



City Council Memorandum

City of Arts & Innovation

TO: HONORABLE MAYOR AND CITY COUNCIL DATE: JUNE 11, 2024

FROM: CITY MANAGER'S OFFICE WARDS: ALL

SUBJECT: ESTABLISHMENT OF THE DEPARTMENT OF MARKETING & COMMUNICATIONS, PRESENTLY KNOWN AS THE CITY MANAGER'S OFFICE OF COMMUNICATIONS; AMEND RIVERSIDE MUNICIPAL CODE SECTION 2.08 TO ESTABLISH THE DEPARTMENTS OF MARKETING & COMMUNICATIONS AND HOUSING & HUMAN SERVICES AND RESPECTIVE DEPARTMENT HEADS.

ISSUE:

Consider whether to establish the Department of Marketing & Communications and amend the Riverside Municipal Code to establish the Departments of Marketing & Communications and Housing & Human Services and the respective department heads as part of the administrative organizational structure of the City.

RECOMMENDATIONS:

That the City Council:

1. Accept and receive the establishment of the Department of Marketing & Communications; and
2. Introduce and subsequently adopt an Ordinance to amend Riverside Municipal Code Section 2.08.020 to establish the Departments of Marketing & Communications and Housing & Human Services and the respective department heads as part of the administrative organizational structure of the City.

BACKGROUND:

In 2015, an organizational change took place wherein the Marketing & Communications function separated from Economic Development and became housed in the Office of the City Manager with a total of 9 full-time employees (FTE).

In 2018, Riverside Public Utilities reallocated 5 full-time positions to the Office of Communications (Communications) with the strategic goal of bolstering utility communications. This increased the Communications department's FTE count to 14.

In 2020, the COVID-19 pandemic necessitated a dramatic increase in internal and public communication efforts as well as online broadcasts of all City meetings. The rise in digital communication placed added demands on Marketing & Communications, increasing the division's workload while operating with a staff of 15 FTE.

By 2023, Marketing & Communications experienced notable expansion, broadening its mission to include economic development initiatives, crisis communication strategies, enhanced branding efforts, increased broadcasting efforts on RiversideTV, and strengthening the City's social media presence. With these additional responsibilities, including the promotion of City events and tourism via VisitRiverside.com, the team managed to maintain its size of 15 FTE under the Office of the City Manager.

In recent developments, the City Manager has initiated a request to restructure the existing Office of Communications Division, by establishing a new standalone department. This proposed reorganization would also involve renaming the Office of Communications to the Department of Marketing & Communications (MarComm) starting in the current year 2024. This strategic move was driven by the need for greater transparency in activities and budget allocations/expenditures, as well as focused leadership on branding the city, promoting, and attracting businesses, fostering economic development, and enhancing connections with community members.

The establishment of the Department of Marketing & Communications signifies a commitment to centralizing and strengthening the City's communication efforts, elevating its profile, and fostering stronger engagement with all community members. This strategic initiative aims to enhance branding and outreach activities while aligning with broader organizational goals and priorities.

On September 13, 2023, the City Council took action to revise the Citywide Fringe Benefits and Salary Plan for the creation of the new classifications and salary ranges for the Housing and Human Services Director and the Deputy Housing and Human Services Director and other related positions. The Riverside Municipal Code now needs to be amended to include the Departments of Marketing & Communications and Housing & Human Services and the respective department heads as part of the administrative organizational structure of the City.

DISCUSSION:

Establishing this division as a standalone department presents an opportunity to streamline operations and allocate resources more effectively to support key objectives. These objectives include promoting civic engagement, cultivating community relations, and ensuring the efficient dissemination of critical information to residents, customers, students, visitors, businesses, and stakeholders. This transition aims to optimize communication efforts, foster transparency, and ultimately enhance the City's ability to meet the evolving needs of its community.

The Mission of the Department of Marketing & Communications is as follows:

The mission of the City of Riverside Department of Marketing & Communications is to strategically amplify the City's identity, values, and initiatives. Through innovative marketing and communication strategies, we aim to engage residents, businesses, and visitors. We are committed to crafting compelling narratives that showcase Riverside's unique character, achievements, and opportunities. Internally, we prioritize communication and collaboration, ensuring our team is well-equipped to effectively convey the City's messages. Our mission is

to foster civic pride, promote economic growth, and enhance the overall well-being of our community through creative and impactful marketing initiatives.

