



# Communications & Customer Experience Department Business Plan

**Fiscal Years: 2023 and 2024\***  
(10/1/2022 through 9/30/2024)

Approved by:

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## **DEPARTMENT OVERVIEW**

### **Department Mission**

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. Through the provision of our services at enterprise scale, to internal stakeholders and our customers at large, CCED is a foundational pillar for Mayor Daniella Levine Cava's 4 E's: Environment, Equity, Engagement and Economy.

*Our mission is to provide easy, convenient, and universal access to information and services; facilitate engagement through the creation and distribution of timely, relevant and accurate information; collect and utilize customer data and feedback to inform decision-making and drive improvements to the customer's experience with government.*

The Department's mission aligns to the following strategic objectives:

- GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate
- GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government
- GG1-4: Promote equity in the planning and delivery of County services

Customer experience 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 universal access, engagement and positive interactions. This involves selecting the right set of methodologies, collecting customer data and employing technologies that drive transformation for how Miami-Dade County operates - revolutionizing the efficiency, convenience, and effectiveness with which it serves its customers. The Department works closely with the Office of the Mayor, the Board of County Commissioners, other elected officials, County departments, trusts and agencies to facilitate service delivery, and communicate and engage with our customers.

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 Haitian Creole). Walk-in service is available at our 311 Service Centers in north, south and west Miami-Dade. In FY 2022, the County's 311 service made over 1.3 million contacts with and processed more than 430,000 service requests for residents, visitors and businesses via multiple channels including phone, in-person, web, social, and mobile. In addition, the Contact Center processed \$15.4 million in property tax payments for the Miami-Dade County Tax Collector during the 2021-2022 collection season. In May 2022, the 311 Center assisted with the launch of the Office of Housing Advocacy and answered 3,244 calls in the first months of the new housing hotline.



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Miami-Dade County's award-winning web portal, [miamidade.gov](http://miamidade.gov), is the official online source to access government information and services. Last year, the number of visits to [miamidade.gov](http://miamidade.gov) increased to over 143 million all while expanding its digital footprint by providing core enterprise services such as new website development, more self-service options, e-newsletters, surveys and online forms to departments and agencies throughout the County. With a focus on responsive design for mobile device users, adherence to W3C Web Content Accessibility Guidelines (WCAG) 2.1, machine translation available through Google Translate, and plans to grow our 564,000 subscribers through the creation of a single, secure customer account and expansion of self-service, the County is making sure there are no barriers to accessing essential government services.

CCED manages the enterprise social media program for the purpose of listening to and engaging directly with our residents. Last year, the County's social media channels garnered significant engagement. The YouTube channel gained nearly 1,500 additional followers and generated 20.3 million video views, while the County's main Facebook, Twitter and Instagram accounts had a combined reach of 35 million. Aware that quality content drives this growth, the Department produces original content in multiple languages relevant to support key messages and County initiatives. Additionally, we regularly produce live Facebook and Twitter broadcasts to further connect with Miami-Dade County residents.

Social networks are an excellent platform to engage with our customers 'where they are' to share opinions that inform the County. Since 2016, through our enterprise social media management platform, the Department proactively listens to mentions of the County to solve problems and open service requests from leads received via social media channel inquiries. The Department continues to explore additional Voice of the Customer and knowledge management strategies to bring insights gained through social networks into the central content repository - driving improvements to content available through our channels and inform decision-making.

Through creative design and strategic messaging, the Department provides access to equitable and engaging communications that enrich the lives of our community, raising awareness of government services and programs, while addressing community needs through various channels and touchpoints. Last year, the Department sent almost 21,558,000 emails, broadcast 174 government meetings, designed over 3,000 creative communication products, and produced over 600 videos providing access to public information and strengthening community engagement. The execution of approximately 50 public awareness campaigns amplified key messages and raised awareness of critical programs and services to help our community thrive. These campaigns included social services programs, housing assistance, pet adoption, environmental considerations, career opportunities, recycling, hurricane preparedness, and human trafficking awareness, among many others.

The Department continues to serve as the County's central point of contact for marketing and advertising placement. Through print, radio, television and digital advertising, the Department produces award-winning marketing and branding campaigns that communicate important information to our residents in creative ways in multiple languages. The Department also leverages countywide advertising dollars 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



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the County's advertising footprint to meet audiences 'where they are' - whether online, outdoors, on traditional or streaming TV and radio, in retail locations, at gas stations and more - our \$11 million in advertising buys generated over 1.3 billion impressions combined. By optimizing and continuing to make advertising buys in-house, the Department achieved over \$10.5 million in cost savings and strategic buying decisions have resulted in \$1.6 million in bonus advertising.

