

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE SUPERINTENDENT
ROBERT W. RUNCIE
SUPERINTENDENT OF SCHOOLS

May 2, 2019

TO: School Board Members

FROM: Judith M. Marte
Chief Financial Officer

VIA: Robert W. Runcie
Superintendent of Schools

SUBJECT: **Revision to Item # CC-5, Proposed New Job Description for the Specialist, Marketing & Strategic Communications, for the May 7, 2019 School Board Operational Meeting**

The **Executive Summary** for Item # CC-5, Proposed New Job Description for the Specialist, Marketing & Strategic Communications, for the May 7, 2019 SBOM, has been revised to reflect the following:

- On Page 1, under Rationale, the text has been modified to reflect changes to the position goal.
- Date of Union Notification has been changed to reflect May 2, 2019.
- On Page 2, under Rationale, section titled **Situation**, the text for Bullet # 9 has been revised.
- The Organizational Charts for neighboring school districts have been removed from the Executive Summary.

The **Job Description** for Item # CC-5, Proposed New Job Description for the Specialist, Marketing & Strategic Communications, for the May 7, 2019 SBOM, has been revised as follows:

- Revisions include new and revised language to the job description, and modifications have been underlined or crossed out to reflect these changes.

The **Attachment** for Item # CC-5, Proposed New Job Description for the Specialist, Marketing & Strategic Communications, for the May 7, 2019 SBOM, has been revised as follows:

- Attachment titled **Position Listing** has been removed.

RWR/JMM:im

c: Senior Leadership Team

Exhibit 1
School Board Agenda Item
May 7, 2019

Executive Summary

Proposed **New** Job Description for the Specialist, Marketing and Strategic Communications Position

Background: This item is being recommended for School Board **approval** to meet requirements for new job description.

Position Title: **Specialist, Marketing and Strategic Communications**

Division/Department: **Public Information**

Pay Grade: **22** Range: **\$56,413 - \$80,779**

Salary Schedule: **BTU-TSP Salary Schedule**

Recommended Policy Status: Non-Chart Job Description – **First** Reading

Rationale: The job description for Specialist, Marketing and Strategic Communications has been created in conjunction with the Board approved 2018 - 2019 Organizational Chart (adopted on 5/22/2018). This is a critical position that assist in developing and implementing strategic communications programs and activities that support the District's education goals and ensure public awareness of the success of Broward County Public Schools. The job description defines the performance responsibilities and the minimum education and experience required to perform successfully in the job.

An evaluation of the job description was conducted, resulting in a pay grade assignment of 22 on the BTU-TSP salary structure.

As part of the process to create and edit job descriptions, Compensation provides the designated Bargaining Unit or Meet and Confer Representative with a copy of the new or revised job description prior to the First Reading. Any feedback received from the Representative is reviewed for consideration and, where applicable, incorporated as part of the job description. The Representative for BTU-TSP was provided a copy of the job description via e-mail on May 2, 2019. Additional feedback was not received prior to submission of this document for approval.

Cost: The creation of this job description represents no additional financial impact to the District. There is one Board approved position in the 2018 - 2019 Organizational Chart associated with this job description and is currently vacant. The cost associated with staffing this position ranges from \$74,675 to \$103,374 which reflects the salary range minimum and maximum values and fringe expense (17.78% variable + \$8,232 fixed). Note that actual incumbent salary will be determined at time of hire, upon approval of the School Board, and will reflect the candidate's job qualifications, BTU-TSP contract provisions, and pay analysis conducted by Human Resources.

See additional information provided by the Chief, Public Information Office, in support of the request to approve this job description on the following page.

RATIONALE: WHY THE PUBLIC INFORMATION OFFICE NEEDS ADDITIONAL STAFF

Broward County Public Schools is the sixth largest school district in the nation and the second largest in the state of Florida. The District has more than 271,500 students and approximately 175,000 adult students in 234 schools, centers and technical colleges, and 88 charter schools. BCPS serves a diverse student population, representing 204 different countries and 191 different languages.

