



Communications & Customer Experience Department Business Plan

Fiscal Years: 2020 and 2021

(10/1/2019 through 9/30/2021)

Approved by:

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Plan Date:
February 18, 2020

TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 2
Departmental Mission	
Table of Organization	
Strategic Alignment Summary	
Our Customer	
KEY ISSUES / PRIORITY INITIATIVES	Page 7
FUTURE OUTLOOK	Page 14

DEPARTMENT OVERVIEW

Delivering good customer service involves creating a positive customer experience (CX) which includes selecting the right set of methodologies and data to produce actionable insights that shape CX design and execution. Customer Experience (CX) is defined as the sum of all experiences a customer has with your organization. Allowing customers to test technology, share the impact of government operations on their daily life and respond to its effectiveness at any time is essential to improve the County's delivery of services. Research indicates that as CX improves more customers will comply with an organization's directives, engage with the organization proactively, speak well of it, trust it, and forgive its mistakes. In turn, government operations are more efficient and effective.

The Department manages the customer experience for Miami-Dade County's primary communication channels, facilitates self-service and direct service for its customers, and links more than 70 Miami-Dade County government agencies to 2.8 million residents, as well as businesses and visitors, through digital and traditional channels, in person and by telephone. The Department also works closely with the Office of the Mayor, the Board of County Commissioners, other elected officials, County departments, trusts and agencies to communicate information with its customers, as well as rely on customers to improve the information being disseminated. In addition, as a multi-jurisdictional contact center, the Department has the capacity to engage and provide services to other government agencies and municipalities.

To this end, beginning fiscal year 2020-21, the Communications Department will be named the Communications and Customer Experience Department (CCED). This name better reflects how our customer-focused initiatives drive the customer experience, creating a more unified, enterprise service-based approach to interacting with the public that strives ultimately to make residents, businesses and visitors advocates of Miami-Dade County.

The mission of the Communications and Customer Experience Department (CCED) is to deliver accurate, timely and relevant information about government programs and services to all Miami-Dade County residents and visitors while ensuring an excellent service experience for all customers.

CCED establishes governance over the County's channels to ensure government information, programs and services are accessible and easy to use by County employees and external customers of all abilities. With a focus on strictly adhering to Web Content Accessibility Guidelines, the County is making sure there are no barriers to accessing important government services. Communication modes include, but are not limited to, phone, in-person, mobile, television, print, digital and other paid media.

With the Miami-Dade County Style Guide, uniform branding and content standards on all interfaces ensures consistent messaging is being delivered. In turn, the Department also uses mechanisms to evaluate the quality of the information sent out. Customer input and feedback using various strategies is collected to drive continuous improvements to the customer experience, which is considered at every touchpoint. Common touchpoints include websites, social media, the 311 Contact Center, marketing and public education campaigns, customer service teams, email, e-newsletters, service centers and at events.

As gatekeepers of every customer touchpoint, hence the customer experience, CCED continues to collect qualitative and quantitative data to drive improvements and operational changes that

make a real impact. Rather than just pursuing and fixing broken touchpoints (technical or otherwise), our approach is to consider how new digital experiences, technologies and channels can work to improve customer satisfaction thereby elevating brand affinity, loyalty and advocacy.

Additional steps are being taken to improve content delivery through personal assistance devices and by working to develop a seamless, personalized experience across the miamidade.gov website.

Customer Service Division & Outreach

311 Contact Center & 311 Service Centers

Channels: Phone, In-Person, & Digital

The 311 Contact Center provides one place to call for non-emergency government services and information in three languages. In addition to call taking, customers of the Contact Center can also initiate service requests via a mobile application, by email, online, or in-person. The center also accepts property tax payments and manages customer feedback.

In FY 2019, the County's 311 service made over 1.4 million contacts with callers and processed more than 327,000 service requests for residents, visitors and businesses via multiple channels including phone, in-person, web, social, and mobile in English, Spanish, and Haitian Creole. The 311 Center continued to expand the self-service options available for customers including the addition of reporting missed garbage or recycling collection. Service requests submitted online or via the app have increased 33% in two years. In addition, the Contact Center processed \$13.48 million in payments for the Miami-Dade County Tax Collector during the 2018-2019 collection season.