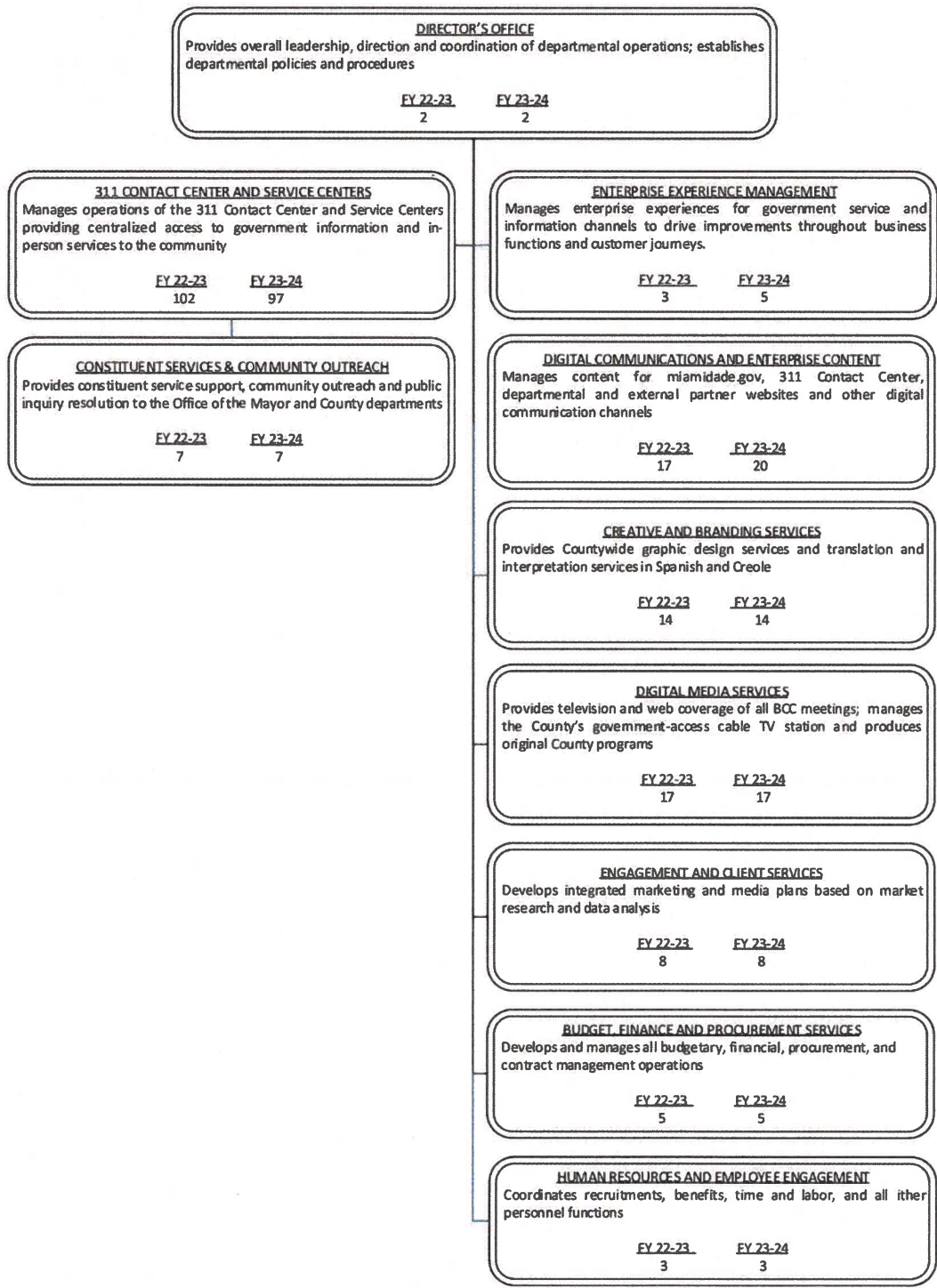
During the pandemic, the County saw increased visitation to our channels as residents accessed health and COVID-19 information, and sought economic recovery services from the County. Since their launch in November 2020, the COVID-19 Testing Site Finder has over 8.9 million views and the COVID-19 Vaccine Finder received over 1.4 million views, providing residents a quick and easy self-service option to access testing and vaccinations. Even well after the height of the pandemic, the 2022 COVID-19 prevention campaign alone garnered over 215 million impressions. The pandemic put a spotlight on the value of our channels and the Department's ability to rapidly mobilize to deliver self-service options and information to our customers.

To achieve a higher level of efficiency and increased capabilities, the Department completed the *Customer Experience Strategy* a 3-5 year plan and roadmap that will guide the County towards achieving an integrated platform to provide seamless and personalized services and information 24/7. The plan provides an enterprise strategy that will drive improvements to the customer experience, creating a more unified, service-based approach to interacting with the public. In-line with Mayor Daniella Levine Cava's mission and vision of a *No Wrong Door* approach for government services, our key priority initiatives ensure that Miami-Dade County's 311 Contact Center and the County's main website, miamidade.gov, are always the right door leading to seamless, comprehensive, and compassionate delivery of government services. Over the next year, the Department, will continue to operate the County's primary government service and information channels while continuously improving communications and customer experience.



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The FY 2023-24 total number of full-time equivalent positions is 182.44



### **Our Customer**

Personalization is critical to improving the customer experience and creating a *No Wrong Door* approach to service delivery. *Thrive305 Action Plan, Priority 1.1: Accessible County Government* calls to expand the accessibility of County government to meet all residents where they are. To be able to meet residents where they are, we must first know who they are.

According to McKinsey, companies should make hyper-personalization in customer care a top goal to achieve by 2025. Personalization takes a variety of forms that focus all decision making on serving individual customers and their personalized needs:

*Knowing our customers* — Organizations that can aggregate all customer information—including user attributes, behaviors, and past interactions across all channels—will be able to engage much more effectively.

*Integrating technologies and contacts across all channels* — A seamless customer experience throughout the journey (for example, starting the interaction in one channel and picking it up in the next) requires better alignment and collaboration of customer service, service and program development, marketing, and technology and operations.

*Reacting to customers before they even know they need us* — Data and analytics can enable contact center agents to predictively identify opportunities to preemptively solve issues based on personalized needs and determine the right times to reach out when a live interaction is preferred. These insights can help create a better-trained, more compassionate workforce to support proactive outreach.

*Implementing real-time agent tools* — Incorporating added functionality (for example, “in-moment” coaching) and eliminate cumbersome platforms can reduce barriers to addressing customer needs, increasing engagement and resolving problems. Agents can then be freed up to make real-time decisions in their interactions with customers.

