocala	FL	34475	352-671-7225	<a href="http://www.marion.k12.fl.us/schools/hms/">http://www.marion.k12.fl.us/schools/hms/</a>

School Name	School Address	City	State	Zip	Phone	Website/E-Mail
Lake Weir Middle School	10220 SE Sunset Harbor Road	Summerfield	FL	34491	352-671-6120	<a href="http://www.marion.k12.fl.us/schools/lwm/">http://www.marion.k12.fl.us/schools/lwm/</a>
Liberty Middle School	4773 SW 95th Street	Ocala	FL	34476	352-291-7930	<a href="http://www.marion.k12.fl.us/schools/lms/">http://www.marion.k12.fl.us/schools/lms/</a>
North Marion Middle School	151 West Hwy 329	Citra	FL	32113	352-671-6010	<a href="http://www.marion.k12.fl.us/schools/nms/">http://www.marion.k12.fl.us/schools/nms/</a>
Osceola Middle School	526 SE Tusawilla Ave.	Ocala	FL	34471	352-671-7100	<a href="http://www.marion.k12.fl.us/schools/oms/">http://www.marion.k12.fl.us/schools/oms/</a>
<b>High Schools</b>						
Belleview High School	10400 SE 36th Avenue	Belleview	FL	34420	352-671-6210	<a href="http://www.marion.k12.fl.us/schools/bhs/">http://www.marion.k12.fl.us/schools/bhs/</a>
Dunnellon High School	10055 SW 180th Ave Rd	Dunnellon	FL	34432	352-465-6745	<a href="http://www.marion.k12.fl.us/schools/dhs/index.cfm">http://www.marion.k12.fl.us/schools/dhs/index.cfm</a>
Forest High School	5000 SE Maricamp Road	Ocala	FL	34480	352-671-4700	<a href="http://www.foresthigh.org/">http://www.foresthigh.org/</a>
Lake Weir High School	10351 SE Maricamp Road	Ocala	FL	34472	352-671-4820	<a href="http://www.marion.k12.fl.us/schools/lwh/">http://www.marion.k12.fl.us/schools/lwh/</a>
Marion Technical Institute	1614 SE Fort King Street	Ocala	FL	34471	352-671-4765	<a href="http://www.marion.k12.fl.us/schools/mti/">http://www.marion.k12.fl.us/schools/mti/</a>
North Marion High School	151 West Hwy 329	Citra	FL	32113	352-671-6010	<a href="http://www.marion.k12.fl.us/schools/nmh/">http://www.marion.k12.fl.us/schools/nmh/</a>

School Name	School Address	City	State	Zip	Phone	Website/E-Mail
Vanguard High School	7 NW 28th Street	Ocala	FL	34475	352-671-4900	<a href="http://www.marion.k12.fl.us/schools/vhs/">http://www.marion.k12.fl.us/schools/vhs/</a>
West Port High School	3733 SW 80th Ave	Ocala	FL	34481	352-291-4000	<a href="http://www.marion.k12.fl.us/schools/wph/index.htm">http://www.marion.k12.fl.us/schools/wph/index.htm</a>
<b>Private Schools</b>						
Blessed Trinity	5 SE 17th St.	Ocala	FL	34471	622-5808	rsmith@btschool.org
Cornerstone School	2313 SE Lake Weir Ave.	Ocala	FL	34471	351-8840	jmcaninch@cs-ocala.org
Grace School	510 SE Broadway St., Suite 100	Ocala	FL	34471	629-2312	debbiebruni@yahoo.com
Meadowbrook Academy	4741 SW 20th St. Bldg. 1	Ocala	FL	34474	861-0700	sbarboza@mbcocala.org
Montessori Academy	2967 NE Silver Springs Blvd.	Ocala	FL	34470	351-3140	montessoriocala@yahoo.com
Ocala Christian Academy	1714 SE 36th Ave.	Ocala	FL	34471	694-4178	sloyd@ocacrusaders.com
Shores Christian Academy	10515 SE 115th Ave.	Ocala	FL	34472	352-687-4454	office@scatigers.com
St. Johns Lutheran	1915 SE Lake Weir Ave.	Ocala	FL	34471	622-7275	anfischer@stjohnocala.org

