

CITY OF MADISON
INTER-DEPARTMENTAL
CORRESPONDENCE

DATE: December 5, 2007

TO: Personnel Board

FROM: Larry Oaks, Human Resources

SUBJECT: **Monona Terrace - Associate Director**

As you may recall, approximately a year ago the community and public relations program for Monona Terrace was placed under the direction of the Monona Terrace Sales/Marketing/Events Manager (#3245) occupied by B. Zeinemann, in Compensation Group 19, Range 10 (a non-civil service position). That action has achieved the desired result by providing for better integration of the respective programs. It has also shifted the emphasis of this position away from oversight of sales/marketing efforts to a more generalized managerial role, both incorporating the newly designated organizational unit as well as the general management of the Monona Terrace Community and Convention Center.

The position is currently a non-civil service position filled by contract. This status is premised on the need to compensate the incumbent with an incentive tied to sales. As the role has changed i.e., placing more emphasis on managerial responsibilities a sales incentive is no longer appropriate. Accordingly, I recommend that the position be placed in the civil service in Compensation Group 18, Range 14 and re-titled as "Monona Terrace Associate Director - Marketing, Events, Community and Public Relations" (class specification attached). This placement would serve to equate this position both with the other Monona Terrace Associate Director, as well as other comparable City managers. This placement will also serve to provide a one step increase (plus the prior maximum sales incentive).

I recommend that the new position be filled competitively within the civil service system.

I have prepared the necessary ordinance and resolution to implement this recommendation.

cc: James Hess, Monona Terrace Director

Attachment

Compensation Group/Range	2007 Annual Minimum (Step 1)	2007 Annual Maximum (Step 5)	2007 Annual Maximum (w/Longevity)
19/10*	\$53,925	\$64,807	\$72,592
18/14	\$64,323	\$77,436	\$86,736

*Rates subject to up to 15% performance incentive.

MONONA TERRACE ASSOCIATE DIRECTOR - MARKETING, EVENTS, COMMUNITY AND PUBLIC RELATIONS

CLASS DESCRIPTION

General Responsibilities:

This is responsible managerial and professional work in directing the sales, marketing, gift shop, public and community relations, tourism and volunteer services, and event services activities of the Marketing, Events, Community and Public Relations unit of the Monona Terrace Community and Convention Center, both directly and through subordinate supervisors. In addition, this position develops and administers the City's contract with the Greater Madison Convention and Visitor Bureau (GMCVB) and other vendor and service contracts. The work is characterized by independent judgment and discretion in a wide variety of administrative and programmatic areas where decision-making cannot be standardized and require immediate action. The work is performed under the general supervision of the Monona Terrace Director. This position is in charge of Monona Terrace on a rotating basis in the Director's absence.

Examples of Duties and Responsibilities:

Develop, implement, and administer the sales and marketing plans for the Monona Terrace Community and Convention Center. Direct market research activities. Oversee planning, development, maintenance, and revisions of the Monona Terrace website. Create the sales and marketing plan including goals, revenues, marketing strategies and positioning, direct sales plans, trade show participation, advertising, sales literature, and promotional efforts. Develop and recommend the annual sales and marketing budget to the Director. Review and approve area expenditures as they relate to approved budgetary guidelines. Develop policies, systems and procedures. Research, recommend and justify the annual user rate structure pricing.

Serve as primary City contact for the day-to-day administration of the contract with the Greater Madison Convention and Visitor Bureau (GMCVB), including activities relating to marketing Madison as a destination. Review and approve GMCVB expenditures and convention and conference contracts before they go to a client and after they are returned. Review and approve the city portion of the GMCVB budget and sales and marketing plan. Engage in strategic planning for marketing Madison as a destination and Monona Terrace for conventions and conferences. Assist the Director with GMCVB negotiations, including data analysis, market trend analysis, and making recommendations regarding GMCVB goals.