### **Internal Customers**

The Communications and Customer Experience Department serves a variety of internal stakeholders including Office of the Mayor, the Board of County Commissioners, other elected officials, County departments, trusts and agencies.

### **External Customers**

The Department provides information and services to 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. In collaboration with the Information Technology Department, work is in progress to centralize, standardize and codify customer data to ensure information and services are available to our customers at large and populations by characteristic including but not limited to demographics (ex. race, ethnicity, age, gender, single-parent households, language), occupation, social vulnerability, medical issues and disability, and socioeconomic status.

As customer satisfaction through improved customer experience continues to be a priority, personalization will be a core tenet of the County's broader experience strategy. Its impact will



be felt in enhanced digital channels (as the volume of customers using self-service channels continues to rise) as well as integration of live channels.

### **Strategic Alignment, 4E, and Thrive305 Summary**

#### **Strategic Alignment**

As part of the General Government strategic area, the Communications and Customer Experience Department is aligned with the following strategic objectives:

#### **GG1-1: Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate**

Our customers view Miami-Dade County government as a complete entity and makes no distinction between departments or business processes - they put their trust in the County brand – everything from the County logo, to the .gov domain, to our 311 number to access non-emergency government services and information. The County offers hundreds of services and programs and according to the Thrive305 Action Plan, 45% of respondents said they “disagree” or “strongly disagree” when asked if they understand what services the County provides.

As an enterprise, to achieve customer-focus, to provide access and ensure processes are easy to navigate, we must integrate our entire range of business functions and customer journeys around satisfying the individual needs of our customers while minimizing costs, leveraging technology, and embracing a customer-service culture. To this end, the County must move away from organizational silos and ad hoc solutions and think big picture – an enterprise strategy for improving the customer’s experience. In fact, nearly 50% of organizations in a Gartner survey claimed they can track the financial benefits of customer experience projects.

The Department’s *Customer Experience Strategy* puts forward a plan and 3-5 year roadmap focused on improving the Customer’s experience. The plan sets a vision and details key strategies that will enable true channel parity and establish the foundation to operationalize new channels that will increase access to government services. The customer experience strategy references a customer data platform to build a consolidated data trail of all aspects of customer interaction, Voice of the Customer tools to capture data from surveys, sensors and social media and customer journey mapping and customer 360 tools to analyze how customers interact across multiple apps and channels.

To improve customer experience and satisfaction, we must align technological capabilities and business processes to proactively meet our customer’s needs by ‘meeting all residents where they are’ and that means first knowing *who* they are. A critical step is a comprehensive *Identity and Access Management (IAM) Strategy* that involves unifying customer profile data to achieve a 360-degree view of our customers. A single accurate record available to both the public and customer service agents, across all business IT systems will enable opportunities for proactive and predictive service delivery, communications and recommendations for programs and assistance customers may be eligible to receive creating opportunities to push assistance to our customers. Knowing who they are also eliminates the need for customers to re-enter





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previously verified personal information expediting application processing times for expedited service and assistance delivery.

Last year, in line with the Customer Experience Strategy, the Information Technology Department began customer data centralization efforts in the Trusted Data Platform and implemented Azure Business to Consumer (B2C) as the enterprise single sign-on (SSO) solution for public-facing systems and applications. Miami-Dade County procured this product as a replacement for the existing Portal registration system. Applications currently housed in the existing portal registration, for example the Water and Sewer Department customer bill, will be converted to the new SSO. IAM will also be leveraged to provide identity management support for other public facing channels like the 311 Contact Center to improve personalization through identity verification.

B2C identity management solution stores account and login information for online self-service users improving the experience by having to save only one username and password for access to all government services through our primary digital door, the miamidade.gov web portal. Through the miamidade.gov web portal, customers will have access to their single customer account, one door to access all government services requiring security, manage their preferences and potentially pay their bills. A single, secure customer account accessible by anyone, anywhere supports the Mayor's 4E's by expanding portal capabilities to operate as the County's primary business engine – reducing drive time to government offices, providing universal access to government services, supporting economic drivers and enabling personalized interactions and engagement.

As the implementation of an enterprise SSO is a critical step in improving experiences for the public, departmental IT priorities will continue towards an enterprise approach to 'borderless' service delivery including the on-boarding of a new Customer Relationship Management System, modern Contact Center solution and improved branding, usability and ADA compliance of customer interfaces, customer and service data management practices, and portal / business system integration guidelines. This will require the modernization of existing customer journeys, applications, technological capabilities and adherence to guidelines in the development of new public-facing systems in order to deploy to the production environment.

A new and modern architecture that powers our channels to be linked to a single configurable platform. will provide our customers a streamlined, omni-channel experience. The plan will help the County build the capabilities to meet customers where they are and ensure processes are easy to navigate through improved customer journey's that are seamless - from first point of contact to final transaction – and then closing the loop on their experience to drive continuous improvements to the customers experience with government.

**GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government**

The Communications and Customer Experience Department focuses on Public Education and Community Engagement through the design of integrated marketing campaigns that begin with market research, leverage our channels and merge digital media solutions such as social media, e-newsletters and web with traditional media such as print, TV, radio and outdoor to reach and engage all identified target audiences.



To facilitate community outreach and engagement, the Department is working towards onboarding new channels like chat and voice at enterprise scale as detailed in the *Customer Experience Strategy*. 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. The Department is also working to optimize a post-campaign customer feedback program utilizing our survey software and aligning it to interactions on our channels.

With the amount of data collected through our channels, a new centralized 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 to promote better decision-making in County government. The environment will enable real-time views, providing faster access and far less disparity of customer data for analysts, executives, managers and customers seeking business intelligence.