THE PUBLIC INFORMATION OFFICE IS RESPONSIBLE FOR (PARTIAL LIST)

- Crisis communications
- Media relations
- Create news releases, media advisories, information updates
- Support departments and schools with communications and promotions e.g. School Choice, Back to School, Summer Programs, etc.
- Internal communications
- Branding
- District website
- District leadership messaging to stakeholders
- Videos
- Social Media
- Plan and hold news conferences, prepare supporting materials
- Support for District events i.e. Speeches, talking points, collateral, on-site support
- District publications
- On-site media coordination

SITUATION

- Broward County Public Schools has been besieged by media interest and requests since February 14, 2018.
- The Public Information Office requires more bandwidth to respond to daily media inquiries, which impacts media relationships as well as our effectiveness at disseminating critical messages.
- We must also promote the many wonderful success stories, not only to the media, but to the entire community. Oftentimes, that effort requires pitching - then scheduling an on-camera interview and event coverage with a TV station. Times and locations must be coordinated. A trip to the school to be on-site during the event may also be required.
- We must provide better support for our School Board members' communications to their local constituents.
- We must increase internal communications.
- We need to better support 234 schools and many departments with their communication needs.
- We must establish a more effective connection with our students (and millennial parents), who receive their information from social media.
- The District is being challenged every day to respond and participate with third parties in a variety of areas: hurricane preparedness, mental health services, heightened interest in school-related incidents/events, increasing legislative regulation, and the list continues to grow. We are the face with the media and the community on those fronts.
- With the addition of the Safety, Security and Emergency Preparedness Office, there is additional media interest as well as communication requirements (posters, flyers) that we anticipate will increase.
- We want to increase our interaction with the advisory committees to better connect with parents.
- In addition to daily responsibilities, several major projects must be initiated and thoughtfully and strategically completed:
 - Crisis communication plan
 - Branding campaign
 - Strategic marketing campaign

CURRENT STAFF

Kathy Koch, Chief, Public Information Office

- Provide leadership; responsible for setting the tone, orchestrating and driving the strategy by creating the vision and establishing the direction. All initiatives originate with Chief PIO, then collaboratively move to the director or manager to execute.
- Primary spokesperson for the District.
- Represent PIO at department meetings and community meetings; provide marketing plans, creative direction, ideas for community outreach, how to improve messaging and prepare those messages.
- Strengthen community relationships e.g. Broward County government, Broward Sheriff's Office, business organization that have partnerships with BCPS and want to increase participation
- Provide expertise and support while managing the diverse needs of the PIO department.

CURRENT MARKETING AND COMMUNICATIONS STRUCTURE

- Director, Marketing & Strategic Communications (vacant as of 5/1) This individual currently oversees the marketing, community relations for the School District, as well as day-to-day public relations.
- Two (2) Communications Specialists
Below the line:
- One (1) Community Relations Assistant
- Two (2) Webmasters
- One (1) Graphic Designers

With the current structure, it is virtually impossible for our team to respond to the daily challenges while at the same time be proactive and strategic.

Because it may take three to four months to fill these positions, it is important to start now to have an impact on the next school year.

NEW POSITION REQUESTED: Specialist, Marketing and Strategic Communications

The Specialist, Marketing and Strategic Communications will assist the Media and Community Relations Manager as well as the Marketing and Strategic Communications Director.
The pay rate was changed from 25 to 22.

The Specialist, Marketing and Strategic Communications will:

- work with schools and District departments to provide them with strategic communications programs.
- develop marketing materials including informational brochures, newsletters, booklets, website content, multi-media programs, presentations.
- measure the effectiveness of the strategic communications programs using stakeholder engagement as an indicator.

COMPARISONS

Miami Dade Public Schools Office of Communication

1 Director, 3 Executive Directors, 1 General Manager (WLRN)

There are 19 staff members (excluding WLRN) under the Chief Communications Officer

- 4 News Media Relations
- 5 Strategic Educational Marketing
- 2 Internal Communications
- 3 Spanish Translation Services
- 3 Haitian Affairs & Media
- 2 Citizen Information Center

Orange County Public Schools

There are 3 Directors and 1 Senior Director under the Chief Communications Officer

There are 22 staff members under the Chief Communications Officer

- 8 Marketing & Events
- 7 Media Relations
- 6 District Foundation
- 1 Legislative and Congressional Relations

THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
JOB DESCRIPTION

POSITION TITLE: Specialist, ~~Mass Media~~ Marketing and Strategic Communications
JOB CODE: New
CLASSIFICATION: Exempt
PAY GRADE: 22
BARGAINING UNIT: BTU-TSP
REPORTS TO: Director, ~~Mass Media and Community Relations~~ Marketing and Strategic Communications
CONTRACT YEAR: Twelve Months

POSITION GOAL: ~~To assist Assist in developing and maintaining a public relations program for Broward County Public Schools, which will promote a well-informed public and positive public relations implementing strategic communications programs and activities that support the District's education goals and ensure public awareness of the success of Broward County Public Schools.~~

ESSENTIAL PERFORMANCE RESPONSIBILITIES:

The Specialist, ~~Mass Media~~ Marketing and Strategic Communications shall carry out the essential performance responsibilities listed below.

