

Government Information Center Business Plan

Fiscal Years: 2010 and 2011
(10/1/09 through 9/30/11)

Plan Date: December 23, 2009

Approved by:

A handwritten signature in black ink, appearing to read "Judi Zito".

Judi Zito, Department Director

George Burgess, County Manager

EXECUTIVE SUMMARY

As part of the General Government Services strategic area, the Government Information Center (GIC) serves as an essential link between Miami-Dade County government and the 2.4 million residents, 135,000 businesses and 11.5 annual visitors of Miami-Dade County. GIC brings County government closer to residents, businesses and visitors by providing convenient access through the 311 Answer Center, the County web portal, and Miami-Dade Television (MDTV). The department is intently focused on improving the County's customer service, overseeing a number of initiatives that make government more user-friendly, transparent and accountable. GIC carries out its mission by directly managing vital access channels – the portal, the phone, and in person - and by supporting partner departments as they carry out their own customer-focused initiatives.

GIC support services include marketing, advertising, interactive and graphic design, translation, photography, countywide branding compliance, survey research, and customer service analytics. Because of its unique view of multiple customer touch-points, the department is able to gain critical insight about what citizens want - information and expertise that is shared with decision makers throughout the County. The results include more powerful public education campaigns, more actionable intelligence about customer needs, more efficient business practices, and most importantly - a government that's within easy reach of its citizens.

GIC's efforts align to four departmental strategic goals:

- To increase access to government information and service
- To improve the quality of information delivery
- To increase accountability for delivering customer service across the enterprise
- To promote employee engagement

In the next two years, GIC will focus on enhancing the content and usability of the County's information channels. There are four key strategies associated with this effort:

- Expand internal use of full service marketing and public education campaigns services
- Enhance the information and transactional content of the web portal
- Expand and capitalize on the use of Enterprise Feedback Management
- Further enhance internal communications strategies

1.2. Easily accessible information regarding County services and programs (ES2-1; priority)

1.2.a. Increase access to government information and services

- Continue providing web content and general web site updates in support of departments and executive offices (Ongoing)
- Expand the use of eCampaign Manager to provide portal administrative users the ability to generate email newsletters to send to portal subscribers (Ongoing)
- Continue to explore the use of viral marketing techniques to stimulate users to pass information through email or social networking web sites, thereby increasing awareness of government information/services (Ongoing)
- Effectively use the Granicus Webcasting system to facilitate archiving, capacity for concurrent users, and search capabilities for expand additional programming (Ongoing)
- Continue producing and enhancing TV programming for public access channel and the web portal thru OnDemand (Ongoing)
- Broadcast/re-broadcast video and audio coverage of BCC and other meetings as mandated (Ongoing)
- Continue providing access to government information and services through the 311 Answer Center (Ongoing)
- Continue to integrate County services with the 311 Answer Center (Ongoing), including the transition of the GSA Teleclaim Line. (FY 09/10)
- Develop an online marketing solution utilizing e-newsletters tailored to subscriber preferences based on portal personalization that are aligned to the County's strategic areas. (Ongoing)
- Implement payment intake by a small specialized group of specialists for property taxes (full payments only) at the 311 Answer Center. (FY 09/10)
- Enhance access to online payment options by creating easy ways to access payment services from the County's web portal. (Ongoing)
- Implement the County Store that provides products branded with the County logo and approved messaging. (FY 09/10)
- Continue growth of outreach activities to include the expansion of the Baby Stroller Parking Permit program to additional locations throughout the county. (FY 09/10)

- Upgrade the employee portal e-Net to provide personalization enhancements where users access profile home page. (09/10)
- Implement an employee speaker's bureau program for employees to reach out to citizens about County government services by participating in partner events (09/10) and provide employees an option to volunteer through the bluebook application on e-Net. (09/10)

1.6. Accountability to the public at every level of the organization (priority outcome) (ES9-4)

1.6.a Increase accountability for delivering customer service across the enterprise