The 311 Service Centers are strategically located across Miami-Dade County: South Dade Justice Center, North Dade Justice Center and Permitting and Inspection Center in west Miami-Dade. The Service Centers are face-to-face service providers for dog licenses, transit passes, baby stroller permits and other County products. The public can also open service requests with staff at any one of the three locations.

Business & Creative Services

Digital Communications, Digital Media Services, Creative and Branding Services, Engagement and Client Services

Channels: Miami-Dade Television, Miamidade.gov, Social Media, Traditional and Digital Advertising

CCED manages miamidade.gov, the County's official online source for government information and services and E-net, its employee-facing counterpart. The portals bring information together from various sources to ensure the user has an easy and seamless experience finding exactly what they need from Miami-Dade County's numerous departments, agencies and offices. CCED is also responsible for creating original content, ensuring branding and the overall quality, usability and accessibility of County services and programs — online, on-the-go and through traditional channels.

Through digital marketing efforts, including e-newsletters, marketing landing pages, paid and organic social media posts and other methods, CCED drives relevant messaging to customers and brings them to miamidade.gov for self-service and government information. New strategies using online survey software have been embedded in our strategies to help us learn more about the customers with whom we are communicating.

CCED manages the enterprise Social Media program for the purpose of listening to and engaging directly with citizens. Networks include Facebook Twitter, Instagram, LinkedIn, NextDoor and YouTube. There are now more than 370,697 Twitter followers, 830,689 Facebook followers and 419,197 Instagram followers across all County social networks. The County's main social media Facebook page grew by 7.43% and generated over 394.4K engagements over the past year. Similarly, Instagram grew by 48.29%, with 20,186 new followers and Twitter grew by 10.73% with 8,495, respectively. In the past year, CCED produced original content optimized exclusively for social media including 265 photos or graphics and 139 videos, to support ongoing County initiatives. In addition, CCED produces Facebook Live and Twitter Live broadcasts to further connect with the residents of Miami-Dade County.

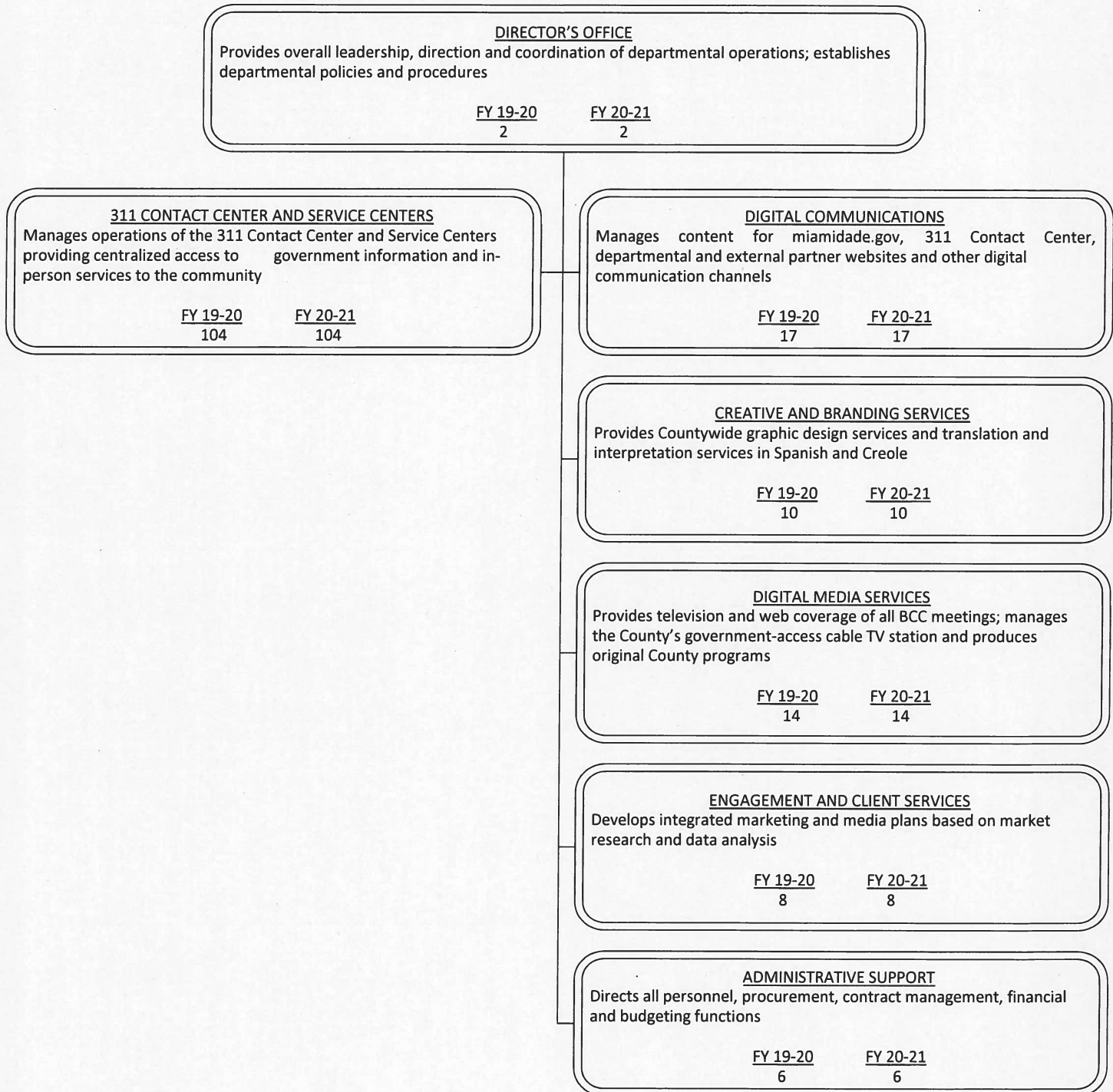
CCED proactively listens to mentions of the County and solves problems via social networks. Since 2016, the department has been opening service requests from leads received via social media channel inquiries. In the coming years, CCED will continue to explore additional customer service and knowledge management strategies using social media. Using social networks, followers will be encouraged to share opinions, participate in discussions and engage with others in real time. Insights gained through online networks will continue to be incorporated into the central content repository – driving improvements to content available online and through 311.

