

Standard 3

Organization and Administration

Martin County Parks and Recreation
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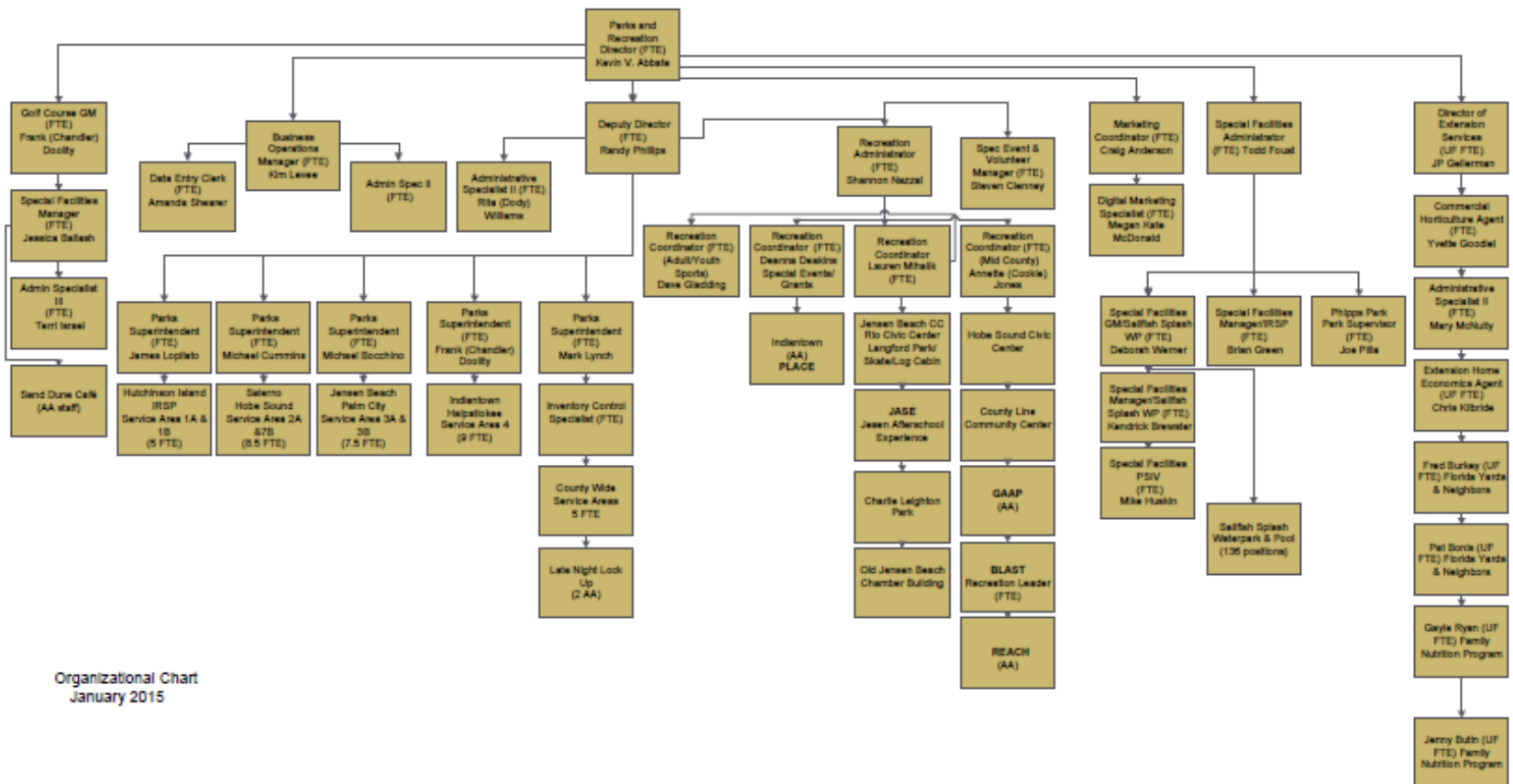
3.1 - Organizational Structure ★

Standard: The agency shall establish a staff organizational structure that reflects its methods of operation, its relationship to the community, and the relationships among the different organization components.

