

MARKETING & COMMUNICATIONS

DEPARTMENT MISSION STATEMENT

The Office of Marketing & Communications advances the City's mission through creative marketing campaigns and strategic content initiatives aimed at meeting the needs of a diverse group of internal and external customers.

DEPARTMENT DESCRIPTION

The office connects the City of Miami Beach with residents, community groups, visitors, and the media. We create and implement communications and marketing initiatives for all City departments.

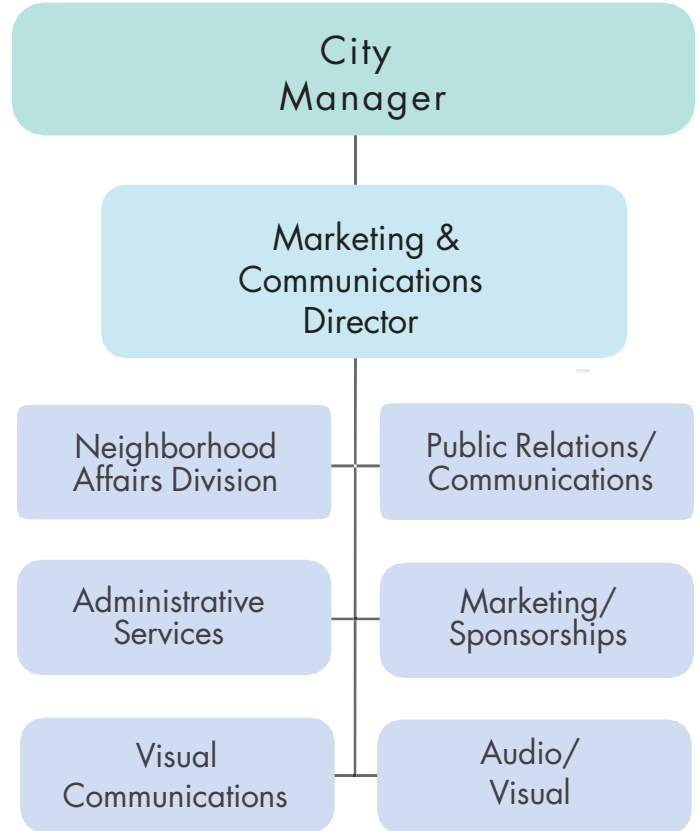
Our toolkit includes press releases, social media posts across multiple platforms, email newsletters tailored to curated audiences, print publications, audio, video and broadcasting as well as photography, direct mail, text alerts, personal interactions with community groups, crisis communications and out-of-home advertising to include billboards, pole banners, bus shelters and trolley wraps. The office does not promote Miami Beach to tourists and conference organizers since these services are contracted to the Greater Miami Convention & Visitors Bureau (GMCVB) as well as the Visitors and Convention Authority (VCA). Notwithstanding, the office plays an important role in disseminating information regarding conferences and events that have a strong tourism and hospitality component.

The team promotes services and programs in creative ways to meet City goals as well as the needs of stakeholders through public relations, homeowners organizations, video, digital media, marketing, web design, photography, copywriting, editing, social media, advertising, publications, events, neighborhood relations (town hall-style meetings, ribbon-cuttings etc.), graphic design, digital media, branding and sponsorships. We produce thousands of pieces each year.

The office uses various communication methods to achieve its goals — strategically placed marketing advertisements, geofencing, geotargeting and behavioral marketing strategies as well as a wide-ranging mix of print, outdoor digital and social advertisements based on campaign budgets and objectives.

In addition, media relationships are fostered locally and nationally through strategic pitching and work with press outlets to help ensure accurate reporting. Staff has a policy of responding to press inquiries 24/7. We manage all interview requests for city departments and issue public statements as appropriate.

As video content becomes increasingly important to convey messages and gain impressions, each campaign produced in the office also has a custom video component to generate maximum exposure. The video team also televises many public meetings live and ensures quality broadcasts for the public's benefit.



FISCAL ENVIRONMENT

The office is supported by the City's General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), and the Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

General Fund revenues directly generated by the Marketing & Communications team through advertising and sponsorships are used to offset expenditures.



