

**ROSEVILLE**  
**REQUEST FOR COUNCIL ACTION**

Date: August 9, 2021  
Item No.: 7.d

Department Approval

City Manager Approval



Item Description: Consider Approval of Administration Department Reorganization

**BACKGROUND**

One of the City Council’s goals in 2021 for the City Manager is to implement a plan to refocus the City’s communication efforts. For the past several months, the City Manager has been reviewing the City’s current communication infrastructure and identified areas where change was needed. Specifically, the City Manager determined a need for enhanced focus on community relations and engagement. Our current communication practices emphasizes content, specific communication channels and target audiences. However, there is a growing need both within the Roseville community, but also in the greater context of government, to focus relationship building, collaboration, and joining someone else’s communication circle rather than asking other’s to join ours.

Although it may seem that communication and engagement are similar, in fact they have very different outcomes and methods. Frequently, communication is one-way, and done at a distance. Engagement, on the other hand engagement is personal, and is about connecting, and requires participation of both parties. Although communication can happen without engagement, engagement cannot happen without communication. By leading with engagement and having it as the focus of all of our communication efforts, the City will better hear the voices of the entire community, especially new voices from the community that previously weren’t heard, and ultimately lead to more transparent and equitable decision making. Leading with engagement is crucial to the City’s on-going equity work

After reviewing several options, the City Manager proposes to implement the following reorganization within the Administration Department:

- Eliminate the existing Communications Manager and Communications Specialist positions
- Create a Community Relations Manager position. This new position will oversee strategic engagement, development of community relations and communication efforts to build positive relations and trust in the community. This position will be supervised by the Assistant City Manager.
- Create a Community Relations Specialist position. This new position will handle all of the day to day communication activities driven by the strategic engagement efforts, including website maintenance, and provide support for community engagement and relation efforts. This position will be supervised by the Community Relations Manager.
- Create 18-month limited, part-time employee serving as a Digital and Social Media Specialist to create content and manage the City’s digital and social media accounts in support of the community engagement efforts. This position will be supervised by the

35 Community Relations Manager. This position is proposed to be funded up to 30 hours per  
36 week.

37 A memo outlining more specific details of this reorganization and budget impacts is included as  
38 Attachment A.

39 Please note that this reorganization is not a reduction in force resulting in an exit incentive plan or  
40 employment termination program offered to a group or class of employees.

41 Below are the job summaries and salary ranges for each new or changed position being requested.  
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43  
44 **Community Relations Manager**

45 The Community Relations Manager is responsible for the City's internal and external engagement,  
46 community relations and communication activities with a focus on cultivating positive relationships  
47 with residents, businesses, staff and other stakeholders. This position manages the day-to-day  
48 operations of the city's community engagement and communications division with direction from  
49 the Assistant City Manager. The Community Relations Manager is also responsible for designing  
50 and implementing engagement and communication plans focused on strategies to engage the  
51 community, and providing guidance on other departmental or city communication and engagement  
52 pieces and advice to the City Manager and Department heads on trends and issues. This position  
53 supervises the Community Relations Specialist and the Digital and Social Media Specialist positions  
54 to develop and deliver content across all city communication channels and through community  
55 assets, and works closely with the Equity and Inclusion Manager to design communication and  
56 engagement that is inclusive and appropriate for the Roseville community. This position takes an  
57 active leadership and participatory role in department and citywide community outreach and  
58 engagement programs, community relations and planning and operations.  
59

60 **Salary Range:** Internally this position falls into grade 13 of the exempt ranges \$39.17 - \$47.19/Hr. or  
61 \$81,473.60 - \$98,155.20 annually in 2021  
62

63  
64 **Community Relations Specialist**

65 Under the supervision of the Community Relations Manager, the Community Relations Specialist is  
66 responsible for assisting with the planning and implementation of community relations engagement  
67 and outreach and other city-wide communications activities. This position is directly or indirectly  
68 responsible for assisting with building and maintaining relationships with members of the  
69 community, managing written/print communication efforts conducted by the City, and supporting  
70 the communication needs for departments both visual and written, and providing limited graphic  
71 design and minimal video editing. This position assists with community events and community  
72 relations as directed by the Community Relations Manager.  
73