**Exhibit B**

**Medium**

**Medium - Print**

<b>Media</b>	<b>Estimated circulation</b>	<b>Advertising price (PCI) weekday/end</b>	<b>PSA policy</b>	<b>Added value</b>	<b>Market</b>
<b>Ocala Magazine</b> (352) 622-2995 Published Monthly	27,000				
<b>Ocala Star-Banner</b> (352) 867-4095 Published Daily	Daily (M-F): 41,633 Saturday: 41,198 Sunday: 45,650	Mon-Wed: \$72.88 Thurs-Sun: \$75.86	Submit to: city.desk@starbanner.com	Includes Online Marketplace	Marion County
<b>Ocala Style Magazine</b> (352) 732-0073 Published Monthly	26,000	Rates vary by page layout  Non-profit: 10 percent off.	Submit to: krissy@ocalastyle.com		Marion County businesses
<b>Reflection</b> (352) 369-4756 Published Monthly	19,000	\$15			Silver Springs Shores residences, businesses
<b>Riverland News</b> (352) 489-2731 Published Weekly	12,000	\$14.73 Non-profit: \$8.25	Submit to: editor@riverlandnews.com	\$3 per week for ad on www.riverlandnews.com and SMC	Dunnellon, Rainbow Springs, surrounding areas (zip codes: 34430, 34431, 34432, 34433)

<b>Media</b>	<b>Estimated circulation</b>	<b>Advertising price (PCI) weekday/end</b>	<b>PSA policy</b>	<b>Added value</b>	<b>Market</b>
<b>South Marion Citizen</b> (352) 854-3986 Published Weekly	15,000	\$14.44  Non-profit: \$8.25	Submit to: editor@smcitizen.com	\$3 per week for ad on www.smcitizen.com and RLN	State Road 200 Corridor in southwest Marion County
<b>South Marion Mirror</b> (352) 347-0627 Published Monthly	11,500	\$11.60  Non-profit: none	Submit to: mirrorpublications@yahoo.com		Summerfield zip, Spruce Creek, South, Del Webb, Stonecrest, Marion Oaks, Belleview, SummerGlen
<b>The Villages Daily Sun</b> (352) 753-1119 Published Daily	Daily (Mon - Sat): 38,673 Weekend (Sun): 39,465*	Daily: \$20.50 Sunday: \$22 Non-profit Daily: \$13.75 Non-profit Sunday: \$15.25	Submit to: dailysun@thevillagesmedia.com		The Villages and South Marion County (zip codes 32159, 32162, 34491)
<b>Voice of South Marion</b> (352) 245-3161 Published Weekly	6,000	\$7  Non-profit: \$3.50	Submit to: VOSM@aol.com		Belleview, Lake Weir, Summerfield and South Marion County
<b>West Marion Messenger</b> (352) 854-3986 Published Weekly	5,000	\$5.36 Non-profit: \$4.25	Submit to: editor@westmarionmessenger.com		Businesses and Communities between SR200 and US Hwy 27 (zip codes: 34482, 34474)

**Medium - Radio**

<b>Media</b>	<b>Arbitron Rating<sup>1</sup></b>	<b>Format</b>	<b>PSA Price</b>	<b>Added Value</b>	<b>Market</b>
<b>WBXY 99.5 FM, The Star</b> (352) 375-1317	0.7	News Talk Information	Buy two, get one free	Non-profit: buy one ad, get one free	Northwest Marion County Primary: Adults 25-54
<b>WKTK 98.5 FM, KTK</b> (352) 377-0985	5.3	Adult Contemporary	Free for :30		Primary: Adults 45-54 Secondary: Adults 35-44
<b>WMFQ 92.9 FM, Big Oldies</b> (352) 732-2442	3.7	Oldies	Run of Schedule	Non-profit: buy one ad, get one free	Primary: Adults 35-64
<b>WNND 95.5 FM, WIND FM</b> (352) 622-9500	5.2	Classic Rock	Free for :30	Ad placed on website under "Community Calendar"	All of Marion County Primary: Adults 25-54 Secondary: Adults 35-64
<b>WOCA 1370 AM, News Talk</b> (352) 732-8000	0.4	News Talk Information	Run of Schedule	Non-profit: buy two, get one free	
<b>WOGK 93.7 FM, K Country</b> (352) 622-9500	10.9	Country	Free for :30	Ad placed on website under "Community Calendar"	All of Marion County Primary: Adults 25-54 Secondary: Adults 35-64 Secondary: Adults 18-49
<b>WRUF 103.7 FM, Rock 104</b> (352) 392-0771	6	Active Rock	\$25 for :30 Rotating: M-SU 6 a.m. - 12p.m. Free for :30 Rotating: M-SU 6 a.m. - 12M (no guarantee of frequency)		Primary: Adults: 25-34 Secondary: 18-24 Secondary: 34-44