Direct the development, implementation, and administration of the event detailing plans and customer service activities of the event services staff. Develop and recommend the annual event services budget to the Center Director. Review and approve expenditures of event services. Integrate event services functions with sales functions to provide a seamless service experience for clients.

Respond to all customer comments and concerns relative to gift shop, catering, event services, sales, accounts receivable, and operations issues. Problem solve complex client issues, when not resolved by line and supervisory staff.

Manage subordinate supervisors responsible for the day-to-day activities of the gift shop, tourism, community events and community and public relations, sales associates, booking coordinator, event services coordinators and clerical staff. Provide leadership on personnel and labor issues. Hire, train, evaluate, and discipline lower level staff and assist supervisors with grievance resolution. Set goals for the Sales Manager, Sales Associates and Gift Shop Manager and determine incentive compensation payout based on goal achievement.

Plan and coordinate cooperative sales campaigns and materials in association with the food service vendor, the Greater Madison Convention and Visitors Bureau and other business and community partners. Develop and maintain cooperative arrangements with the GMCVB to ensure maximum exposure and usage of the Monona Terrace Convention Center.

Prepare RFP's for professional services and vendor contracts relating to the areas of responsibility. Process bids through the selection process, hire consultants and administer resultant services and vendor contracts.

Develop Operating budget proposals and necessary analysis and documentation for the annual budget process for five separate units: Sales and Marketing, Event Services, Tourism, Gift Shop, Community Relations. Provide assistance to the Monona Terrace's Director in the presentation and justification of the budget components. Participate in the development of the annual Capital budget with Sr. Management team.

Develop the marketing portion of the Center's business plan and budget and participate in the overall development of the plan with other senior managers and the Director. Serve as staff liaison to the Monona Terrace Board Marketing Committee, Monona Terrace Board program and use Committee, Monona Terrace Event Assistance Fund Executive Advisory Committee. Serve on ad hoc committees as needed.

Develop image/branding strategies and manage and control trademarks for Monona Terrace.

Oversee the development and implementation of a comprehensive public and community relations program including community events relevant to the goals and objectives of Monona Terrace Community and Convention Center which includes recognition as a community center and a tourist destination. Oversee the development of community-wide usage of the facility for the benefit of citizens and organizations in the area. Direct a continuous program of public information and outreach on the Convention Center and its activities. Oversee promotional programs, fundraising activities and community involvement and usage of the facilities.

Oversee an ongoing customer survey process. Create, design and maintain customer and guest surveys. Provide statistical analysis of survey results, periodic reports and recommendations based on findings.

Establish strategic direction and support the Friends of Monona Terrace Board. Through subordinate supervisor direct marketing efforts, membership campaigns, fundraising plans

and oversee the creation, coordination and management large-scale public fund-raising events. Serve as liaison to Monona Terrace staff and Board of Directors. Develop financial support programs for Monona Terrace.

Market Monona Terrace as a community and tourism destination including overseeing the efforts of the Greater Madison Convention and Visitors Bureau, the Wisconsin Association of Tourism Attractions and the State's Department of Tourism. Create, through subordinate staff, programs and promotions that encourage hub-and-spoke tourism within the region.

Oversee the activities and staff of the Monona Terrace Gift Shop. Hire, train, and evaluate the Gift Shop Manager. Develop a business plan for the operation and oversee the development of necessary business systems and procedures with the business manager to ensure efficient and effective operations and record keeping. Monitor the operations of the Gift Shop. Assist the Gift Shop Manager with pricing and other business-related decisions.

Oversee through Gift Shop Manager the development and administration of the Monona Terrace merchandising program including such activities as identification of appropriate merchandise, coordination of catalog, internet and gift shop sales and sales of Monona Terrace merchandise to outlets in and outside the community; and coordination of sales and merchandise production with outside vendors. Develop business plans and proposals as necessary.

Manage the development and oversee the design and administration of a comprehensive volunteer program through a subordinate supervisor. Ensure that the volunteer program is effectively integrated in the diverse operations of the Center and that it is appropriately marketed to the community.