- Continue to roll out an Enterprise Feedback Management software to facilitate countywide use of feedback tools with the goal of centralizing customer feedback efforts across the enterprise (FY 09/10)

INTERNAL SUPPORT REQUIREMENTS

1. The success of several e-government initiatives depend on the support of ETSD as it relates to infrastructure.
2. GIC continues to require internal support from all County departments as it pertains to maintaining the knowledge base current and accurate.
3. The support of General Services Administration is essential to ensure that the 311 Answer Center is able to expand into a larger facility to accommodate a centralized call center with current staff levels and additional staffing based on projected growth.
4. General support is needed from all enabling strategy departments in order to effectively carry out the administrative functions of the department.

SUSTAINABILITY

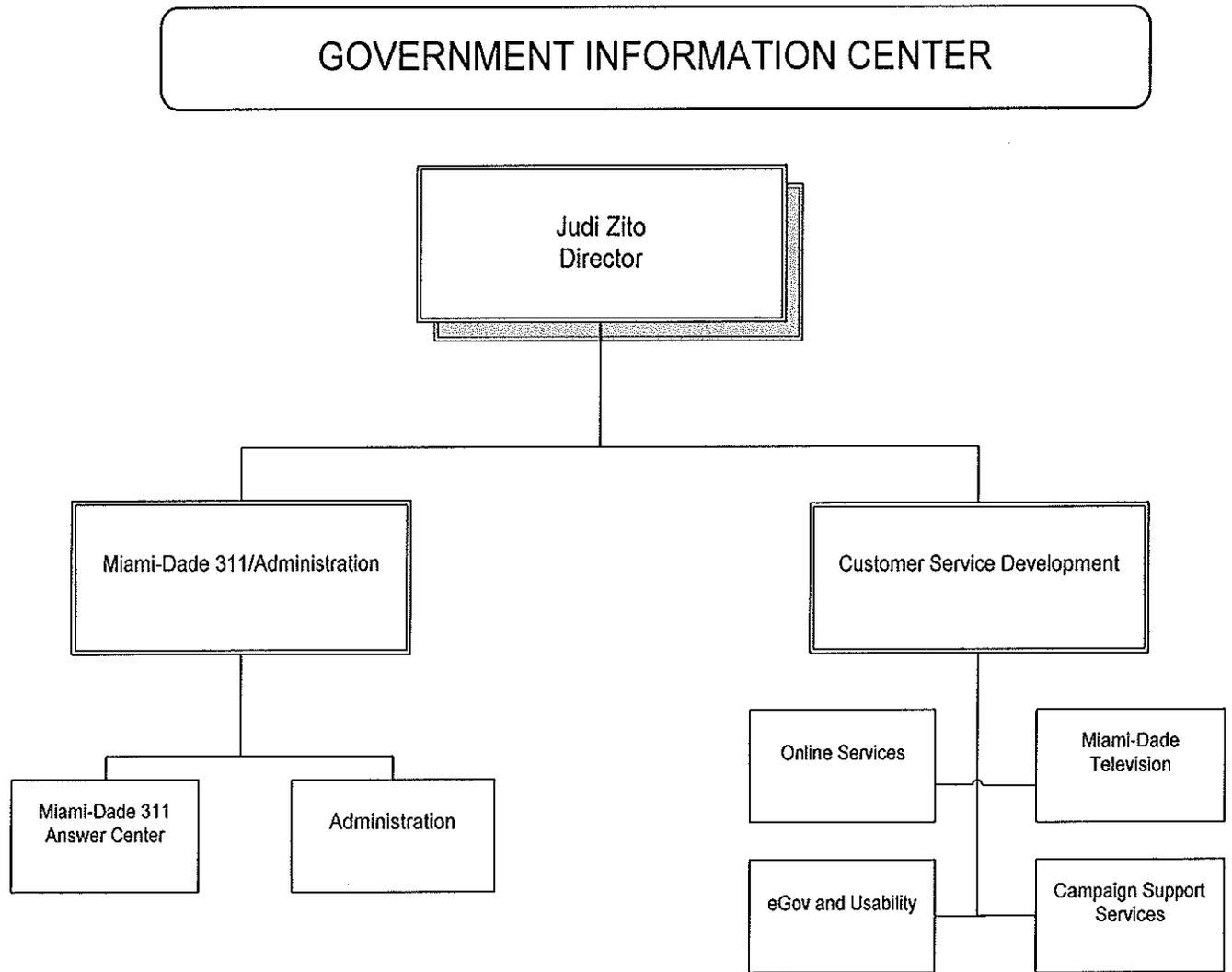
1. Reduce use of Paper. Measure total paper purchased and percentage of recycled paper used. (Applies across department)
2. Reduce fuel consumption by instituting video web meetings and conference call meetings. Measure percentage of meetings made available by web and phone. (Applies across department)
3. Reduce energy consumption. Percentage of virtual PC implementation in the Innovations lab and percentage of non-essential PC and monitors shut off daily. (Applies across department)
4. Increase staff awareness about the County's sustainability program. Percentage of employees that recycle and percentage of employees participating in the employee pledge. (Applies across department)
5. Reduce print collaterals. Number of paper newsletters and collaterals that have been moved online (i.e., Hurricane Guide) (Applies to Marketing and Public Education)