The Vision of the Department of Marketing & Communications is as follows:

The City of Riverside Department of Marketing & Communications envisions a vibrant community where our strategic and creative endeavors serve as a catalyst for unity, growth, and prosperity. Positioned as the City of Arts and Innovation in the heart of southern California, we aspire to be recognized as pioneers in innovative marketing, setting the standard for dynamic communication that showcases Riverside’s distinct identity and fosters a sense of belonging. Our vision is to build lasting connections, inspire civic pride, and position Riverside as a destination of choice, where innovation thrives. Through forward-thinking strategies and collaborative efforts, we aim to propel the City into a bright and prosperous future, where our communication initiatives contribute to a thriving and interconnected community.

To ensure alignment with Envision Riverside, the proposed Department of Marketing & Communications has established strategic goals, which include:

- Brand Development and Enhancement
- Economic Development Promotion
- Digital Presence and Social Media Management
- Media Innovation and Expansion
- Tourism Promotion and Destination Branding
- Data Analytics and Performance Metrics
- Human Capital Expansion for External Collaboration
- Effective Communications and Marketing for Riverside Public Utilities (RPU)
- Internal Communication Enhancement
- Innovative Communication Strategies
- Crisis Communication Preparedness
- Inclusive and Accessible Community Engagement
- Collaborative Partnerships
- Sustainability and Green Initiatives

Proposed Department Structure

Municipalities, both locally and nationwide, have increasingly embraced similar departmental models to enhance their operations by consolidating Marketing & Communications services.

City of San Diego	https://www.sandiego.gov/communications
City of Palm Springs	Office of Communications, Media Relations & Neighborhoods City of Palm Springs (palmspringsca.gov)
City of Las Vegas	https://www.lasvegasnevada.gov/Government/Departments/Communications
City of Tampa	Marketing & Communications City of Tampa

City of Colorado Springs	Communications City of Colorado Springs
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The Department of Marketing & Communications will comprise three divisions: Administration, Marketing, and RiversideTV.

The staffing structure will incorporate the existing staff from the Office of Communications, along with the addition of two new positions. The allocation of the two new positions has been incorporated into the proposed budget for the fiscal year 2024/25.

- Deputy Director
- Web Designer (funded 50% by Library and 50% by Museum)

The new department, comprising a team of 17 FTE / 2.55 Part time positions, will be established with the support of a budget reallocation from the City Manager’s Office. This strategic initiative emphasizes the increasing importance of strategic communication and branding in furthering the City's initiatives and services.

Administrative Division

The Office of Communications Administration team performs a variety of roles and responsibilities including but not limited to: Coordinating and gathering relevant project information, project management and execution, providing support on complex administrative duties, managing the budget, developing strategies that will improve efficiency, data gathering and analysis, and more. Daily, this organized team works closely with the entire Communications division providing support and anticipating staff and client needs.

Marketing Division

The Marketing Division is comprised of four key components: Graphic Design, RPU Customer Communications, Web Design, and Social Media.

The Graphic Design Team is responsible for visualizing, creating, and branding all elements of the City of Riverside. Their tasks encompass a wide range, including general print and digital collateral, logo development, adherence to brand standards, electronic signage, and the execution of comprehensive marketing campaigns. On average, the Graphic Design Team completes approximately 1,100 projects annually, including comprehensive initiatives and campaigns.

Since 2018, the Office of Communications has expanded its scope to include Riverside Public Utilities (RPU), collaborating closely with RPU Management and Customer Engagement teams to address internal and external customer communication needs. Through regular communication and collaboration, strategic and effective guidance and support are ensured. The team emphasizes creative storytelling, develops strategic project and customer communications plans, produces print and digital collateral, aids in recruitment efforts, promotes rebate and assistance programs, enhances RPU branding, conducts email marketing, manages social media, and more. During the fiscal year 2022-2023, the Office of Communications achieved significant milestones, including: Overseeing more than 1,200 social media posts; completing 200 graphics projects; managing nearly 250 webpages; facilitating approximately 60 RPU meetings and videos; and maintaining an email database with an engagement rate of 70%, surpassing the industry average of 51%.

