



Communications & Customer Experience Department Business Plan

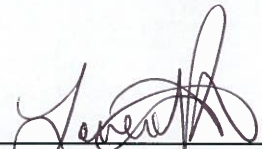
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DEPARTMENT OVERVIEW

The Communications and Customer Experience Department (CCED) manages enterprise communications and the customer experience for Miami-Dade County's primary public service and information channels, facilitates self-service and direct service, and links more than 70 Miami-Dade County government agencies to "Our Customers," which include the County's 2.8 million residents, as well as businesses, visitors and other segments, through digital and traditional channels, in person and by telephone. Our mission is to provide universal access and deliver accurate, timely and relevant information about government services to all Miami-Dade County customers, harness the "Voice of our Customers," and ensure an excellent service experience through ongoing improvements to public channels, engagement and interactions.

Customer Experience (CX) refers to the holistic perception of the experience of customers with the Miami-Dade County brand when they interact with the County through any touchpoint. It is defined by the sum of all experiences a customer has with our organization. Excellent customer service involves the aforementioned universal access, engagement and positive interactions. This involves selecting the right set of methodologies, collecting customer data and employing technologies that drive transformation in how Miami-Dade County operates – revolutionizing the efficiency, convenience, and effectiveness with which it serves its customers.

In 2021, the Department completed the Communications and Customer Experience Strategy, a 3-year roadmap that defines key initiatives that will help the County achieve an integrated platform of seamless and personalized services and information 24/7 -- fulfilling Mayor Daniella Levine Cava's vision of a "No Wrong Door" approach to inclusive government services. Our customer-focused initiatives drive the customer experience, creating a more unified, enterprise service-based approach to interacting with the public that strives to make residents, businesses and visitors advocates of Miami-Dade County.

The Department 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. CCED also relies on customer feedback to improve the information being disseminated. As a multi-jurisdictional contact center, the Department has the capacity to engage and provide services and information from other government agencies, municipalities and community-based organizations.

CCED establishes governance over the County's channels to ensure government information, programs and services are 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 to remove impediments to provide everyone, regardless of ability, access to 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 Public Information Guide, uniform branding and content standards on all interfaces ensure consistency and trust. In turn, the Department also uses mechanisms to evaluate the quality of the information sent out. Customer input and feedback using various strategies are 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 public events.

As the custodian 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 pursuing and fixing broken touchpoints (technical or otherwise), our approach is to consider how new digital experiences, technologies and channels can work to elevate brand affinity, loyalty and advocacy.

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

Customer Service Division & Outreach

311 Contact Center & 311 Service Centers

Channels: Phone, In-Person, & Digital

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

In FY 2021, the County's 311 service made over 1.4 million contacts with and processed more than 465,000 service requests for residents, visitors and businesses via multiple channels including phone, in-person, web, social, and mobile. In addition, the Contact Center processed \$14.7 million in payments for the Miami-Dade County Tax Collector during the 2020-2021 collection season. The use of self-service channels like www.miamidade.gov and mobile apps to request services or report concerns continued to increase with 43% more requests submitted than the previous year.

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 portfolio to help us learn more about the customers with whom we are communicating.

CCED manages the enterprise social program for the purpose of listening to and engaging directly with citizens. To date, there are now more than 485,270 Twitter followers up 12.81% over last year; 1,007,582 Facebook followers up 8.65% over last year and 731,808 Instagram followers up 22.91% over last year across all County social networks. NextDoor, our most recent addition to our social media portfolio currently has 315,321 members, up 17% over last year. Cognizant that quality content drives this growth, CCED produces original social media content to that is both relevant to audiences and supports ongoing County initiatives. Additionally, we have produced live Facebook Twitter broadcasts to further connect with Miami-Dade County residents.

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.

