

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.

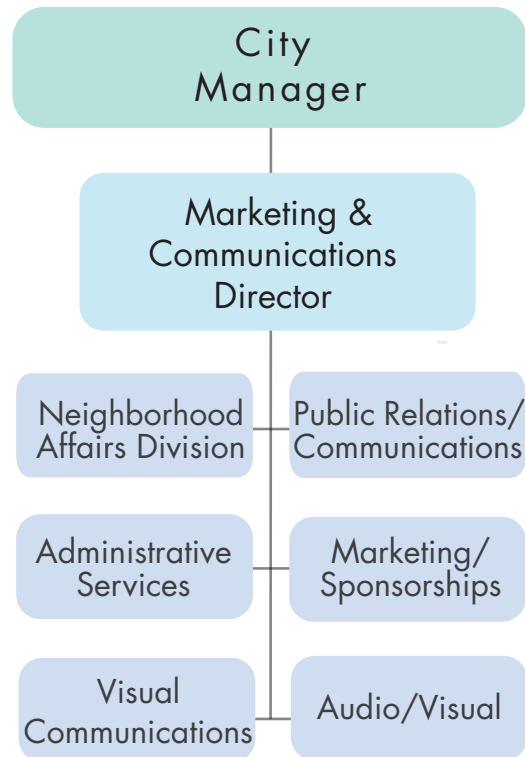
Our toolkit includes press releases, social media posts across multiple platforms, email newsletters tailored to curated audiences, print publications, audio, video and broadcasting as well as photography, direct mail, text alerts, personal interactions with community groups, crisis communications and 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 for branding, web design, photography, and sponsorships.

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 we 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), the North Beach Community Redevelopment Agency (CRA), 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 Office of Marketing & Communications through advertising and sponsorships are also 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 multi-tiered 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 magazine, 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 and 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, promote, and strengthen Miami Beach as a world class arts, culture, and quality entertainment destination

Neighborhoods

- Work cooperatively with Miami-Dade County to reduce the possibility of disease outbreaks
- Prevent and solve crime for residents and visitors through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing, and code enforcement

Environment & Infrastructure

- Reduce risk from storms, high tides, groundwater, and sea level rise with community engagement by continuously improving our sea level rise adaptation and integrated stormwater program through the best science and technology, including green and blue infrastructure and mobility priorities while minimizing construction disruption, optimizing design aesthetics, and community engagement. Keep the entire program on-time, on-budget, and moving forward with adequate financing.

Organizational Innovation

- Improve two-way communications and engagement for construction projects and emergencies within neighborhoods, using creative tools such as an engagement toolbox
- 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
- **OVERSEE** sales activities/marketing for the Convention Center for optimal use
- **MANAGE** the communications and marketing component of the GMCVB contract
- **INCREASE** community outreach by the Police Department, including collaboration with neighborhood watch programs, private security and community groups

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STRATEGIC ALIGNMENT CONT'D

- **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
- **CONTINUE** to promote all the various ways to stay connected with the city
- **INCREASE** community outreach and engagement through multiple channels of communication, including MB magazine, social media, e-newsletters, MBTV and the website.
- **PARTICIPATE** in meetings with homeowner association representatives and senior staff

Budget Enhancement Actions:

- Arts and Culture General Obligation (G.O.) Bond Documentary Production
- Full-Time Permit Ombudsman Position for Neighborhood Affairs Division (split-funded)

