




Communications Department Business Plan

Fiscal Years: 2019 and 2020
(10/1/2018 through 9/30/2020)

Approved by:



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Office of the Mayor

2/4/19

Date

2/8/19

Date

Plan Date:
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DEPARTMENT OVERVIEW

The mission of the **Miami-Dade County Communications Department (COM)** is to deliver accurate, timely and relevant communications and customer service to the public. The Department facilitates both self-service and direct service for its customers and acts as an essential link between Miami-Dade County government agencies and 2.7 million residents, visitors, and businesses. COM supports the Office of the Mayor, the Board of County Commissioners, elected officials, 25 County departments, as well as trusts and related agencies through digital and traditional channels, in person and by telephone. Additionally, COM serves as a key resource in the support of various mayoral initiatives, executive call center support, constituent management and directives from the Board of County Commissioners.

COM manages the County's channels as a means to communicate government information and promote programs and services to both internal and external customers. COM's strategic goals are accomplished by managing programs and services that are facilitated through various modes of communication including, but not limited to, phone, in-person, mobile, TV, print, digital and other paid media.

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. Rather than pursuing and fixing broken touch-points (technical or otherwise), COM's approach is to consider how new digital experiences, technologies and channels can work seamlessly with real-world touchpoints to elevate brand affinity, loyalty and advocacy. COM manages every customer experience touchpoint to collect both qualitative and quantitative data to drive improvements / operational changes that actually make an impact. We continuously look to create and modify touchpoints so that they are suited to our consumers which in turn change/enhance the customers' experience. Our business plan describes key customer-focused initiatives that 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.

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 or online. The center also accepts property tax payments and manages customer feedback.

In FY 2018, the County's 311 service made over 1.4 million contacts with and processed close to 323,000 service requests for residents, visitors and businesses via multiple channels including phone, in-person, web, social, and mobile in English, Spanish, and Creole. Service requests submitted online or via the app increased 16% from the previous year. The Contact Center processed \$11.65 million in payments for the Miami-Dade County Tax Collector during the 2017-

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2018 collection season. In addition, we introduced the Ask 311 option on miamidade.gov as an additional self-service option.

The 311 Service Centers are strategically located across Miami-Dade County: the 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

COM 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. COM 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, COM 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.

COM 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 334,406 Twitter followers, 817,160 Facebook likes and 206,542 Instagram followers across all County social networks. The County's main social media Facebook page, grew by 11.88% and generated over 148,400 engagements over the past year. Similarly, Instagram grew by 44.08%, with 13,000 new followers and Twitter grew by 17.98% with 12,000, respectively. In the past year, COM produced original content optimized exclusively for social media including 215 photos and 210 videos, to support ongoing County initiatives. In addition, COM produces Facebook Live broadcasts in an effort to further connect with the residents of Miami-Dade County.

COM 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, COM will continue to explore additional customer service and knowledge management strategies using social media. Through the use of social networks, followers will be encouraged to share opinions, participate in discussions and engage with others

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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.

