

MARKETING & COMMUNICATIONS

DEPARTMENT MISSION STATEMENT

We are dedicated to advancing the City's vision through creative and strategic marketing and communications initiatives with our internal and external customers.

DEPARTMENT DESCRIPTION

The Marketing & Communications Department is a department that works to connect the City of Miami Beach government, residents, tourists, and the media. The Department is the internal marketing and communications agency for all City departments.

The Marketing & Communications Department specifically handles immediate and/or current City matters proactively with a wide, diverse audience, through a myriad of communication tools, including television, print, social media, radio, digital, e-mail, direct mail, texting, and personal interactions.

The Department promotes the City's services and programs to its customers in creative ways to meet the goals of the City and the needs of the customer.

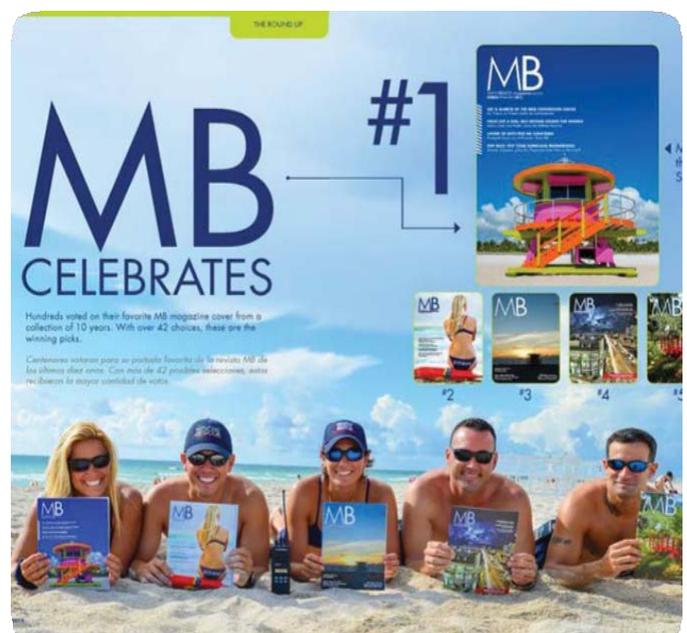
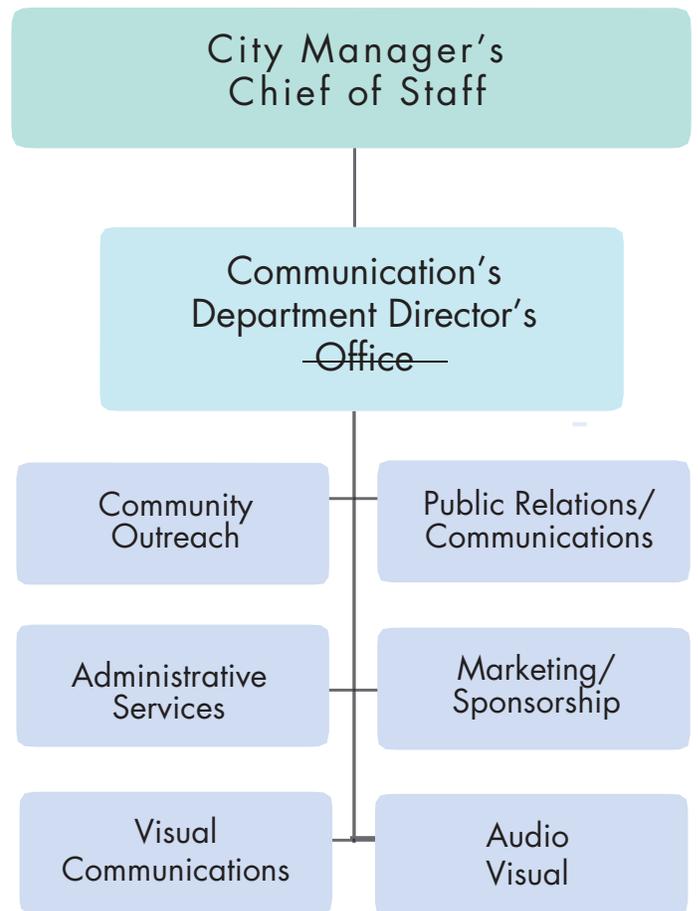
The Marketing & Communications Department includes marketing, sponsorships, public relations, social media, community outreach, branding, video, graphic design, website, and photography.

The Department uses various communications methods to achieve its goals, including strategically placed marketing advertisements utilizing geo fencing, geo targeting, and behavioral marketing strategies as well as an eclectic mix of print, outdoor digital, and social advertisements based on the campaign budget. In addition, media relationships are fostered both locally and nationally through strategic media pitching and working with media outlets to help ensure accurate and honest stories are printed. As videos are more and more important to gain impressions in campaigns, each major campaign also has a custom video used to increase effectiveness. The video team also works through the commission chambers to ensure quality broadcasts of all public meetings on MBTV.