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BUSINESS ENVIRONMENT

The Office of Marketing & Communications works to ensure that internal and external messages are successfully delivered to effectively convey the priorities and messages of the City.

The team collaborates with every City department to identify significant municipal matters and communicate them to the public as appropriate. While we rely heavily on interdepartmental communications, we also make every effort to monitor committee meetings and anticipate the needs of departments. City messaging is conveyed through multitiered campaigns with custom graphics and text that are strategically placed to target the most appropriate audience for each campaign.

MBTV, the City of Miami Beach government access channel, also broadcasts and livestreams internally produced original programming to support various initiatives and programs.

MB magazine is published quarterly and mailed to 62,247 Miami Beach households as the city's official magazine. The publication plays a critical role in the integrated marketing and communications strategy intended to help residents understand and appreciate the breadth of programs and services available in the community. The magazine consistently ranks on resident surveys as the #1 source for how residents receive their municipal information. To ensure maximum distribution of MB, the City positions additional copies at various city-owned facilities throughout Miami Beach.

The use of social media continues to grow as a cost-effective tool to build audience and brand awareness while stimulating engagement with residents. Engagement is contingent on appropriate content that is relevant, transparent and responsive while the department continually monitors impression and metric reports to fine-tune future strategies.

Feedback from residents, City staff as well as the Office of the Mayor and City Commission heavily determine how the team changes and adapts content.



STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

Prosperity

- Market and promote Miami Beach government

Neighborhoods

- Proactively monitor the city for mosquito breeding grounds - Completed
- Provide stellar customer service and communications to residents, condo associations and businesses

Environment & Infrastructure

- Reduce risk from storms, high tides, groundwater, and sea level rise with community engagement - Completed
- Provide clear and engaging messaging related to natural disasters and environmental emergencies to protect residents and visitors as well as to help lower citywide flood insurance rates

Organizational Innovation

- Improve two-way communications and engagement
- Support all objectives to improve decision making and financial stewardship, making the City more business friendly, with an employee culture of problem-solving and engagement

Strategic Plan Actions:

- IMPLEMENT** robust marketing campaign to promote city programs and cultural assets
- CREATE** an educational campaign to address public perception of crime and the Police Department
- INCREASE** community outreach and engagement through multiple channels of communication (MB magazine, social media and MBTV)
- IMPLEMENT** creative two-way engagement plan for projects
- IMPLEMENT** engagement toolbox
- CONDUCT** real-time outreach to new residents and provide opportunities to provide feedback to staff on their customer service
- CONVENE** meetings with neighborhood associations



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STRATEGIC ALIGNMENT CONT'D

Budget Enhancement Actions:

- N/A

Resilient305 Actions:

- **BUILD** An inclusive economy
- **BE COUNTED**
- **RESILIENCE** Training for All
- **GET** the 311 on Resilience for the 305
- **PLANNING** Efficiently and Effectively Together