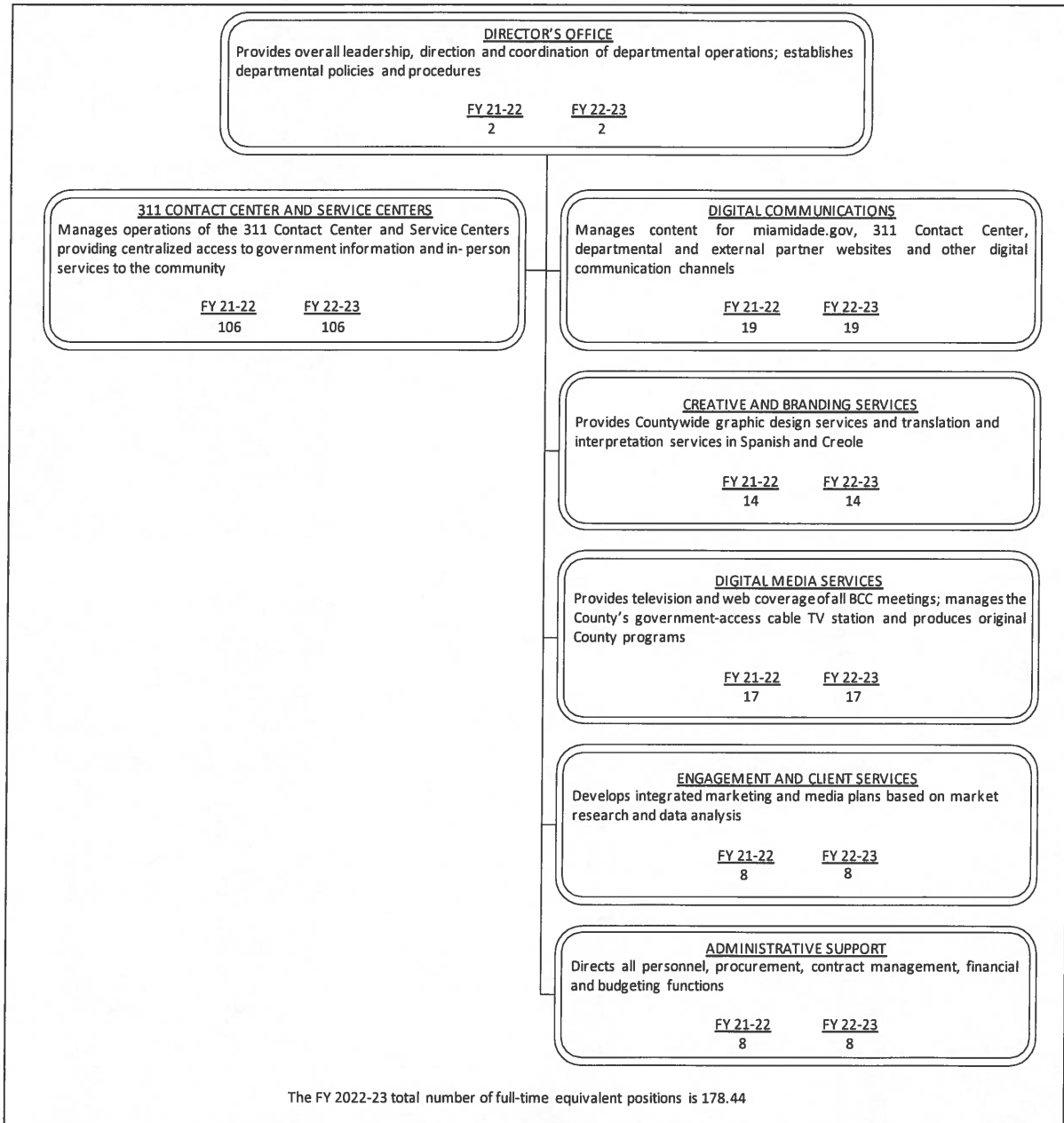
Through print, radio, television and digital advertising, CCED produces award-winning marketing and branding campaigns that communicate important information to our residents in creative ways. Digital advertisements may include content, images, audio or video clips, animation or other interactive content targeted to target 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. Paid public awareness campaigns amplify key messages to ensure that all segments of the community are kept informed of critical topics. By expanding the County's advertising footprint to meet audiences wherever they may be — whether online, outdoors, on traditional or streaming TV and radio, in retail locations, at gas stations and more — our advertising buys generated over 1 billion impressions combined. Strategic buying decisions have resulted in \$2.2 million in bonus advertising. Additionally, by optimizing and continuing to make advertising buys in-house, CCED has achieved \$7.8 million in savings based on the impressions generated.

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 and customer experience for Miami-Dade County to support the County's priorities in the coming years.

Table of Organization

COMMUNICATIONS AND CUSTOMER EXPERIENCE DEPARTMENT

FY 2022 – 2023 FUNCTIONAL 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

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 segments:

- **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

This year, under Mayor Daniella Levine Cava's administration, the County engaged directly with residents in unprecedented new ways to better understand their priorities leading into the FY 2021-22 budget process. Thrive305 – a comprehensive, community-wide engagement campaign – gathered substantial and diverse feedback from tens of thousands of Miami-Dade residents about their priorities for local government.