<b>WRUF AM 850</b> (352) 392-0771	0.7	News Talk Information	\$15 for :30 Rotating: M-SU 6 a.m. – 12p.m. Free for :30 Rotating: M-SU 6 a.m. – 12p.m. (no guarantee of frequency)		Primary: Adults: 65+ Secondary: 55-64
<b>WSKY</b> (352) 377-0985	6.8	News Talk Information	Free for :30		All of Marion County Primary: Adults 45-54
<b>WTRS 102.3 FM, Thunder Country</b> (352) 732-9877	3.9	Country	Run of Schedule	Non-profit: buy one ad, get one free	All of Marion County Primary: Adults 25-54
<b>WUFT-FM, 89.1 FM, Classic 89</b> (352) 392-5200	n/a	Classical	Sponsorship: 10 sponsorships a month: \$350		All of Marion County
<b>WXJZ 100.9 FM, Smooth Jazz</b> (352) 375-1317	2.2	Smooth Jazz	Run of Schedule	Non-profit: buy one ad, get one free	Primary: Adults 25-64
<b>WYGC 104.9, 105 The Game</b> (352) 375-1317	na/	All Sports	Run of Schedule	Non-profit: buy one ad, get one free	Northwest Marion County Primary: Adults 25-64

<sup>1</sup>**Arbitron Ratings:** AQH Share for stations in the Gainesville/ Ocala radio market for people 12+, Monday through Sunday, 6 a.m. to midnight. Arbitron ratings are released twice a year in the Spring and Fall. **AQH Share** is the average number of people listening to a particular radio station for at least five minutes during a 15-minute period divided by the average number of people who are listening to radio stations in the market. (AQH for Station X)/ (AQH for all stations in market) x 100 = Share (%)

Marion County's radio market (Gainesville/Ocala) is 81st in the country (out of 300 markets) and contains 560,700 radio listeners over the age of 12, according to Arbitron ratings.

**Medium - Television**

<b>Media</b>	<b>DMA<sup>1</sup> and TVHH<sup>2</sup></b>	<b>Added Value</b>	<b>PSA Policy</b>	<b>Affiliate</b>	<b>Media Market</b>
<b>WCJB TV20</b> (352) 377-2020	Total (16 counties, Dish, 50 Cable Systems): Total TVHH: 417,000 Marion TVHH: 140,280	Web ads: ½ price. Buy one/get one commercials. Wednesday: Community Spotlight. Community Calendar (submit event on wcjb.com).	Submit to: bwilliams@wcjb.com	ABC	Gainesville-Ocala
<b>VNN Villages News Network</b> (352) 753-1119	TVHH: 75,000	"Slates" (:05 screen shot of ad) shown 72 times/day. 1 day = \$200, 3 days = \$510, 7 days = \$980	Submit to: larry.croom@thevillagesmedia.com		The Villages
<b>WOFL Fox 35</b> (407) 644-3535		Web site advertising		FOX	Orlando
<b>Central Florida News 13</b> (407) 215-5200		Web site advertising Community Calendar			
<b>WESH News Channel 2</b> (407) 691-7731		Website advertising		CNN	Orlando-Daytona Beach-Central Florida
<b>WFTV Channel 9</b> (407) 841-9000	DMA: 1,478,000 TVHH:1,466,420 Marion TVHH: 140,280	Community Calendar: online and on TV		ABC	Orlando-Daytona Beach-Melbourne
<b>WRDQ 27</b>	DMA: 1,396,276	Community			

(407) 841-9000	TVHH: 131,250	Calendar: online and on TV			
<b>Media</b>	<b>DMA<sup>1</sup> and TVHH<sup>2</sup></b>	<b>Added Value</b>	<b>PSA Policy</b>	<b>Affiliate</b>	<b>Media Market</b>
<b>WKMG Channel 6</b> (352) 521-1200	263,000 Marion residents 9.3% of Orlando DMA		None. Not running many PSAs.	CBS	Orlando-Daytona Beach-Melbourne
<b>WUFT Channel 5</b> (352) 873-5658	79,000			NPR	
<b>Cable TV</b>					
<b>SAPP</b> (352) 266-7200	TVHH: 19,500		If actual <b>campaign</b> (e.g. Water less): will match campaign buy. If general <b>awareness</b> (e.g. safety messages) - run when available.		"Affluent, gated communities." SR-200 (west of I-75; including Oak Run, Spruce Creek, Pine Run, Marco Polo, Majestic Oak, etc.) and South 441 (Pedro, Summerfield, Spruce Creek South, Stone Crest, Lake Weir area)
<b>Cox Media</b> (352) 873-5658	Gainesville/Ocala Total TVHH: 104,091 Marion TVHH: (Ocala): 28,596				Greater city limits of Ocala Zip Codes: 34470, 34471, 34472, 34474, 34475, 34476, 34479, 34480, 34482, 34488

<b>Bright House</b> (352) 536-2304				South and west Ocala/ 200 Corridor, Villages, Maricamp, some of Silver Spring Shores, Belleview, Summerfield, Weirsdale.
<sup>1</sup> DMA= Designated Market Area		<sup>2</sup> TVHH = number of households that own television sets. Not HUT (households using TV)		

<b>Medium-Direct Mail</b>			
<b>Media</b>	<b>Product</b>	<b>Market</b>	<b>Price</b>
<b>Utilities Department</b> (352) 671-8510	Envelope inserts	28,000 citizens using county utilities	No charge to mail. Cost of producing printed insert is department's responsibility.