The Web Design Team oversees a vast digital landscape, managing over 14,400 ADA compliant City-wide web pages and 16 department sites with a collective viewership exceeding 7 million page views. With a dedication to excellence, the team also invests over 1,000 hours annually in maintaining nearly 250 RPU webpages, ensuring they meet high standards of functionality and accessibility. In addition to front-end web development and maintenance, the team spearheads strategic digital initiatives and stands up websites tailored for emergency situations. Moreover, they play a pivotal role in executing extensive and integrated marketing campaigns across various website platforms.

The Social Media Project Assistant maintains the organization's social presence through the oversight of all City-related platforms (32 accounts), while serving as the administrator and executor of relevant content on both the City platforms as well as RPU's. The past year, all accounts combined had a reach of over 20M. The Social Media Project Assistant routinely collaborates and trains all departments on best practices and security policies. Additionally, the Social Media Project Assistant routinely gathers and analyzes social media growth, trends, and relevant statistics for all departments to measure success and identify areas for growth.

RiversideTV Division

The RiversideTV Division has consistently delivered a diverse range of programming accessible across multiple cable systems and platforms. Over the past year, RiversideTV has broadcasted an extensive array of content, including over 350 meetings, 75 live feeds, 35 high school and college football games, and over 150 other videos. Renowned for its award-winning coverage of local high school and Riverside Community College Tigers football, RiversideTV's sports coverage rivals that of major sports networks. Moreover, viewers have access to a wide variety of programs, including weekly news updates, business spotlights, live streams of City Council and Committee meetings, press conferences, emergency communications, cooking and gardening episodes, in-person studio interviews, rich historical content, and much more.



DEPARTMENT OF MARKETING AND COMMUNICATIONS



The establishment of the Department of Marketing & Communications will enhance productivity and accessibility for both internal and external clientele. By defining core priorities and initiatives in alignment with the City-Wide Riverside Strategic Plan and the department's 14 strategic goals, this department will effectively advance the organization's overarching objectives while catering to the needs of all involved parties.

STRATEGIC PLAN ALIGNMENT:

The work contributes to Strategic Priority No. 5 *High Performing Government* and supports Goal No. 5.3 – Enhance communication and collaboration with community members to improve transparency, build public trust and encourage shared decision-making.

The proposed establishment of the Marketing & Communications Department aligns with each of the five Cross-Cutting Threads as follows:

1. **Community Trust** – The establishment of the department demonstrates the City’s commitment to responsiveness and adaptability in meeting the evolving needs of our community.
2. **Equity** - The development of the department represents a significant step forward in our commitment to equity and inclusion within our community. By centralizing marketing functions into a dedicated department, we aim to ensure that communication efforts are equitable, accessible, and reflective of the diverse perspectives and needs of all.
3. **Fiscal Responsibility** - Through aligning strategic priorities, the Department of Marketing & Communications will maximize the efficiency and effectiveness of our communication and marketing efforts while maintaining fiscal responsibility.
4. **Innovation** - The establishment of the department represents a significant opportunity to foster innovation within our organization and enhance our ability to adapt to the rapidly evolving communication landscape.
5. **Sustainability & Resiliency** – The Department of Marketing & Communications presents an opportunity to strengthen the City’s commitment to sustainability and resiliency by leveraging communication strategies that promote environmental stewardship, social equity, and economic vitality.

FISCAL IMPACT:

There is no fiscal impact associated with receiving this report and presentation. The proposed FY 2024-2026 Biennial Budget presented to the City Council for adoption includes the Marketing & Communications Department’s recommended budget and staffing levels that will support the strategic initiatives of the department. The City Council granted the necessary funding for the Housing and Human Services Department and those costs are also included in the FY 2024-2026 Biennial Budget.

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- Attachments:
1. Presentation
 2. Ordinance