- Work with Manager on communications planning process to help define and stay aware of Broward County Public Schools (BCPS) audience characteristics, needs and motivation, and continuously review communications plan to assure it stays relevant.
- Assist and advise schools and District departments regarding internal and external strategic communication programs.
- Facilitate the dissemination of information from the District to stakeholders via all effective communication channels.
- Develop informational publications for internal and external audiences.
- Assist with writing, designing, producing and/or distributing marketing materials and collateral items such as brochures, announcements, newsletters, presentations, white papers, booklets, flyers, agendas, website content, invitations and multi-media programs.
- Design templates for schools and departments to facilitate ease of creating collateral while maintaining visual consistency.
- Measure the efficiency and effectiveness of strategic communications programs, including District policies, programs and operations by assessing stakeholder engagement.
- Use all appropriate communication channels to inform stakeholders of messaging and branding activities.
- ~~Lead the work of staff as assigned in the performance of job duties.~~
- ~~Handle public and media relations efficiently and effectively relative to crisis situations and issues management.~~
- ~~Serve as a District media liaison in both positive and adverse media situations, including creating messaging and talking points for media interviews, participating in and monitoring interviews with approved subject matter experts.~~
- ~~Develop crisis communications for internal and external audiences, including preparation, training and response.~~
- ~~Assist and advise schools and District departments regarding all public relations issues and programs.~~
- ~~Secure maximum media exposure for all important accomplishments and newsworthy events.~~
- ~~Work, as directed by the Director, Mass Media and Community Relations, with community organizations, businesses, and chambers of commerce on public relations programs aimed at keeping all stakeholders informed about schools and the District.~~
- ~~Coordinate a clearinghouse of commonly requested information about the District and maintain content and information on various District channels, including the District's internal and external websites, social media channels and other communications tools.~~
- ~~Create and implement public relations initiatives, campaigns and plans including development and placement of print, news and social media, email, online and public relations channels.~~

- ~~Review media and social media monitoring results for trends and opportunities; recommend appropriate actions.~~
- ~~Promote the positive reputation of Broward County Public Schools through localized initiatives by identifying, creating content, positioning positive stories about the District, and providing media and public relations support for District initiatives and programs.~~
- ~~Support the development of communications programs, publications, and collaborative working arrangements aimed at keeping all stakeholders informed about school related issues and enhancing the public image of Broward County Public Schools.~~
- Support the use of broadcast, internet, intranet and other mass media, news and social media, and next generation communication channels to support a positive image of the District.
- Perform and promote all activities in compliance with the equal employment and non-discrimination policies of The School Board of Broward County, Florida.
- Participate in the training programs offered to enhance the individual skills and proficiency related to the job responsibilities.
- Review current developments, literature and technical sources of information related to job responsibilities.
- Ensure adherence to safety rules and procedures.
- Follow federal and state laws, as well as School Board policies.
- Perform other duties as assigned by the immediate supervisor, or designee.

MINIMUM QUALIFICATIONS & EXPERIENCE:

- An earned bachelor's degree from an accredited institution.
- A minimum of three (3 years, within the last five (5) years, of experience and/or training in the field related to the title of the position.
- ~~Advanced verbal, written and interpersonal communication skills.~~
- ~~Prior professional experience interacting with the public.~~
- ~~Knowledge of communication and public education issues.~~
- ~~Demonstrated ability to work effectively with diverse groups.~~
- Computer skills as required for the position.

PREFERRED QUALIFICATIONS & EXPERIENCE:

- An earned master's degree from an accredited institution.
- Degree majors include communications/media, journalism, public relations, or a related area.
- Bilingual skills.

SIGNIFICANT CONTACTS – frequency, contact, purpose, and desired end result:

Proactively works with senior leaders, department staff, the community, parents and local agencies to develop a ~~positive public relations program for the District~~ strategic communications program.

PHYSICAL REQUIREMENTS:

Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or up to 10 pounds of force as needed to move objects

TERMS OF EMPLOYMENT:

Salary and benefits shall be paid consistent with the District's approved compensation plan. Length of the work year and hours of employment shall be those established by the School Board.

EVALUATION:

Performance will be evaluated in accordance with Board Policy.