

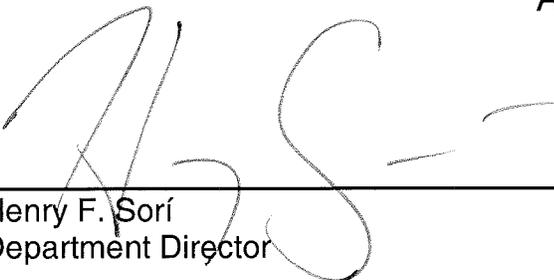


Community Information and Outreach

Business Plan

Fiscal Years: 2013 and 2014
(10/1/12 through 9/30/14)

Approved by:



Henry F. Sorí
Department Director



Genaro "Chip" Iglesias
Chief of Staff/Deputy Mayor

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TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 3
Departmental Mission	
Table of Organization	
Strategic Alignment Summary	
Our Customer	
KEY ISSUES	Page 8
PRIORITY INITIATIVES	Page 9
FUTURE OUTLOOK	Page 9
ATTACHMENT 1	Page 11
BUSINESS PLAN REPORT	



DEPARTMENT OVERVIEW

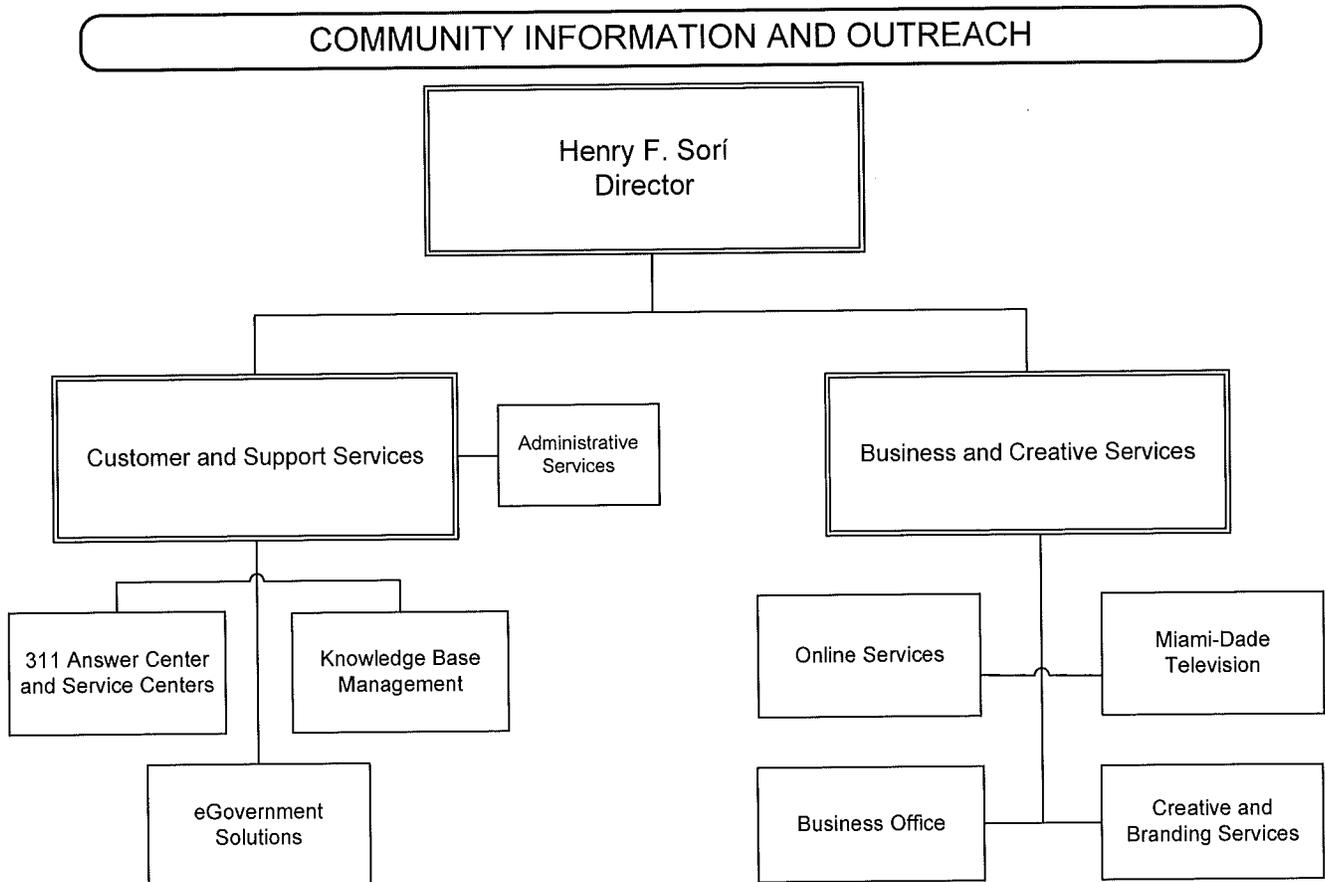
Departmental Mission

Community Information and Outreach’s (CIAO) mission is to provide employees, residents, visitors and businesses with direct access to government through the County’s information channels. The department was created with the purpose of providing access to information and services by phone, in-person, online, and on public television. Therefore, the departmental mission is directly tied to CIAO’s core functions.

Our vision is to transform the customer experience through communication strategies, technology and innovation. By continuously improving our channels to better meet the needs of the community, CIAO is able to realize its vision.

CIAO uses these channels to communicate government information and promote programs to internal and external stakeholders. In addition, the department provides several countywide services including brand development, enforcement of policy compliance, marketing analysis, graphic design, translation, photography, and advertising placement through print, radio and digital media. CIAO is responsible for phone transactional interactions with residents through the 311 Answer Center and in person at the 311 Service Centers. CIAO is also responsible for customer relationship management, digital media communications and online transactions that enable residents to interact with government at their convenience. The department monitors customer service data, supporting performance tracking that drives quality improvement.

Table of Organization



Strategic Alignment Summary

The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- **GG1-1 Provide easy access to information and services**
- **GG1-2 Develop a customer-oriented organization**
- **GG1-3 Foster a positive image of County government**
