



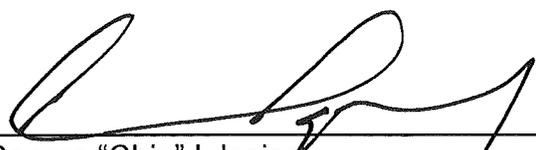
Community Information and Outreach Business Plan

Fiscal Years: 2014 and 2015
(10/1/13 through 9/30/15)

Approved by:



Henry F. Sorri
Department Director



Genaro "Chip" Iglesias
Deputy Mayor

Plan Date: February 7, 2014

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: online, by phone, in person and on television. The department was created to ensure information be continually updated and current to inform customers about services. CIAO's mission was developed to align with the County's Strategic Plan under the General Government strategic area to provide good government and support public service delivery.

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

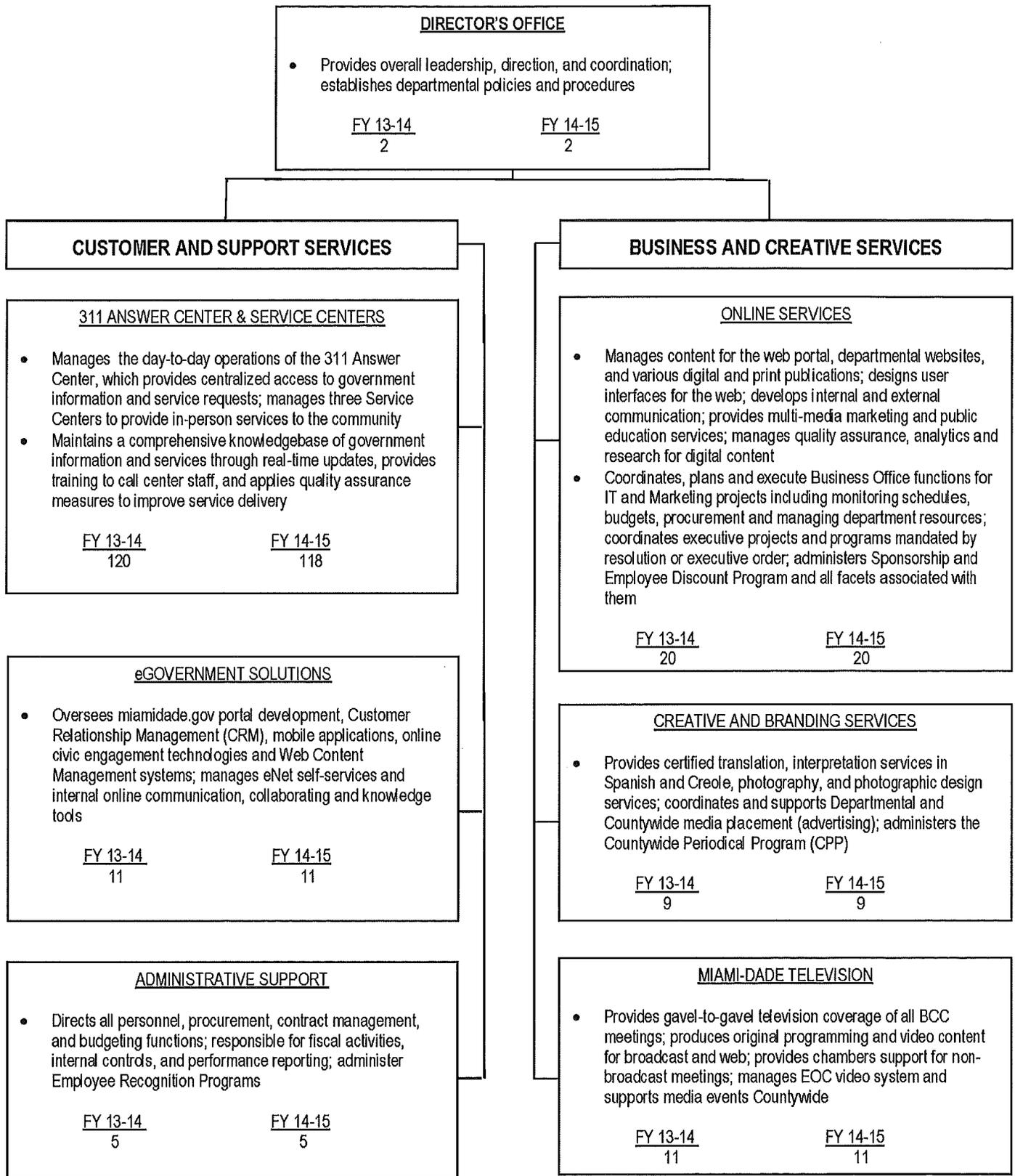
The information channels serve as means to communicate government information and promote programs to both internal and external customers. The department also provides Countywide creative and business services including brand development, social media content management, standards and policy compliance, market research and survey design, feedback management, graphic design, translation, video production, photography, media planning and ad placement for print, radio and digital media.

