



2022

WORKFORCE REPORT



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The City of Roseville, MN, 2022 Workforce Report provides a snapshot of the current workforce including full time and benefit eligible employees, seasonal employees, and volunteers for the City as an employer. As City leaders and staff continue to move forward implementing new solutions, improving existing process, programs, and services, and integrating a racial equity lens in decision-making, this report should serve as a tool to help meet the organizational mission and attain the community values outlined in the City's Community Aspirations (listed below).

This report is an important tool in providing a comprehensive profile of current City of Roseville staff and community. As this is the City's first workforce report, current demographic data serves as a baseline for intentional progress from ongoing diversity, inclusion, and equity improvement initiatives. This report aligns with the first priority of the City's Strategic Racial Equity Action Plan to improve current recruitment and hiring processes to diversity the city's workforce. Primary data sources for this report include self-identified demographic data collected annually, U.S. Census Bureau data as of 2020, and 2017-21 American Community Survey data, providing the following information:

- A demographic breakdown of City of Roseville ½, ¾, and Full-Time benefit eligible employees
- A demographic summary of available, optional, seasonal, volunteer, and commissioner data.
- A summary of known current and future process improvement initiatives to lead to desired outcomes in diversifying the workforce long-term.

The data presented in this report is a start to understanding the City's current workforce profile, the systems and processes in place that led to today's environment and hiring challenges, and changes needed, based on data, to create a more diverse and community represented internal workforce. There are external challenges from a highly competitive labor market to a need to recruit BIPOC students into STEM, finance, and related career fields specific to the services provided by local government. To stay up to date on the City's racial equity and inclusion initiatives, visit [Racial Equity and Inclusion | Roseville, MN - Official Website \(cityofroseville.com\)](https://cityofroseville.com/racial-equity-and-inclusion).

A more in-depth demographic breakdown is provided of City of Roseville full time and benefit eligible employees below, as of November 2022. The 2020 Census confirms the City of Roseville and surrounding communities are continuing to increase in diversity. The City of Roseville strives to recruit and retain staff, as well as provide quality programs and services reflective of the changing community.

Thomas Brooks, Equity and Inclusion Manager

Mission

To provide ethical, efficient, and responsive local government, in support of community aspirations, guided by policies of the City Council, and implemented by professional staff, to ensure that Roseville remains strong, vibrant, and sustainable for current and future generations.

Community Aspirations

As a community, we aspire to be...



Welcoming, inclusive, and respectful



Physically and mentally active and healthy



Well-connected through transportation and technology infrastructure



Secure in our diverse and quality housing and neighborhoods



Safe and law abiding



Environmentally responsible, with well-maintained natural assets



Economically prosperous, with a stable and broad tax base



Engaged in our community's success as citizens, neighbors, volunteers, leaders, and businesspeople



Departments

As of November 2022, the City of Roseville had 220 full time and benefit eligible employees, over 200 seasonal employees, and approximately 2,118 active volunteers, in addition to 5 elected leaders on the City Council and 44 City Commissioners to advise the City Council.

Administration

The Administration Department is responsible for carrying out the City Council's policies and administering City business.

Community Development

The Community Development Department works to provide a safe and quality living.

Finance

The Finance Department is responsible for all City financial operations, information systems, and licensing. The Finance department includes the Roseville License Center which provides licensing for the Minnesota Department of Public Safety and passport services.

Fire

The Roseville Fire Department provides fire, first responder medical and rescue services.

Parks & Recreation

The Parks and Recreation Department works to plan and promote recreation activities that meet the needs of Roseville.

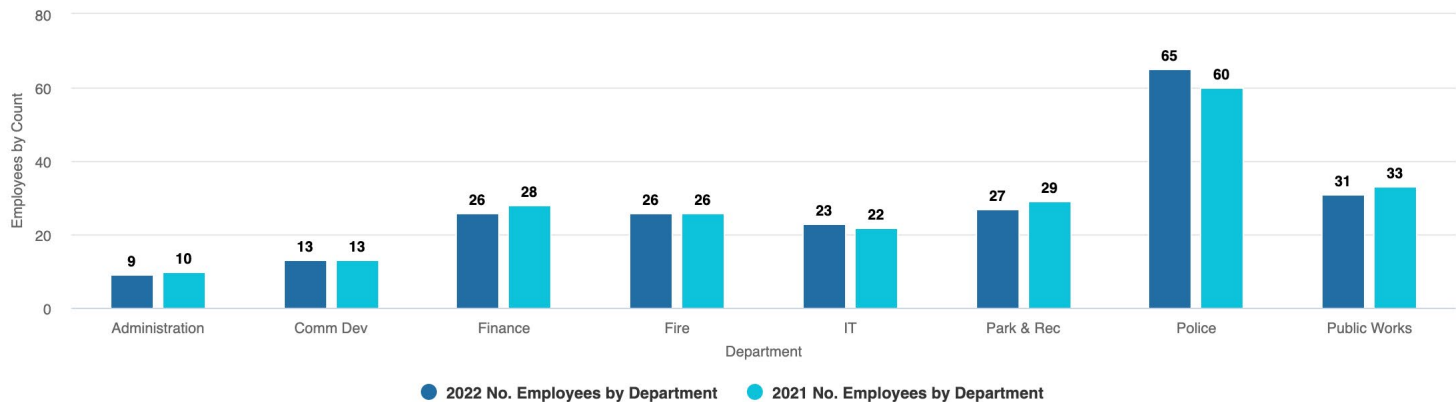
Police

The Police Department strives to keep a safe community through Community Oriented Policing.

Public Works

The Public Works Department provides construction, maintenance and utility services to the City of Roseville.

2022 Roseville Workforce - Employee Count by Department



*This data was retrieved through an annual survey administered during the City's open enrollment period in November 2022, completed by all benefit-eligible employees.

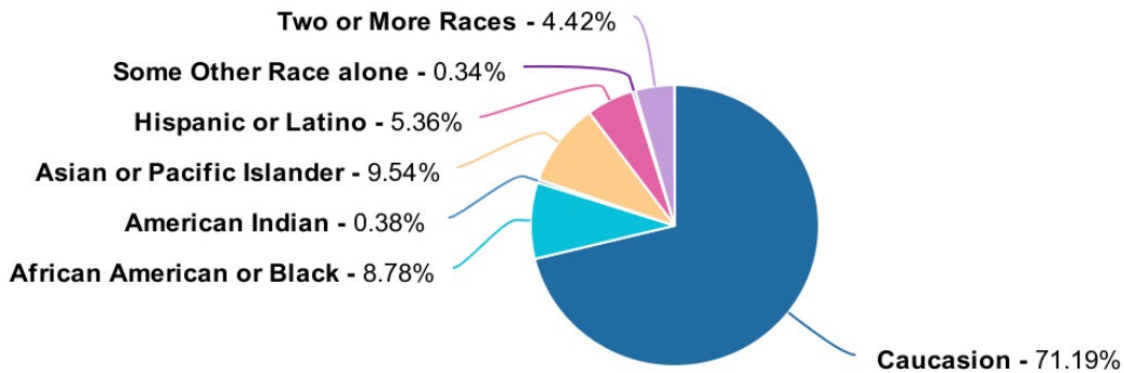
About Roseville, MN

The City of Roseville incorporated as a city in 1948 on land that was obtained through a broken treaty and served as home to the Dakota and Ojibwe people. The City serves a community of approximately 36,254 residents according to preliminary 2020 U.S. Census Bureau data. Roseville, MN is a city nestled between the two largest cities in the Twin Cities metro – Minneapolis and Saint Paul – while surrounded by a few other suburban cities – Arden Hills, Lauderdale, Little Canada, Maplewood, and New Brighton. With Rosedale Center, Roseville is a major retail and commercial destination in the Twin Cities, attracting tens of thousands of visitors a day who work, shop, eat, and play in the city. Residents identifying with communities of color have grown to represent approximately 28.81% of residents, an increase from 18.69% in 2010.

Roseville, MN 2020 Census Survey Results

Minnesota topped the nation with a 75.1% self-response rate. Ramsey County had 79.1% self-response rate, and Roseville had an 84.9% response rate.

City of Roseville Community Demographics



*This data is based on 2020 Census results.

Category	2010 Numbers	% of Population	2020 Numbers	% of Population	Net Gain (+/-)	% Change (+/-)
Total Population	33,660	-	36,254	-	+2,594	+7.71%
African American or Black	2,038	6.05%	3,182	8.78%	+1,144	+56.13%
American Indian	132	0.39%	137	0.38%	+5	+3.79%
Asian, or Pacific Islander	2,447	7.27%	3,458	9.54%	+1,011	+41.32%
Caucasian	27,369	81.31%	25,800	71.19%	-1,560	-5.70%
Hispanic/Latino	1,551	4.61%	1,942	5.36%	391	+25.21%
Two or more races	760	2.26%	1,604	4.42%	844	+111.05%
Some other race	32	0.10%	122	0.34%	90	+281.25%

Roseville, MN 2021 American Community Survey 2017-21 (AGE AND SEX)

*The following numbers are estimates based on the 2017-21 American Community Survey.