Through print and digital advertising, CCED produces award-winning marketing and branding campaigns that communicate important information to our residents in creative ways. Digital advertisements may include content, images, audio or video clips, animation or other interactive content targeted to desired audiences. The Department continues to serve as the County's central point of contact for marketing and advertising placement. The team leverages countywide advertising dollars in order to achieve enterprise-wide, value-added services for the benefit of departmental programs. In fiscal year 2018-19, the Department saved more than \$6.9 million through the ongoing centralization of advertising including bringing the placement of social and digital video advertising in-house. Additionally, the Department was able to secure approximately \$1.3 million in added value advertising opportunities for various County departments and initiatives.

We put our customers, residents, businesses and visitors of Miami-Dade County at the center of our business model. Our business plan will drive improvements of the professional practice of communications for Miami-Dade County to support the County's priorities in the coming years.

Table of Organization

COMMUNICATIONS & CUSTOMER EXPERIENCE DEPARTMENT FY 2020-2021 FUNCTIONAL TABLE OF ORGANIZATION



The FY 2020-21 total number of full-time equivalent positions is 167.57

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

CCED's efforts align to three departmental strategic goals:

Strategic Goals

Improve quality and accessibility of government information and services

Encourage civic engagement with communities and partners

Foster employee engagement and outreach opportunities

Our Customer

CCED brings County government closer to residents, businesses and visitors. Understanding our customers, their needs, interests and preferred methods of transacting with and getting information from government is essential to our success. Currently, the Department focuses on targeting communications to different customers within the community.

- **Older people** – senior housing; tax exemptions; transit discounts; volunteer opportunities; senior centers; Meals on Wheels; fraud prevention; and programs and activities that encourage physical health and wellness.
- **Families** - programs and activities that benefit and enrich the daily life of a family; counseling; first-time home buying; consumer protection (courts, child support, Probate, custody); disaster planning; access to libraries; and disease prevention.
- **Persons with disabilities** – accommodations in hiring, employment, transportation; public meetings; leisure access to parks; assistive technology in libraries; and emergency evacuation assistance.
- **Youth** – after-school programs; summer, spring and winter camps; leagues or team sports; crime and violence prevention; internship and volunteer opportunities.
- **Working age** – County jobs or other employment opportunities; wage theft complaints; fair employment and alternative transportation methods and services.

