



## Legislation Text

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### GRU Marketing and Communications Reorganization (B)

Upcoming deregulation and customer choice are creating a very different environment for GRU. In order to be successful in competition, GRU must become more adept at identifying and understanding our customers, defining what their needs are, what products and services they want, and determining how we can best communicate with customers to attract and retain their business and establish loyalty. Additionally, GRU understands the importance of energy conservation to our customers and community. To achieve these goals and meet customer needs requires a marketing, communications and conservation effort that is strong, targeted, coordinated and effective.

GRU's Strategic Business Plan published in 1998 identified marketing as a priority and established the groundwork for initial efforts. Changes to the organizational structure have now been identified that will enable us to build a strong marketing and communications department and a flatter, more streamlined organization.

About a year ago, conservation services, gas sales, new services and large account marketing were combined under a Director of Marketing. Since then, the Marketing Director has left the organization and the Manager of Conservation Services retired. These areas were combined and placed on an interim basis under the Communications Director. Combining these departments has more clearly focused these departments on a common objective which ultimately is helping improve our overall service level.

Because of the operational efficiencies and success of this interim solution, it is our recommendation to formalize this reorganization. Although no positions are being added or deleted, the reorganization will require modifications to existing positions. The requested modifications include:

- \* Change the Director of Corporate Communications pay grade 78 (\$47,535 - 71,484) to Director of Marketing and Communications pay grade 84 (\$59,932 - 90,127);
- \* Change the vacant Conservation Services Manager pay grade 73 (\$39,187 - 58,931) to Energy and Business Services Manager, pay grade 78 (\$47,535 - 71,484) to reflect new management duties including the supervision of Gas Sales, Large Accounts News Services and Conservation Services;
- \* Change the vacant Marketing Director position pay grade 84 (\$59,932 - 90,127) to a Marketing Manager pay grade 81 (\$53,375 - 80,266) to oversee development and implementation of strategic marketing plans; and,
- \* Reclassifying the Gas Manager position pay grade 71 (\$36,274 - 54,550) to Senior Marketing Representative pay grade 46 (\$36,440 - 53,932) to more adequately reflect the responsibility and work required of this position.

These changes are consistent with GRU's ongoing attrition program designed to control staffing and evaluate structure. The changes will also significantly improve the effectiveness of Marketing and Communications, provide better utilization of resources and improve service to the customer.

The net affect of these changes will have no fiscal impact.

Personnel & Organizational Structure Committee recommends City Commission approve reorganization of the GRU Marketing and Communications Department as proposed.