Age	Total	% of Population	Male	% Male	Female	% Female
Total	36,119	-	17,302	47.90%	18,817	52.10%
Under 5 years	2,166	6.0%	1,037	6.0%	1,129	6.0%
5 to 9 years	1,568	4.3%	752	4.3%	816	4.3%
10 to 14 years	1,840	5.1%	1,089	6.3%	751	4.0%
15 to 19 years	2,383	6.6%	1,148	6.6%	1,235	6.6%
20 to 24 years	2,608	7.2%	1,312	7.6%	1,296	6.9%
25 to 29 years	2,617	7.2%	1,444	8.3%	1,173	6.2%
30 to 34 years	2,243	6.2%	1,083	6.3%	1,160	6.2%
35 to 39 years	2,509	6.9%	1,210	7.0%	1,299	6.9%
40 to 44 years	1,810	5.0%	970	5.6%	840	4.5%
45 to 49 years	1,944	5.4%	921	5.3%	1,023	5.4%
50 to 54 years	1,712	4.7%	845	4.9%	867	4.6%
55 to 59 years	2,507	6.9%	1,125	6.5%	1,382	7.3%
60 to 64 years	2,317	6.4%	1,041	6.0%	1,276	6.8%
65 to 69 years	1,926	5.3%	892	5.2%	1,034	5.5%
70 to 74 years	1,753	4.9%	829	4.8%	924	4.9%
75 to 79 years	1,183	3.3%	468	2.7%	715	3.8%
80 to 84 years	1,297	3.6%	526	3.0%	771	4.1%
85 years and over	1,736	4.8%	610	3.5%	1,126	6.0%

Strategic Racial Equity Action Plan (SREAP) Overview

The City of Roseville is actively working to provide ethical, efficient, and responsive local government to create and enforce city policies, defend the safety of all community members, support the local economy, and provide public services. We must ensure we are providing quality programs and services that reflect the unique needs of all communities within the City of Roseville.

The main purpose of the Strategic Racial Equity Action Plan (SREAP) is to help us measure and significantly improve results for all our community members with culturally diverse workforce, businesses, representation and programming. Such results include, but are not limited to, improvements in:

- Establishing work plans and a related budget that support achievement of SREAP goals
- Staff diversity and cultural competency development
- Council and commission diversity, inclusion, and cultural competency and responsiveness development

- Reflection of the city's diversity in all branding and digital communications, including, but not limited to, social media, print, video, and newsletter
- Major decision making inclusive of data and representative of diverse community voices and lived experiences

Racial Equity Narrative

The City of Roseville is dedicated to creating an inclusive community where the predictability of success is not based on race or ethnicity.

The actions of government at the federal, state, and local level have created racial disparities that continue to harm our community. Rectifying these disparities is critical to the development of a vibrant community and a high quality of life for all residents.

All City Departments will prioritize racial equity in their planning, delivery, and evaluation of programs, policies, and services.

The City of Roseville is committed to taking tangible steps to normalize, organize, and operationalize racial equity principles and tools, with an eye toward impactful and sustainable outcomes that create a more equitable community.

SREAP Priorities

Priority 1: Workforce Diversity

Roseville City Government staff – across its entire breadth and depth – does not reflect the racial, ethnic, and cultural makeup of Residents.

Priority 2: Commission Diversity

People who participate in Roseville City Government boards and commissions do not reflect the racial, ethnic, and cultural makeup of Residents.

Priority 3: Racial Equity Toolkit

There is no process for senior leaders to analyze policies, programs, and services with an equity lens. Ensure elected and appointed policymakers have access to and analyze racially-disaggregated data to deliver equitable decision-making and outcomes from the legislative process.

SREAP Priority Framework

This workforce report is directly tied to SREAP Priority 1 related to increasing the diversity of the City's internal workforce. To lay the foundation for future progress in addressing all three SREAP priorities, the City's current SREAP lays out an action plan including three critical components – process mapping, stakeholder engagement, and data collection. The intent is to use all applicable qualitative and quantitative data – including the data in this report – to guide decision making on systemic improvements and changes needed to create more equitable and efficient policies, programs, and services.

Process Mapping

Before putting into place a new system or process, incorporating process mapping into the SREAP created a uniform understanding of current processes and any relevant nuances based on department or employee. Process maps were created for all three priorities creating lines of connection through each step of the process from start to completion. For example, mapping the hiring process includes documenting each step of the process in the perspective of job candidates, from the creation and posting of a job vacancy to hiring to eventually onboarding as a new hire.

Stakeholder Engagement

Engaging impacted internal and external stakeholders and incorporating unique perspectives on current challenges and future opportunities is included throughout the actions plans for all three priorities. Stakeholder voice was used to validate the accuracy of the process maps as it pertains to various roles and departments around the city. Engagement is also a necessary component of data collection for both quantitative data – such as demographic questionnaires – and contextual qualitative data collected through interviews, focus groups, workshops, and open-ended surveys.

Data Collection

The collection of quantitative and qualitative data both helps create a wholistic profile of the City's current reality in identifying and ultimately addressing equity disparities. Data is also useful as a means to measure progress toward expected outcomes through implementing improvements and new solutions driven by data. A number of tools have been integrated into existing processes and systems to begin gathering data that can be measured and compared over time. External data sources have also been acquired to better understand all Roseville residents and how government policies directly impact individual people and families.

Workforce Statistics 2021-2022

Workforce Profile

As of November 2022, the City of Roseville had 220 benefit eligible employees, down one from 2021. Benefit eligible employees include those that work in a ½, ¾, and full-time capacity, and does not include seasonal employees. Benefit eligible employees are hired through a different hiring process than seasonal employees, leading to disparities in available demographic and hiring process data. City of Roseville employees work across 7 different departments. It should be noted, the IT Department, will no longer be considered a city department as of 2023. Metro I-net who provides IT services, is transitioning to a separate entity.

City of Roseville Administration is continuing to find ways to gather useful employee data, which may be seen on future reports. The tables and graphs reported below are based on the 220 benefit eligible employees as of November 2022. Some comparison data is available for the 221 benefit eligible employees in November 2021. November is a notable month for data collection as this is annual open enrollment for benefit eligible employees where all are required to participate and update a demographic survey/questionnaire.

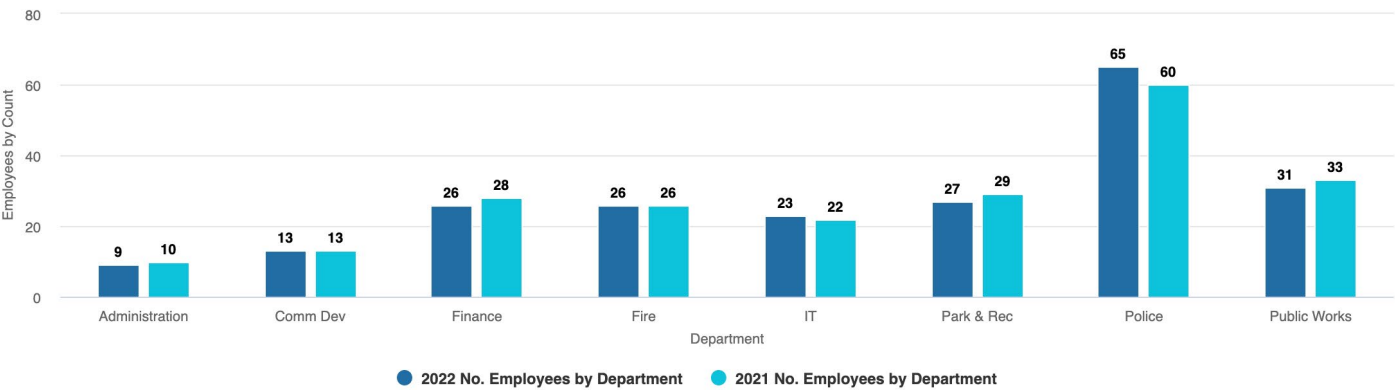
In preparation for reviewing the data below, it is important to note the sensitivity when including data in the report for individuals in a response group of 10 or fewer. BIPOC representation at the department level, further disaggregated by race, is small enough to identify individual employees. Other demographic categories impacted by small data sets are Sensory, Physical, and Mental Disability Status and Veteran Status. As the City of Roseville works to become more representative of the population served, more data will be accessible in future workforce reports.