Feedback will be central to every GIC initiative. We will use our Enterprise Feedback Management (EFM) survey platform to gather intelligence about every aspect of our service. We will use this to enhance technology and inform decision makers. The EFM platform allows us to track responses from individual citizens over time, making it possible to see a whole new set of trends. We can resurvey them, expand on previous responses, or control over-surveying. We will be able to measure a citizen's activity across service delivery channels – to see how they prefer the web or 311. It's a personalized approach to feedback that has the potential to make results far more actionable. Furthermore, the EFM program will continue to track research efforts across the County – eventually amounting a searchable register of survey questions and results. The effort will standardize how we ask questions and improve how we share and apply the information we gather.

As previously mentioned, GIC will acquire the ability to accept electronic payments (credit cards, debit cards, e-check, etc.). Beyond new capabilities at 311, GIC will make online payment easier. We will consolidate payment applications, allowing citizens to make multiple payments in one virtual "county mall" environment – one stop, one location.

It is expected that investments will be necessary to sustain the infrastructure supporting the County's service channels including 311, the portal and Miami-Dade TV. Over the next 3 to 5 years, technology refreshes will be required in these areas. In addition, it is expected that 311 will move to a larger facility in order to support further expansion as well as integration of non-emergency calls.

Table of Organization



Business Environment

Economic trends have forced the County to reduce resources and funding for Fiscal Year 2009-10. As a result, departments are challenged with identifying and creating efficiencies within their processes and in some cases, adopt new business models. Automation and centralization may be a solution as we are faced with doing more with less. GIC's core functions can realize efficiencies for operational departments and consequently, we anticipate departments approaching GIC for cost effective solutions to meet their needs.

Miami-Dade County has had a strong, award winning web presence and we are seeing that user expectations and demands require that new functionalities be made available with limited time to digest and properly develop requirements to ensure that self-service applications are properly designed and deployed. Additionally, research has shown that internet users have contacted an online community, and many are using the internet to intensify their connection to their local community. Moreover, there is evidence that this kind of community engagement is particularly appealing to young adults. Trends in new media are pointing us to new social networking and online collaboration to engage our customers.

GIC is facing challenges with attracting qualified individuals specifically for the eGovernment applications development function, web design, strategic analysis, as well as marketing and advertising functions, primarily due to compensation levels. In addition, the 311 Answer Center will be challenged with motivating and retaining call specialists due to the inherent call center industry burn out rates. Lastly, continued expansion and new services will mandate a review of current business processes as it relates to call flow and call specialization.