- **GG1-4 Improve relations between communities and governments**

CIAO's efforts align to three departmental strategic goals:

Strategic Goals

- Improve quality and accessibility of government information and services.
- Make government more transparent.
- Encourage civic engagement with communities and partners.

In the next two years CIAO will focus on improving internal business processes through greater integration of systems and enhanced data analyses. This will be achieved by upgrading usability, simplifying web content and better utilizing County data sources. Another strategic priority centers on developing partnerships that will ensure funding for executive projects and public education programs to enhance the customer experience for Miami-Dade County businesses, residents and visitors.

There are six key strategies associated with these efforts:

- ✓ Develop and improve online, mobile and in-person access to constituent self-services.
- ✓ Enhance web content and develop open source applications to help achieve government transparency and establish external partnerships.
- ✓ Develop full integration of government information and regulated content that is delivered on the phone, in-person and online.
- ✓ Create tools using digital media and new technologies to broaden the scope of our reach and improve customer service.
- ✓ Develop an effective full-service marketing program for internal and external audiences that affect public perception and the County's image.
- ✓ Integrate service data across departments to achieve a higher level of accountability, transparency and improve customer relations.

The departmental programs and initiatives that support and align to the County's goals and objectives are as follows:

GG1-1 Provide easy access to information and services

- Continue to provide access to government information and services through the 311 Answer Center, 311 Service Centers, the County web portal (miamidade.gov), and Miami-Dade Television. (Ongoing)
- Continue to pursue and expand in-person and on the phone payment intake process at 311 making available multiple platforms for customers to pay for County services. (Ongoing)
- Televis and Webcast all press conferences during activations from the EOC on Miami-Dade TV and miamidade.gov while simultaneously providing video feeds to all media on location and remotely. (Ongoing)