Other target audiences:

- **Businesses** – taxes; licenses; permits; procurement opportunities; tax incentives; grants; recycling; and capital improvement projects.
- **Employees** - employee discounts; wellness activities; and United Way.
- **International** – trade missions; cargo import and export through airport and seaport; sister cities; and transportation options.
- **Local Governments** – incorporation; code enforcement and shared service delivery.
- **Visitors** – recreation and culture; travel and transportation; museums; and adventures.

Delivering enhanced personalized communication requires gaining greater knowledge of the audiences with whom we are communicating, across all County departments. It also demands we become more consistent in the methods and techniques we use to reach these customers. By finding out more about our audiences' attitudes, locations, habits and preferences, we can help

ensure our communications are engaging, personalized and delivered through our customers' preferred mode of communication.

KEY ISSUES / PRIORITY INITIATIVES

CUSTOMER EXPERIENCE MANAGEMENT

CCED will continue to focus on developing highly successful communication and customer service programs as well as new programs and enhancements that will bring County government closer to the people we serve. Our priority initiatives will provide additional communication options and increased personalization with a greater emphasis on community engagement using emerging technology. Whether by direct contact with the customer or by providing self-service options, CCED is at the forefront of managing the customer experience. We strive to meet customer expectations at every stage and in every environment of the customer journey. The following initiatives focus on improving the interaction between Miami-Dade County and our customers (residents, businesses, and visitors) by enhancing customer service, self-service, public education and community engagement.

Customer Service

CCED is tasked with providing customer service through the web portal, social networks, the 311 Contact Center as well as the 311 Service Centers, bringing together multiple channels: online, phone and in person. As new modes of contact emerge, the Department continues to evolve to meet the needs of its customers.

Initiative 1: Customer Relationship Management (CRM) & Supporting Technologies

The 311 Contact Center responds to requests by phone, email, social network or mobile app. To provide excellent customer service is to deliver a positive customer experience. To this end, the Department must continue to work on key initiatives that will centralize customer service functions across the County. Therefore, it is essential for the organization to move from only service request task management to a full customer relationship management solution.

Building a customer-focused organization requires a reliable Customer Relationship Management System (CRM) and supporting technologies that enable 24/7 cross-channel (online, by phone and in person) interactions. Today, customer relationship management systems are imperative for large-scale, geographically dispersed organizations like Miami-Dade County. The right CRM solution maintains all information about a customer and prompts the customer to keep that information up to date and accurate. Used in conjunction with the CRM, a case management component tracks and records issues and their resolution.

Much of the market research and due diligence has been completed, and CCED, partnering with ITD, is working on purchasing a CRM solution that can store and manage customer information across all County touchpoints. The vision is to provide a single-entry point for customers, CCED call specialists, as well as other customer service representatives to access a single customer account and personally identifying information through miamidade.gov.

Our vision for the new CRM, in conjunction with supporting technologies, is to build a single-user profile that is accessible online through miamidade.gov to both the customer and call specialist. The single customer profile will allow access to update personally identifying information, update

communication preferences and provide anytime access to submit new service requests, check the status of existing ones and view a history of interactions with the County.

Maintaining a consolidated record of all personally identifying information – including name, email and home address – will provide efficiencies to both the customer, call specialist and the organization. Currently, 311 callers must provide full contact details and/or lengthy Service Request numbers to be identified. This requires call specialists to repeatedly re-enter the same information each time a customer calls, resulting in lengthier call times. Providing a single customer login and account is a reliable way of ensuring great customer service and improving operational efficiency.

Initiative 2: Expansion of Your Experience Program (YOURexp)

In FY 2016-17, the Voice of the Customer program was established and formalized with the acquisition of the enterprise survey tool. After onboarding several departments and multiple services, early fiscal year 2019-20, CCED branded the County's feedback program as the Your Experience Program (YOURexp). The program allows Miami-Dade customers to provide feedback to the County about their experience with County services. That feedback is then disseminated to the service provider in real-time or through a more packaged report so they can work to improve negative experiences and close feedback loops with individual residents within hours. Whenever a customer sees the YOURexp identifier, they will know they can provide feedback about their most recent experience with Miami-Dade County, and that feedback will be taken seriously.

