

MARKETING & COMMUNICATIONS

DEPARTMENT MISSION STATEMENT

The Office of Marketing & Communications advances the City's mission through strategic communications and creative marketing campaigns 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, businesses, visitors and the media. We strategize, create and implement communications and marketing initiatives for all City departments.

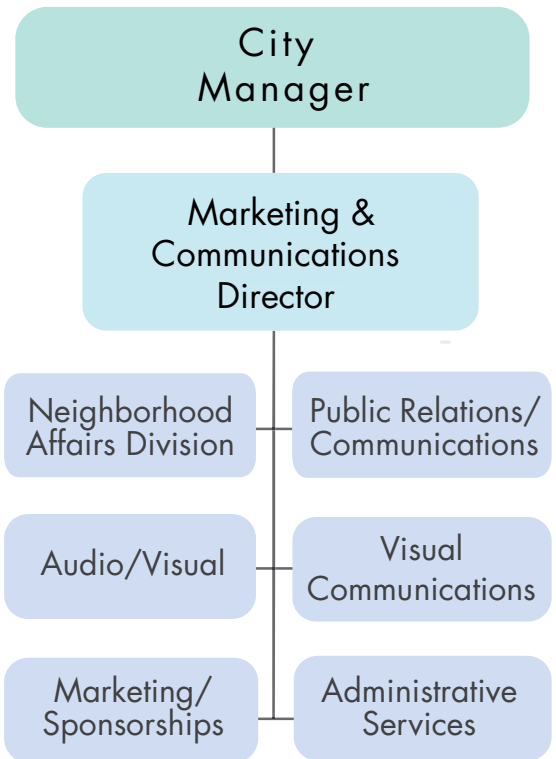
Our toolkit includes press releases, social media posts across multiple platforms, email newsletters tailored to curated audiences, print publications, audio, video and broadcasting as well as photography, direct mail, text alerts, personal interactions with community groups, crisis communications and 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 Miami Beach 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 other creative ways to meet City goals, as well as the needs of stakeholders through public relations, digital media, marketing, web design, photography, copywriting, editing, neighborhood relations (town hall-style meetings, ribbon cuttings, public meetings, etc.), press conferences, graphic design, branding and sponsorships. We produce thousands of graphic pieces each year for initiatives and events, as well as handle 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 paid print, outdoor, digital and social advertisements based on campaign budgets and objectives.

In addition, media relationships are fostered locally and nationally through strategic pitching. We field press inquiries 24/7 to help ensure accurate reporting. 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, most paid campaigns produced in the office incorporate 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 and Special Revenue 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 City priorities and messages.

The team collaborates with every City department to identify relevant 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 live streams internally produced original programming to support various initiatives and programs.

MB magazine is published quarterly in English/Spanish and mailed to nearly 59,000 Miami Beach households. As the City's official magazine, MB plays an important role in helping residents understand and appreciate the many programs and services available in our community in a format that lends itself to in-depth treatment of issues. With beautiful writing and imagery, MB magazine consistently ranks on resident surveys as the number one source for how residents receive their municipal information while also serving as a critical piece of our integrated marketing and communications strategy. To ensure maximum visibility, the Office of Marketing & Communications positions additional copies at various City-owned facilities and cultural venues throughout Miami Beach.

The office continues to leverage social media as a cost-effective tool to disseminate important information to a large audience, build brand awareness and engage with residents. By posting relevant content across various social media platforms, the office has been able to increase the number of followers on each City channel, most notably surpassing 100,000 followers on Instagram over the past fiscal year. As the social media landscape continues to experience rapid changes, the City adapts to different trends and collaborates with international, national and community partners such as Sony Music Latin, the GMCVB, influencers and artists, BIDs, businesses and residents to share content to a wider audience.

Whatever the format for our messaging, our team adapts content to meet the changing priorities of residents and City staff as well as the Office of the Mayor and City Commission. We choose the appropriate tool to reach our target audience based on the goal at hand.