Departmental Business Plan and Outlook

Department Name: **Community Information and Outreach**

FY2012-13 & FY2013-14

- Continue to develop web based video content for miamidade.gov portal utilizing YouTube and other social media outlets. (Ongoing)
- Revise County service request reporting to be inclusive of data integrations with departmental performance data using the 311 Hub data warehouse. This will facilitate real time data for executive review and serves as the platform for a Countywide data initiative. (FY 12-13 and 13-14)
- Develop and launch a portal tool which provides consolidated information regarding fraud/corruption reporting in Miami-Dade County. (FY 12-13 and 13-14)
- Develop and launch a one-stop portal for doing business and permitting online consolidating content and automating processes currently handled through in-person transactions. (FY 12-13 and 13-14)
- Develop and maintain policies and standards for the web to ensure continuity across all department websites, ADA compliance and implementation of user feedback. (Ongoing)
- Continue to provide maintenance and support to the Legal Ads system which manages legal advertisement posting on the miamidade.gov portal. (Ongoing)
- Develop customer service and feedback applications for deployment on third-party platforms and social networks, such as Facebook, Google+, LinkedIn, external websites, etc. to achieve goals of open government and transparency. (FY 12-13 and 13-14)
- Upgrade television production equipment of the antiquated analog system and components in the Second floor press room. (FY 12-13 and 13-14)
- Continue to enhance the functionality of the employee web portal, eNet, by better integrating with the miamidade.gov and enhancing the Employee Discount Program section to include an automated vendor sign-up portion and a search capabilities. (FY 12-13 and 13-14)
- Maintain the County's marketing, web guide and branding websites providing departments with the tools to better improve access to information and communications to external customers. (Ongoing)

GG1-2 Develop a customer-oriented organization

- Enhance call handling procedures that will improve performance goals at 311 through the change of business processes, service request configuration and best practices. (Ongoing)
- Revamp and launch an enhanced 311 closed loop feedback program consisting of Reverse 311 callouts and 311 e-mail notifications to customers reporting service requests to 311 who wish to receive notification upon completion of the service. (FY 12-13)
- Develop video content that illustrates County initiatives and department overviews. Provide departments with video production services to enhance external messaging. (Ongoing)
- Enhance existing systems and develop new tools for proactive electronic notifications to constituents regarding County events, issues and services. (FY 12-12 and 13-14)



Departmental Business Plan and Outlook

Department Name: Community Information and Outreach

FY2012-13 & FY2013-14

- Implement and establish a maintenance model for the integrated Citizen Relationship Management (311 Hub) system that replaces the aging and unsupported vendor application. (FY 12-13)
- Develop an open source Content Management System to replace the current proprietary solution which would allow for added functionality and compatibility for end users. In addition, the new system will fully integrate the web portal with the 311 Answer Center knowledge base, creating a consistent source of information for customers. (FY 12-13 and 13-14)

GG1-3 Foster a positive image of County government

- Continue to develop portal applications and informational websites that promote the transparency of County services and operations. (Ongoing)
- Develop editorial content utilized for public education campaigns promoting County services through various media channels. (Ongoing)
- Continue to provide translation, advertising, graphic and photography service to departments, partner agencies, Board of County Commission and Office of the Mayor. (Ongoing)
- Continue to conduct media research to reach target customers and provide departments with ad placement service. (Ongoing)
- Continue developing employee communications to include e-newsletters such as *The Bargain Hunter*, *What's New* and *Pay Day Friday*. (Ongoing)
- Maintain content feeds and expand the County's social media presence. (Ongoing)
- Continue to coordinate quarterly Employee Discount Fair with participating vendors at various employee hubs in Miami-Dade County. (Ongoing)
- Continue to collect internal and external customer suggestions and feedback through the Idea Machine on eNet and MyGovIdea on miamidade.gov. (Ongoing)
- Establish a renewed Employee Recognition program highlighting employees with outstanding performance, innovative ideas and dedication to public service to reflect a better image of the government employee in the community. (FY 12-13 and 13-14)
- Continue to produce and publish bi-annual editions of the health and wellness 305fit magazine to educate and inform residents of County services and events. (Ongoing)
- Develop and launch 305biz to inform local and international businesses on the County's streamlined efforts to simplify the process needed to open a new business in Miami-Dade County and other business related editorial content. (FY 12-13)