Attend or oversee staff attendance at sales conferences, trade shows, and other related events to promote Monona Terrace usage and develop clientele. Make or oversee sales and educational presentations to generate potential Center users. Assist Monona Terrace and GMCVB staff as needed with major client representatives to finalize agreements and conduct facility tours to point out features and facility capabilities. Explain policies, services and fees and answer questions relative to facility usage and booking. Oversee distribution of materials and bid proposals to requesting businesses and organizations.

As a member of the Sr. Management Team, develop operational policies, procedures, and service changes which will improve client satisfaction and operational efficiency. Participate in the ongoing review of policies and procedures in other program areas and provide input and recommendations on how these procedures will affect the sales and events services activities and overall Convention Center operations. Participate in long-range and short range Monona Terrace planning activities. Provide direct assistance to the Monona Terrace Director in all phases of front-of-house operations. In the Director's absence, assume overall responsibility for Monona Terrace operations on a rotating basis. Represent the Director and the Center and make presentations at various community functions.

Perform related work as assigned.

QUALIFICATIONS

Knowledges, Skills and Abilities:

Considerable knowledge of marketing, sales, advertising, and public relations, media, promotions, customer service, community relations theories techniques and practices, event services, and promotional theories, techniques, and practices. Thorough knowledge of event plan, marketing plan, public and community relations plans and budget development techniques. Thorough knowledge of and ability to apply yield management techniques to management of the sales activities. Thorough knowledge of managerial principles, regulations, and practices. Working knowledge of relevant computer applications. Ability to develop, implement, and oversee effective events, sales, marketing plans, projects, budgets, and programs. Ability to communicate effectively, both in writing and orally, including speaking before groups. Ability to direct and develop supervisory staff and oversee the work of lower level sales, booking and clerical staff. Ability to prepare meaningful and concise reports. Ability to hire, train, evaluate, and discipline staff and handle grievances. Ability to develop sales, marketing, and event services program components and administer details and cooperative efforts. Ability to establish and maintain effective working relationships. Ability to develop and present convincing and persuasive sales presentations and close sales. Ability to listen to the needs of potential customers and develop recommendations which address those needs. Ability to negotiate cooperative agreements, vendor, and facility rental contracts. Ability to maintain adequate attendance.

Training and Experience:

Three years of directly related experience in managing marketing and event services programs and staff in the convention, hotel, and/or hospitality industry, including or supplemented by community relations responsibilities. Such experience would normally be gained after graduation from college with a degree or major in marketing, business administration, communications or a related field. Other combinations of training and/or experience which can be demonstrated to result in the possession of the knowledges, skills and abilities necessary to perform the duties of this position will also be considered.

Necessary Special Qualifications:

Ability to meet the transportation and travel requirements of this position.

Department/Division	Comp. Group	Range
Monona Terrace Convention Center	18	14

Approved: _____
Brad Wirtz
Human Resources Director

Date

Amending Section 3.54 (1)(i) of the Madison General Ordinances by deleting the classification of Monona Terrace Sales/Marketing/Events Manager in Compensation Group 19, Range 10, and creating the class of Monona Terrace Associate Director – Marketing, Events, Community and Public Relations in Compensation Group 18, Range 14, thereof.

The cost for the remainder of 2008 is approximately \$2,739 (or \$3,744, including benefits) is available in the Monona Terrace budget. The projected annualized cost is \$2,908 (or \$3,978, including benefits). Note: Cost estimates incorporate the prior maximum sales incentives paid (15%), which will not be available in Compensation Group 18.

Resolution that the position #3245 of Monona Terrace Sales/Marketing/Events Manager in Compensation Group 19, Range 10 (occupied by B. Zeinemann) in the permanent salary detail of the Monona Terrace budget is repealed and recreated as a position of Monona Terrace Associate Director – Marketing/Events/Community and Public Relations in Compensation Group 18, Range 14, thereof. Be it further resolved that the former position shall not be deleted until the new position is filled.

Editor's Note:

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