**GG1-4: Promote equity in the planning and delivery of County services**

Communications and Customer Experience Department establishes governance over the County's channels to ensure government information, programs and services are properly branded, accessible and easy to use by County employees and external customers of all abilities. [The Miami-Dade County Public Information Guide](#) provides guidelines, standards and policies in the areas of advertising, branding and design, TV and radio broadcasting, multi-channel marketing, social media and websites and online services to ensure a unified County brand and other standards are available.

With a focus on strictly adhering to Web Content Accessibility Guidelines, the County is making sure there are no barriers to accessing government services and information. Webpages on [MiamiDade.gov](#) are built using an enterprise content management system which allows the County to ensure responsive design for customers using mobile and tablet devices and accessibility through the use of data capture templates and components that meet the World Wide Web Consortium's Web Content Accessibility Guidelines 2.1, Level AA (WCAG 2.1, AA). In addition to having a subscription for automated ADA auditing capabilities, the Department contracts with an external auditor annually. The Department also ensures that internally produced videos, e-newsletters, surveys and other resources meet ADA guidelines. Our Department also consults with other divisions throughout the County to ensure the products they manage like application interfaces, documents and other assets meet standards for compliance.

In addition, the web portal uses Google Translate and our in-house translators and interpreters, as well as our contact center workforce, to ensure content and communications are available over the phone, in-person at our 311 Service Centers and via social media in English, Spanish and Haitian Creole. Through the centralization of advertising, the Department focuses on equitable distribution of advertising dollars to ensure messaging reaches our residents in English, Spanish and Haitian Creole and advertising is strategically placed in targeted geographic areas.



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As our community continues to flourish, diversity, equity and inclusion remain a top priority when we develop and deploy communications to the masses. To ensure government information, programs and services are accessible to the multi-cultural and ever-changing Miami-Dade County community, the deliverables that we produce are translated and available in English, Spanish and Haitian Creole. The materials created are inclusive, appropriate, and reflect the diversity of our community. Miami-Dade's wide-ranging diversity is also considered as we plan, develop and place advertisements. Our multi-media advertising campaigns are equitable in terms of translations, overall spend and media tactic used. These practices ensure that government service information effectively reaches our customers – Miami-Dade residents, visitors, businesses and other segments of our community.

As mentioned in GG1-1, the Department is working towards a customer-focused strategy that will also promote equity in the planning and delivery of County services through the expansion of the Miami-Dade customer account capabilities to drive personalization. Today, by logging into miamidade.gov, which has close to 500,000 registered subscribers, customers can opt-in to receive emergency alerts, transit rider alerts and recycling day reminders and pay their water bill. With future enhancements, the Department aims to increase registration as more services become available. Although increases in registrations allow for increased opportunity for communication, the Department is mindful of not spamming subscribers to ensure more effective, well-received communications.

Through the consolidation of data portal registration, enterprise e-marketing and social media management solution and departmental business systems, the Department has the foundation for a well segmented customer database managed by the enterprise Trusted Data Platform. By employing lead nurturing strategies, targeted campaigns, the Department plans to expand our subscription base to deliver personalized omni-channel communications that can disseminate information not only by preference but by geographic location.

**4E's**

Through the provision of our services at enterprise scale, to our internal stakeholders and our customers at large, the Department is a foundational pillar for Mayor Daniella Levine Cava's 4 E's: Environment, Equity, Engagement and Economy.

**Environment**

**Digital Communications**

Over the years, paper consumption by individuals and business has reduced drastically due to the influence of digital means of communication. In the past, every direct mail, news article, survey, legal ad, document and application had to be printed out on paper, digital communication tools have gone a long way in reducing the number of trees cut down for paper production and in turn reducing deforestation which is beneficial to our environment. CCED works continuously to bring more information online, assist with the digitization of online forms and provide electronic means to engage with the County.

**Hybrid Telecommuting**

According to [Miami-Dade TPO Telecommute Study Final Report, January 2021](#), there are significant environmental benefits, in addition to the quality of life and economic benefits, of reduced traffic congestion resulting from telecommuting. With over one million employees or



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working-age adults, residing in Miami-Dade County, even a five percent reduction in commuting to work could result in up to two million fewer miles of work commuting on an annual basis. Since the COVID-19 pandemic, the Department has supported telework for employees that are not essential to be on-site.

## **Equity**

### Accessibility

The Department establishes governance through the [Public Information Guide](#) to ensure the miamidade.gov web portal and other digital content including videos, forms, surveys and e-newsletters meet W3C Web Content Accessibility Guidelines (WCAG) 2.1.

### Language Translation

As a multi-lingual service provider, the Department provides multi-lingual contact center services, manual translation services for essential government information and engages with customers in English, Spanish and Haitian Creole through a variety of touchpoints.

### Digital Divide

Only 77 percent of households in Miami-Dade County have an internet subscription, according to U.S. Census figures; with nearly one in four homes without internet. According to an FIU study, *South Florida's Digital Divide*, Miami-Dade has the third highest percentage of households without an internet subscription (20.5%), while the city of Miami has a significantly higher rate (32.2%). Of the top 5 cities in Florida by population, Miami has the largest disparity between its city-level and county-level connectivity. Notably, 11.3% of households rely solely on cellular data plans with no home internet. To address the Digital Divide, the Department ensures that miamidade.gov web pages are responsive across devices for those that rely on their cellular data plans with access to home internet.

### Digital Channels

The internet economy has several characteristics that make it unique. It's diverse since anyone who has access to it can use it to do business, regardless of nationality, economic status, race, or gender. The Department continues to onboard digital channels as they enter the market, working with County departments to ensure as many services as possible are available and accessible digitally.

