

TO: Board of Estimates

FROM: Emaan Abdel-Halim, Human Resources

DATE: 11 November 2016

SUBJECT: Marketing & Communications Specialist – Library

At the request of the Library Director Greg Mickells; Library Associate Director, Krissy Wick; and Library Media Coordinator, Tana Elias; I conducted a study for a newly proposed position to determine the appropriate classification and salary range. After meeting with the position's direct supervisor, Ms. Elias and upon a review of the proposed position description (attached) as well as other comparable positions in the City, I recommend deleting position # 514 (Library Community Services Manager, CG 18, Range 14) and recreating it as a 1.0 FTE Marketing and Communications Specialist position in CG 18, Range 4 of the Library operating budget for the reasons outlined in this memo.

The classification of Marketing and Communication Specialist was created in 2013 from a position study initiated by Monona Terrace. In that study, the proposed position was charged with development of website content development, graphics work, and other social media responsibilities for the Monona Terrace Community and Convention Center. The duties of this position ranged from the graphic design/preparation of promotional materials, such as brochures, posters, and invitations, to the development of content for the Monona Terrace website and other social media platforms which include video, images, and press releases. The Library Program Coordinator, in CG18, R04, also performs some of this work for the Library, although it has a different focus overall.

A review of the classification specification for Marketing and Communication Specialist describes the work as:

... responsible **professional and technical work** in the **development and maintenance of website and social media page content, and computer graphics** to market various events, programs and outreach activities. Employees in this class are responsible for performing such functions as **designing and updating website and social media content**, and **creating graphics artwork** for promotional purposes. **Work is performed collaboratively** with various work units, yet **involves independent planning and execution** of multiple projects simultaneously. Under general supervision of the work unit manager, work involves the **exercise of independent judgment and initiative** in the management of projects and activities. [emphasis added]

In my evaluation of the proposed Library position, I reviewed the position description and found the duties and responsibilities to be consistent with the classification of Marketing and Communication Specialist. As Ms. Elias described the nature of the work, this position would coordinate a variety of communications around the diverse programs and events held across all nine of the neighborhood libraries. Key areas of responsibility will include daily updates to the various online calendars, development of print, web and social media content for library programs, creating graphic artwork for promotional materials, as well as writing press releases, news articles, and printed or online publicity materials. With 70% of the position description highlighting the work related to the creation of promotional and communications materials, and multimedia graphic design work; I found the role of the position to be consistent with that of the Marketing and Communications Specialist position at Monona Terrace. This Library position would also assist the Ms. Elias with planning and implementation of larger special events, developing marketing plans for the various programs, cultivating/maintaining strategic partnerships and helping track and research data related to events for grant reporting purposes.

Additionally, the class spec for the Library Program Coordinator describes that work as:

...responsible **professional and administrative work** in the **development, promotion, coordination, implementation, and evaluation of community events, programs and outreach activities** for Madison Public Library. The work involves responsibility for **identifying community needs, coordinating program development, and developing and maintaining community relations and marketing activities**. This work involves a **wide range of public contacts** and coordinative and procedural activities and is **performed independently and collaboratively** relative to determining the nature, timing and location of programming or outreach activities; working with presenters and community partners; developing funding sources; **establishing promotional methods**; and interpreting, explaining and applying Library policy, strategic initiatives and procedures. ... Under general supervision of the Library Community Services Manager, work involves the **exercise of independent judgment and initiative** in management of programs and activities of the Madison Public Library. [emphasis added]

As noted earlier, the Library Program Coordinator has a different focus in terms of program development, but also has responsibility for marketing these programs across the various neighborhood libraries. The proposed Library position is performing similar duties in varying degrees across the agency for a wide array of programs both specific to the Library and with outside strategic partners. The Marketing and Communications Specialist would work with the Library Program Coordinator in marketing programs so that the Library Program Coordinator can devote more time to program development activities. Also, by creating a Marketing and Communication Specialist position to work in conjunction with the Library Media Coordinator, Ms. Elias can focus more of her time on the broader scope of her position with strategic planning, grant applications and tracking/evaluating the various partner programs for reporting purposes. Currently a majority of Ms. Elias time is spent on the lower level duties of her position, which encompasses the bulk of what a Marketing and Communications Specialist would perform. Lastly, the Library has seen rapid growth in their programming to over double what they were doing a decade ago. This increase in program volume has added more marketing and communications work for Ms. Elias, and therefore has taken focus away from the higher level strategic development for the Library a whole.

Because the classification of Marketing and Communications Specialist exists in the City's classification plan, the Board of Estimates is authorized to create this position pursuant to APM 2-4. As a result of this position study, I am recommending that the position #514 of Library Community Services Manager be deleted and recreated as a 1.0 FTE position of Marketing and Communication Specialist in CG 18, Range 4 within the in Madison Public Library's operating budget. Library does not intend to fill the Library Community Services Manager so this action can fund the new position. The necessary resolution to implement this recommendation has been drafted.

Editor's Note:

| Compensation Group/Range | 2016 Annual Minimum (Step 1) | 2016 Annual Maximum (Step 5) | 2016 Annual Maximum +12% longevity |
|--------------------------|------------------------------|------------------------------|------------------------------------|
| 18/14 | \$76,660 | \$92,288 | \$103,362 |
| 18/04 | \$50,957 | \$58,762 | \$65,814 |

cc: Greg Mickells – Library Director
Krissy Wick – Library Associate Director
Tana Elias – Library Media Coordinator
Michael Lipski – Human Resources Services Manager