



# MEMO

## City Manager's Office, Office of Communications

**DATE:** August 8, 2021  
**TO:** TODD CORBIN, UTILITIES GENERAL MANAGER  
**FROM:** STEPHANIE HARVEY, MARKETING OFFICER  
**CC:** AL ZELINKA, FAICP, CITY MANAGER  
DANIEL E. GARCIA, UTILITIES ASSISTANT GENERAL  
MANAGER  
CARLIE MYERS, UTILITIES ASSISTANT GENERAL  
MANAGER  
**RE:** 2021 UPDATED SERVICE LEVEL AGREEMENT BETWEEN THE OFFICE OF  
COMMUNICATIONS AND RIVERSIDE PUBLIC UTILITIES – EFFECTIVE JULY 1,  
2021.

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### **Background**

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

*In Fiscal Year 2018-19, RPU transitioned five positions to Communications, to be cost-allocated back to RPU. In turn, Communications provides RPU with a defined set of communications services.*

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

### **Goals and Objectives**

In order to continue to meet the goals and objectives of RPU and effectively market new and existing programs and services, alongside RPU Communications established four key areas of service:

**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 Utilities)

**4. Customer Communications Enhancement**

- a. Bill & Paperless Messaging
- b. Project Communications
  - i. Increased Capital Improvement Project awareness to customers using Social Media, Email, Web, Video
- c. Standardized templates for CIP customer communication notifications (postcards, letters, maps, infographics for PPT presentations, etc.), Outage Communications
- d. Email
  - i. Newsletters
  - ii. Targeted Program Promotion, Outreach
- e. Video
  - i. How-To Videos
  - ii. Informational Videos
  - iii. Employees Spotlights

- 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. On-going Update of Materials
  - iv. Maintain Brand Standards

### **Accountability**

Communications has tracked all project hours and expenses related to RPU communications projects through the HIVE Enterprise Project Management Information System. Beginning Fiscal Year 21/22 Communications will upgrade our ticketing and project management tool to TeamDynamix to align with IT and offer RPU enhanced reporting and project-specific metrics.

Communications and RPU will continue to work collaboratively to ensure that Communications hours and expenses dedicated to RPU-specific projects will equal RPU's cost-allocation to Communications. Communications continues to work in conjunction with RPU's Customer Engagement group to implement this Service Level Agreement.

Communications will meet biannually with RPU Executive Management to provide updates on the status of KPIs, goals and objectives. The updates will also include a review of established metrics to determine if modifications are needed or if new goals should be established.

Communications and RPU Executive Management will provide an annual report 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 and will be provided after the close of each fiscal year.

### **Key Performance Indicators (KPIs)**

Initial KPIs that were developed focused on taking existing City metrics and applying them to RPU communication efforts. The following are communications KPIs that Communications will apply to RPU:

Current Metric	Recommended Change
Annual Increase in Social Media Following/Engagement (10%)	<u>Facebook</u> <ul style="list-style-type: none"> <li>• Annual increase in following by 5%</li> <li>• Annual increase in reach by 10%</li> <li>• Annual increase in total engagement (reactions, comments, shares, post clicks) by 5%</li> </ul> <u>Instagram</u> <ul style="list-style-type: none"> <li>• Annual increase in following by 8%</li> <li>• Annual increase in reach by 7%</li> <li>• Annual increase in total engagement (likes, comments, shares, saves) by 3%</li> </ul> <u>Twitter</u> <ul style="list-style-type: none"> <li>• Annual increase in following by 8%</li> <li>• Annual increase in Impressions by 10%</li> <li>• Annual increase in engagement (likes, retweets) by 5%</li> </ul>
Annual Increase in Page Views on Web (1%)	No change.
Annual Increase in Total Views on YouTube (10%)/Annual Increase in Video Development	Annual Increase in total number of Videos Developed (Goal: 250 per year)
Reduction in Graphic Design Turnaround Time (Goal: 15 Business Days)	Increase in Total Number of Projects (Goal: 120 per year)
Annual Increase in Email Capture (10%)	Annual Email Open and Engagement Rates to remain above industry average (Open Rate Goal: >23%, Engagement Rate Goal: >2%)

Annual Increase of Participation in Programs and Services (e.g., SHARE, paperless billing, etc.)	Tracking tools do not currently exist. Will remove.
Annual Customer Survey Results	RPU has opted to not perform an annual customer survey. Will remove.

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Stephanie Harvey  
Marketing Officer

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Todd Corbin  
Utilities General Manager