Departmental Business Plan and Outlook

Department Name: Community Information and Outreach

FY2012-13 & FY2013-14

GG1-4 Improve relations between communities and governments

- Continue providing updated web content and general website maintenance in support of departments, partner agencies and municipal governments, Board of County Commission and Office of the Mayor. (Ongoing)
- Continue developing e-newsletters for distribution to portal subscribers such as the weekly *eNews* and the quarterly *The Scoop*, *Explore* and *G2B* e-publications cross promoting services and events. (Ongoing)
- Enhance mobile applications to enable service request submission and County information lookup through smartphones and other mobile devices. (Ongoing)
- Create a program that allows developers from other Government agencies, non-profit and other community organizations to re-use County open source applications and customer service data. (FY 12-13 and 13-14)
- Develop relationships with organizations such as Knight and Miami Foundations to garner support and funding of innovative ideas, new communication technologies and digital projects. (FY 12-13 and 13-14)
- Enhance private sector relationships to fund mutually beneficial projects that ultimately help the County communicate about services, promote a positive image, and increase awareness of successes. (FY 12-13 and 13-14)
- Develop and implement a formalized sales program for County produced digital and print media to increase sponsor revenues. (FY 12-13 and 13-14)

Our Customer

As part of the General Government strategic area, Community Information and Outreach (CIAO) is an essential link between Miami-Dade County government and the 2.6 million residents and 135,000 businesses it serves. CIAO brings County government closer to residents, businesses and visitors through the 311 Answer Center, three local 311 Service Centers, the County web portal (miamidade.gov), and Miami-Dade Television (MDTV).

Through the 311 Answer Center, CIAO is able to provide resident support on behalf of County departments, commission districts and other municipal governments. Over 2.4 million customer calls are processed annually. Some examples of the most frequent service requests are:

- Trip planning services for Miami-Dade Transit
- Replacement of recycling bins
- Requesting a pothole be repaired
- Reporting a neighborhood code violation like overgrown lots or junk and trash piles
- Requesting a stop sign or traffic signal be installed at a busy intersection

If residents prefer in-person service, they can visit one of three service centers located conveniently throughout the County at the South Dade Justice Center, North Dade Justice Center and Permitting and Inspection Center.



Departmental Business Plan and Outlook

Department Name: Community Information and Outreach
FY2012-13 & FY2013-14

In addition to serving the public by phone and in-person, CIAO offers online solutions through miamidade.gov that include transit pass sales, inmate searches, property information and maps, tax payment, bulky waste pickup, service requests, water bills, legislative search, webcasting and more. The miamidade.gov website hosts over 20 million visits a year. County departments are also CIAO's customers. We advantageously position departmental programs and services through the most effective combination of digital and print media communications, eGovernment web applications, original video production, and traditional advertising placements.

A variety of feedback tools keep us further connected to our customers. In 2012, with the launch of an enhanced web portal and department websites, CIAO improved feedback functionality on every page. Hundreds of residents have received personalized responses directly from CIAO staff and subject matter experts. Responses to resident questions are submitted within 24 hours.

KEY ISSUES

Internal and external factors both impact the way County government conducts its daily business. This, in turn has a direct effect on CIAO.

Internal factors include:

- Analyze alternatives to current staffing resources at the 311 Answer Center in order to maintain target performance standards. Performance has suffered due to the addition of new services and staff turnover.
- Establish an internal maintenance and support model for 311 Hub/CiRM securing adequate resources for the eGovernment Solutions team.
- Obtain executive support of consolidations in the areas of advertising, integration of service data and call intake.
- Secure collaboration and compliance from all County departments as it pertains to maintaining the knowledge base and web portal content current and accurate.
- Enforce and secure executive support for communication procedures and standards (e.g. web styles, branding, ad placement, graphics) that ensure informational quality and unified County messaging.
- Gain access to customer service and other community-relevant data for reporting on miamidade.gov and eNet dashboards.
- Due to the expiration of a dedicated external funding source for capital improvements, the department must look to secure future funding when it becomes necessary to replace or upgrade MDTV equipment.