As a result of in-person and virtual meetings, survey feedback provided by nearly 27,000 residents, and budget town hall meetings, the Thrive305 Action Plan, released in November 2021, reflects resident priorities in the areas of Equity, Economy, Environment and Engagement that will help drive an economic recovery that leaves no family behind. This input was also built into the FY 2021-22 Adopted Budget and gained valuable additional insight thanks to partnerships with more than 80 civic groups, as well as local and national foundations.

Throughout the Thrive305 process, CCED supported the Mayor and County agencies with the use of enterprise tools for essential public information efforts – websites, videos, the 311 Contact Center, creative branding and messaging – to also support initiatives tied to this goal, such as the County Budget and COVID-19 information. To this end, CCED's priority initiatives aim to improve the ways in which we deliver essential services, information and experiences across all channels.

Customer Experience Strategy Roadmap: Customer 360

Miami-Dade County customers use multiple channels and devices to make payments and access government information and services accounts. However, they are separate and managed as distinct data silos. Our vision - Multiple Channels, One Platform - will empower stakeholders, customer service, marketing, user experience (UX), and business intelligence teams with contextual, meaningful data and insights; essential to delivering more personal and relevant experiences. Customer Experience relies on IT Infrastructure. To this end, CCED in partnership with ITD will work to modernize our infrastructure to optimize communications and the customer experience while maintaining our existing environment and fulfilling our core functions.

Our strategy for digital transformation is to fuse knowledge of our internal limitations with customer insights and make decisions that will drive the modernization of our digital government environment. By following an iterative plan, the team will target channels, systems, applications and core business processes for modernization. Through this process, we will design a new architecture that enables formerly separate systems to be linked to a single configurable platform; providing the ability to build dynamic interfaces and share data across channels, thereby improving the customer's experience with government.

The following is an iterative process that will build the blueprint for digital transformation efforts and help build our roadmap for the future:

- Assemble Teams
- Take Inventory/Analyze Current Environment

- Identify Pain Points/Short Term Projects
- Develop Use Cases
- Benchmark/Architect Future State
- Develop Roadmap for Long Term Pilot Projects

Key Focus Areas

Our key focus areas are what we do today and are the building blocks for how we deliver an excellent customer experience. By setting strategic goals, we will further develop the following areas to transform our customer's experience with government.

- **Content Management**
Processes and technologies that support the collection, managing, and publishing of information in any form or medium.
- **Customer Relationship Management**
Principles, technologies and guidelines that help manage interactions with customers serving to enhance their overall experience.
- **Customer Self-Service**
Empowers customers to find answers and complete transactions without the need for a customer service representative.
- **Data**
Includes acquiring, validating, storing, protecting and processing customer and operational data to ensure access and reliability.
- **Governance**
The creation and oversight of procedures, policies and guidelines for public information and channels.
- **Public Education and Community Engagement**
These activities are designed to maintain consistent brand messaging across traditional and nontraditional communication channels.

Content Management

Over the years, the term "content management" has broadened from just web pages to describe a broad, enterprise-class platform of content management technology that can handle all types of content including documents, images, electronic forms, email and digital assets such as audio and video and publish in multiple languages and distribute to multiple channels. Projects under this initiative will focus on better managing, structuring, and searching and retrieving existing content and exploring new technologies to bring content into a single platform. By developing an integrated content management platform, we envision the ability to pull in customer data and push based on both contextual and behavioral data captured in customer profiles driving many new and innovative personalization and localization initiatives.

- Initiative 1: Content Management System (CMS) RFI
- Initiative 2: Taxonomy Management & Structured Data Model(s)
- Initiative 3: Modern Enterprise Search
- Initiative 4: Document Migration from CMS for Document Search and Processing Capabilities
- Initiative 5: Public Knowledge Base

Customer Relationship Management

Today, government organizations are faced with significant challenges in the area of customer service, communications, and service delivery due to the rapid pace of technology and the exceptional experiences provided by our well-known commercial giants. Local governments offer many services, and in most cases, departments work independently though they may share business processes. However, the customer views government as a complete entity and makes no distinction between departments or business process. Our customer relationship strategy is to help departments come together to harness collective knowledge, creativity and initiative to provide outstanding service.

In order to be truly customer-centric, an enterprise must integrate its entire range of business functions around satisfying the needs of our customers while minimizing costs, leveraging technology and embracing a customer-service culture. Becoming customer-centric requires focus on processes that are customer friendly and a workforce that are dedicated to excellence in service delivery and customer communication. Through the use of technology, we strive to develop initiatives that will bring us closer to our customers and build long standing relationships.