CIAO serves as a key resource in the support of special Mayoral initiatives, executive call center support, constituent management and directives from the Board of County Commissioners. In addition, CIAO is responsible for Citizen Relationship Management (CiRM) and transactions by phone through the 311 Answer Center and in person at the three 311 Service Centers. Through the County's web portal technology, CIAO is also responsible for digital media communications and online transactions. The combination of channels offers reliable ways for residents to interact with government at their convenience. As such, the department monitors customer service data, supporting performance tracking that drives quality improvement.



Departmental Business Plan and Outlook
Department Name: Community Information and Outreach
FY2013-14 & FY2014-15

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 coming years, CIAO will continue to focus on improving internal business processes through enhanced systems integrations and data/content analysis. This will be achieved by identifying gaps in service data, optimizing web and 311 content, and better utilizing County data sources. In addition, CIAO has implemented a Citizen Relationship Management solution (311Hub) that will make data available to departments and County executives to assist in the decision making process. Another strategic priority centers on developing partnerships that will ensure funding of executive projects and public education programs to better inform businesses, residents and visitors about County events, information and services.

There are six key strategies associated with these efforts:

- ✓ Enhance and improve the online, mobile and in-person self-service experience for customers.
- ✓ 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 integrated marketing program that increases the value for internal and external customers and positively impacts the County's image.
- ✓ Integrate service data across departments to improve government accountability, transparency and improve customer service.

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 create solutions using new media opportunities that inform customers on how to access County information and services such as social media, mobile technology, online marketing and print media. (Ongoing)

Departmental Business Plan and Outlook

Department Name: Community Information and Outreach FY2013-14 & FY2014-15

- Continue to develop web based video content for miamidade.gov portal utilizing YouTube and other social media outlets. (Ongoing)
- Develop and maintain policies and standards for the web to ensure continuity across all department websites, ADA compliance and implementation of user feedback. (Ongoing)
- Enhance mobile applications to enable service request submission and County information lookup through smartphones and other mobile devices. (FY 13-14)
- Develop lightweight interfaces to County web applications that can reside as widgets on the County's portal as well as external websites, mobile and social media platforms making it easier to find information and easier for other entities to carry our message. (FY 14-15)
- Continue to enhance the functionality of the employee web portal, eNet, by better integrating with miamidade.gov and enhancing the Employee Discount Program section to include an automated vendor sign-up portion and search capabilities. (FY 14-15)

GG1-2 Develop a customer-oriented organization

- Develop customer service and feedback applications for deployment on the web portal, third-party platforms, social networks and external websites to plan projects based on the needs of the community. (FY 14-15)
- Continue to collect internal and external customer suggestions and feedback through the Idea Machine on eNet and MyGovIdea on miamidade.gov. (Ongoing)
- Enhance call handling procedures that will improve performance goals at the 311 Answer Center through the change of business processes, service request configuration and best practices. (Ongoing)
- Revamp and launch an enhanced 311 Answer Center closed loop feedback program consisting of Reverse 311 Answer Center callouts and 311 Answer Center e-mail notifications to customers reporting service requests to the 311 Answer Center who wish to receive notification upon completion of the service. (FY 13-14)
- Develop video content that illustrates County special 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 13-14 and 14-15)
- Develop a content management solution to replace the current vendor product. Enhanced functionality and new features will make the web portal more interactive and dynamic. The new system will also integrate the web portal with the 311 Answer Center knowledgebase to ensure a single, accurate source of information for customers. (FY 14-15)
- Using the new 311Hub data warehouse, CIAO will enhance County service request reporting to include data integrations with departmental performance data. The data warehouse will then serve as the main platform for expediting real time data reporting Countywide. (FY 13-14 and 14-15)



GG1-3 Foster a positive image of County government

- Continue to maintain online and social media platforms to assist customers in fulfilling their needs for County service. (Ongoing)
- Develop an integrated marketing program that develops digital magazines, eNewsletters and websites that incorporate photography, video and editorial content to drive enterprise messaging and service packets to the community. (FY 13-14 and 14-15)
- Continue to conduct market research to target customers for messaging that promotes County services through information packages, such as social media tweets, eNewsletters, magazine editorial, online content, 311 call on-hold messaging, and other communication opportunities on various media channels. (Ongoing)
- Continue to provide translation, advertising, graphic and photography service to departments, partner agencies, the Board of County Commission and the Office of the Mayor. (Ongoing)
- Continue to coordinate quarterly Employee Discount and Wellness events and participate in other outreach opportunities to engage employees and the community. (Ongoing)
- Refresh the Countywide Employee Recognition programs 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 13-14 and 14-15)
- Continue to produce and publish bi-annual editions of the health and wellness “305fit” magazine and website to promote a greater well-being of County residents featuring County services and events. (Ongoing)
- Develop and launch “305biz” to inform local and international businesses about the County’s efforts to simplify the process for opening a new business in Miami-Dade County as well as featuring other business related editorial content. (FY 13-14)

