



Institute for Senior Professionals  
at Okaloosa-Walton Community College

November 9, 1999

Mr. Eddie Phillips, Chairman  
Institute for Senior Professionals  
100 College Boulevard  
Niceville, FL 32578

Dear Eddie:

On May 18, 1999, Ms. Kriss Titus, Executive Director of the South Walton Tourist Development Council, requested ISP assistance in the creation of a set-of standard operating procedures for the SWTDC (see attachment 1.) The request was approved and a team formed under the leadership of Russ Christesen. Team members included Al Donaldson, Bob Fleet, Doug Harvell, Bill Maxson, and George Russell.

Ms. Titus' organization is responsible for marketing the South Walton destination to increase tourism. This includes maintaining the principal attraction of the area, the beaches. The TDC consists of three operating components under an Executive Officer: Administration, Marketing, and Beach Improvement. The Executive Director is considered a "Departmental Head" under the Walton County structure and reports to the Board of County Commissioners. The operation is supported by a special taxing area bed tax and operates on an annual budget of approximately \$3 million.

The team agreed that the TDC staff was in the best position to develop necessary procedures and that our role would be to assist and facilitate that job. The Executive Director provided us with substantial background material (see attachment 4) and made her staff readily available to us.

In our first briefing by TDC staff, we raised questions concerning the chain of command and assignment of responsibilities as shown on their organizational chart. We suggested that, as a first step, we would help them to review all staff job descriptions for overlap and/or missing elements and to adjust the organizational chart to accurately reflect line relationships and titles. This phase took three months during which time we also looked into operations of Administration, Marketing and Beach Improvement.

We interviewed each TDC staff member, some several times, and talked often to the Executive Director and Director of Administration. We also met with the county personnel officer. The result was a re-drafted job description for each employee, developed with their input and assistance, and a redrawn, more

descriptive, organizational chart (see attachment 2.) While this was being done, the Executive Director made several very positive organizational changes. This tended to create a moving target for our team, but it also demonstrates the dynamic leadership of the center's management team.

The next step was to respond to the original request for standard operation procedures. Working with the Director of Administration and the Director of Beach Improvement, we developed an outline for a policies and procedures manual (see attachment 3.) Writing and revising policies and procedures for an organization is not a one-time task, but a continuous process. We have helped to put in place a format and mechanism to facilitate this process, however quite a bit of work remains to be done. While some of the topic headings in the outline have been completed, many of them have not. We have offered to continue to make ourselves available to assist the staff in developing other sections of the manual, as our help is needed. Of course, the offer is subject to approval of this approach by the ISP. We request ISP grant this approval.

We should note that the staff is hard working and enthusiastically committed to doing a good job for the TDC. We would especially like to thank Kriss Titus, Lana Barley, Tracey Howell, and the rest of the SWTDC staff for making this an interesting and enjoyable project.

Sincerely,



Russell J. Christesen, Project Leader

**Attachments:**

- 1.) Letter of request
- 2.) Revised organizational chart and list of revised position descriptions
- 3.) Draft office procedures manual
- 4.) Material furnished to ISP