YOURexp comprises of strategies like Closed Loop, Voice of the Customer, and Online Feedback and Surveys. YOURexp also includes user-testing on new and existing customer interfaces. The redesign of miamidade.gov website was largely driven by customer insights from various aspects of YOURexp. CCED utilized site intercepts, virtual panels, and ongoing feedback submissions to pinpoint larger issues in the customer experience. These insights drove the requirements for future iterations and ongoing development cycles from beta through launch, and in 2019, CCED won The Center for Digital Government's Government Experience Award (Overall County Government Experience). YOURexp's Closed Loop strategy provided high value for service-delivery improvements in County departments. CCED worked with Human Resources, Solid Waste Management, and Transportation and Public Works to implement experience management measures into their services. Using insights provided through this feedback, the departments were able to measure their satisfaction and continue the process of providing an excellent customer experience.

In the upcoming year, CCED plans to expand the program to the Building, Inspection, Permitting, and Enforcement services offered by the Regulatory and Economic Resources Department measuring the experience data throughout the building and development process. Closed Loop will be expanded to include more service requests and non-311 intake methods. We will explore the use of text messaging to supplement the online survey approach and promote on-site service provider feedback options.

In short, CCED will continue the program's objectives to create quantitative and qualitative customer feedback, identify service gaps, and maintain the high level of service that customers demand from all government service providers.

Initiative 3: Brand Management & Public Interfaces

The assurance of proper branding is a Quality Assurance function within CCED. Our brand symbolizes who we are and what we represent. The County brand is much more than the County logo (sometimes referred to as the “hook” or “sled”). Our brand sets customers’ expectations of our services. It is the holistic view of the images, content, ease of use, accessibility and experiences derived from all the interactions with our organization.

We build our brand identity through our public interfaces, public relations, advertising, marketing, and promotions. We maintain it through regular communications in print, video and online services and media that drive a positive experience. To effectively support branding, we must consider all customer touchpoints, including any source of contact, from phone calls to any office or walk-in visits. Any source of contact, including personal visits by inspectors or trash collectors, is part of the brand experience and therefore, the customer experience. In the coming years, we will work on updating policies, standards and guidelines for all customer-facing touchpoints. To effectively support branding, we will include any source of contact i.e. online interfaces, phone calls, public relations, advertising, marketing, promotions and walk-in visits.

Self-Service

Miamidade.gov is the official digital source of government information and services. It is the primary destination for customers seeking access to services and to report and resolve problems. eNet is its employee-facing counterpart.

In early 2019, the new miamidade.gov was launched, bringing services to the forefront of the digital experience. CCED and ITD worked across geographic boundaries, using virtual communications, to build the entire platform from the ground up including: new content management templates (based on data-type i.e. services, news, organization, etc.), web components (used to visually display data-types on the web), search engine and index pages, and new taxonomies, all while ensuring everything built and migrated to the new environment complies with best practices for usability and ADA-compliance standards.

CCED in partnership with ITD developed several items including: a new registration system, County Calendar, IDOL search engine, index pages and integrations with our e-marketing solution. Content improvement efforts were driven by analytics: taking an in-depth look at services, webpage views, 311 calls and business plans to identify the top services for each department. More than 500 new service pages were written in plain language and provide all the points of contact, including locations and hours of operation. As part of the new regulated content types, over 70 County organizations, from departments to elected officials and boards and trusts now appear in the County Agency Directory.

Initiative 1: Single Content Repository

The new enterprise web content management system serves as the central digital content warehouse for County information and services online. CCED’s goal over the next two years is for the content management system to replace the current 311 knowledge base. A single source of data about County services, including phone numbers, addresses, locations and their hours of operation with links to online service applications, will ensure that our residents and visitors are

provided the most accurate and up-to-date information regardless of how they choose to access the County.

CCED will work to migrate all Call Specialist instructions to the new content management system and make them accessible per topic. Additionally, because most customer issues are not unique, a robust knowledge base of previous resolutions will be created to enable self-service for common concerns quickly, without contact center intervention and without interacting with a customer service representative. These functionalities will be compatible with any modern Customer Relationship Management tool.

Initiative 2: Single Miami-Dade County Account

The vision for the Miami-Dade County customer account is to have customer information stored in one central location and be the authoritative record for all County interactions; allowing the County to have a complete view of the customer. Through this account, the user will be able to view, create, and manage all their personal identifying information and preferences in one place without having to re-enter it repeatedly for applications and systems that require the same information to login and transact with the County. A single customer account will also help us get to know our customers better. It will provide the tools to build personal relationships which in turn will drive more personalized communications. Communication tools can enable the County to target hyper-relevant messaging through preferred methods of communication (email, SMS, social etc). It also allows the County to predict the user's needs in advance; whether it be using predictive analytics to forecast service interruptions or alerting the user about their next recycling day if their profile states they missed their last pick up. This will drive the customer experience to the next level.