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 storm water 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



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STRATEGIC ALIGNMENT CONT'D

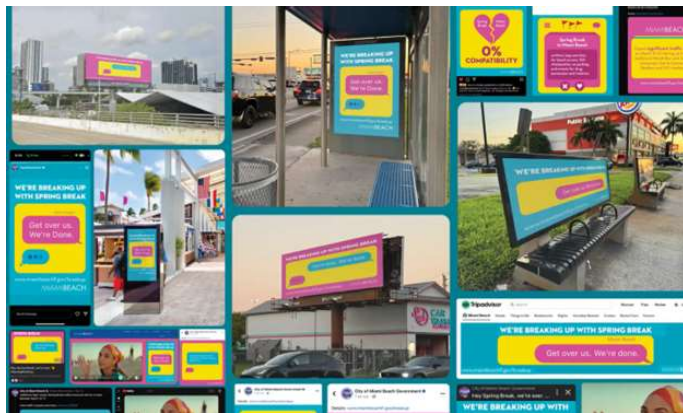
- **PROVIDE** clear and engaging messaging related to natural disasters and environmental emergencies to protect residents and visitors as well as to help lower citywide flood insurance rates
- **CONTINUE** to promote all the various ways to stay connected with the city
- **INCREASE** community outreach 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:

- N/A

SIGNIFICANT ACCOMPLISHMENTS

- Executed the City's first marketing campaign aimed at ending our relationship with spring breakers. "Miami Beach is Breaking up with Spring Break" received 19.8 billion media impressions — with 19.4 billion coming from earned (unpaid) media. Using targeted digital advertising, a viral video and extensive press outreach, the campaign amplified all measures in place during the March 2024 high-impact period to dissuade college-age spring breakers from coming to Miami Beach.

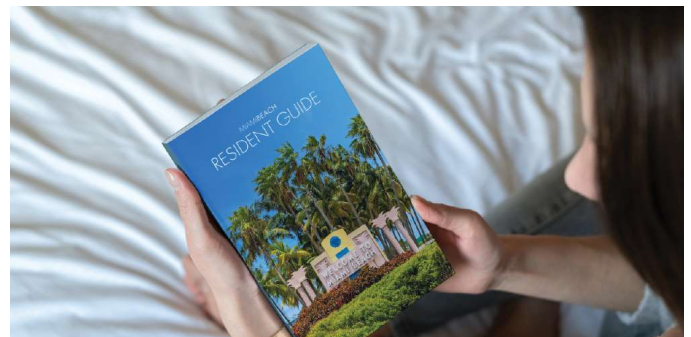


- Produced the promotional video "Find Your Play" in partnership with the GMCVB, which builds upon the success of our "Find Your Wave" campaign. "Find Your Play" positions Miami Beach at the heart of health and wellness programming and travel. The video highlights Miami Beach parks and recreation amenities for tennis, aquatics, golf, children's water play, pickleball, basketball and of course, the City's picturesque Beachwalk and white sand beaches. The video was supported by a national paid media campaign.

SIGNIFICANT ACCOMPLISHMENTS CONT'D



- Brought back a Miami Beach Resident Guide in both English and Spanish, with all new content and graphics. The new edition is available at city facilities and being shared digitally across our platforms. The guide contains an overview of municipal resources, contact information for city departments, a listing of public parks, recreational facilities and lifeguard towers as well as the City's many arts and cultural venues. We plan to continue to publish periodic updates as needed for residents to better navigate the City's many offerings.



- Produced the inaugural South Beach Slam amateur doubles pickleball tournament along world-famous Lincoln Road from November 17-19, 2023. The project received funding through the GMCVB and the VCA as well as electric vehicle company Fisker, which was our title sponsor. Our multifaceted marketing campaign generated 9.8 million impressions across all channels and attracted 633 players from Miami-Dade and as far away as Chicago, New York, and Puerto Rico.