FISCAL ENVIRONMENT

The Department 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 in the Marketing & Communications Department through advertising and sponsorships are also used to support the department costs.



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BUSINESS ENVIRONMENT

Working through various means of communications, the Marketing & Communications Department works to ensure internal and external messages are successfully delivered to effectively convey the priorities and messages of the City.

The team works with every City department to stay informed on all city matters and needs to communicate them. While we rely heavily on cross-departmental communications, we also make effort to watch all committee meetings and stay ahead of the needs of the departments. All City messaging is conveyed through multi-tiered campaigns with custom graphics that are created for each piece of the campaign. These messages are shared through strategically placed messages to appropriately target the correct audience for each campaign.

MBTV, the City of Miami Beach government access channel, airs all public meetings live as well as streaming online. Original programming communicating with residents about various initiatives are also created and broadcasted on this channel.

MB magazine is published quarterly and mailed to approximately 63,000 Miami Beach households. The publication plays a critical role in the integrated marketing and communications program designed to help residents understand and appreciate the excellence of their City government. To ensure maximum distribution of these magazines, the City distributes additional copies to other various City facilities.

The use of social media continues to grow as a cost-effective tool to build audience, brand and awareness, and influence engagement with government. Engagement is contingent on appropriate content that is relevant, transparent, and responsive.

Feedback received from both residents as well as city staff and the Office of the Mayor and City Commission heavily drive how we are changing and adapting to the needs of each.



STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

Prosperity

- Market and promote Miami Beach

Neighborhoods

- Proactively monitor the city for mosquito breeding grounds

Environment & Infrastructure

- Reduce risk from storms, high tides, groundwater, and sea level rise with community engagement

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 by the Police Department, including collaboration with neighborhood watch programs, private security and community groups
- IMPLEMENT** creative two-way engagement plan for projects
- IMPLEMENT** engagement toolbox (and other tools such as online forums, advisory polling, direct mail, Facebook Live)
- CONDUCT** (real-time) outreach to new residents, including tours of city hall
- CONVENE** quarterly meetings of HOA presidents with senior staff

Budget Enhancement Actions:

- Continue Resilience Program Communications

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



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SIGNIFICANT ACCOMPLISHMENTS

- Successfully created and implemented a full Election Ready resident education campaign that included a custom multi-tiered campaign to ensure our residents were fully informed on all items on the November ballot. Thanks in part to this campaign, the items all passed with high percentages.
- In partnership with all City departments we successfully completed a General Obligation (G.O.) Bond informational campaign to help our residents feel informed and educated on what the G.O. Bond would cover and how it would affect their community. This included fully customized graphics from print to video and large format. Additionally, this campaign included many public meetings, coordinated by the Marketing & Communications team in partnership with other City departments.
- Fully launched Memorial Day Weekend and Air & Sea Show messaging to ensure a successful and safe weekend. Custom messaging to assist in the promotions of various custom events created for Memorial Day as well as fully supporting the Air & Sea show at the same time. Coverage of both events included a full launch of the team to cover live video, photography, social media, and digital placements.
- Executed a successful March for Our Lives event in partnership with the Mayor's office. Full coverage of this event included a partnership with local and national media partners to ensure maximum coverage. Through our efforts, the event was also live streamed and could be viewed on the City's Facebook page. Custom graphics and full launch of marketing messaging to ensure a successful event helped to drive thousands of participants to the event.
- As the Transportation Department implemented an expansion of the Miami Beach Trolley to complete the citywide circulator, the Marketing & Communications team worked to create a complete re-brand of all of the graphics from trolley stop signs to maps with custom graphics to show where stops would be. In addition, a custom marketing campaign was launched to inform our residents and visitors of the new additions, which included video, print, digital, and social messaging.
- Short Term Rental Initiatives were and are front and center for the City. Through our partnership with our Code enforcement team we created a custom multi-tiered marketing campaign and pitched the story to many local and national media outlets to help share the information on illegal short-term rentals in our City. Through these efforts we received extensive media coverage on our city's efforts and need to curb illegal short-term rentals and launched the Check Your Renter Tool.
- Through our continued partnership with Destination Brands as our MB SunCare license partner, we were honored at the Biden Cancer Summit for our free MB SunCare program. This was the second year that the City was recognized by the Biden Cancer Summit.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Launched the official City of Kindness program through a partnership with Lionsgate Films with a free screening of the movie Wonder. Fully coordinated and executed by the marketing and Communications department, hundreds of people were able to watch the movie Wonder for free and were encouraged to spread kindness and #ChooseKind acts through the #MBBeKind promotions. Through a full launch of branding in partnership with the film, children in Miami Beach are not only spreading the love, but feeling it as well. Thanks to the generosity of Procter & Gamble's Crest, at-risk families and youth enrolled in the All Stars, Success University, and Parent/Child city programs will be encouraged to share a smile after receiving free toothpaste as part of Crest's #ChooseSmile program, meant to show the power of smiles as a universal act of kindness.