Summary of Notable Findings:

- The overall workforce demographic profile was very similar in years 2021 and 2022, despite turnover and new hires.
- BIPOC employees represented in the City's internal workforce for benefit eligible employees trails the growing BIPOC diversity of city residents in all categories.
- The administrative team in the Finance department and Parks and Recreation department

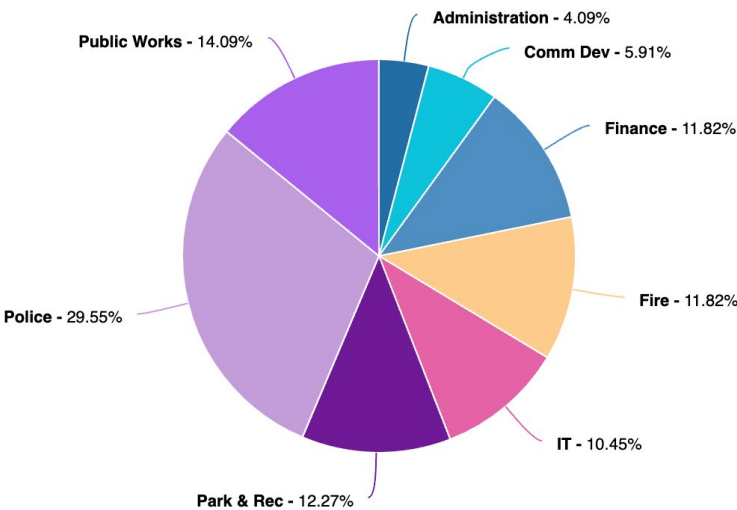
- The administrative team in the Finance department and Parks and Recreation department do not have BIPOC benefit eligible employees; however, the License Center is a division within the Finance Department with BIPOC representation.
- Current benefit eligible employees are over 2/3 male and new hires are disproportionately more male.
- Approximately ¾ of current benefit eligible employees are post-secondary educated with either a technical college, undergraduate, or graduate degree.
- The small number of BIPOC benefit eligible employees across the organization impacted confidentiality and the ability to include more specific department and team level data disaggregated by race.

2022 Roseville Workforce - Benefit Eligible Employees by Department

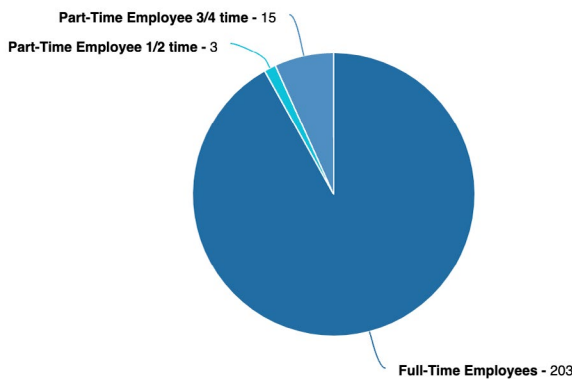


*This data was retrieved through an annual survey administered during the City's open enrollment period in November 2022, completed by all benefit-eligible employees.

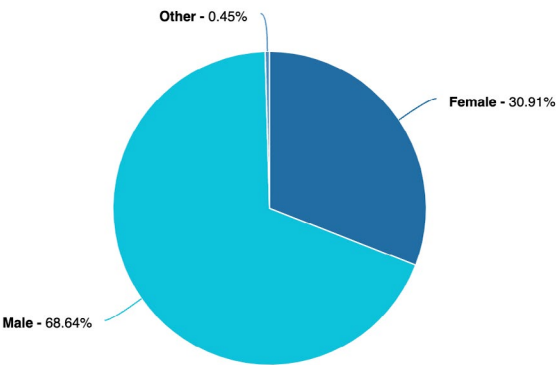
2022 Roseville Workforce - Percent of Employees by Department



2022 Roseville Workforce - Employees by Full-Time Status

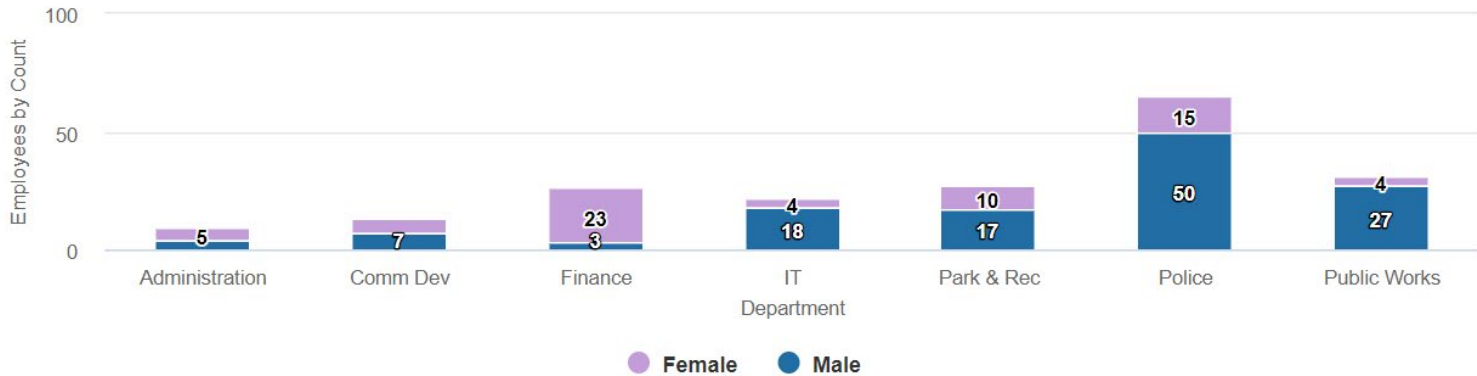


2022 Roseville Workforce - Employees by Gender



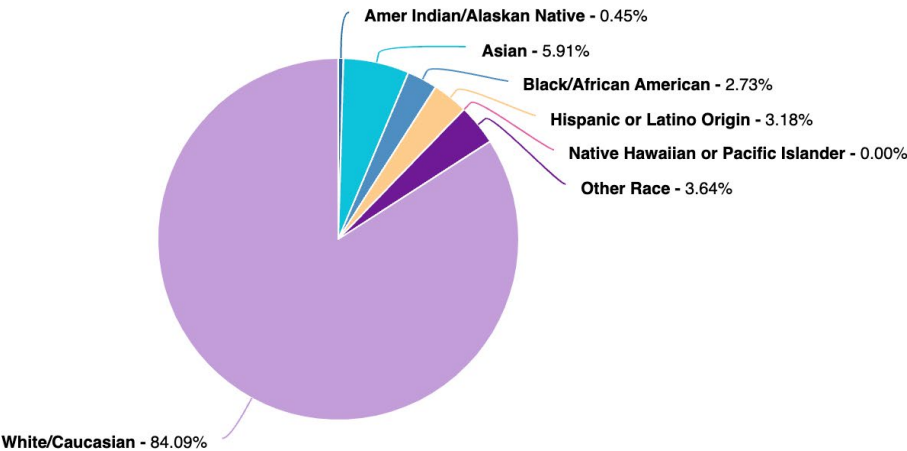
*This data is based on an annual demographic survey administered during the November 2022 open enrollment period for all benefit eligible employees.

2022 Roseville Workforce - Gender by Department



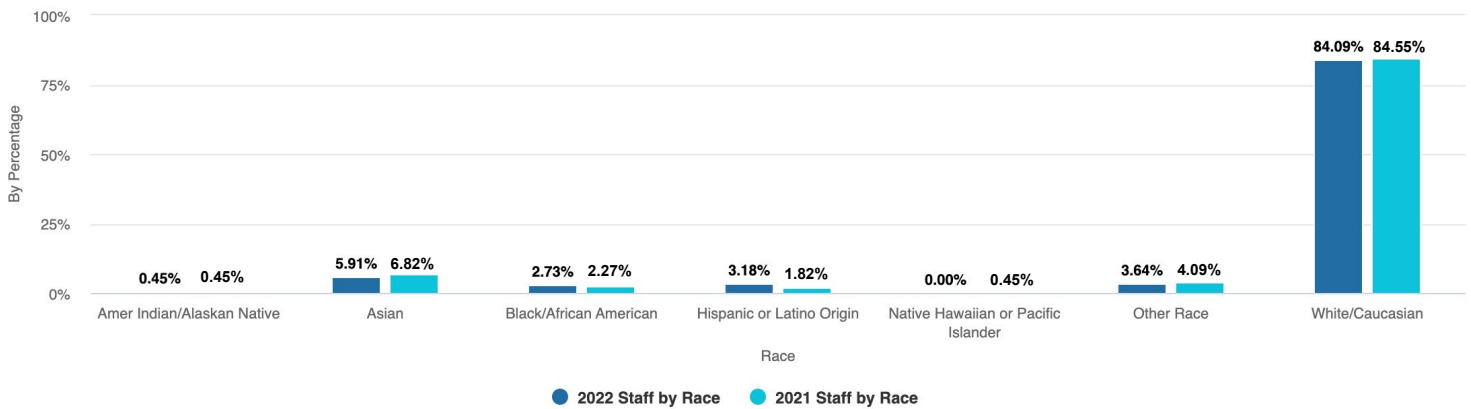
*This data is based on an annual demographic survey administered during the November 2022 open enrollment period for all benefit eligible employees. Some Fire and IT department data could not be disclosed.