74 **Salary Range:** Internally this position falls into grade 11 of the exempt ranges \$34.53- 41.60/Hr. or  
75 \$71,822.40 – 86,528.00 annually in 2021.  
76

77 **Digital and Social Media Specialist (0.75 FTE Limited Term Employee)**

78 With the reorganization, there will need to be assistance in creating and posting digital and social  
79 media content in alignment with and in support of engagement efforts. Under the new  
80 organizational model, there is not enough capacity with the new staff to ensure a consistent presence  
81 on social media. While it is unknown at present what level of resources are needed to continue to  
82 maintain a meaningful digital and social media presence, the City Manager proposes that a limited

83 term employee, working up to 30 hours a week, be utilized over the next 18 months through the end  
84 of 2022. Prior to the end of that term, additional conversations and decisions will need to be made  
85 by the City Manager and City Council regarding the on-going need for digital and social media  
86 staffing.

87  
88 The Digital and Social Media Specialist position is responsible for defining, developing,  
89 implementing and managing the City's digital and social media strategies. The Digital and Social  
90 Media Specialist will lead content creation strategies and produce platform-specific multimedia  
91 content to serve a range of objectives and priorities. This position collaborates with departments and  
92 leadership to ensure content is informative and appealing and ensures the right content is distributed  
93 to drive engagement. This position will determine and utilize data and key performance indicators to  
94 align strategies with objectives.

95  
96 **Salary Range:** This position will be paid \$25/hour. At up to 30 hours per week, annual salary cost  
97 will be up to \$39,000. With benefits, this position would cost up to \$52,000 annually

#### 98 **POLICY OBJECTIVE**

99 The proposed changes will allow the Administration Department to prioritize community  
100 engagement and ensure the organizational structure is sustainable now and in the future to support  
101 the mission, vision, values and goals of the city.

#### 102 **BUDGET IMPLICATIONS**

103 For 2021, it estimated that up to an additional \$50,000 will be expended due to the reorganizing  
104 when factoring in unemployment payments for the positions eliminated.

105 For 2022, it is estimated that up to an additional \$55,000 will need to be levied. This levy amount,  
106 while offset by internal service charges to non-levy operations (Community Development, Utilities,  
107 Parks and Recreation, and License Center) for engagement and communication services provided, is  
108 needed to account for a possible drop of franchise fee revenue, factoring in cost of living and salary  
109 adjustments, and the additional hours for the Digital and Social Media Specialist. The City Manager will  
110 provide a more accurate new levy amount near the time of final 2022 budget consideration by the City  
111 Council.

#### 112 **STAFF RECOMMENDATION**

113 Staff recommends approval of the newly created positions and recommends that the City Council  
114 authorize staff to begin the process to fill the newly created positions, and authorize the Mayor and  
115 City Manager to execute any necessary documents associated with such approval.

#### 116 **REQUESTED COUNCIL ACTION**

117 Motion to approve the newly created positions and authorize staff to begin the process of recruiting  
118 and filling the newly created positions and authorize the Mayor and City Manager to execute any  
119 necessary documents associated with such approval.

Prepared by: Patrick Trudgeon, City Manager  
Attachments: A: Memo



# Memo

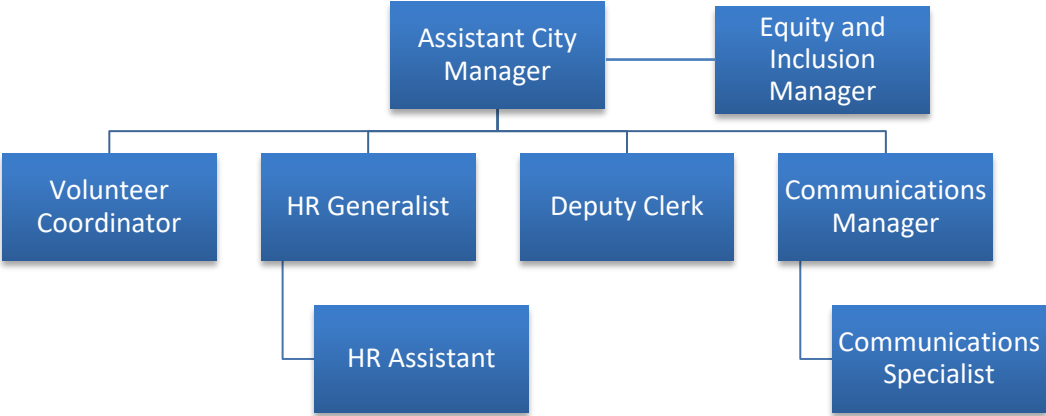
**To:** Mayor and City Councilmembers  
**From:** Patrick Trudgeon, City Manager  
**Date:** August 9, 2021  
**Re:** Communications Reorganization