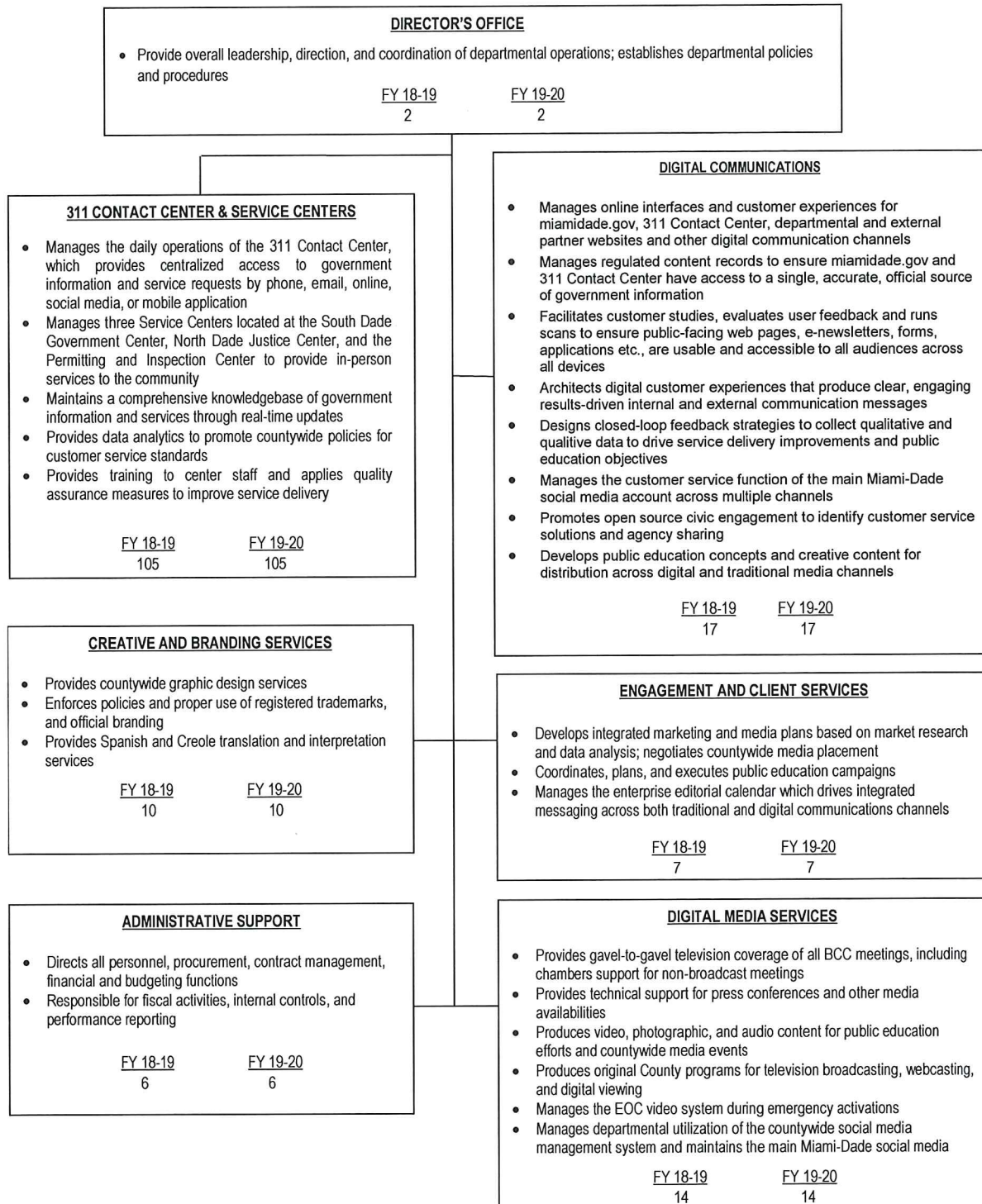
Through print and digital advertising, COM produces award-winning marketing and branding campaigns that communicate important information to our residents in creative ways. Digital advertisements may include content, images, audio or video clips, animation or other interactive content targeted to desired 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 2017-18, the Department saved more than \$7.5 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 \$1.1 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.

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Table of Organization

COMMUNICATIONS DEPARTMENT
FY 2019 – 2020 FUNCTIONAL TABLE OF ORGANIZATION



Total FTE Count: 167.74

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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**

COM'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

COM 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. At this time, 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

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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

COM 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 more communication options and increased personalization with a greater emphasis on community engagement through the use of emerging technology. Whether by direct contact with the customer or by providing self-service options, COM 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

COM 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 have been added, the Department continues to evolve to meet the needs of its customers. 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.

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

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 in FY 2019-20, COM, partnering with ITD, will set forth to purchase 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, COM call specialists, as well as other customer service representatives to access a single customer account and personally identifying information through miamidade.gov.

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Our vision for the new CRM, in conjunction with supporting technologies, is to build a single user profile that is accessible online 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: Closed Loop Feedback Program**

The Closed Loop Program, conceived in the early days of Miami-Dade County's 311 launch, was created to measure service request fulfillment. The original program used a combination of call-outs and mail-outs to gauge satisfaction. An enhanced version of the program, utilizing online survey software, was piloted in the summer of 2009 but due to budget cuts that program was canceled shortly thereafter.

Over the last year, COM has begun to implement customer experience management by integrating customer data with service-delivery insights gained through the Closed Loop feedback program, powered by Qualtrics, and gain a 360-degree view of the customer. The program's objectives are to create quantitative and qualitative customer feedback, identify service gaps, as well as to identify what we are doing well and maintain that level of service. This program aims to change the perception of government from a provider to a partner.