2022 Roseville Workforce - Employees by Race



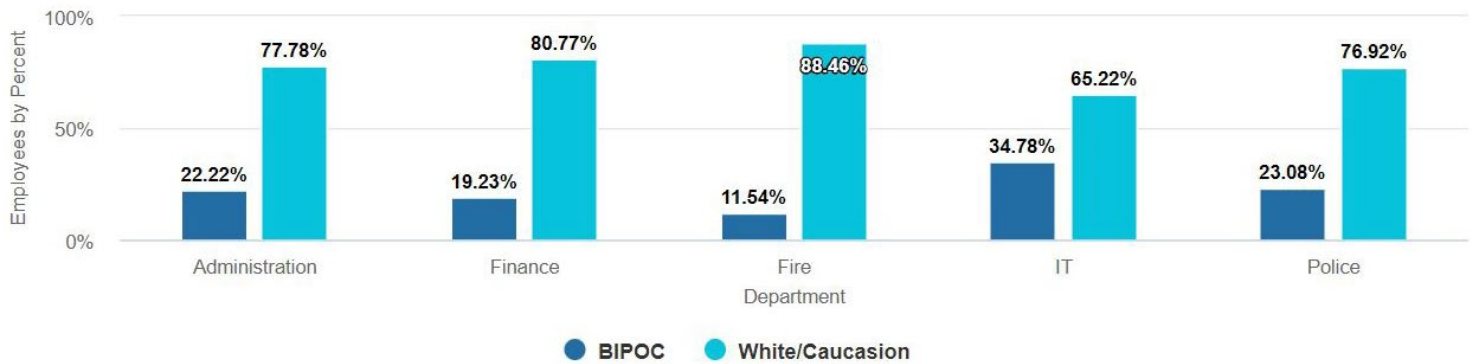
*This data is based on an annual demographic survey administered during the November 2022 open enrollment period for all benefit eligible employees.

2022 Roseville Workforce - Employees by Race 21-22



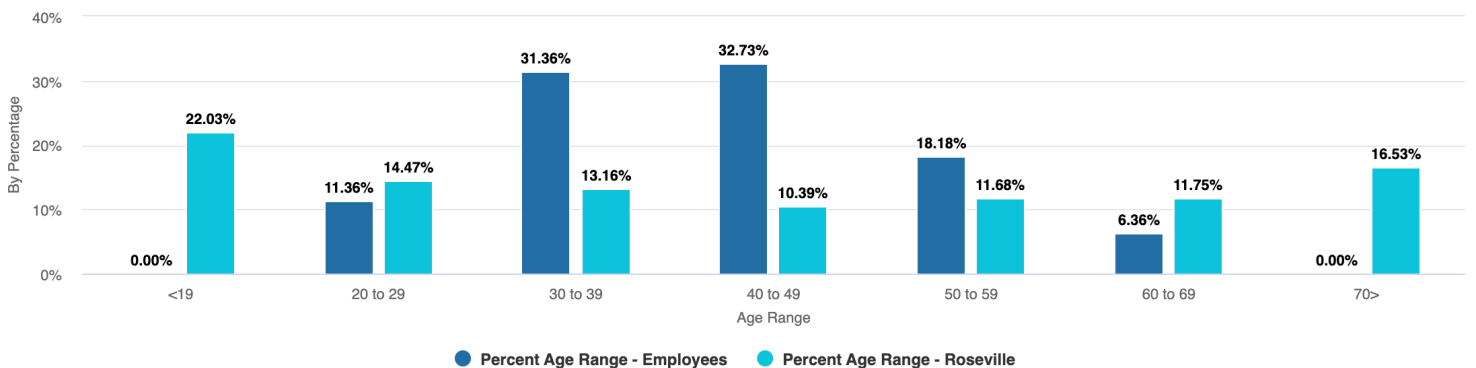
*This data is based on an annual demographic survey administered during the November 2021 and 2022 open enrollment periods for all benefit eligible employees.

2022 Roseville Workforce - Race by Department (>10% BIPOC Employees)



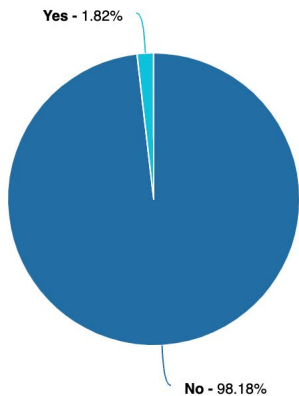
This data is based on an annual demographic survey administered during the November 2022 open enrollment period for all benefit eligible employees and only includes departments with more than 10% BIPOC employees.

2022 Roseville Workforce - Employees by Age Range



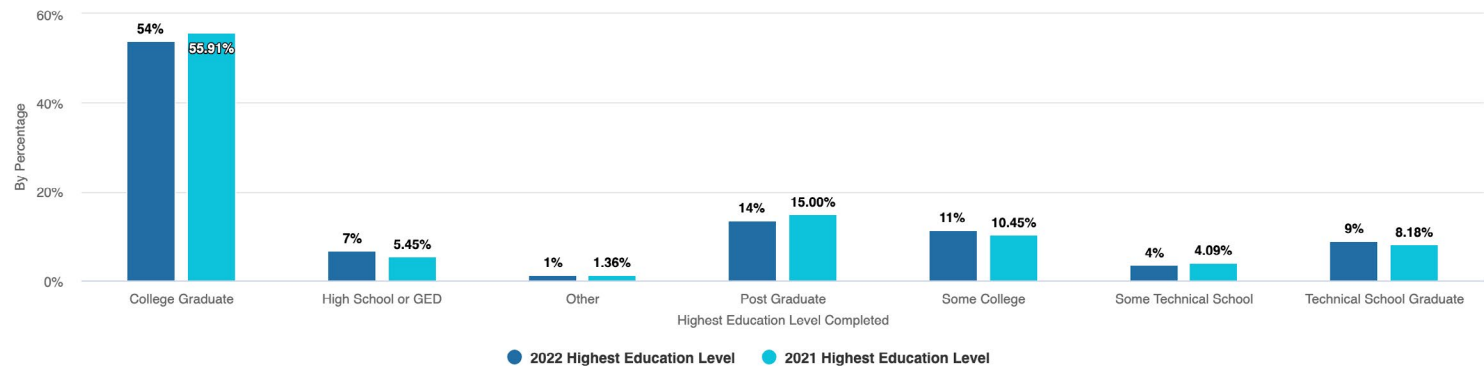
*This data was collected in November 2022 during the open enrollment period for all benefit eligible employees.

2022 Roseville Workforce - Employees by Sensory, Physical, Mental Disability Status



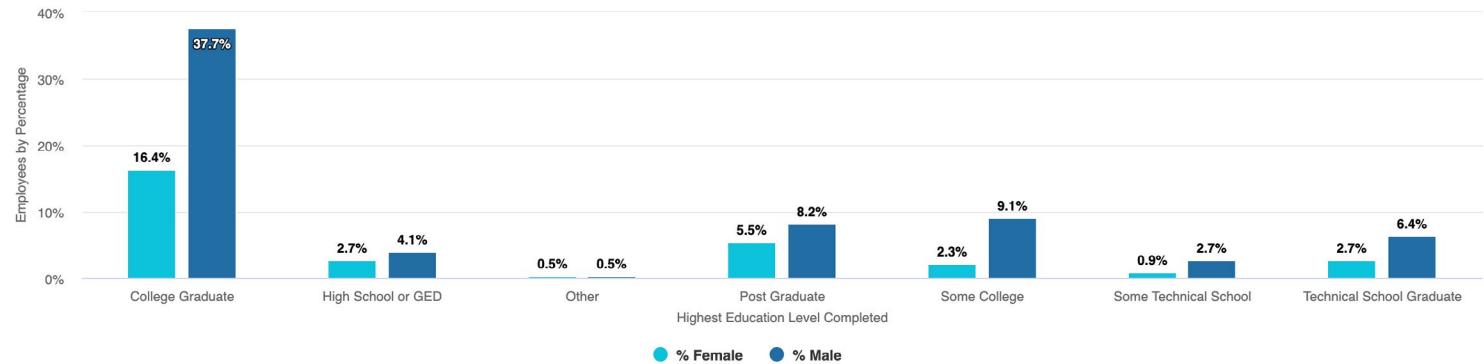
*This data is based on an annual demographic survey administered during the November 2022 open enrollment period for all benefit eligible employees.