SIGNIFICANT ACCOMPLISHMENTS

- Executed a national campaign for Miami Beach called "Find Your Wave" in partnership with the GMCVB and their agency of record VMLY&R, with the intent to bring awareness to the plethora of offerings Miami Beach has to offer as a place to live, work, and play. The campaign consisted of collateral, including but not limited to social media, digital ads, pole banners, bus shelters, print, and out of home. The campaign also included a video that was produced and directed by an internationally recognized director and production team.
- Developed the Make a Bold Move business attraction campaign and won the 2022 South Florida American Marketing Association (AMA) Digital Marketing Campaign of the Year. The campaign geo-targeted Silicon Valley, Los Angeles, San Francisco, New York City, and Connecticut to entice business leaders and entrepreneurs to relocate to Miami Beach. The campaign delivered over 5.8 million ad impressions.
- The Neighborhood Affairs Division continues to establish concrete relationships with residents and stakeholders throughout the City. 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 and services. The team also heavily supports the Office of the City Manager and ensures there is an open dialogue with residents and the administration.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- MBTV provided enhanced accessibility options for Miami Beach residents who are deaf or hearing impaired. Through contracting with the VITAC organization to provide closed captioning for all Miami Beach City Commission and committee meetings.
- Launched the return of our Fire on the Fourth and Veterans Day events assisting with public relations, marketing, graphics, sponsorships, and livestream broadcasts. Our promotional multi-tiered campaigns for these two events delivered over 13 million media impressions that drove 26,330 web visits.
- Successfully coordinated with Information Technology to implement updates across miamibeachfl.gov and other CMB sites to improve SEO rankings, align to accessibility / ADA regulations, and enhance the overall web experience. Additionally, new features leverage the latest tools to help streamline/automate page updates that were previously done manually. These improvements will help us continue to grow our web traffic and successfully relay key information to all stakeholders in real-time.
- Executed a 10-year pouring rights agreement with PepsiCo and a five-year pouring rights agreement with Red Bull North America. Both agreements are completely plastic free for the water, soda, and energy drink categories and were the first of their kind. The deal also included vending rights, where both entities are given permission to sell products on City property and within City venues, with a commission being paid back to the City of Miami Beach.
- Unveiled a temporary, mini lifeguard stand photo op at South Pointe Bark Park, where people can snap a photo of their furry friends with an important message. This installation is part of the City's "We Heart Biscayne Bay" campaign, which aims to bring awareness on the various ways residents and visitors can help keep Biscayne Bay clean. Improper disposal of pet waste ends up in our water systems and the "Don't be Ruff on the Bay" sub campaign is intended to highlight this issue. The City also wrapped over 75 individual pet waste bag dispensers to ensure that all pet owners are educated on the importance of responsible pet ownership and waste disposal to help keep our water systems clean.
- While continuing to expand the City's social presence, the Office of Marketing & Communications continues to successfully utilize software to track and monitor growth, reach, and engagement. City social media accounts gained more than 30,000 followers, a 271% increase, from the previous year, and garnered more than 30 million social media impressions.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Produced the new MB Current series, which is a short video for MBTV and social media to help keep residents informed and up to date regarding City initiatives and happenings
- Rebranded the We Heart Biscayne Bay campaign into three mini campaigns to bring awareness to the fertilizer ban (Don't Fertilize the Bay), proper pet waste disposal (Don't Be Rough on the Bay), and negative effects of improper recycling (Don't Be Trashy). The campaign included paid advertising, media outreach, messaging on owned channels and non-traditional channels like BTR inserts, parking garage elevator door wraps, pet waste station wraps, and a pet inspired mini lifeguard stand in the South Pointe Bark Park to create an educational photo opportunity for pet owners.
- Assisted in multiple City special events by providing photography, audio, and video services. Worked closely with other City departments and external agencies to ensure all needs were met regarding streaming live content, capturing archival footage in photography and video, editing recap videos, and managing live video / audio on site. Events included Aspen Ideas: Climate, Juneteenth, Formula 1, Bitcoin, and Miami Beach Art Week.
- Installed a Miami Beach sign to act as a temporary photo installation in Lummus Park between 5th and 6th Street with the intent of encouraging residents and visitors to snap a photo and share across their social channels. Since the sign's installation, we have seen a steady stream of people posing with the structure and helping to amplify the Miami Beach brand as one of the best places to live, work, and play.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Launched Don't Monkey Around, which is a public health campaign to curb the spread of Moneypox by educating residents and visitors with information about prevention and available vaccinations. Paid ads were delivered across the top five dating sites locally- targeting those with a high risk of infection and members of the LGBTQ+ community who participate in non-monogamous sexual intercourse. These ads coupled with promotion on owned channels drove over 1.6 million impressions and 17,450 site visits.

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.
- Continuing 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 and 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.

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