Revised Standard: 3.1 and 3.1.1 *Statement of Purpose for Each Organizational Component* combined to create new 3.1

- *Suggested Evidence of Compliance:* Provide a chart showing the agency's organizational structure, interrelationships among organizational components, and the function of each component. Organizational components are the major subdivisions of the organization, e.g. departments and divisions. Indicate how this information is made available to staff and the public.

Organizational Chart



Organizational Chart
January 2015

3.3 - Internal Communication ★

Standard: A communication system shall be established to ensure the accurate and timely transfer of internal information among staff.

Revised Standard: External communications moved to 3.4 - *Public Information Policy and Procedure*

- *Suggested Evidence of Compliance:* Provide a communication matrix illustrating how internal communications are managed by the agency.

3.4 - Public Information Policy and Procedure ★

Standard: The agency shall have approved policies that govern what information shall be released, when it should be released, and by whom it should be released and that demonstrate the agency's commitment to inform the community and news media of events involving the agency.

Revised Standard: External communications moved from 3.3 – Communication System to 3.4 - Public Information Policy and Procedure

- *Suggested Evidence of Compliance:* Provide the written statement of policy and procedure, indicating approval by the proper authority.

POLICY

Two imperatives have been identified in regards to **direct relations with the media**. These include:

- Tell the County's story first,
- Respond in a factual, professional way to media inquiries.

Martin County uses a centralized communications system. **Through the County Administrator's Office**, media inquiries are channeled, when appropriate, to departments to enable coverage to be complete with as much detail or background material as is needed. Several tactics will be introduced to provide for effective relations with the media. These include:

- **Implementing a formal Information Release Policy which will require all departments to utilize a common "info release" template. Copies of departmental releases will automatically be forwarded to the Internet website (where each will be readily available) and to the Special Projects Coordinator for inclusion in the weekly *Update Martin* newsletter.**
- Strong encouragement for reporters new to covering County government to participate in the Martin CARES program to enable them to quickly learn the full scope of services for which the County has responsibility and provide them first-hand knowledge as to whom to contact when information is needed.
- A more pro-active approach in generating info releases which introduce "hot topics" facing County government prior to Board action.
- To encourage broader media coverage regarding major issues, it is suggested that the Board and Administration consider meeting more often with the editorial boards of local and regional media.
- Maintaining a formal list of media contacts in a central location, updated regularly and forwarded to departments for use when generating information releases.
- **Working with departments to provide media workshops which enable reporters to have in-depth knowledge of events they will be covering to lessen the potential for error in reporting due to lack of understanding certain processes or procedures (i.e.: the budget process).**

3.5.1 - Management Information Systems ★

Standard: The Agency shall have management information systems that can produce reliable statistical and data summaries of agency activities, such as daily, monthly, and annual reports for use in management decision-making. The reports shall provide comparative data and statistics.

- *Suggested Evidence of Compliance:*
Provide examples of recent statistical and data summaries and describe their use in management decision-making.