2022 Roseville Workforce - Employees by Highest Education Level Completed



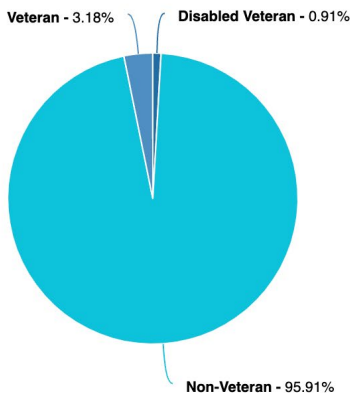
*This data is based on an annual demographic survey administered during the November 2022 open enrollment period for all benefit eligible employees.

2022 Roseville Workforce - Education Level Completed by Gender



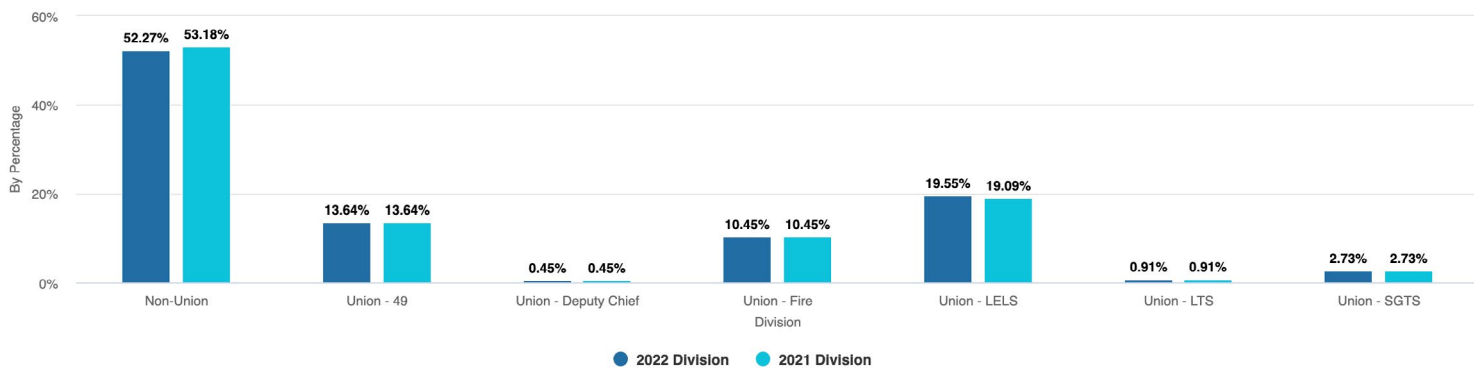
*This data is based on an annual demographic survey administered during the November 2022 open enrollment period for all benefit eligible employees.

2022 Roseville Workforce - Employees by Veterans Status



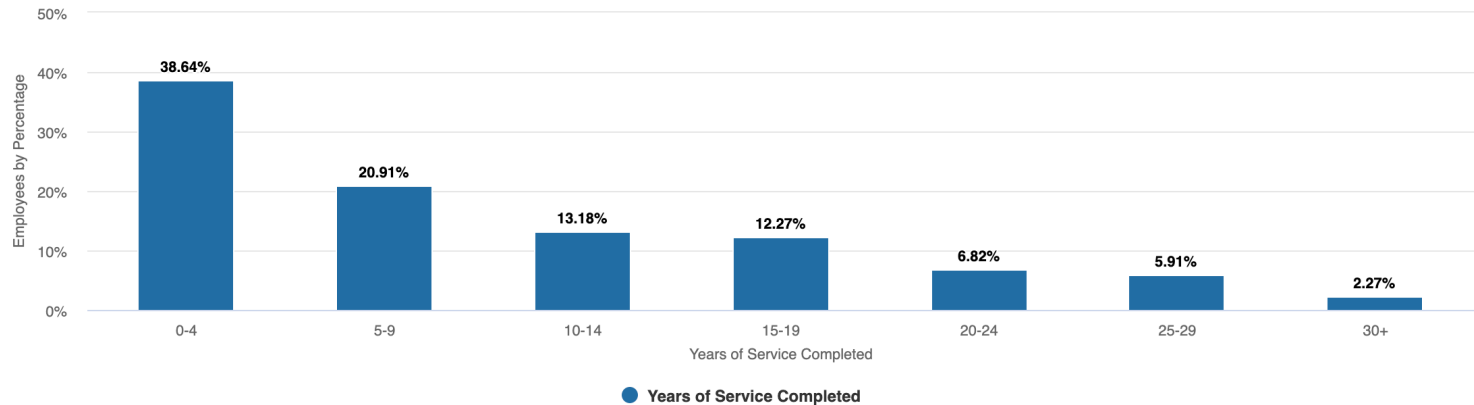
*This data is based on an annual demographic survey administered during the November 2022 open enrollment period for all benefit eligible employees.

2022 Roseville Workforce - Employees by Union



*This data is based on an annual demographic survey administered during the November 2022 open enrollment period for all benefit eligible employees.

2022 Roseville Workforce - Years of Service Completed



*This years of service data was collected internally through human resource systems and based on 220 employees as of November 2022.

An analysis of available data of Years of Service Completed by Race, as of November 2022, found:

- Of Asian employees, the average years of service completed was 7.1 years with 62% of Asian employees in the 0-4 year range;
- Of Black/African American employees, the average years of service completed was 2.5 years with 83% of Black/African American employees in the 0-4 year range
- Of American Indian employees, one employee completed 11 years of service
- Of Hispanic or Latino employees, the average years of service was 3.4 years with 71% of Hispanic or Latino employees in the 0-4 year range
- Of Other Race employees, the average years of service was 12.6 years with 38% of Other Race employees in the 0-4 year range
- Of White/Caucasian employees, the average years of service was 10 years with 35% of White/Caucasian employees in the 0-4 year range
- Of the 0-4 years of service range, approximately 25% of employees were BIPOC
- Of the 35 BIPOC employees, 60% had 4 years or less of completed service; 77% had 9 years or less of completed service

A similar analysis of available data of Years of Service Completed by Gender, as of November 2022, found:

- Of Female employees the average years of service completed was 8.5 years with 35% of female employees in the 0-4 year range
- Of Male employees, the average years of service completed was 9.9 years with 40% in the 0-4 year range
- Of Other gender employees, there was only 1 employee, with less than 1 year of service
- Of the 0-4 years of service range, approximately 28% of employees were female

New Hires January through November 2022

The following data summarizes time to hire and the demographic profile of 34 benefit eligible new hires to the City of Roseville between January 2022 to December 2022. This data does not include seasonal new hires. As the City of Roseville works to improve the diversity of the workforce through ensuring considerations of equity and inclusion are integrated throughout the hiring process, efforts are also underway to shorten time to hire and improve the candidate experience. Some important data to highlight in the below charts are:

- While BIPOC candidates made up 32.2% of applicants, 11.7% of new hires were BIPOC.
- Of BIPOC candidates deemed eligible (qualified) for the roles of which they applied, 35% were referred for an interview.
- Based on applications received, fewer Black/African American and Asian candidates were hired compared to any other demographic group, of which only one Black/African American candidate was hired and zero Asian candidates hired as of November 2022.
- With 27.3% of applicants self-identifying as female, the female demographic accounted for 32.25% of new hires; hiring in 2022 was over 60% male

*Applied = Application received

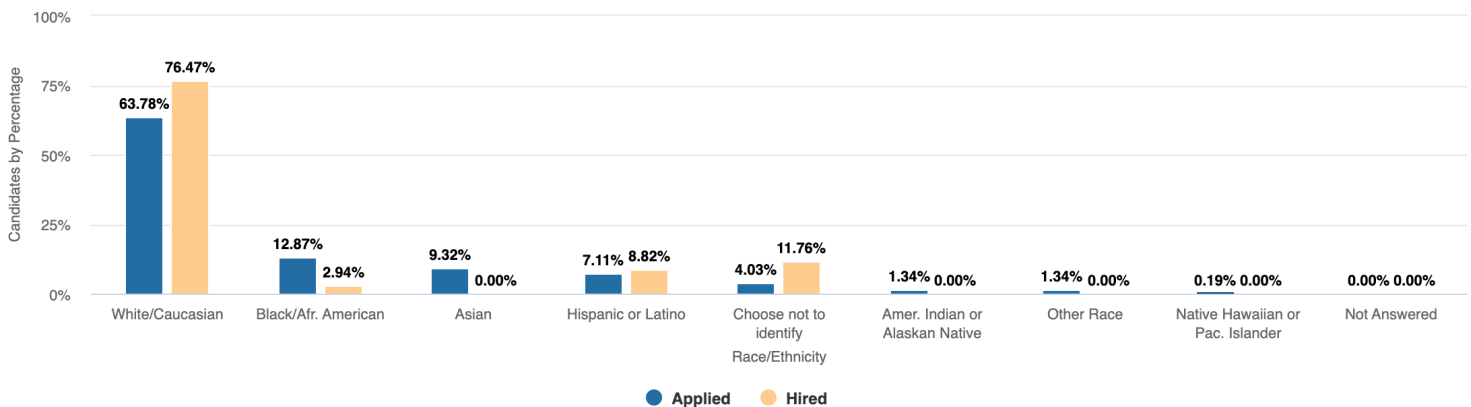
*Eligible = Meets minimum qualifications

