

Memorandum



Date: October 16, 2015
To: Department Directors
From: Carlos A. Gimenez
Mayor 
Subject: Communications Department – Strategic and Customer Service Priorities

As part of our ongoing plan to streamline Miami-Dade County government, we continue to look for new ways to integrate similar functions across departments that will contribute to countywide cost savings and internal efficiencies while maintaining highly effective customer service for our residents.

In line with this effort, I released a memo on August 1, 2014 (attached) directing Michael A. Hernández, Communications Director for the Office of the Mayor, and the former Community Information and Outreach (CIAO) Department to develop a unified communication effort to ensure easy access and greater public awareness of the services we provide. Over the last year, CIAO has assumed branding, communication, digital media and marketing functions to assess potential savings and efficiencies.

On May 28 of this year, I appointed a new director, Inson Kim, to lead these efforts. Under her leadership, the department continues to innovate and explore new technologies that allow us to better interact and provide services to our customers through the County's primary communication channels: miamidade.gov, 3-1-1, social media and Miami-Dade TV.

As we begin the new Fiscal Year 2015-16, the approved budget renames CIAO as the Communications Department. Working together, we can develop strategies that unite business objectives, data analytics, content development and new technologies to ensure that Miami-Dade County continues to set an example for local governments across the country.

Miami-Dade County is among a handful of governments that are actively changing the way we interact with customers to strengthen engagement in our community. As the communications industry has evolved, we are leading initiatives that promote our principles of transparency, efficiency and fiscal responsibility. It is through integrated communications and innovative customer service strategies that we are able to transform our customer's experience.

Attachment

c: Office of the Mayor Senior Staff
Inson Kim, Director, Communications Department

Memorandum



Date: August 1, 2014
To: Department Directors
From: Carlos A. Gimenez
Mayor
Subject: Communications, Customer Service and Outreach Strategy

A handwritten signature in black ink, appearing to read "Carlos A. Gimenez", written over the "From:" field of the memorandum.

Transparency and consistent delivery of information is vital to the residents, businesses, and visitors of Miami-Dade County. Developing a united communication effort will achieve greater public awareness and improve the quality of the constituent services we provide. It is my goal to ensure better access to government information and reliable County services through the channels administered by the Community Information and Outreach (CIAO) Department. With the recent reorganization in my office, CIAO will be reporting directly to the Director of Communications, Michael Hernandez. Due to the nature of CIAO's work, this alignment makes sense.

To this end, the services listed below will be administered by CIAO with oversight from the Mayor's Director of Communications. The implementation of these coordinated services will require department collaboration and an analysis of resource allocation for full implementation to begin by **October 1, 2014**.

The services include:

- **Public Information Requests, Media and Community Outreach:** To ensure a consistent County message, Departments will follow a standard procedure when handling public information requests, media opportunities and community outreach efforts. In addition, County communicators will be assigned rotations within the Mayor's Office. Department Directors will be responsible for providing staff to support this effort and ensure adherence to the rotation schedule developed by the Office of Communications, County Communicator staff and CIAO. The details of this effort will be clearly defined and finalized at the upcoming monthly County PIO meeting.
- **Advertising, Planning and Placement:** Media advertising negotiation and placement for all County departments will be administered by CIAO. Working together, we will have greater opportunities to leverage advertising dollars in order to achieve enterprise-wide value-added services for the benefit of departmental programs.
- **Public Education, Web and 311 Knowledgebase Content:** Coordinating the process through which departmental information is provided and validated will ensure a high-level of accuracy and consistency of content that is central to providing residents with excellent service. CIAO will further develop policies and administer content management solutions to promote a unified County message and consistent information across channels such as web, mobile, social media, television and answer center phone services.
- **Creative Graphic Design, Video Production and Photography Services:** All branding and creative development that represents or illustrates the County image shall be produced, coordinated and approved by CIAO. Once again, this will require an assessment of resources.
- **Customer Service Requests, Feedback and Transparency:** Creating a consolidated view of service request activity, customer complaints, and feedback across the County's service channels – on the phone, in-person and online – is essential to developing more efficient communications

with our constituents. To this end, CIAO will oversee the advancement of a centralized view of these interactions. Furthermore, CIAO will continue to lead open data efforts that make the County more transparent to residents and business. Collectively, these activities will improve information sharing, simplify access for citizens, and strengthen engagement throughout this community.

In the coming weeks, Michael Hernández and Henry Sori will follow up with department directors to discuss the assignment of key staff that will work with CIAO in these areas. Designees will represent your department and collaborate with CIAO so that together we can move towards representing this organization as one.

- c: Office of the Mayor Senior Staff
Lisa Martinez, Chief of Staff, Office of the Mayor
Alex Ferro, Director of External Affairs, Office of the Mayor
Michael A. Hernández, Director of Communications, Office of the Mayor
Henry F. Sorí, Director, Community Information and Outreach