Fund: 1131 - SAILFISH SPLASH WATERPARK								
Dept: 1213 - MARTIN COUNTY AQUATIC COMPLEX								
Acct	Account Title	Prog	Actv	Adjusted Budget	Current Period	Year to Date	Budget Reservation	Available Budget
34191	OVERAGES	000		\$0.00	\$15.05	\$383.62	\$0.00	(\$383.62)
34192	SHORTAGES	000		\$0.00	(\$5.76)	(\$582.20)	\$0.00	\$582.20
34750	SPECIAL REC FACILITIES FEES	000		\$12,000.00	(\$1,054.00)	\$12,093.00	\$0.00	(\$93.00)
34750	SPECIAL REC FACILITIES FEES	000	1250	\$932,000.00	\$119,022.19	\$889,932.86	\$0.00	\$42,067.14
34750	SPECIAL REC FACILITIES FEES	000	1251	\$37,000.00	\$2,137.10	\$21,532.57	\$0.00	\$15,467.43
34750	SPECIAL REC FACILITIES FEES	000	1256	\$1,000.00	\$0.00	\$4,100.00	\$0.00	(\$3,100.00)
35120	JUDGEMENTS & FINES-CIRCUIT CT CRIM	000		\$0.00	\$0.00	\$170.73	\$0.00	(\$170.73)
36200	RENTS AND ROYALTIES	000		\$15,000.00	\$0.00	\$0.00	\$0.00	\$15,000.00
36200	RENTS AND ROYALTIES	000	1257	\$17,000.00	\$1,938.12	\$12,503.03	\$0.00	\$4,496.97
36200	RENTS AND ROYALTIES	000	1258	\$14,300.00	\$2,720.00	\$46,531.74	\$0.00	(\$32,231.74)
36200	RENTS AND ROYALTIES	000	1260	\$15,000.00	\$0.00	\$0.00	\$0.00	\$0.00
36900	OTHER MISCELLANEOUS REVENUES	000		\$200.00	\$134.67	\$432.35	\$0.00	(\$232.35)
36900	OTHER MISCELLANEOUS REVENUES	000	1252	\$239,000.00	\$34,151.50	\$219,883.68	\$0.00	\$19,116.32
36900	OTHER MISCELLANEOUS REVENUES	000	1253	\$133,000.00	\$14,255.46	\$99,535.38	\$0.00	\$33,464.62
36900	OTHER MISCELLANEOUS REVENUES	000	1254	\$7,100.00	\$5,222.83	\$31,445.34	\$0.00	(\$24,345.34)
36900	OTHER MISCELLANEOUS REVENUES	000	1255	\$150.00	\$319.88	\$2,723.15	\$0.00	(\$2,573.15)
36900	OTHER MISCELLANEOUS REVENUES	000	1259	\$600.00	\$8.49	\$119.79	\$0.00	\$480.21
36900	OTHER MISCELLANEOUS REVENUES	000	1260	\$0.00	\$125.00	\$27,156.63	\$0.00	(\$27,156.63)
SubTotal:				\$1,423,350.00	\$178,990.53	\$1,382,961.67	\$0.00	\$40,388.33

3.4.3 Marketing Plan

Standard: The agency shall have an established marketing plan, based on market research that is evaluated periodically for effectiveness. The fundamental principle of marketing is to gain an understanding of customer needs, wants, concerns and behaviors. The marketing plan addresses the appropriate mix of communications tools to promote agency programs, facilities, events and services and to provide accurate, timely and useful information to the various segments of the target audience.

- *Suggested Evidence of Compliance:* Provide the plan and latest evaluation. The plan shall include:
 - a. Marketing objectives;
 - b. Situation assessment, to include:
 - 1. Examination of demographic trends
 - 2. Economic climate
 - c. Market coverage by alternative providers;
 - d. Segmentation, targeting, and positioning;
 - e. Marketing mix;
 - f. Marketing methods
 - g. Evaluation criteria and methods.

Research is important to support segmentation, targeting, and positioning. Common evaluation methods include surveys, focus groups, customer comment cards, and mystery shopping.

3.4.3.1 - Marketing Responsibility

Standard: A specific position shall be designated to direct the marketing function. Marketing functions shall be the responsibility of a permanent position of the agency that works closely with all agency units in developing, coordinating, and implementing the agency marketing plan.

- Suggested Evidence of Compliance:
Provide the position description that includes responsibility for marketing.

Marketing Manager



Martin County Board of County Commissioners Job Description

Job Title:	MARKETING MANAGER
Department:	PARKS & RECREATION
Salary Grade:	115 - \$49,875
Classification:	Exempt
Reports To:	Kevin Abbate, Director
Mission Essential:	YES
Prepared By:	HR Administration
Prepared Date:	February 2015

SUMMARY

Reports to the Director of the Parks & Recreation Department. Leads the marketing, business development, promotion and sales functions of the Parks & Recreation Department in general and the department's Revenue Enhancement Program specifically. Personally and through subordinates, develops and implements market-based approaches and policies for generating incremental revenue and offsetting operating costs. Working with and through subordinates, implements operational plans, programs, policies, and activities (marketing, sales, business development, marketing communication, public relations, advertising and promotion) that monetize the value of Parks & Recreation tangible and intangible



QUESTIONS?