*Referred = Referred to hiring manager for a first interview

*Offered = Letter of Offer provided to candidate

*Hired = Offer accepted and candidate hired

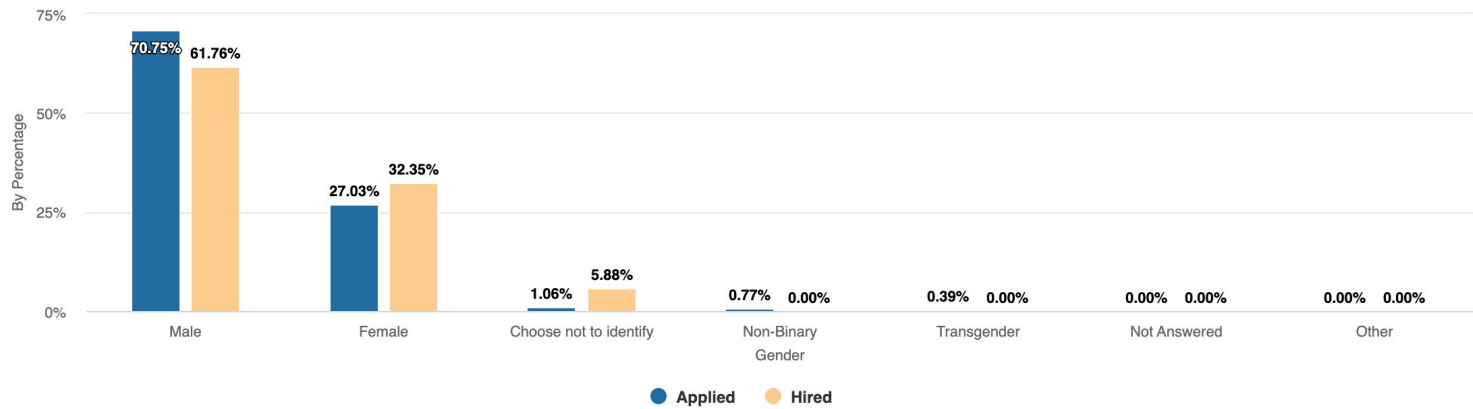
2022 Roseville Workforce - New Hires - Race/Ethnicity



This self-identified data collected during the candidate application process was based on 34 benefit eligible new hires from January to December 2022.

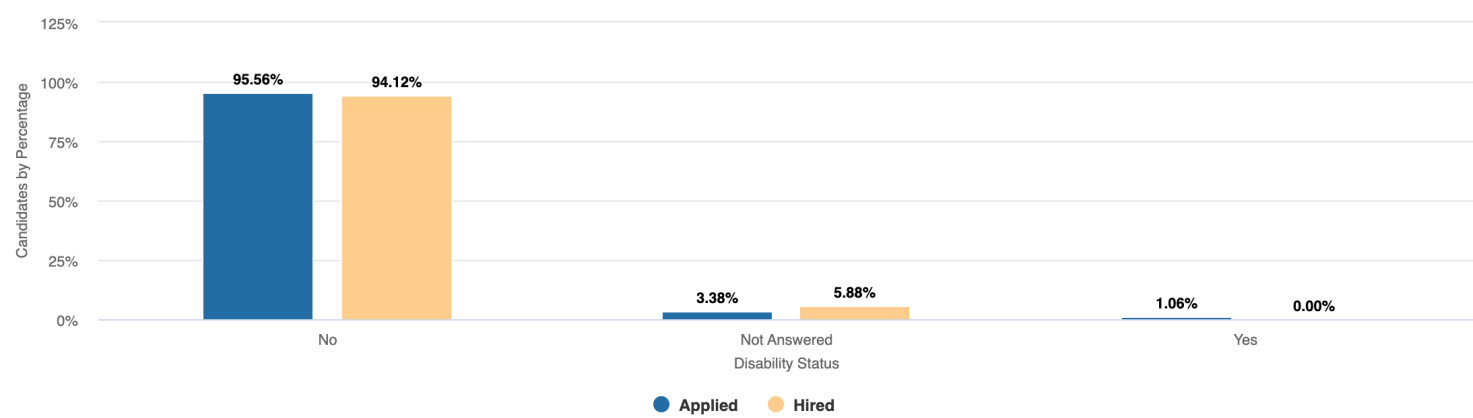


2022 Roseville Workforce - Seasonals - Gender

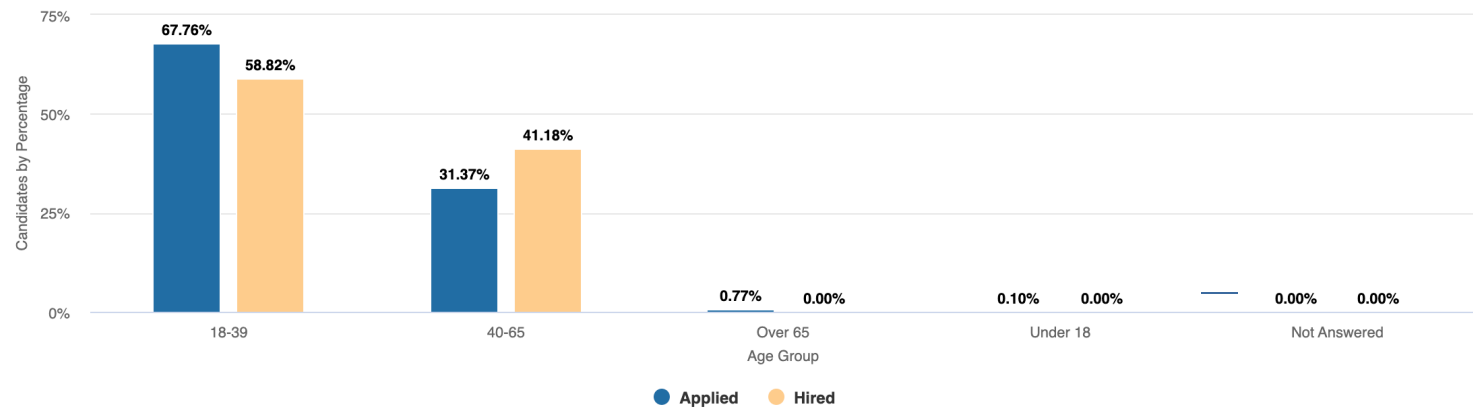


This self-identified data collected during the candidate application process was based on 34 benefit eligible new hires from January to December 2022.

New Hires - Sensory, Physical, Mental Disability Status

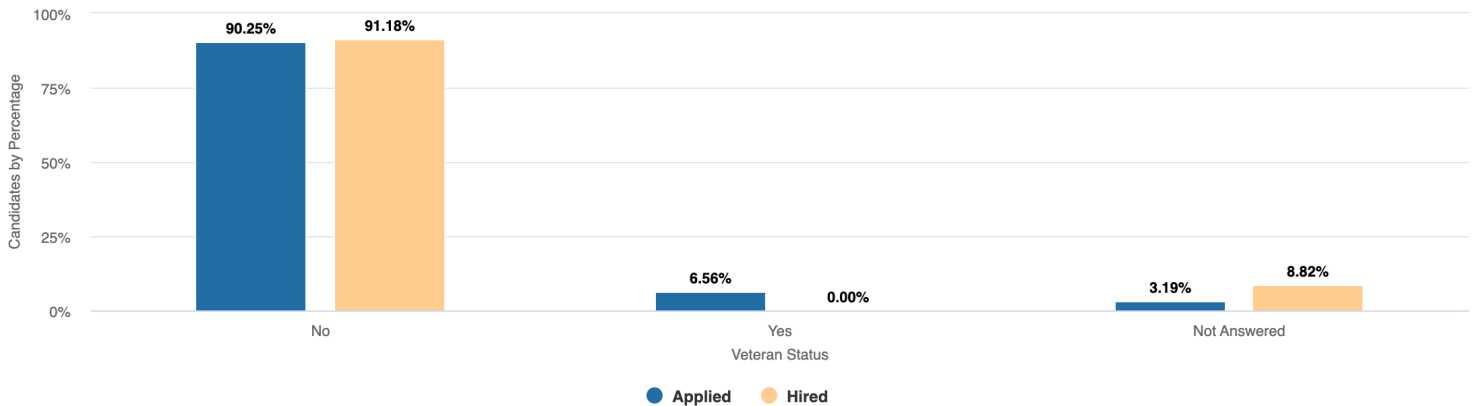


New Hires - Age Group



This self-identified data collected during the candidate application process was calculated based on 34 benefit eligible new hires from January to December 2022.

