



# MEMO

## City Manager's Office – Office of Communications

**DATE:** July 23, 2018

**TO:** TODD L. JORGENSEN, INTERIM UTILITIES GENERAL MANAGER

**FROM:** STEPHANIE HARVEY, MARKETING OFFICER

**CC:** AL ZELINKA, FAICP, CITY MANAGER  
DANIEL E. GARCIA, UTILITIES ASSISTANT GENERAL  
MANAGER/RESOURCES

**RE:** SERVICE LEVEL AGREEMENT BETWEEN THE OFFICE OF  
COMMUNICATIONS AND PUBLIC UTILITIES DEPARTMENT

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### **Background**

On April 23, 2018, the Board of Public Utilities received a report on the operational improvements and efficiencies that the City of Riverside Public Utilities Department (RPU) has evaluated over the last twelve months and were incorporated into the proposed two-year budget for FY 2018-2020. The Board asked many questions and expressed the importance of maintaining focus on the Utility 2.0 Strategic Plan approved by the Board and City Council in conjunction with any changes in the staffing proposals.

In order to achieve operational improvements and efficiencies, the City of Riverside Public Utilities Department (RPU) and the City Manager's Office – Office of Communications (Communications) will implement an integrated strategy to enhance utility communications and improve customer service.

Beginning Fiscal Year 2018-19, RPU will transition to Communications five positions, to be cost-allocated back to RPU. In turn, Communications will provide RPU with a defined level of communications services.

This memorandum establishes the level of services that will be provided by Communications to RPU, the accountability mechanisms that will be implemented to ensure return on ratepayer investment, and the key performance indicators (KPIs) that will be used to measure successful delivery of services.

### **Goals and Objectives**

In order to meet the goals and objectives outlined in Utility 2.0 and effectively market RPU's new and existing programs and services, Communications has worked alongside RPU to identify four key areas of communications services:

**1. Communication Management & Coordination**

- a. Communications Plan – Focus on Customers
- b. Review and Establish Customer Touchpoints
- c. Consistency with City Communications Strategy

**2. Regulatory Compliance**

- a. Required Notifications
- b. Emergency Communications

**3. Customer/Community Outreach**

- a. Utility Initiatives (e.g., RTRP, Rate Plan, Smart Meters)
- b. Utility Programs (e.g., Energy/Water Efficiency, Low-Income)
- c. Utility Planning (e.g., IRP, UWMP)
- d. Community Meeting Presentations
- e. Media Releases
- f. Trade Publications (e.g., Innovation, Attracting Top-Tier Talent, Industry Leader)
- g. Local Messaging (e.g., Change View/Impression of Utilities)

**4. Customer Communications Enhancement**

- a. Bill Messaging
- b. Project Communications
- c. Outage Communications
- d. Email
  - i. Newsletters
  - ii. Targeted Program Promotion
  - iii. Automation
- e. Video
  - i. How-To Videos: start/stop service, requesting rebates, utility 101/how a utility works
- f. Web
  - i. Transition to Drupal
  - ii. List of Current Projects on Site/Map
  - iii. Calendar/Events/Media Page
- g. Social Media
  - i. Growth of Audience, Engagement, Build Voice, Develop Graphics Bank
  - ii. Notification Guidelines
- h. Graphic Design
  - i. Develop Consistent Utility/City “Look”
  - ii. Regularly Published Collateral
  - iii. Update Materials
  - iv. Maintain Brand Standards

**Accountability**

Communications will track all project hours and expenses related to RPU communications projects through the HIVE Enterprise Project Management Information System. Communications will provide a monthly report to RPU on RPU-specific project hours and expenses. Communications and RPU will work collaboratively to ensure that



Communications hours and expenses dedicated to RPU-specific projects will equal RPU's cost-allocation to Communications.

Communications will work collaboratively with RPU's Customer Engagement group to implement this Service Level Agreement. Communication will meet quarterly with RPU Executive Management to provide updates on the status of KPIs, goals and objectives. The quarterly updates will also include a review of the established KPIs, goals and objectives to determine if modifications are needed or if new goals should be established.

Communications and RPU Executive Management will provide biannual reports to the Board of Public Utilities on the status of KPIs, goals and objectives. This report will include a summary of all efforts, measurable impacts and fiscal impact.

#### **Key Performance Indicators**

The following are existing city-wide communications KPIs that Communications will extend to RPU:

- Annual Increase in Social Media Following/Engagement (10%)
- Annual Increase in Page Views on Web (1%)
- Annual Increase in Total Views on YouTube (10%)
- Reduction in Graphic Design Turnaround Time (Goal: 15 Business Days)

Communications and RPU will develop RPU-specific communications KPIs that will be reported to the Board of Public Utilities in the second quarter of Fiscal Year 2018-19. Examples of RPU-specific KPIs that may be utilized to measure service levels include:

- Annual Increase in Email Capture
- Annual Increase in Video Development
- Annual Increase of Participation in Programs and Services (e.g., SHARE, paperless billing, etc.)
- Annual Customer Survey Results

 27.18  
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Marketing Officer

 6/27/18  
Todd L. Jorgenson  
Interim Utilities General Manager