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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Established a secondary broadcast control room at the Miami Beach Convention Center to ensure a smooth continuation of all public meetings that would normally be broadcast from City Hall on MBTV. Our video team was able to continue broadcasting public meetings via Breezeline channel 660, AT&T U-Verse Channel 99, YouTube, Facebook, Roku, and the City's website. The project was necessitated by the seven-month renovation of the City Hall commission chamber and required extensive planning and coordination with Facilities & Fleet, Planning, Economic Development and Information Technology. While recreating the capabilities and equipment located in City Hall, the video team maintained regular programming to support various City initiatives and programs.
- Unveiled a promotional campaign for Miami Beach Gov, a new mobile app that brings the resources of city government directly to residents and businesses. The app is being promoted across all city channels, including social media, email newsletters, MB magazine, MBTV, via press release and on the City website. Developed by the Information Technology team, our office actively participated in program testing and content editing.
- Created a "Wish You Worked Here" recruitment video for Ocean Rescue after a traditional job posting failed to attract a sufficient number of qualified candidates. The video highlighted the many benefits of becoming a Miami Beach lifeguard and helped Ocean Rescue fill its vacancies.



- The Neighborhood Affairs Division (NAD) continues to foster relationships with residents, neighborhood associations and the City's various stakeholders. These relationships have led to expanded collaboration with other City departments and generated critical feedback for Marketing & Communications on improvements to services. NAD supports the Office of the City Manager by ensuring an open dialogue between residents and the administration.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Across our platforms, Art Week marketing had over 7.7M impressions. The marketing plan included social media influencers with a combined reach of 59,400 Instagram followers to have a VIP tour of four installations around the City's No Vacancy art program. The subsequent posts drove awareness and engagement around the 2023 installment of Miami Beach Art Week.
- Launched "Find Your Voice," a music-based digital campaign in partnership with Sony Music Latin and the GMCVB. The collaboration generated immersive social media content featuring performances and interviews from a roster of globally acclaimed artists. The campaign included Fonseca, Kany Garcia, Gale, Boza and Bomba Estereo — artists who have been based in Miami Beach or who found inspiration in the City. Each artist took viewers on a personal journey, delving into how the City of Miami Beach fueled their music and influenced their favorite songs. Through intimate interviews in various Miami Beach-based venues and exclusive behind-the-scenes footage, audiences gained unprecedented access to the artists' creative processes and their deep connection with our city.
- Developed the "Make a Bold Move" business video in partnership with the GMCVB and the Economic Development department to build upon the success of a 2022 campaign that promoted Miami Beach as the ideal place to open or relocate a business. The new video serves as an engaging informational tool that highlights all that Miami Beach has to offer as a business center (zero state income tax, number one international airport and 2 million square feet of office space) while showing business leaders why Miami Beach offers an unparalleled quality of life (a multitude of green spaces, exquisite culinary offerings combined with an endless summer). The video was supported with a national paid media campaign that focused on the tech, finance and healthcare industries, with the majority of the budget being spent in leading business markets, including, but not limited to New York, Chicago, New Haven, Los Angeles, San Francisco, and Silicon Valley.



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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Successfully coordinated with the Information Technology Department to implement updates across miamibeachfl.gov and other City 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 performed manually. These improvements will help us continue to grow our web traffic and successfully relay key information to all stakeholders in real time.
- Implemented a new media clipping tool to keep track of relevant news mentions. The data is used for the creation of "MB News at a Glance," a branded daily newsletter outlining Miami Beach media mentions/reach in order to keep city staff and elected officials informed; it also helps track earned media impressions for marketing initiatives.
- Created an in-depth video for MBTV and social media highlighting the diverse architectural styles of Miami Beach's iconic buildings. The video focuses on the Heritage Tourism aspect of our city and outlines how architecture has evolved throughout our city's history — from Miami Beach's incorporation in 1915 until the present day.
- In partnership with the Miami Beach Environment & Sustainability Department, we created the "Flip the Switch" sea turtle campaign that urges residents and business to use turtle friendly lighting whenever possible and limit exterior illumination that could be disorienting for the City's sea turtle population.

"Miami Beach is Breaking up with Spring Break" received 19.8 billion media impressions.

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 growing the digital team can help keep the City at the forefront of digital outreach.
- 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

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.

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 jobs to the City.