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**Background**

As part of the recent City Manager performance review, I was directed to implement a plan to refocus the City’s communication efforts given the limited financial resources and the need to prioritize community engagement by the City. As a result, I have determined there is a need for focus on community relations and engagement coupled with communication tools supporting those efforts. By leading with engagement and having it as a primary focus of our communication efforts, the City will better hear the voices of the entire community, especially new voices from the community that previously weren’t heard, and ultimately lead to more transparent and equitable decision making. Leading with engagement is crucial to the City’s on-going equity work

**Current Administration Department Organizational Structure**



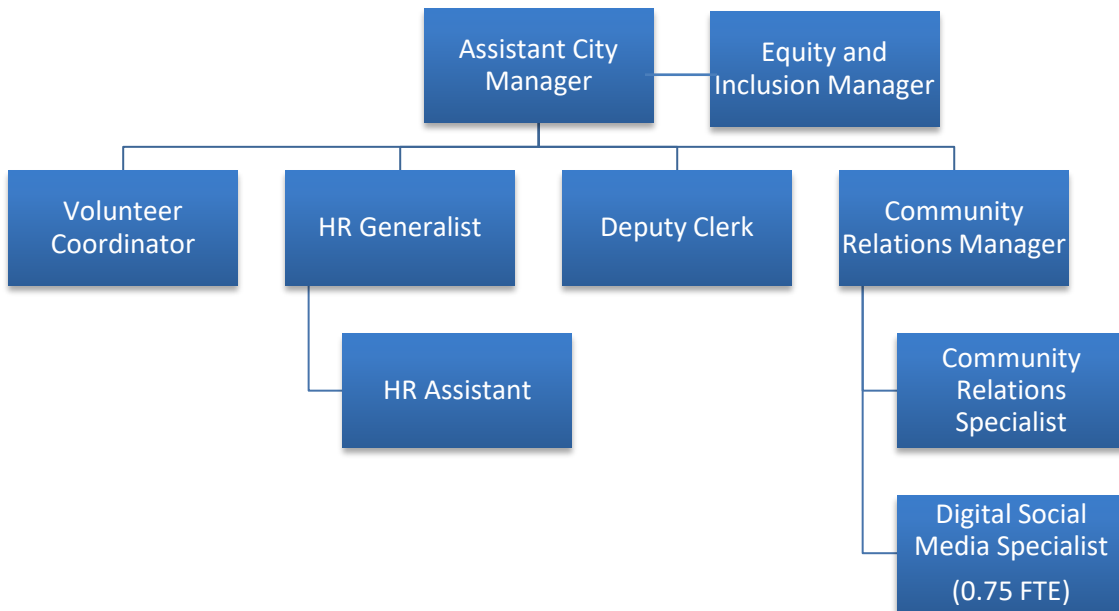
**Proposal**

My proposal would implement the following reorganization within the Administration Department:

- Eliminate the existing Communications Manager and Communications Specialist positions
- Create a Community Relations Manager position. This new position will oversee strategic engagement and communication efforts to build positive relations and trust in the community. This position will be supervised by the Assistant City Manager.
- Create a Community Relations Specialist position. This new position will handle all of the day to day communication activities, including website maintenance, and provide support for community relations and engagement efforts. This position will be supervised by the Community Relations Manager.
- Create 18-month limited, part-time employee serving as a Digital and Social Media Specialist to create content and manage the City’s digital and social media accounts in support of the community engagement efforts. This position will be supervised by the Community Relations Manager. This position is proposed to be funded up to 30 hours per week.