2022 Roseville Workforce - New Hires - Veteran Status



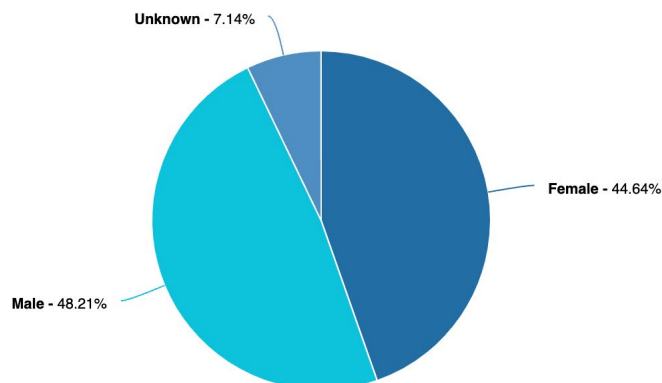
This self-identified data collected during the candidate application process was calculated based on 34 benefit eligible new hires from January to December 2022.

Seasonal

The City of Roseville annually hires approximately 200-250 seasonal employees, mostly youth and young adults, throughout the year, but primarily to assist with short-term summer and winter Parks and Recreation Department programming. The seasonal hiring process is an expedited process compared to year-round benefit eligible positions in the city. Seasonal staff generally complete an expedited application and a brief interview prior to hire and placement in a seasonal role. The collection of self-identified demographic data is currently optional and collected during the onboarding process for new hires. Continued efforts are underway to systematize the collection of seasonal demographic data for a larger and more representative sample.

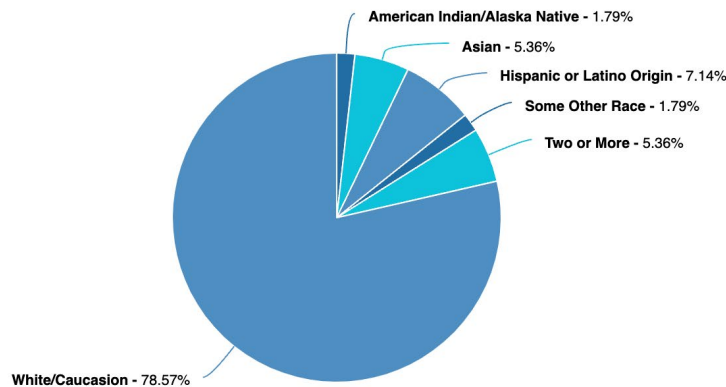
Data collected is summarized below.

Seasonals - Gender



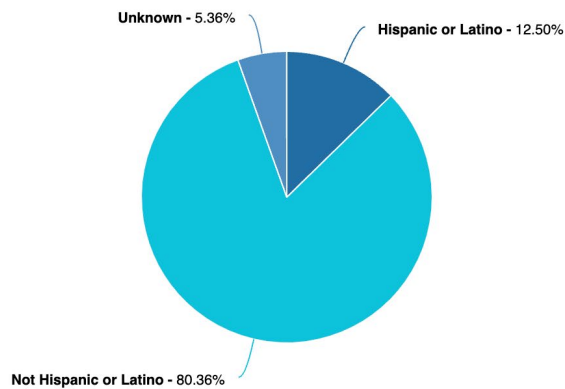
This optional, self-identified data was collected during the onboarding process for Seasonal staff in 2022. This data is based on 56 responses on the demographic questionnaire.

Seasonals - Race



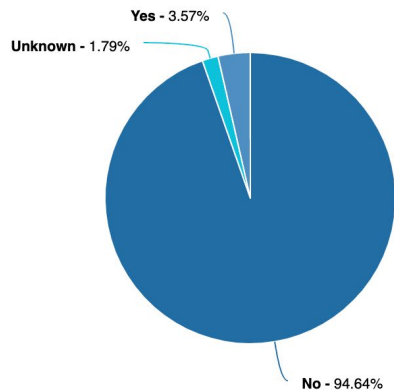
This optional, self-identified data was collected during the onboarding process for Seasonal staff in 2022. This data is based on 56 responses on the demographic questionnaire.

Seasonals - Ethnicity



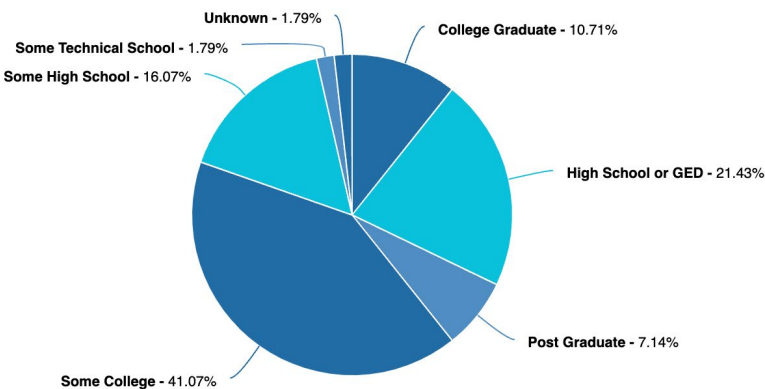
This optional, self-identified data was collected during the onboarding process for Seasonal staff in 2022. This data is based on 56 responses on the demographic questionnaire.

Seasonals - Sensory, Physical, or Mental Disability Status



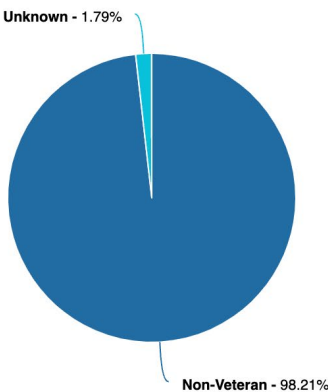
This optional, self-identified data was collected during the onboarding process for Seasonal staff in 2022. This data is based on 56 responses on the demographic questionnaire.

Seasonals - Highest Education Completed



This optional, self-identified data was collected during the onboarding process for Seasonal staff in 2022. This data is based on 56 responses on the demographic questionnaire.

Seasonals - Veterans Status

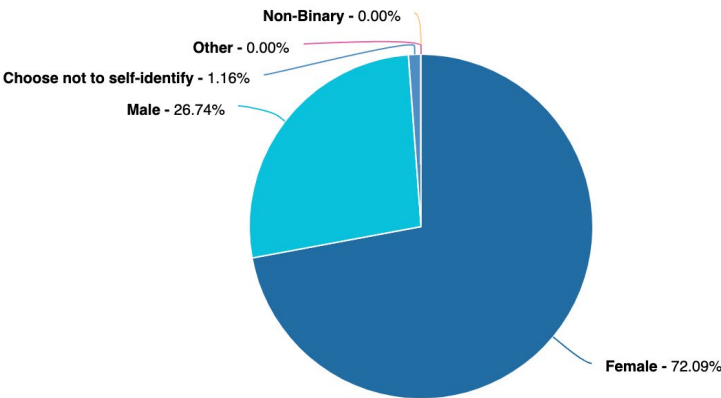


This optional, self-identified data was collected during the onboarding process for Seasonal staff in 2022. This data is based on 56 responses on the demographic questionnaire.

Volunteers

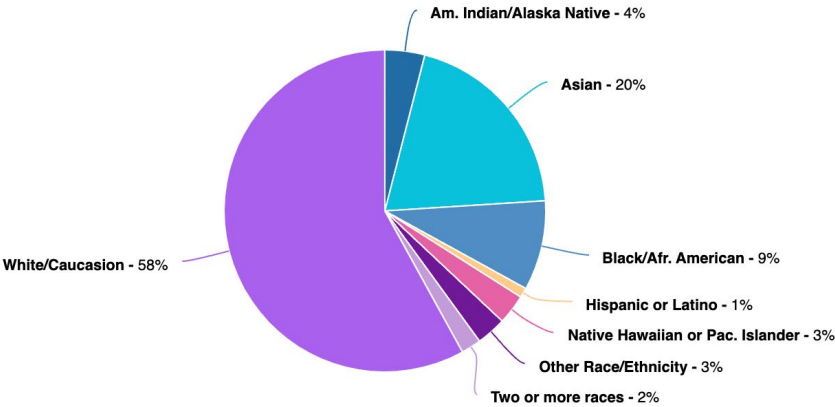
From January through December 2022, the City of Roseville had 2,118 active volunteers of which 667 recorded hours throughout 2022 totaling 6,812.50 hours of service. Volunteers ranged in age from 16 years old to 99 years old with an average age of 52 years old. Volunteers primarily assist the City in the operation, maintenance, upkeep of city programs and facilities – indoor/outdoor. Response to the demographic questionnaire provided on the volunteer application is optional to complete and all categories have an option to 'Choose not to self-identify'. Of those who responded to the demographic questionnaire on the volunteer application, the summarized data is below.