When select services requested through 311 or miamidade.gov are completed, residents will be sent a brief survey asking about their satisfaction. Based on the resident's response, the system will create a ticket for the service provider to follow up with the resident to address their concerns. Responses are also visualized on dashboards highlighting trends which may help address operational deficiencies. Closed Loop will be expanded to include more service requests and non-311 intake methods. We will explore the use of SMS (text message) technology to supplement the online survey approach and promote on-site service provider feedback options.

→ **Initiative 3: Social Relationship Management (SRM)**

Social cloud tools enhance communications in all kinds of ways, including listening and monitoring, one-to-one engagement, content marketing, analytics, and everything in between. SRM allows us to effectively uncover customer insights that enable us to deliver relevant content and faster service across channels like Facebook, Twitter and Instagram. Social cloud tools allow the County to listen, create, and engage at the speed of social with the consistency and transparency customers expect. Social media is another touchpoint which can shape the customer experience.

The cloud-based tool transforms marketing by truly knowing the customer, engaging in cross-channel marketing, and achieving data driven accountability. Integrated information from

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cross-channel, content, and social marketing, with data management and activation, along with hundreds of application and data partners, enables them to target, engage, convert, analyze, and use award-winning marketing technology and expertise to deliver personalized customer experiences at every interaction.

→ **Initiative 4: Brand Management**

Branding is a Quality Assurance function within the Communications Department. 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 all of the images, content, and experiences derived from all of the interactions with our organization.

We build our brand identity through public relations, advertising, marketing, and promotions. We maintain it through regular communications in print, video and online 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.

Self-Service

Miamidade.gov is the official 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. COM 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.

COM 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 Eloqua. Content improvement efforts were driven by analytics: taking an in-depth look at services, web page 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, 62 County organizations, from departments to elected officials and boards now appear in the County Agency Directory. The new License Directory incorporates 39 different County licenses and the team is currently working on permits.

→ **Initiative 1: miamidade.gov, Document Management, and Applications**

In the coming years, COM will lead the charge for continuous improvements to miamidade.gov through evaluation, prioritization and standards development.

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User testing is a vital and intricate part of customer experience. Developing a better understanding of how our users interact with our design and tools is crucial to crafting the best user experience to help visitors achieve their task. COM will formally establish a User-Testing Program, partnering with entities such as Lighthouse for the Blind, that will allow us to monitor user behavior and gather feedback so that we can identify and correct any design flaws. Continuous feedback and user testing will provide both the qualitative data and systematic observations necessary to better understand our users' needs, motivations and actions.

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. COM will work with ITD to create a plan to migrate documents out of the content management system into an enterprise document management system. Through the use of 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.

Based on feedback, users 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 web pages. Our goal 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. The vision is to migrate all static location based data off miamidade.gov and store in a central GIS database managed by ITD. 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. In an effort to further personalize miamidade.gov, COM will work with GIS to create a dashboard of personalized information already stored in their system including: County Commissioner, Voting Precinct, Recycling / Garbage Pick-up days and made more accessible by logging into miamidade.gov.

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. COM uses a subscription-based tool to 'crawl' through the pages of a website 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. Prioritization of application rewrite should be dictated based on user/customer need, not on which department has the money to pay. In the development of new and existing online services, COM evaluates websites and applications for branding as well as the user experience—both are considered part 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 released for general use, they should be thoroughly tested

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by users to ensure their use generates positive experiences. COM will develop standards to ensure that the County is delivering a consistent customer experience.

→ **Initiative 2: New Knowledge Base**

The new enterprise web content management system serves as the central digital content warehouse for County information and services online. COM'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.

COM 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 3: Expand Service Requests Available Online**

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

To further enhance the self-service experience, COM 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.

Public Education and Community Engagement

The Communications Department 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 or mail.

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. COM's ongoing initiative to encourage users to register on

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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**

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 to keep display advertising in-house to save on costs associated with buying through third parties. In addition, COM will implement a post-campaign customer feedback program utilizing the Qualtrics survey software.

With the implementation of Eloqua, an e-marketing solution, the County has been able to send more relevant content based on a customer's subscription preferences upon account registration. COM is developing a well segmented customer database, driving lead nurturing, encouraging civic engagement and moving toward continuous contact based on the customer journey. We are working with departments to develop unique blueprints that help prioritize deployment of the platform by department based on need.