GG1-4 Improve relations between communities and governments

- Launch a civic engagement portal, through the Engage305 Mayoral initiative, to connect residents to faith and community based organizations and County resources. (FY 13-14 and 14-15)
- Continue to expand the Sharegov initiative, 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 13-14 and 14-15)
- Develop partnerships with grant administrators such as Knight and Miami Foundations to garner support and funding of innovative ideas, new communication technologies and digital projects. (FY 13-14 and 14-15)
- Increase partnerships with think-tanks like Lab Miami and Code for America to collaborate, innovate and develop new applications for the community. (FY 13-14 and 14-15)

Departmental Business Plan and Outlook

Department Name: Community Information and Outreach
FY2013-14 & FY2014-15

- Involve designated County media vendors in the sale of advertising in digital and print media to increase revenues for the department. (FY 13-14 and 14-15)

Our Customer

As part of the General Government strategic area, CIAO is an essential link between Miami-Dade County government and the 2.5 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), County social media pages, 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. Approximately 2.2 million customer calls are processed annually. Some examples of the most frequent service requests are:

- Trip planning services for Miami-Dade Transit
- Replacing 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 the Permitting and Inspection Center.

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, photo and video production, and traditional advertising placements.

A variety of feedback tools keep us further connected to our customers. CIAO has improved feedback functionality on every page of the web portal and County websites. Hundreds of residents have received personalized responses directly from CIAO staff and subject matter experts.

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:

- Establish an internal maintenance and support model for 311Hub securing adequate resources for the eGovernment Solutions team.
- Obtain executive support for consolidation in the areas of advertising negotiation, customer service data and information as well as call center services.
- Ensure compliance from all County departments in managing the knowledgebase and web portal so content is current and accurate.



Departmental Business Plan and Outlook

Department Name: Community Information and Outreach
FY2013-14 & FY2014-15

- Secure support for communication procedures and standards (e.g. web styles, branding, ad placement, graphics) that ensure quality of information and unified County messaging.

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:

- Expand the 311Hub, CIAO's integrated Citizen Relationship Management (CiRM) solution, to improve 311 call handling, knowledge management, service delivery measurement and alignment with other information systems both internal and external to the County.
- Develop an enhanced content and knowledge management system that integrates all customer service data and information for all CIAO channels to ensure an accurate and consistent customer service experience.
- Expand the open government initiative to include the sharing of applications, such as 311Hub, web templates and content management systems, with partner agencies and municipal governments.
- Expand the program management function to secure funding of executive priority programs and CIAO services.
- Refresh the Countywide Employee Recognition programs highlighting employees on a quarterly and annual basis for outstanding performance, innovative ideas and dedication to public service that reflects a better image of the government employee in the community.

FUTURE OUTLOOK

Now and through the next several years, CIAO is advancing "borderless" customer service delivery across departments and jurisdictions within Miami-Dade County. With the development of the new open-source Citizen Relationship Management (CiRM) system - 311Hub, and the subsequent phased integration of external agencies into the system, the County will be positioned as the central knowledge point for all non-emergency public services. Service requests across multiple channels -- mobile, web, telephone, social media and in-person visits -- will maintain and continue to expand access to government.

As citizens continue to drive innovation through multiple channels, departments across the enterprise will benefit from recommendations to streamline business processes and improve service delivery. As this transformation occurs, the knowledge management team is of great importance in ensuring information accuracy and consistency, and facilitating internal and external collaboration across County departments and jurisdictions. Internal change fueled by citizen requirements is also driving the improvement of the online user experience through page consolidations, content updates, information reorganization, standardization, and the deletion of redundant and outdated content.



Departmental Business Plan and Outlook

Department Name: **Community Information and Outreach**
FY2013-14 & FY2014-15

Additionally, the County's new infrastructure and Sharegov initiative is establishing standards and protocols for future application integration and development. Government to Government (G2G) opportunities within the community will save the County (and, in turn, other governments) money, improve usability of existing tools, and bring new ideas and innovation to the forefront. By way of innovations in data management, municipal governments and development communities will be able to access customer service data to develop innovative tools for citizens. CIAO will continue to stay on the cutting edge of communication and technology trends by looking towards mobile solutions, creating interactive applications, and increasing partnerships and collaborations with private groups such as Lab Miami and Code for America to bring the County closer to the public it serves.

CIAO is in the process of developing an integrated marketing program to drive enterprise public education and information packages to the community. These packages include, but are not limited to, digital magazines, eNewsletters and websites that incorporate photography, video and written content that is easily shareable on miamidade.gov and through other social networking sites such as YouTube, Facebook and Twitter.

The County will continue to produce print materials for traditional marketing and advertising purposes to reach those constituents that continue to prefer to read content in print. To accommodate new media users, these print materials will also be offered in an online version which will provide expanded content and interactivity. For example, 305Fit currently includes more calendar events online than in print. Incentives will also be offered to drive traffic to the online channels. Due to the success of 305Fit magazine, this year CIAO will be debuting 305Biz which is targeted to business users.

The modernization of traditional media formats for the digital environment will provide the County more opportunities for revenues and engagement of targeted segments of the population -- increasing reach to otherwise untapped markets -- thus improving the citizens experience with government.