Knowing your customers is a key part of building and maintaining the County brand. As the digital world offers customers more and more possibility, forming that personalized connection is more important than ever before. To this end, CCED will work with ITD to enhance and/or replace the existing sign-on function of miamidade.gov so that we can offer a true identity management solution that can handle logins from any device and route customer information directly to their profile. A single login is a great way to provide omnichannel experiences by streamlining interactions through integrations with customer service systems i.e. water bill, tax bill, requests for service, call history and so on. This solution should also provide social login options so customers can easily access their account without having to make a new username and password.

Initiative 3: Expand Service Requests and Service Request Channels Available Online

Just as customers get accustomed to conducting personal business online, they come to expect the same type of accessible and responsive interaction with government. To improve the customer service experience, CCED will ensure that the CRM will increase the number of services that can be requested online. Offering self-service options to as many requests as possible, will assist to reduce common calls to the 311 Contact Center and lower wait times for those more complex calls that require call specialist assistance.

To further enhance the self-service experience, CCED will help departments identify new services that can be web-enabled and look to leverage existing tools to transition departments to digital processes with electronic forms and automated communication. CCED is also working to increase the channels that residents can use to request services through social networks, service follow-up communications and public awareness campaigns.

Initiative 4: Document Management

The public has a need to access specific documents in order to transact business with the County, ranging from bid packages to permits. Government has also recognized the need to be more transparent in its business practices and, as a result, has begun to open document libraries to the public. Proper document management ensures documents meet current Federal ADA Accessibility standards and are properly stored, indexed, and searchable for public consumption.

There are currently over 100K documents that live on the miamidade.gov domain stored in the enterprise web content management system. CCED will work with ITD to create a plan to migrate documents out of the content management system into an enterprise document management system. Using a document management system, documents can be managed through their entire lifecycle. Internally, staff can collaborate, review, edit and then publish their own documents. Once published, the public can access them. The system automatically will replace published documents with the latest revisions. The County's document management system should be the primary source of documents available through the Internet, not the web content management system.

Initiative 5: GIS-Driven County Location's Directory and Location-Based Tools

Based on customer feedback, customers are looking for common locations including Metrorail stations, public libraries, parks and more. At this time, in order to access this information, users are linked out to ad hoc maps provided by ESRI or find locations on disparate webpages. The vision is to migrate all static location-based data off miamidade.gov and to store them in a central GIS database managed by ITD. One priority is to work with the ITD GIS team to create a single location directory for Miami-Dade County using the GIS database as the central repository of data. Then we will work to create new web-based interfaces (location finders, location directories and Question / Answer Components) using the GIS database as the single source of data. To further personalize miamidade.gov, CCED will work with ITD teams to create a dashboard of personalized customer information already stored in their system including: County Commissioner, Voting Precinct, Recycling / Garbage Pick-up days, parks and park services, and made more accessible by logging into miamidade.gov.

Initiative 6: Modernization of Public-Facing Application Interfaces

There are over 150 applications on miamidade.gov that must be rewritten and modernized. These applications, which are built on multiple platforms both internally and externally, need to be modernized to be ADA accessible, responsive/mobile friendly, and comply with modern user experience (UX) expectations. CCED uses a subscription-based tool to "crawl" through the pages of a website or application to evaluate compliance with the accessibility standards. Automated scanning provides an ongoing report of the compliance of all of the pages in each site or application. In the coming year, CCED will explore the need for in-house resources to audit and work with developers to remediate applications.

Prioritization of application rewrite should be dictated based on user/customer need, not on which department has the ability to pay. In the development of new and existing online services, CCED evaluates websites and applications for branding as well as the user experience—both are considered essential parts of the design. Application designers often build their constructs based on current business practices instead of improving them with the latest technology. Before applications are developed for general use, requirement should be established with the end user

in mind and they should be thoroughly tested by users prior to release to ensure their use generates positive experiences. CCED will develop standards to ensure that the County is delivering a consistent customer experience.