- Initiative 1: 360-Degree View of the Customer
- Initiative 2: CRM System Implementation
- Initiative 3: Contact Center Modernization
- Initiative 4: Customer Profile, Identity & Access Management
- Initiative 5: Personalized Communications and Seamless Interactions

Customer Self-Service

Miami-Dade County government customers want to have plenty of self-service options available to them across multiple channels (mobile, web, phone, social SMS and voice) so they can get the information they need and complete transactions without having to contact a live agent or make a trip to a government office. Under this goal, we will be planning with the Information Technology department channel/product improvement roadmaps that will help drive a new enterprise architecture to support our channels, drive our future state and implement the initiatives outlined in our CX Strategy.

- Initiative 1: Single Miami-Dade Customer Account
- Initiative 2: Modern Service Requests
- Initiative 3: Location-Driven Services
- Initiative 4: Conversational AI
- Initiative 5: Voice Enabled Services

Data

In the mid-2000's, various data sources began consolidation under the warehousing initiative with the goal of building a robust business intelligence environment that enables real-time views, providing faster access and far less disparity, of customer data for analysts, executives, managers and customers seeking open data. Imagine what you could do if these once independent sources could be unified and analyzed in the same environment.

Each year on average:

- The 311 Contact Center answers almost more than 1.4 million calls, intakes over 785K service requests and answers over 70K emails.
- The web portal boasts over 1 million unique visits, over 160 million page views, close to 2 million webcast views and over 300K e-newsletters distributed.
- Social networks reach over 48 million customers; over 11 million YouTube videos watched.
- Departmental field workers are in the streets; fulfilling service requests, and recording assorted business processes on their laptops.

The new data environment is a necessary step in establishing the technological foundation to share consolidated service delivery information and customer insights across a number of key platforms, including the County's web portal.

- Initiative 1: Customer Data Platform (Single-Source of Truth)
- Initiative 2: Customer Service Intelligence
- Initiative 3: Enterprise Feedback Management

Governance

Communications and Customer Experience Department 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, information and data.

The Miami-Dade County Public Information Guide, provides guidelines to ensure uniform branding, content standards and best practices of public interactions. In turn, the Department also uses mechanisms to evaluate the quality of the information sent out. Customer input and feedback using various strategies are collected to drive continuous improvements to the customer experience, which is considered at every touchpoint.

- Initiative 1: Branding, Identity and Usability
- Initiative 2: Accessibility: Ensuring Access for All Customers
- Initiative 3: Open Data
- Initiative 4: Social Media Policy

Public Education and Community Engagement

CCED provides a wide range of marketing communication tools and strategies to deliver messages and content to our customers. Using technology as a key driver, we will be able deliver personalized messages and interfaces tailored to our residents. Customers will 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 customer profiles, we can target content to the preferences of our customers and 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. This strategy will also be embedded into transactional notifications and alerts in the case of bill payment reminders.

SMS

Sending SMS has become one of the most effective messaging platforms due to high open rates, high conversion and the ability to boost other channels. Used in conjunction with email marketing, through which emails are primarily accessed via mobile devices, opt-in SMS will be integrated into the customer engagement platform.

By logging into miamidade.gov, customers can opt-in to receive emergency alerts, transit rider alerts and recycling day reminders. Additionally, employees receive alerts through Bluebook integration.

Our goal is to assess our current alert and notification platform and expand it to other business lines by retiring current disparate systems and implementing an enterprise system for emergency alerts and another system to support non-emergency alerts and notifications.

Integrated Marketing Communications

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.

Advertising and marketing campaigns have also 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. While the COVID-19 pandemic deferred some of these efforts, CCED will 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 and crowdsourcing technologies to engage with customers one on one. Artificial Intelligence (AI) that provides relevant content and learns from the customer's behavior are necessary for 24/7, customer service delivery.

Not only are consumers increasingly turning to their mobile devices to consume news and information, but they are also 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.

Amid global privacy concerns, Google which owns 70% of the search engine market share, has announced it will phase out third-party cookies and move toward interest-based targeting in 2022. As a result, companies must rely on first-party data to build its audiences.

While Google continues to evaluate targeting solutions that do not involve tracking user online behavior, it remains unclear how advertisers will respond to this challenge. Regardless of that outcome, Miami-Dade County will have no other choice but to intensify its efforts to harvest and leverage first-party data that audiences are willing to share. The deployment of the CRM platform will take on added importance. To develop best practices and standards, it may be necessary to assemble a Center of Excellence comprised of marketing, IT and legal staff to address how to manage the privacy and technology challenges brought on by this paradigm shift.

Our Customer Experience Roadmap, details the key priority initiatives previously listed in this document. The execution of those initiatives, in partnership with the support provided by the Information Technology Department, 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.