**Purpose:** To provide instant communication (updates and announcements) to interested citizens and employees.

Facebook provides the county a means of instant communication with interested and involved citizens and employees who join Marion County's Facebook page by becoming a "fan" of the page. Once fans, these users have access to the county's page as well as its status updates. Status updates are brief messages posted on the county's "wall," or page, that are also visible on each of its fan's status update lists.

For example, if the county wanted to tell its fans that Marion County Fire Rescue is holding a grand opening ceremony for a newly built fire station, a designated county employee would log on to the county's Facebook page and type this message into the status update box:

Marion County Fire Rescue Ray Lloyd, Jr., Station 31 Grand Opening  
September 22, 10 a.m.  
1240 SW Highway 484, Dunnellon map

This message would post on Marion County's "wall," or page, for all visitors to see. It would also appear on each of the county's fan's own status update pages. This means fans instantly receive this update and any others the county sends.

**Benefits:** Facebook provides an easy way to reach interested and involved citizens quickly with brief county announcements and updates. These updates could range from grand opening announcements and invitations to power outage notices and evacuation orders. The county can also post photo albums, short videos, maps and links for citizens wanting more information.

**Detriments:** The county has the ability to post to its page. Unfortunately, while the county can set the page to disable fans from posting on its page, the comment function cannot be disabled. This means that fans could "comment" on various topics directly on the county's page, making it visible to all who view the county Facebook page. This could be difficult to manage. Plus we do not know the Sunshine Law implications and need legal direction.

## Twitter

**Purpose:** To provide instant communication (updates and announcements) to interested citizens and employees.

Like Facebook, Twitter users are able to post messages (tweets) instantly to the pages of the users (followers). If the county sent a tweet about the Ray Lloyd, Jr. Station 31 Grand Opening, it would appear on each of its followers' pages as well as its own page.

**Benefits:** Twitter also provides an easy way to communicate brief messages to interested citizens quickly. While followers could post replies to the county, they would not be publicly visible. The county Twitter page would have only its own postings visible. This eliminates the need to monitor the page.

**Detriments:** Twitter offers very basic capabilities. Users cannot post photo albums, videos or graphics. Tweets are limited to 140 characters. To put this in perspective, the above example post about the grand opening was 117 characters. We also need to check the legal implications of using Twitter.

## Flickr

**Purpose:** To make the county's photos available online and easily accessible to the media and other community leaders.

**Benefits:** Loading photos to a central, online location would enable members of the media to access county photos galleries, instead of relying on the county's public relations resources to select and send photos. This way the media can select which photos they prefer and download them in the size they require. This also eliminates hefty e-mail attachments and clogged inboxes. Each medium could potentially utilize a different photo, enabling each agency to have a "unique" story and photo, leading to better county exposure.

**Detriments:** Flickr is free if users upload only two videos and up to 100 mb of photos each calendar month. To post unlimited photos, the cost is \$24.95 a year.

Medium - Out of Home				
Media	Product	Availability	Market	Price
<b>Sun Tran Buses</b> (352) 401-6999	8.5" x any length" printed, laminated overhead panels	9 buses available, can be featured on all or some	1,200-1,300 passengers a day Primary: Urban Service Area	No charge to non-profits
<b>Hollywood 16</b> (352) 332-4914	:15 or :30 ads	16 screens, shows once before each movie on each screen	Projected impressions: approximately 1,210 a day. (64 showings a day)	:30 spot: \$0.54 per spot (\$240 per week) \$250 for media services Total: \$490 per week

Medium - Outdoor					
Media	DMA	Product	Availability	Market	Price
<b>Clear Channel Outdoor</b> (352) 479-6900	247,135	Bulletins: (14' x 48') Rotary/Permanent Premiere Panels: (12' 3"x 24' 6") Posters: (10' 5" x 22' 8")		Ocala-Gainesville-Brooksville	Prices range by GRP <sup>3</sup> requested. Approximately \$400 - \$700 for permanent posters/bulletins. More for rotary.
<b>Lamar</b> (352) 351-2345	239,000	Permanent /Rotary Bulletin: (10' 6" x 36"/14' x 48') Poster: (10' 5" x 22' 8") Digital: (10'6" x 36')		Ocala	
<b>25th Ave. Banner</b> Marion County Engineer (352) 671-8397	17,400	36' x 2.5' vinyl banner	7 days maximum 1 year reservations or first come first served	Ocala	Free to county departments and non-profits
<p><sup>3</sup>GRP: Gross rating points. One rating point is equal to one-percent of the media market. If you buy 50 GRP or a 50 showing of billboard advertising, you are not purchasing advertising on 50 billboards. You are purchasing enough billboards to get you a daily exposure to approximately 50 percent of the media market.</p>					