## **Engagement**

### Integrated Marketing and Communications

The Department focuses on Public Education and Community Engagement through the design of integrated marketing campaigns that begin with market research, leverage our channels and merge digital media solutions such as social media, e-newsletters and web with traditional media such as print, TV, radio and outdoor to reach and engage all identified target audiences.

### Collecting the Voice of the Customer

The Department uses mechanisms to evaluate the quality of the information sent out and customer feedback is collected through various methods to drive continuous improvements to the customer experience. The Department continues to collect qualitative and quantitative data to drive improvements and operational changes that make a real impact. Rather than just



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

## **Economy**

### Miamidade.gov

As part of the digital economy, miamidade.gov has several characteristics that support the economy. Business leaders can collaborate and share data so that they can make more effective decisions. The internet can also be used for increased reach through mass targeted marketing of service and programs, making large sections of the public aware of what the County has to offer. The internet can often save money for the County and our customers by eliminating the need for a middleman and promote greater transparency, since transactions are tracked because they occur online. This makes it easier for the County to look at trends or to relate their marketing efforts to the revenue they bring in – to inform decision making.

### **Thrive 305 Summary**

Under Mayor Daniella Levine Cava's administration, the County engage directly with residents in unprecedented 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.

The Department aligns to the *Mayor's Thrive305 Action Plan* and will align key initiatives to the Mayor's priorities.

### **Priority 1.1: Accessible County Government**

We will expand the accessibility of County government to meet all residents 'where they are'.

#### **Action 1.1: Create a 'No Wrong Door' approach for County services**

- The Department is taking steps to implement a "No Wrong Door" approach to County services, with the mission and vision to ensure that each person's first point of contact with County government leads to seamless, comprehensive, and compassionate delivery of government services; and to create a network of comprehensive and integrated services that empowers all members of the community. The Department will work to on-board new channels and enhance the operations of existing channels to ensure Miami-Dade County's 311 Contact Center and the County's website, miamidade.gov, are always the right door.

#### **Action 1.2: Expand "One Stop" service hubs at County facilities**

- Working with County departments, the Department will work to on-board other lines of business at our 311 Service Centers in north, south and west Miami-Dade to expand service offerings at in-person locations.

#### **Action 1.3: Take comprehensive mobile services to communities**

- With the tools available through the County's Voice of the Customer program, the Department will work with more departments to create opportunities to receive feedback



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from the services that were delivered, including their timeliness, to increase the public's trust in County services.

**Priority 2.2: Engaged and Empowered Residents**

We plan to engage with community partners to create more ways to teach residents how government works and how to continue influencing it.

**Action 2.1: Educate the public about County government**

- Provide clear, engaging civic education to residents that focus on the workings of local government to enhance long-term civic participation, particularly among young people.

**Action 2.2: Create easy pathways for civic engagement in County government**

- Promote opportunities for residents to provide public input and inform County decision-making in ways that meet people where they are, plainly explain potential impacts of decisions, and encourage them to take part in the decision-making process.
- Leveraging ongoing work to better announce key public meetings to also expand opportunities for residents to stay informed about outcomes of County proceedings, with a focus on administrative actions but also including legislative decision-making – in partnership with the Board of County Commissioners.
- Use Miami-Dade TV, which is already used to broadcast live Commission meetings, to televise easily digestible summaries of what the Commission has discussed, voted on, and decided.

<b>Selected Measure Name</b>	<b>4E (Environment, Equity, Economy, or Engagement)</b>	<b>Thrive 305 Priority or Action</b>
311 Total Call Volume	Engagement, Equity	Priority 1.1, 1.2
311 Average Speed of Answer	Engagement	Priority 1.1, 1.2
311 Average Abandon Rate	Engagement	Priority 1.1, 1.2
311 Service Center Walk-Ins	Engagement, Equity	Priority 1.1, 1.2
Service Requests Created	Engagement, Equity	Priority 1.1, 1.2
County Portal Subscribers	Engagement, Equity	Priority 1.1, 1.2
Number of Visits to miamidade.gov	Engagement, Equity	Priority 1.1, 1.2
Facebook Page Likes	Engagement, Equity	Priority 1.1, 1.2
Twitter Followers	Engagement, Equity	Priority 1.1, 1.2



## **KEY ISSUES**

### **Internal barriers to a No Wrong Door approach to County service delivery**

As we work towards the implementation of the *Customer Experience Strategy* and creating a *No Wrong Door* approach to County service delivery, the proliferation of identifiers, authentication solutions, external domains, IT business systems and duplicate technologies pose a risk to creating a *No Wrong Door* approach to County service delivery.

As mentioned in **GG1-1**, our customers view Miami-Dade County government as a complete entity and makes no distinction between departments or business processes - they put their trust in the County brand – everything from the County logo, to the .gov domain to our 311 number to access non-emergency government services and information. As we continue to advance *No Wrong Door* we must focus on providing and/or integrating the capabilities departments are soliciting from external providers and offer them at enterprise-scale through our primary service and communication channels.

### **Comprehensive Identity and Access Management Strategy**

A critical step towards, 'meeting residents where they are' as identified in the Thrive305 Action Plan, Priority 1, is a comprehensive Identity and Access Management Strategy that involves unifying customer profile data to achieve a 360-degree view of our customers. A single accurate record available to both the public and customer service agents, across all business IT systems will enable opportunities for proactive and predictive service delivery. Communications and recommendations for programs and assistance for customers who may be eligible for specific services creating opportunities to recommend services and assistance to our customers.