Under the proposed changes, the organizational structure would look like the following:

***Proposed Administration Department Organizational Structure***



**Budget Impact**

The proposed organizational changes will have the following financial impacts:

For the remainder of 2021, it estimated that up to an additional \$50,000 will be expended as a result of the reorganization. The majority of this amount will be due to unemployment payments for staff in the positions eliminated. I propose the 2021 transition costs be paid out of the Communication Fund balances.

As part of the 2022 budget, the proposed reorganization will require a levy increase of up to \$55,000. This estimate is based on wage step and benefit cost increases and a 3% cost of living wage adjustment. As we come closer to the approval of the final city budget in December, I will be able to provide a more precise budget number. It should be noted that as part of the 2022 budget, I am proposing an internal service charge to non-levy operations (Community Development, Utilities, Parks and Recreation, and License Center) for engagement and communication services provided.

### **Summary of Organizational Changes**

The following items represent the proposed organizational changes:

- Eliminate the Communications Manager position (*pay grade 13*)
- Eliminate the Communications Specialist position (*pay grade 12*)
- Create a new Community Relations Manager (*pay grade 13*)
- Create a new Community Relations Specialist (*pay grade 11*)
- Create a new part-time limited term employee – 0.75 FTE (*pay grade 10*)

Below are the job summaries for each new position:

#### **Community Relations Manager**

The Community Relations Manager is responsible for the City's internal and external engagement, community relations and communication activities with a focus on cultivating positive relationships with residents, businesses, staff and other stakeholders. This position manages the day-to-day operations of the city's community engagement and communications division with direction from the Assistant City Manager. The Community Relations Manager is also responsible for designing and implementing engagement and communications plans focused on strategies to engage the community, and providing guidance on other departmental or city communication and engagement pieces and advice to the City Manager and Department heads on trends and issues. This position supervises the Community Relations Specialist and the Digital and Social Media Specialist positions to develop and deliver content across all city communication channels and through community assets, and works closely with the Equity and Inclusion Manager to design communication and engagement that is inclusive and appropriate for the Roseville community. This position takes an active leadership and participatory role in department and citywide community outreach and engagement programs, community relations and planning and operations.

***Salary Range:*** Internally this position falls into grade 13 of the exempt ranges \$39.17 - \$47.19/Hr. or \$81,473.60 - \$98,155.20 annually in 2021

#### **Community Relations Specialist**

Under the supervision of the Community Relations Manager, the Community Relations Specialist is responsible for assisting with the planning and implementation of community relations, engagement and outreach and other city-wide communications activities. This position is directly or indirectly responsible for assisting with building and maintaining relationships with members of the community, managing written/print communication efforts conducted by the City, and supporting the communication needs for departments both visual and written, and providing limited graphic design and minimal video editing. This position assists with community events and community relations as directed by the Community Relations Manager.

***Salary Range:** Internally this position falls into grade 11 of the exempt ranges \$34.53-41.60/Hr. or \$71,822.40 – 86,528.00 annually in 2021.*

**Digital and Social Media Specialist (0.75 FTE Limited Term Employee)**

With the reorganization, there will need to be assistance in creating and posting digital and social media content in alignment with and in support of engagement efforts. Under the new organizational model, there is not enough capacity with the new staff to ensure a consistent presence on social media. While it is unknown at present what level of resources are needed to continue to maintain a meaningful digital and social media presence, the City Manager proposes that a limited term employee working up to 30 hours a week be utilized over the next 18 months through the end of 2022. Prior to the end of that term, additional conversations and decisions will need to be made by the City Manager and City Council regarding the need for on-going digital and social media staffing.

The Digital and Social Media Specialist position is responsible for defining, developing, implementing and managing the City’s digital and social media strategies. The Digital and Social Media Specialist will lead content creation strategies and produce platform-specific multimedia content to serve a range of objectives and priorities. This position collaborates with departments and leadership to ensure content is informative and appealing and ensures the right content is distributed to drive engagement. This position will determine and utilize data and key performance indicators to align strategies with objectives.

***Salary Range:** This position will be paid \$25/hour. At up to 30 hours per week, annual salary cost will be up to \$39,000. With benefits, this position would cost up to \$52,000 annually*

**Recommendation**

The City Council is asked to approve the proposed reorganization of the Administration Department and approve the creation of 3 new positions for the reasons outlined in this memo.