SIGNIFICANT ACCOMPLISHMENTS

- Executed a national bilingual media campaign for Miami Beach Live! — the city's first March concert series that incorporated paid social, search engine optimization, targeted geofenced events, radio, bus shelter ads, a digital out-of-home campaign, magazine content and bloggers. The overall campaign delivered 73,864,174 total impressions, providing a response of 123% over the target goal.
- Launched a citywide safety campaign — Take Care of Our City — in March 2022 to educate visitors about our local laws and promote what Miami Beach has to offer. The campaign featured content from more than 25 Miami Beach area residents, including DJ Irie, Romero Britto, Chef Michael Schwartz and media personality Johanna Gomez among others. Channels included paid social, geofenced ads, bus shelter ads, pole banners and trolley wraps.
- Provided emergency response after the collapse of the Champlain Towers South in Surfside. In addition to 24/7 communication with first responders and the City Manager's Office, the Office of Marketing & Communications provided citywide updates to residents via e-blasts, press releases and text messages. The office also supported Surfside's communication efforts with media staging immediately following the collapse and fielded hundreds of public record requests from local and national media organizations.
- During its second year, the Neighborhood Affairs Division established concrete relationships with residents, condo associations and local businesses throughout the City while providing white glove service to each group. These relationships throughout the community have helped instill trust with City employees while providing feedback to the Marketing & Communications team as well as various City departments on how best to improve our channels of communication.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- After being awarded a grant from The Rockefeller Foundation, the Race to Trace campaign was in full swing at the start of 2021. The foundation played an important role in the research and funding around the development of vaccines. Together, this first-of-its-kind collaboration offered concierge-style contact tracing services to participating hospitality and tourism businesses in Miami Beach. The campaign included graphics from print to digital, an expanded feature in the spring 2021 MB magazine, press coverage, and social media promotions.
- With another successful year of new and improved campaigns, the Office of Marketing & Communications has also maintained longstanding annual campaigns on various topics ranging from sea turtle season, Fourth of July festivities and hurricane preparedness
- Launched the return of No Vacancy Campaign during Miami Beach Art Week. This campaign featured 10 works of art in 10 hotels. In partnership with local influencers, the City implemented a social media strategy to promote cultural arts and hospitality. This was in addition to the multitiered Art Week campaign that included graphics from print to digital, various ad buys and social media promotions.
- While expanding the City's social presence, the Office of Marketing & Communications employed software to track and monitor growth, reach and engagement. This resulted in the opportunity to create digital strategies based on metrics and data
- Successfully introduced hybrid City Commission and public meetings using the Zoom platform. The Office of Marketing & Communications continued to broadcast its own high-quality telecasts on MBTV, which resulted in higher overall attendance and community participation. Residents continue to enjoy the option to participate remotely or in person.

The campaign partnered with over 25 Miami Beach area residents, including DJ Irie, Romero Britto, Chef Michael Schwartz, media personality Johanna Gomez, among others.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Successfully produced the 2021 Voter's Guide video that aired on MBTV and on social platforms as well as the full printed Voter's Guide in the fall 2021 edition of MB magazine. Both resources gave residents extensive information on the 2021 election season
- Introduced the first livestream coverage of the City's annual Veterans Day parade. The production included multiple camera angles with different views of the parade, host commentators and drone perspectives. As a result, there was a significant increase in engagement on all social media platforms.
- Successfully televised the second annual Juneteenth celebration at Pride Park with attendance from both residents and local dignitaries. This resulted in increased social media and MBTV engagement.
- Created an official City of Miami Beach account for LinkedIn. In addition to expanding the City's social media presence, LinkedIn offers an outlet to highlight employees, share news on economic development and feature job openings.
- Ongoing virtual recreation and "Sundays with Parks" productions allowed residents to enjoy Parks & Recreation programs from the comfort of their homes. Maintaining these programs virtually generated consistent and updated content for MBTV in addition to the city's social media platforms.

CRITICAL SUCCESS FACTORS

- Continue to develop and improve digital marketing and messaging based on data and user engagement by building a budget that promotes social media posts and campaigns. Investing in software for this data can help keep the City at the forefront of digital outreach and strengthen all channels of communication
- Continue to build and maintain relationships with local and national media outlets to assist in ensuring accurate reporting and fair news coverage
- Use media buys as an opportunity to expand audience reach to increase overall impressions
- Continue to grow our resident and stakeholder contact lists
- Focus on highlighting arts, culture, health, and wellness as well as parks and recreation opportunities in Miami Beach

FUTURE OUTLOOK

MB magazine continues to be the number one information source for Miami Beach residents. Continuing to invest in this beautiful, bilingual publication will ensure that our residents develop a deeper understanding of the issues facing the City while showcasing innovative solutions, programs and services that are being employed to improve the quality of life for residents and attract new, high-paying businesses to the City.

There is an increased dependence on social media within the community, not only as a source of information for news and events, but also as a mechanism for communicating with residents and visitors. Our consistent growth in engagement creates more work on a daily basis. Investing in the expansion of our digital team will help the City maintain diverse channels of communication to reach all demographics. It will also provide a greater opportunity to strategically plan digital campaigns that maximize engagement and improve response time for followers.

An increase in the number of public meetings and a desire to keep our residents and community fully informed has led to the need to increase our capability to broadcast live events on MBTV and on our social media platforms. Developing a budget to absorb these costs will improve production value, production time and community outreach.