Volunteers - Gender



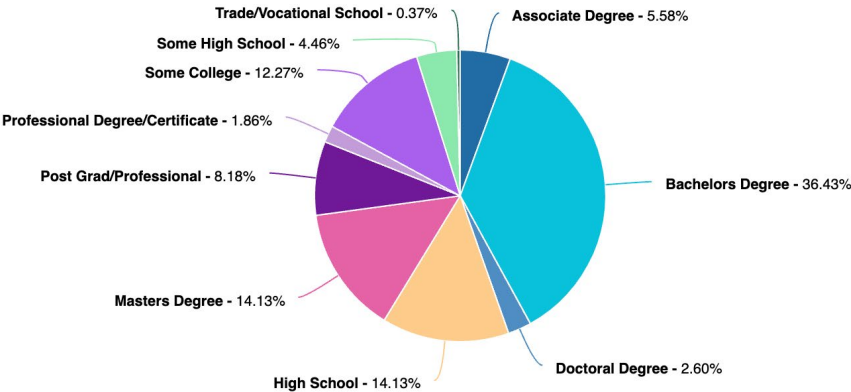
*This data was retrieved from the City's volunteer database. This self-identified information is optional to complete on volunteer applications and is based on 86 responses.

Volunteers - Race



*This data was retrieved from the City's volunteer database. This self-identified information is optional to complete on volunteer applications and is based on 100 responses.

Volunteers - Education Level Completed



*This data was retrieved from the City's volunteer database. This self-identified information is optional to complete on volunteer applications and is based on 269 responses.

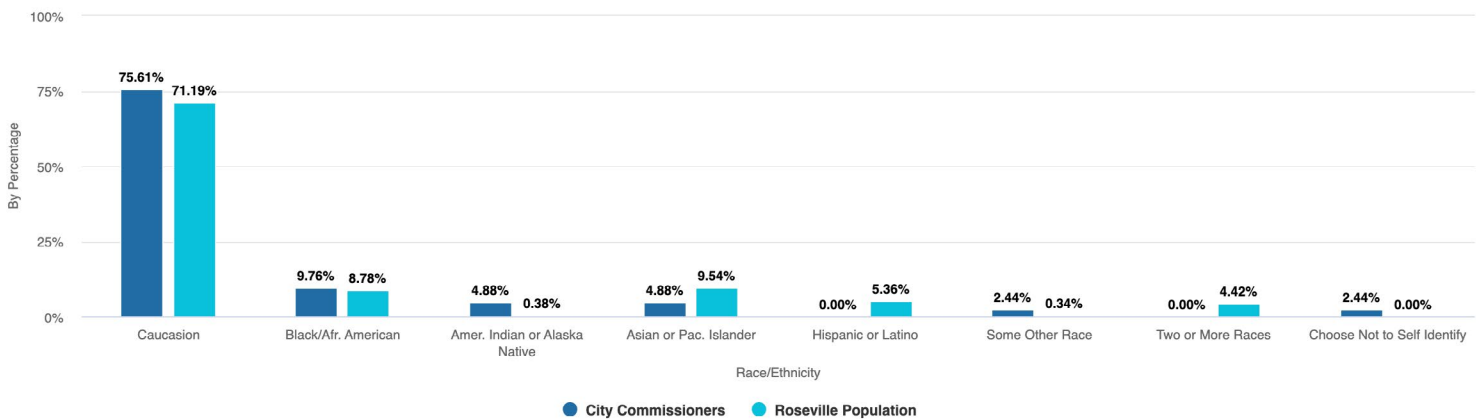
Commissions

City of Roseville Commissioners are volunteers who serve as advisory to the City Council and staff. There are currently 7 commissions, including an Ethics Commission, consisting of representation from each of the other commissions. Commissioners serve up to 3-year terms at a time. Commission candidates are appointed twice annually by the City Council in the Spring and Fall, based on available vacancies. It should be noted, as of 2021, commission demographic data is collected both on the initial application and collected comprehensively via a self-identified, optional survey annually. The next demographic survey is expected to be completed by commissioners Spring 2023. In addition to 43 commission spots held by adults, four commissions also have up to two additional youth commission positions that may be filled each year.

Some items note in the data below:

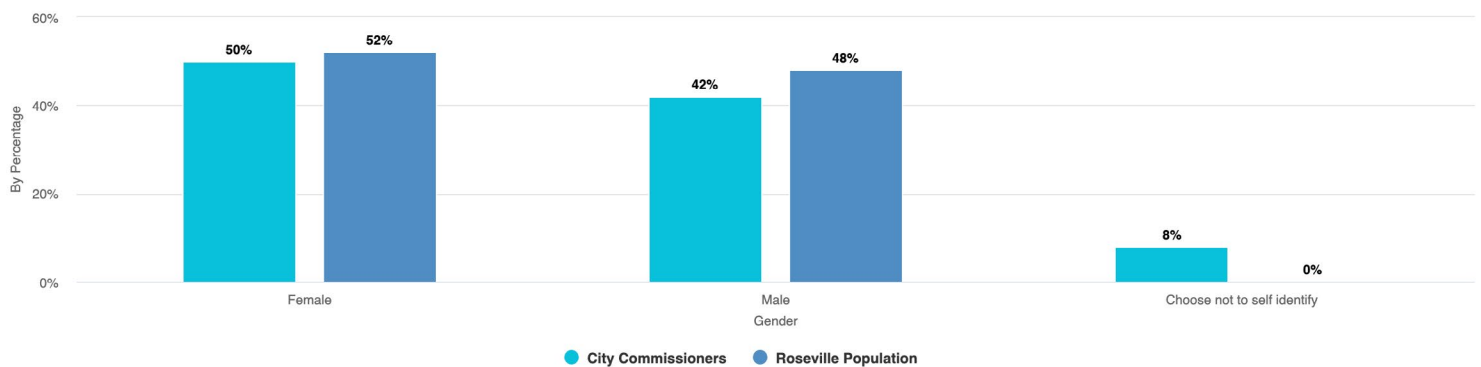
- While the racial and gender demographic data appears to be comparable between the Roseville population and city commissioners overall, an ongoing challenge is seeing this same diversity on each commission. Future data, will show the demographic breakdown of each commission separately.

Commissions - Race



Commissions - Gender

2022 Workforce - Commissioners - Gender



*This data was collected in Fall 2021 through an optional self-identified survey sent to all commissioners receiving 38 out of 43 possible responses.

Letter of Commitment from City Manager

The data presented in the City of Roseville, MN Workforce Report is an analysis of available workforce data tied to the work of our Strategic Racial Equity Action Plan (SREAP). Our equity goals are directly tied to the City's aspirational goals. Our workforce, whether staff or volunteers, are the foundation to the services we are able to offer the Roseville community. As the City continues to grow and increase in racial diversity, it is more important now than ever, to ensure we are attracting diverse voices, perspectives, and lived experiences to enhance the great work city staff and volunteers already accomplish every day.

The demographic data in this report are part of a larger story of the City of Roseville workforce. While overall, it appears we are making progress toward having a workforce representative of the community we are serving, the demographic data disaggregated by race, gender, and the other categories looks different at a department level. As we remain committed to a workforce that truly represents the diversity and lived experiences of everyone in the community, a number of SMART goals have been identified as areas to focus process improvement efforts. The SMART goals, also tied to our SREAP, incorporate both equity and efficiency to ensure our hiring process and time served within the organization is a favorable experience for all. The SMART goals described below are centered around training for hiring managers on process and implicit bias, the development of a hiring manager packet, the completion of a new onboarding system, and a compensation study.

Hiring Manager Training

It is important to have a shared understanding of the process hiring managers should follow across the organization as well as a shared understanding of the scope and responsibilities specific to hiring managers. As a new process and new tools are developed to assist hiring managers, this SMART goal prioritizes learning and awareness of best practices and the biases that can directly affect how candidates are recruited and evaluated.

Hiring Manager Packet

A packet of which hiring managers would complete prior to posting any job vacancy, would encourage all hiring managers to thoroughly think through the process, timeline, updating of the job description, necessary minimum requirements, and the candidate experience through the hiring process. This hiring packet would enable human resources to better assist hiring managers and standardize the way in which we recruit talent.

Onboarding Platform

Human Resources is implementing an onboarding platform, which is a solution to standardizing the way in which new information is communicated and collected from new hires. With the implementation of this new platform, training will need to be provided to hiring managers.

Compensation Study

The City of Roseville will be completing a compensation study with a third party throughout 2023, positioning the organization to best understand compensation of our current workforce, appropriate classification of roles, competition in the market for similar talent, and best practices in moving closer to equitable compensation, matching the culture of equity and inclusion we are striving toward. This study is an important step in the city's ability to change current job descriptions and hiring processes.

City administration has already begun to lay the foundation for future progress on equity goals. Support from both staff and community are critical to continuing forward. Stay up-to-date on equity progress at CityofRoseville.com/equity.

With regards,

Pat Trudgeon, City Manager

A handwritten signature in blue ink, appearing to read "Pat Trudgeon".