The implementation of B2C identity management as an enterprise single sign-on (SSO) was a critical step in improving experiences for the public but wide-spread adoption by departments and IT teams is still on the horizon. Dedicated resources are needed to support the IT Data Science team in their work towards customer data modeling and centralization of customer data. Additionally, working with the IT security team, we must work to remove barriers to expediting verification of PII (personally identifiable information) to enable the reuse of data across business lines of service.

### **IT Support**

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 well-known commercial giants. A critical success factor in the implementation of the *Customer Experience Strategy* is new/additional resources dedicated to achieving the future state while existing resources continue supporting operations. As part of the strategy, the Department is moving towards Software as a Service (SaaS) solutions, commonly known as cloud solutions, that do not require as much IT overhead as on-premises systems. Future state SaaS solutions, mentioned in Key Priority Initiatives will include: a Customer Relationship Management Solution, Contact Center replacement, Digital Experience Management Platform (Content Management System replacement), Enterprise Feedback Management and Social Media Management Solution upgrade/replacement.



### **ADA Compliance of Documents**

In-line with **GG1-4**, the Department establishes governance over the County's channels and information products to ensure government information, programs and services are accessible and easy to use by County employees and external customers of all abilities. While miamidade.gov web pages have achieved compliance, there is still work to be done in the area of document management.

On the public domain there are currently over 375K documents that may not be ADA compliant or text searchable. Ensuring a document is accessible and searchable begins with how the document is created having proper metadata and markup so the document is machine readable. In order to ensure compliance, the County requires a public document management solution that provides full lifecycle management to ensure the final document is accessible to all audiences.

### **Ability to Market, Communicate and Provide Service to Individuals**

The Department's promotion of a personalized, omni-channel approach to community outreach and engagement can enhance marketing efforts, increase brand loyalty, trust, and further drive the customer experience. Targeted advertising and marketing campaigns have become routine practice for reaching our audiences but engaging with them continues to be a challenge. According to the American Marketing Association, campaigns without engagement fade quickly. Engagement has proven to be critical in the consumer's journey, as it establishes connections with our audiences, builds rapport and ultimately provides us with valuable feedback and insight to act on. Well-executed digital, social and traditional campaigns can grow reach and improve engagement with our external customers and industries.

With increasing privacy restrictions and third-party cookie depreciation, utilizing all available data sources will become essential in successfully navigating the digital advertising world. We must leverage existing partnerships, market to individuals instead of devices and strive for authenticity to activate our brand and effectively communicate with our community. The Department will continue working with County departments to align engagement goals with their communications strategy by leveraging our digital tools, including effective tagging, a central repository for marketing data, and channels to improve public engagement through actionable and measurable objectives. With the forecasted digital shift, the Department must place an emphasis on digital advertising training and commits to expanding the use of online self-service platforms, which maximizes reach and cost savings for the County.

## **PRIORITY INITIATIVES**

Miami-Dade County offers many services and programs, and in most cases, departments work independently though they may share business processes. However, it is important to note that the customer views government as a complete entity and makes no distinction between department or business process.

Each year, Gartner surveys hundreds of customer service and support leaders to identify their strategic priorities and investments for the year ahead, helping leaders more confidently benchmark their own strategic planning decisions. Almost 75% of respondents said that creating a seamless customer journey across assisted and self-service channels is "important" or "very important" to providing excellent customer experiences.





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Our enterprise *Customer Experience Strategy* will help departments meet the needs of our customers at enterprise scale by enhancing capabilities in existing channels and by investing in new customer-facing channels and technologies to provide greater access to government services and increase engagement. The Department is working, through our key priority initiatives to ensure customer journeys and underlying processes, technologies and data management efforts are integrated – to provide the County greater advantages to customers with exceptional customer experiences.

**Initiative 1: New Customer Relationship Management System**

This year, the County will begin implementation of a new customer relationship management system (CRM), a customer service and support application that stores customer contact information, records service requests and makes information about every customer interaction available internally to anyone who may need it. The CRM will be used by various County Departments to intake and track resolution for hundreds of service request configurations and store and manage customer information across all County touchpoints. The system will modernize customer interactions, improve the customer service experience, and strengthen the multiple ways our customers interact with Miami-Dade County.

The vision is to provide a single-entry point for customers, call specialists, as well as department customer service representatives to access a single customer account and a single customer profile that is accessible online to both the customer and call specialist. The single customer profile will allow access to update personally identifying information, communication preferences, provide anytime access to submit new service requests, check the status of existing ones, and view a history of interactions with the County.

With the proposed CRM Solution, the County will:

- Enhance and standardize the customer service experience throughout multiple communication channels (mobile application, self-service web interface, email, chat bot, social media, and phone)
- Improve management of resident data and interactions with the County
- Provide real time information to create and complete service requests
- Provide a two-way interface into multiple systems that includes automatic service request generation
- Enable a public interface through portal and mobile application (311 Direct replacement) that will strengthen self-service reporting for customers
- Provide analytics such as graphical views of service request data with visual indicators

**Initiative 2: 311 Contact Center Modernization**

To achieve true channel parity, the Department will need a modern contact center to enhance customer service and outreach through enhanced telephony tools. With the planned integration into the new CRM, these tools will also allow users to initiate service requests and check a request status using telephone prompts providing a new self-service channel for customers calling 311. This tool can also obtain the callers identity and history, displaying it for the 311 Call Specialist prior to connecting with the caller, increasing customer satisfaction by not requiring the caller to repeat their information and past interactions with 311.



### **Initiative 3: Customer Data Platform and Identity Management**

Miami-Dade County has a wealth of customer data stored in separate IT business systems throughout the County and records of programs customers already qualify for based on their profile which may include (Address, Age, # of persons per household, Income and more). The *Customer Experience Strategy* indicates that centralization of customer data in a Customer Data Platform, in-tandem with a comprehensive Identity and Access Management (IAM) strategy for all external users (consumers, business customers and partners) is critical to secure and streamline digital business while achieving personalization.