Public Education and Community Engagement

CCED uses a wide range of media to deliver messages to our customers. Our communications previously focused only on working with the mass media to get our messages out to the public. Now, technology has evolved, offering the ability to deliver personalized messages directly to residents. Individuals expect to be able to set their preferences as to how they would like to receive messages, whether as a text alert, email, phone call, mail or social media.

As traditional mass media has begun to lose its influence, direct engagement with audiences via channels like social media, connected TV (Roku, Apple TV) or pin applications (Waze) are gaining in popularity. Today's marketers are integrating the old with the new to both engage audiences and drive news coverage.

Understanding the different preferences of our customers can help guide the best ways to communicate with them. CCED's ongoing initiative to encourage users to register on miamidade.gov coupled with a modern CRM will allow us to further segment audiences and tailor messages that can be distributed more efficiently via channels preferred by the targeted recipient.

Initiative 1: Integrated Marketing Campaigns / Tools

CCED will continue to design more integrated marketing campaigns that begin with market research and merge new digital media tools such as social media, eNewsletters and web with traditional media such as print, TV, radio and outdoor to reach all identified target audiences. The team will continue training staff to keep display advertising in-house in order to save on costs associated with buying through third parties. In addition, CCED will implement a post-campaign customer feedback program utilizing our survey software.

With the implementation of a new e-marketing solution, the County has been able to send more relevant content based on a customer's subscription preferences. Through account registration, CCED is developing a well segmented customer database and by employing lead nurturing strategies and targeted campaigns, we plan to expand our subscription base and personalized communications.

Initiative 2: Social Media Program

Toward the end of FY 2017-18, CCED assisted the Office of the Mayor with the development of the countywide Social Media Policy. This policy was developed to provide clear documentation, outlining the rules of social media interaction and business communication for all County departments while noting that social media content must be retained to meet public records and Freedom of Information Act obligations, as well as potential litigation requirements. While CCED will help to ensure policy is adhered to by providing the necessary enterprise tools, we will also try to control social sprawl. Due to the lack of a formal policy, departmental social accounts have multiplied over the years without real strategic purpose. This proliferation of

accounts duplicates efforts, dilutes messages, potentially strains budgets, and prevents people from finding accurate information online.

In the coming years, CCED will also work with the Mayor's Office to plan strategic initiatives for social media communications for the County. The County's social strategy must consider the entire end-to-end journey customer journey and not focus on individual touch points. This allows customers to engage with different government services while achieving higher levels of customer satisfaction.

Through the enterprise social media monitoring tools, CCED will ensure departments have the ability to report social program metrics to the Mayor's Office. These metrics are the markers needed to excel at social media and include click-through rates, Facebook video views, and engagement rates, among others. Leading by example, we will ensure that we are not measuring social media in isolation. Our goal is to tag every piece of social media content with web tracking parameters for Google Analytics. This will allow us to analyze the cost of reaching our target audiences via social versus other digital channels such as web properties, email lists, and paid media. We plan to further translate these metrics to prove operational efficiencies and cost-savings that reinforce the County's brand and positively drive the customer experience.

Initiative 3: SMS Marketing

The effectiveness of a marketing campaign is often dependent on how direct it can be. Business Insider recently reported that in the coming year, almost 75% of the global population will be connected by mobile. SMS marketing is a highly effective way to engage in dialogue with a customer over time. According to SMSGlobal, sending SMS online has become one of the most effective marketing platforms due to open rates of 98%, high conversion and the ability to boost other channels. Used in conjunction with email marketing, through which emails are primarily accessed via mobile devices, SMS marketing should form part of an integrated customer engagement program.

CCED will continue to integrate SMS marketing into an overall customer engagement strategy that complements email marketing and mobile web. We will identify existing customer interactions and offer opportunities to receive text alerts or offers by replying to a short code. Once a customer opts in, this will trigger ongoing engagement between the customer and the Miami-Dade County brand. Once again, a modern, robust CRM will be able to facilitate this across platforms.