External factors include:

- Keep up with the continuously changing demographics of our customers that impact the demand for specific services and how to best communicate.
- Keep up with emerging technologies and software upgrades to better serve customers.

PRIORITY INITIATIVES

CIAO's key programs and strategies help us achieve our mission by improving or enhancing the channels that provide access to government information and services. The priority initiatives are as follows:



Departmental Business Plan and Outlook

Department Name: Community Information and Outreach

FY2012-13 & FY2013-14

- Implementing an integrated Citizen Relationship Management (CiRM) solution that will improve 311 call handling, knowledge management, service delivery measurement and alignment with other information systems throughout the County.
- Developing an enhanced content and knowledge management system that integrates all customer service information used by constituents on the web and call specialists at the 311 Answer Center.
- Implementing an encompassing theme for countywide public education campaigns that portrays a unified County image in all media used to communicate with external customers.
- Expand the open government initiative to include the sharing of applications and knowledge with partner agencies and municipal governments.
- Establish a business/program function to ensure strategic partnerships, successful implementation of projects and executive priority programs. A key priority in this area would include formalizing and executing the sponsorship and sales for digital and print media.
- Establish a Countywide Employee Recognition program highlighting employees on a quarterly and annual basis for outstanding performance, innovative ideas and dedication to public service to reflect a better image of the government employee in the community.

FUTURE OUTLOOK

Over the years, miamidade.gov has accumulated pages of content written in government-speak, thereby making information intimidating and difficult for the citizen. In the next few years, CIAO will continue to work with departments to streamline information on miamidade.gov, creating “plain language” content that is more accessible to constituents of all backgrounds. This effort will also include a review of content management software to ensure that the solution will allow us to maintain and reuse content more efficiently.

The first significant effort to do this will focus on content for the Regulatory and Economic Resources Department, making it easier to access building, zoning, business and environmental information. The effort will streamline the user experience through page consolidations, content rewrites, information reorganization and standardization, and the deletion of redundant and outdated content.

CIAO will continue to encourage users to subscribe to the portal so that they can take advantage of personalized content, special communications, feedback opportunities, and access to “location-aware” County data such as neighborhood service request activity and crime statistics. Transparency tools will be designed to encourage citizen engagement in County operations and decision-making, as well as collaboration with other public agencies for the purpose of making government more efficient, accessible and accountable. Furthermore, CIAO is exploring web technology and standards that allow these online toolsets to be used by other websites, thereby expanding our reach to audiences on other sites – blogs, newspapers, educational and municipal partners, among others.

CIAO will also continue to look at public-private partnerships that serve to promote open government. We will take advantage of sharing and crowd-sourcing trends in the technology community and actively look to share our own lessons-learned with others to promote cooperation among other municipalities, academic institutions and non-profit organizations. We expect that a commitment to this collaborative, open-source development practice will lead to better tools for residents. One such project that we will “open-source” to our municipal partners is the new 311 CiRM system. By making



Departmental Business Plan and Outlook
Department Name: Community Information and Outreach
FY2012-13 & FY2013-14

this technology available to local partners, we expect that it will significantly improve the flow of information across municipal lines.

We will continue to promote content through social networking tools such as YouTube, Facebook, and Twitter. These tools have an established community and provide a forum for communication, participation, and real-time feedback. CIAO will continue to stay on the cutting edge of these trends to make sure accessibility is maximized, by developing more mobile solutions, integrating constituent-provided content and creating interactive applications for civic participation on the sites and platforms users utilize most.

CIAO is uniquely positioned to advocate for citizens in the streamlining of services and back-end processes across County agencies with its 311 Answer Center and its customer service best practices and systems. Sustaining a positive image of County government requires efficient handling of customer inquiries, complaints and requests. In addition, educating the public about worthwhile services, events and community programs ensure resident participation and satisfaction with their government. It is through the 311 Answer Center, the 311 Service Centers, digital, broadcast and print media programs, the County's web portal and continuous eGovernment innovation that CIAO will continue to raise the bar in service delivery and promote a positive image for Miami-Dade County.