Furthermore, as digital business relies on digital trust, which is enabled by IAM, security and identity are now, more than ever, an essential foundation of the organization's business ecosystem. With the number and importance of digital interactions increasing, the bar continues to rise on providing a great total user experience. Gartner estimates that by 2024, organizations that do so will outperform competitors by 25% in satisfaction metrics for both customer and employee experience.

Last year, the Information Technology Department began customer data centralization efforts in the Trusted Data Platform and implemented Azure Business to Consumer (B2C) as the enterprise single sign-on (SSO) solution for public-facing systems and applications. B2C identity management solution stores account and login information for online self-service users improving the experience by only having to save one username and password for access all government services through our primary digital door, the miamidade.gov web portal.

Through this initiative, the Department in partnership with ITD will work towards a strategy to build a No Wrong Door BETA ensuring that the County's 311 service and the County's main website are always the right door.

#### **No Wrong Door BETA**

As stated in the *No Wrong Door Action Summary*:

Enhance the use of technology to increase connectivity. Conduct an inventory of existing systems used across the County and by critical community partners, and where there are opportunities to migrate participating departments and community partners to a new system. Identify an appropriate data architecture, including use of universal intake form, common identifiers across databases, and potentially procure a software platform to integrate a critical mass of partners. Ensure the new systems include all the appropriate privacy and security measures to safeguard resident data and are in compliance with federal regulations such as the Health Insurance Portability and Accountability Act of 1996 (HIPAA). Address all the public records Sunshine Law implications up front.

The ability to create a universal intake with upfront verification has many benefits for customers, service providers and customer support agents. Many conversations are currently underway regarding a universal intake form with up-front identity and other verification (address, income, etc.) that will eliminate the need for customers to re-enter their personal data since if they are already verified, or potentially through other government assistance programs. Customers will only need one user ID and password for access to a single customer account. The solution may also expedite back-office processing of applications – reducing application processing times and paperwork. A potential barrier to a universal intake form is Department solicitations for 3<sup>rd</sup> party solutions in their pursuit to administer programs and services.



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Using the Mayor's Homes Plan as a tangible use case, the Department in partnership with ITD will first provide a detailed report to the Mayor's Office detailing critical success factors related to the new infrastructure in the areas of Procurement, Privacy and Security, Public Records, Customer Experience and other areas of interest prior to development of a solution.

### Initiative 4: Capturing the Voice of the Customer

Since 2016, the Department has been managing the enterprise Voice of the Customer (VoC) program to capture what customers are saying about department programs, and/or services through various channels. Voice of the Customer (VoC) is an umbrella term used to describe our customer's feedback about their experiences with, and expectations for, agencies, programs or services.

By continuously listening to the Voice of the Customer, Miami-Dade County better understands and meets customer needs, expectations – and helps improve the program or service they offer. The VOC program gives insight into customer preferences, problems, and complaints. VoC efforts identify and respond to issues to improve customer satisfaction and loyalty.

Miami-Dade County captures the Voice of the Customer and uses the data to improve how a customer experiences all interactions with our organization. VoC efforts have improved over the years and expanding capabilities include text analytics and sentiment.

In-line with **Thrive305 Action 1.3: Take comprehensive mobile services to communities**, the Department will continue to work with County departments and agencies to create opportunities to receive feedback from of the services that were delivered, including their timeliness, to increase the public's trust in County services. As customers are demanding more direct engagement, capturing and acting on customer feedback is critical to improving the Customer's experience with government.

### Initiative 4: Social Media Management Solution

The Department is upgrading the enterprise social media management platform to monitor and manage social media related to Miami-Dade County. The tool will allow County staff to publish to the multiple channels (Twitter, Facebook, Instagram, etc.), seeing both post and channel level performance, including user engagement, post reach, and channel performance.

In addition to managing channels, the tool will allow us to search publicly available social media mentions based on keywords topics and/or geographic locations. This functionality allows the County to gather sentiment at both the topic and countywide levels, proactively identifying issues.

The tool will capture any direct communications the public initiates with a Miami-Dade County social channel. These interactions allow County staff to properly interact with the public, providing the information and/or creating a service request.

### Initiative 5: Meet Customers Where They Are

#### New Miami-Dade County Portal and Mobile App.

With the implementation of the new CRM, the department will replace the existing 311 Direct Portal and mobile app that will enable customers to login once to submit service requests, view



history of interactions and improve management of resident data and interactions with the County.

### Location-Enabled Services

One of the key drivers for the personalization of our channels is geographics - the use of a customer's location or address. Upon the start of a customer's journey, they should only have to enter their address once, or have their address detected, to access information and self-service near them.

On November 11, 2020, the Department in partnership with ITD launched the [COVID Testing Site Locator](#), the second project in miamidade.gov history (after the Property Search application) to provide high-value data via address search with radius. In just two months since its launch, this web page had almost one million visits.

Today, many self-service options exist in stand-alone applications, forcing users to click outside of the miamidade.gov experience. With so much data already existing and stored within the County's Open Data portal and GIS systems, there are limitless opportunities for personalized self-service. Our goal is for the Department and IT teams to work in collaboration with departments to standardize data for public display, create API's and build simple and intuitive user interfaces to bring valuable data onto miamidade.gov, creating a more personalized, seamless, self-service experience for customers.

### Voice-Enabled Services

Ensure voice-enabled products like smart speakers and smart displays provide users access to services with "choice and flexibility" through multiple, interoperable intelligent assistants.