Initiative 4: Conversion Rate Tracking

As mentioned in the social media program initiative, CCED will work to gauge the effectiveness of digital promotions via Google AdWords and Google Analytics, the leading tools marketers use to set up, measure and optimize paid digital promotions across multiple channels. When properly configured, these tools work in tandem to create powerful, actionable business intelligence. But to fully optimize this initiative, it will require buy-in and cooperation from user departments and ITD. Departments will have to determine their key user goals, measure them, and adapt. Examples of user goals might include the submission of a form, a video view, a purchase, a payment, or a download. When a user completes the identified goal, that counts as a conversion. ITD will need to provide hands-on technical support to ensure tracking code is correctly embedded in web pages, mobile apps, web apps, and other assets to measure these conversions. Once conversions are tracked, we can then calculate return on investment (ROI). For CCED, this will require the addition of a new position tasked with identifying data points, analyzing the data at a

deeper level, designing dashboards for different user levels, reporting on customer insights, and more. Ultimately this analysis will drive strategy and decision-making based on data and not intuition.

Initiative 5: Leveraging Digital Channels to Drive Community Engagement

Advertising and marketing campaigns have become routine practice for reaching our audiences but engaging with them continues to be a challenge. The American Marketing Association reminds us that campaigns without engagement end up fading quickly. We must continue to leverage existing partnerships, market to humans instead of devices and strive for authenticity to activate our brand and engage with our community. Well-executed digital, social and traditional campaigns can grow, reach and improve engagement with citizens and industries. CCED's promotion of a multichannel approach to community outreach can enhance marketing efforts, increase brand loyalty and further drive the customer experience.

In the coming years, CCED will continue to work with County departments to align engagement goals with their communications strategy. We will leverage our digital tools and channels to improve public engagement through actionable and measurable objectives.

FUTURE OUTLOOK

The Communications and Customer Experience Department continues to transform the way the County communicates in a manner that is customer focused and service driven. The Department is positioning itself as the entity that will help ensure all who come to transact with or learn about Miami-Dade County have a positive customer experience. A positive customer experience is attained through constant evaluation of the customer journey, evaluating all touchpoints, collecting feedback and making adjustments to design and service delivery along the way. CCED will focus on implementing priority initiatives that will keep up with the emerging trends in communication while continuing to provide excellent service through the County's contact channels.

CCED has been and will continue collecting user feedback from 311, the web, social media and survey data to prioritize improvements to the customer journey in an effort to create a more positive user experience. Plans to expand the recently implemented Your Experience Program (previously Voice of the Customer Program) include on-site kiosks and in-app, geo-targeted service specific feedback surveys aimed at measuring residents' satisfaction with all services offered by Miami-Dade County, identifying potential service gaps and opportunities to improve resident experiences. CCED will also continue to leverage resources within the community to conduct user tests and validate best practices in user experience design. These community resources have been instrumental in helping the County foster new approaches to problem solving.

The Department will continue to produce award-winning content for marketing and branding campaigns including videos, radio spots, and print and digital graphics that communicate important services to our residents and encourage engagement. The implementation of a new CRM will allow us to make more services available online and through 311Direct. It will allow direct access to our customers and finally allow us to close the loop on customer transactions in the manner chosen by the customer, not dictated by available technology. Our goal is to ensure the County becomes more consistent in the methods and techniques we use to listen and respond to customers in the manner that they prefer. We will also ensure better scheduling of

communications to avoid duplication and save money by streamlining and centralizing customer information.

People continue to choose to access and consume their news through websites, messaging apps or social networking sites, and this digital news intake is increasingly mobile. Among those who get news both on desktop computers and mobile devices, more than half prefer mobile. The union of mobile and social media provides a constant stream of information making it increasingly competitive to capture and sustain the attention of the public. The County is exploring the use of messaging apps to engage with customers one on one. Artificial Intelligence (AI) that provides relevant content and learn from the customer's behavior are necessary for 24/7, "on-the-go" customer service delivery.

Not only are consumers increasingly turning to their mobile devices to consume news and information, they are increasingly using virtual assistants like Siri, Alexa and Google Assistant in most of their interactions with people and organizations. The web itself is becoming more app like. Organizations are adapting online transactions into processes called skills consumable by these virtual assistants. CCED will explore ways to create skills out of the County's considerable inventory of online transactions in our ongoing efforts to enhance the customer experience via their device of choice.

Our key priority initiatives will help us to engage with customers across every offline and digital channel and every device in order to build better relationships, delivering high quality, professional and personalized information and services. Ultimately, customer service is at the center of CCED's efforts. Our commitment to improving the customer experience with government will lead to more opportunities for engagement of the population further delivering accurate, timely and relevant communications and customer service to the public.