- Every year from April to October, Sea Turtle Nesting Season comes to our seven-miles of beach where loggerhead, leatherback, and green sea turtles come to lay their nests. To safeguard these baby hatchlings as they begin their journey to sea, the City of Miami Beach has held workshops to engage the public and is launching a marketing campaign targeting our residents, businesses, and global visitors. Through social media and a prominent advertising campaign, the City is educating these parties that sea turtle nesting season has begun. The campaign educates beachgoers and beachfront properties with tips to keep nests safe. These guidelines include not touching nests or hatchlings; minimizing artificial light; removing beach furniture, umbrellas, and other potential obstacles after a day at the beach; and being an advocate for these little ones by spreading the word to neighbors and friends and reporting nest disturbances to the Florida Fish and Wildlife Conservation Commission (FWC).
- Launched by the Marketing & Communications team in May 2018, the MB Resident Connect portal was chosen for a Florida League of Cities Award due to the importance of transparency and honesty in government. The tool increases transparency and allows our residents to stay up-to-date on topics that matter most to them by signing up for alerts based on key words they choose.

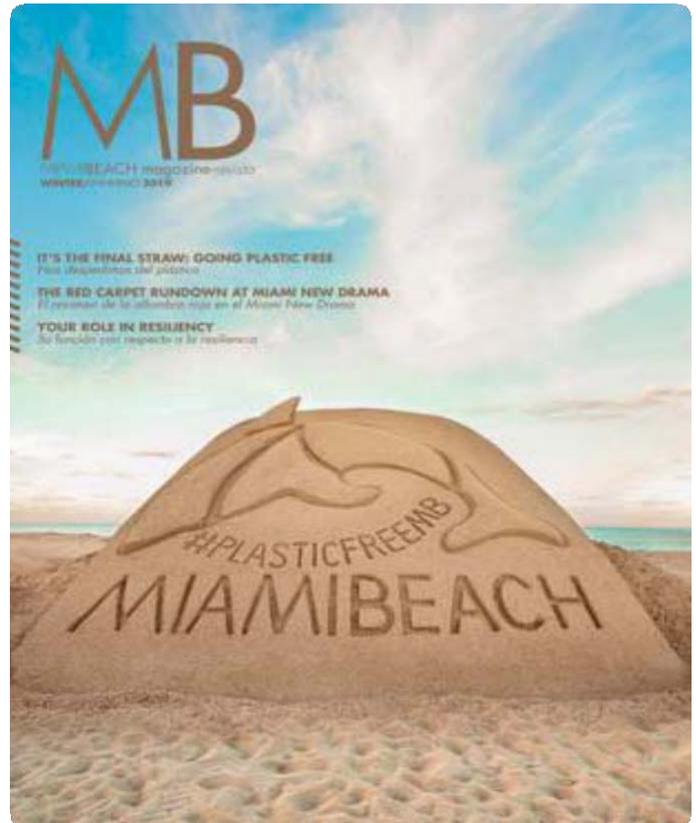
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FUTURE OUTLOOK

Mailing costs have potential to increase due to postal changes and mail delivery structures. Variations in the number of Miami Beach households also affect mailing costs. Cost of paper and printing costs could potentially increase due to external factors.

There is an increased dependence on social media for communications. Due to this, the volume of work in the area increases daily as it is a useful tool for cost-effective communications and how the world now communicates. It is more important than ever to work with an outside company to better monitor social media messages to ensure effective strategic messaging and promoted posts.

An increase in the amount of public meeting needs and a desire to keep our residents and community fully informed has led to a need to increase the ability to potentially broadcast live at events onto MBTV and/or social media channels. This requires an increase in equipment as well as time. In addition, the team will need to begin to work closer with all external and internal public information officers to guarantee consistent messaging and branding.



CRITICAL SUCCESS FACTORS

- Strategic marketing messages grow in importance. Building a budget to be able to promote social media posts and campaigns will grow more important to be able to stand out above the growing audience through all platforms.
- Continuing to build and maintain relationships with local and national media outlets to be able to assist in ensuring accurate stories are reported and city messages are covered by the media outlets
- Utilizing programs to better monitor social media as well as media clippings. As both grow exponentially, it becomes more and more difficult to monitor without the use of external companies.
- Approaching all projects to implement a cohesive and consistent marketing and communications message as one voice for the City
- Community outreach needs to stay current on all community association contacts to ensure accurate communication with residents and neighborhoods
- Focusing on tourism and culture in Miami Beach continues to be of the utmost importance. As a continuously growing arts and culture hub of the South, it is more important than ever to build a strong campaign to share these entities with our residents and visitors.