### **Initiative 6: No Wrong Door Network**

Last year, the Department in collaboration with ITD began work on the No Wrong Door Network powered by GIS technology.

As stated in the *No Wrong Door Action Summary*:

Establish agreements between the County and willing community partners to onboard them to be part of the No Wrong Door network, so that County departments more consistently provide "warm handoffs" of residents to community partners that are best positioned to deliver the appropriate service, and vice versa. Those agreements can include financial support from the County to build up partners' capacity to meet program requirements, such as sharing data and maintaining updated records.

To date, the Department has:

- Worked with the Mayor's Office and key departments including Public Housing and Community Development, Community Action and Human Services, Homeless Trust, Office of Management and Budget amongst others to assemble a master list of over 1,000 Community and Faith Based organizations and key contacts that provide services to the public.
- Standardized, validated and uploaded organization address data into the County's enterprise GIS system.
- Created a form for distribution to contacts identified in the master list in order to begin engagement with key contacts identified.



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- Developed a [No Wrong Door Network BETA website](#) where Community and Faith Based organizations can have access to update their organizational profile and add the services they provide to the public and communicate directly with the Network administrator within the Mayor's Office.

To move the Network forward, the Department will need the Mayor's Office to evaluate the current solution and provide guidance on how to move forward.

### Initiative 7: Content Management System

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 out based on both contextual and behavioral data captured in customer profiles driving many new and innovative personalization and localization initiatives.

This year, the Department in partnership with the Information Technology Department will begin market research for a modern content management system.

## FUTURE OUTLOOK

The Communications and Customer Experience Department continues to transform the way the County manages relationships with our customers, ensuring interactions are 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 every touchpoint, collecting feedback all while making improvements to design and service delivery along the way. The Department will continue to focus on implementing priority initiatives that keep pace with the emerging trends in communication while continuing to provide excellent service through the County's contact channels.

The Department 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 Voice of the Customer Program to 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, the Department continues 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 continues to produce award-winning content for marketing and branding campaigns including videos, radio spots, and print and digital graphics that communicate



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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 311 Direct. 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. The Department 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 2023. 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. To this end, the deployment of the CRM platform will take on added importance. To develop best practices and standards, it may be necessary to assemble a team 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 the Department's efforts. Our commitment to improving the customer experience with Miami-Dade County will lead to more opportunities for engagement of the population further delivering accurate, timely and relevant communications and customer service to the public.



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ATTACHMENT 1

BUSINESS PLAN REPORT

As Of <= 09/30/2022

Business Plan Report  
 Communications and Customer Experience

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target			
Customer	Increase Access to and quality of Government Information and Services	GG1: Accessible, equitable, transparent, and responsible government	GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government	311 Total Call Volume	▼	Sep '22	🔴	117,054	127,000	1,524,000	1,524,000			
				311 Average Speed of Answer	▼	Sep '22	🟢	49 seconds	180 seconds	180 seconds	180 seconds			
				Average Abandon Rate	▬	Sep '22	🟢	6.60%	18.00%	18.00%	18.00%			
				Twitter Followers	▬	Sep '22	🟢	131,693	49,000	49,000	49,000			
				County Portal Subscribers	▬	Sep '22	🟢	564,172	100,000	100,000	100,000			
				Number of Visits to miamidade.gov	▬	Sep '22	🔴	12,291,024	13,000,000	n/a	n/a			
				Facebook Page Likes	▬	Sep '22	🟢	105,802	66,000	66,000	66,000			
				Service Requests Created	▬	Sep '22	🟢	32,663	n/a	n/a	n/a			
				311 Service Center Walk-Ins	▬	22 FQ4	🔴	2,040	7,500	n/a	n/a			
				311 Total Call Volume	▼	Sep '22	🔴	117,054	127,000	1,524,000	1,524,000			
			311 Average Speed of Answer	▼	Sep '22	🟢	49 seconds	180 seconds	180 seconds	180 seconds				
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			Facebook Page Likes	▬	Sep '22	🟢	105,802	66,000	66,000	66,000				
			Service Requests Created	▬	Sep '22	🟢	32,663	n/a	n/a	n/a				
			311 Service Center Walk-Ins	▬	22 FQ4	🔴	2,040	7,500	n/a	n/a				
			Financial	Meet Budget Targets (Communications)			Expen. Total (Communications)	▼	22 FQ3	🔴	\$7,208K	\$5,395K	21579	n/a
							Revenue Total (Communications)	▼	22 FQ3	🔴	\$84K	\$5,396K	21579	n/a
Positions: Full-Time Filled (Communications)	▬	22 FQ3					🟢	164	166	n/a	n/a			
Percent of Invoices Paid within 45 calendar days	▬	Sep '22					🟢	99%	96%	n/a	n/a			
Internal	Enable transparency of service delivery	GG1: Accessible, equitable, transparent, and responsible government	GG1-2: Facilitate community outreach and engagement to promote better decision-making in County government	Total Tasks Requested per Quarter	▬	22 FQ4	🟢	3,371	1,500	n/a	n/a			
				Advertisement Value Added per Quarter	▬	22 FQ4	🟢	168,702	60,000	n/a	n/a			
Learning and Growth	Professional Development through Training			% Employees Using Active Training Licenses	▬	19 FQ1	🔴	35%	100%	n/a	n/a			

Key: ◆ - Initiative    ⬤ - Featured Objective

Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners
Increase Access to and quality of Government Information and Services	Re-architect the County's Content Management System	1/12/2018	In Progress	🟢				🟢	Suarez, Angelica (COM)
Enable transparency of service delivery	Automated Closed Loop Program	2/12/2018	In Progress						Mullins, R. Adam (COM)