→ **Initiative 2: Social Media Program**

Towards the end of FY 2017-18, COM 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 (FOIA) obligations, as well as potential litigation requirements. While COM will help to ensure policy is adhered to by providing the necessary enterprise tools, we will also try to control social sprawl. Due to lack of a formal policy, over the years departmental social accounts have multiplied 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, COM 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.

The Communications Department 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 by 2020, almost 75% of the global population will

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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 can be part of an integrated customer engagement program.

COM 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**

Additionally, as mentioned in the social media program initiative COM will work to gauge the effectiveness of digital promotions via Google AdWords and Google Analytics. Fully optimizing this initiative will require buy-in and cooperation from user departments and ITD. For COM, it may also require the addition of a new position tasked with analyzing data at a deeper level, reporting on customer insights, and ultimately to drive strategy and new initiatives.

→ **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 learn 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. COM'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, COM will 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 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. COM 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.

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COM has been and will continue to collect 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 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. Communications 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. Bots that provide 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, marketing technology experts predict that by 2020, they will use 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. COM 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 the Communications Department'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.

Scorecard - Communications

Information

Name: Communications

Description: n/a

Domain: Communications

Owners: Kim, Inson

Details

| | As Of | Actual | Business Plan Goal | FYTD Actual | FYTD Goal |
|--|-------------|--------------|--------------------|-------------|------------------------|
| 1.0 Customer | | | | | |
| ▼ Increase Access to and quality of Government Information and Services (COM) | | | | | |
| Initiative Name | Type | As Of | Status | % | Owners |
| Re-architect the County's Content Management System | | 1/12/2018 | In Progress | 95% | Suarez, Angelica (COM) |
| Enhance 311 Mobile App SRs | Improvement | n/a | n/a | | Mullins, R. Adam (COM) |
| 311 Average Speed of Answer | Nov '18 | 260seconds | | n/a | 165seconds |
| 311 Email Replies | Oct '18 | 3,776 | | 2,000 | n/a |
| 311 Service Center Walk-Ins | '18 FQ4 | 10,012 | | 7,500 | n/a |
| 311 Total Call Volume | Nov '18 | 107,865 | | 127,000 | 236,036 |
| Average Abandon Rate | Nov '18 | 23.30% | | 15.00% | 16.00% |
| Service Requests Created | Oct '18 | 24,064 | | n/a | n/a |
| Facebook Page Likes | Oct '18 | 68,080 | | 61,000 | 61,000 |
| Twitter Followers | Oct '18 | 78,092 | | 49,000 | 78,092 |
| County Portal Subscribers | Nov '18 | 6,556 | | 100,000 | 7,054 |
| Number of Visits to beta.miamidade.gov | Oct '18 | 446,293 | | n/a | 446,293 |
| Number of Visits to miamidade.gov | Oct '18 | 2,648,384 | | 1,500,000 | 2,648,384 |
| 2.0 Financial | | | | | |
| ▼ Meet Budget Targets (Communications) | | | | | |
| Expen: Total (Communications) | '18 FQ4 | \$4,342K | | \$4,721K | \$17,660K |
| Revenue: Total (Communications) | '18 FQ4 | \$8,855K | | \$4,721K | \$18,093K |
| Percent of Invoices Paid within 45 calendar days | Oct '18 | 98% | | 85% | n/a |
| Positions: Full-Time Filled (Communications) | '18 FQ4 | 156 | | 160 | n/a |
| | | | | (150 - 160) | |
| 3.0 Internal | | | | | |
| ▼ Enable transparency of service delivery | | | | | |
| Initiative Name | Type | As Of | Status | % | Owners |
| Automated Closed Loop Program | Improvement | 2/12/2018 | Not Started | 50% | Mullins, R. Adam (COM) |
| Advertisement Value Added per Quarter | '18 FQ4 | 473,101 | | 60,000 | n/a |
| Total Tasks Requested per Quarter | '18 FQ3 | 2,861 | | 1,500 | n/a |
| 4.0 Learning and Growth | | | | | |
| ▼ Professional Development through Training | | | | | |
| % Employees Using Active Training Licenses | '17 FQ4 | 32% | | 100% | n/a |

Linked Objects

| | |
|-----------------------------------|-------------------|
| ▼ Child Scorecards | |
| Name | Owners |
| Communications | Kim, Inson |
| ▼ Parent Scorecards | |
| Name | Owners |
| Communications | Kim, Inson |
| General Government Strategic Area | Miami-Dade County |
| ▼ ActiveViews | |