

ORGANIZATIONAL DEVELOPMENT PERFORMANCE INITIATIVES

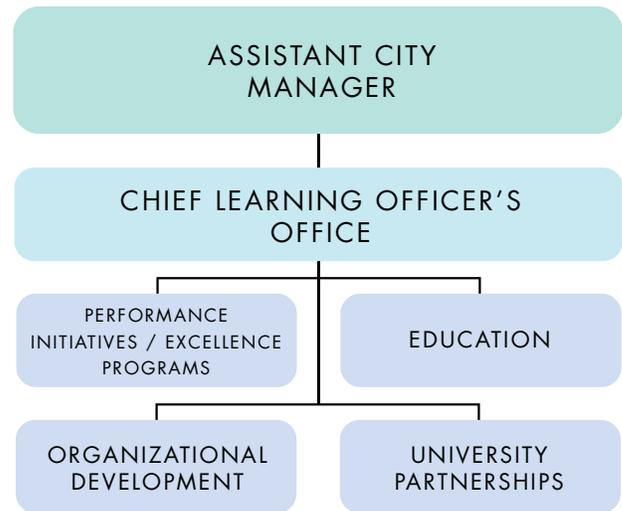
DEPARTMENT MISSION STATEMENT

We are dedicated to ensuring our organization implements and sustains strategies that ensure the growth and development of our employees and supports a prosperous city with a focus on education and being known for K-12 Educational excellence and performance initiatives to achieve measurable community outcomes.

DEPARTMENT DESCRIPTION

Organizational Development Performance Initiatives (ODPI) was created to focus on performance excellence by increasing the organization’s ability to learn, adapt, and excel within a constantly changing environment. Through aligning the work and performance of team members to the City’s identified management objectives, the office also focuses the organization on the customer. A vital effort of the office is to effectuate the implementation of a results-oriented, efficient, and service-oriented government through the following anticipated initiatives:

- Facilitate the achievement of strategic outcomes by providing support and guidance for high profile initiatives which address community priorities across multiple departments and outside stakeholders
- Support the City’s transition to a performance excellence culture
- Facilitate all education initiatives related to the Education Compact and other inter-local agreements with universities to enhance educational opportunities for youth, improve K-12 Education in Miami Beach public schools, and increase post-secondary opportunities
- Support the performance management database by monitoring the status of organizational development objectives and performance initiatives
- Provide support to City departments to enhance community support to various initiatives
- Sustain and build university partnerships to support internships, workshop collaborations, dual enrollment adjunct professor recruitment, and other programs



FISCAL ENVIRONMENT

Organizational Development Performance Initiatives is primarily supported by General Fund dollars as part of the Administration. 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.

The Education Compact receives funding through City negotiated contracts which include a public benefit component and the General Fund. Additional funding is also provided through donations from other miscellaneous donors.



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STRATEGIC ALIGNMENT

Main Vision Area

Organizational Innovation

Management Objectives



- **Prosperity**
 - Be known for (K-12) educational excellence
- **Neighborhoods**
 - Enhance the beautification, physical appearance and cleanliness of neighborhoods
- **Organizational Innovation**
 - 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
 - Foster rewarding careers

Budget Enhancement Actions

- Stop the Bleed Kits
- Pre-Kindergarten Program
- Math Tutors Afterschool
- Flu Vaccines
- GED/ESOL Classes
- Substitute Teacher Incentive Program
- Dual Enrollment Transcripts

Resilient305 Actions

- **CREATE AND IMPLEMENT** a K-12 Plan for Resilience Literacy
- Time to **VOLUNTEER** or Get Involved
- **SEND** Your Boss to Bootcamp
- **COLLABORATIVE** with Universities
- **RESILIENCE** Training for All
- **PLANNING** Efficiently & Effectively Together



BUSINESS ENVIRONMENT

Organizational Development Performance Initiatives has numerous responsibilities within the City and works with all City departments to facilitate and provide consulting, advisory, organizational, and support services.

In addition, Organizational Development Performance Initiatives works with Miami-Dade County Public Schools (MDCPS), Florida International University (FIU), Miami Dade College, The Children's Trust, and other entities to ensure that adequate and timely progress is being made on several key educational initiatives impacting thousands of children and families.

Organizational Development Performance Initiatives provides staff support to the Committee for Quality Education, Youth Commission, and the Education Enhancement Task Force, comprised of students, residents, parent-teacher association members, and community organizations.

Organizational Development Performance Initiatives represents the City administration at all education related meetings, functioning as the City's Education Ombudsman.

SIGNIFICANT ACCOMPLISHMENTS

Continued to develop and monitor the components of the Education Compact between City of Miami Beach and Miami-Dade County Public Schools, approved unanimously by both entities on January 16, 2008 including teacher recruitment/retention, communication, parental involvement/family support/youth and community engagement, health and well-being, student achievement, safety, and technology:

- As of February 2021, 500 students at Miami Beach Senior High School are enrolled in the Prepworks program (college preparation program). 72% of seniors registered for the critical thinking module earned a concordant score of 430 or higher on the SAT and will now graduate
- Provided International Baccalaureate (IB) professional development training 50 teachers in Miami Beach public schools prior to the 2021-22 school year, which ensured all teachers hired prior to September 2021 had level 1 IB training. Since its inception in 2010, the IB Diploma Program at Miami Beach Senior High School has grown 80 percent, with 89.0 percent of eligible student attaining the prestigious and internationally recognized diploma in 2021, one of the highest percentages of IB Diploma graduates in a public school in the nation
- The STEAM Plus program reached 2,915 students across all grade levels. Students received 600 hours of instruction from cultural professionals, increasing their access to arts-based learning experiences. The program has 32 partnerships and provided 220 online interactions due to COVID

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Dual enrollment participation increased by 310% since program inception, with 1,050 youth enrolled in the 2020-21 school year
- Youth enrolled in the City's Afterschool Enrichment Program exceeds expectations with 758 registered youth at Miami Beach Fienberg Fisher K-8, Biscayne Beach Elementary and Miami Beach Senior High School for the 2019-2020 school year. With 439 participants at Miami Beach Fienberg Fisher K-8, 301 participants at Biscayne Beach Elementary, and 18 participants at Miami Beach Senior High School (Rock Ensemble), this indicates a 66% increase from prior school year
- Spearheaded the City's Nurse Enhancement Initiative between the City of Miami Beach, North Bay Village, Town of Surfside, Town of Bay Harbor Islands, and Bal Harbour Village, to converge efforts to secure the funding needed for 3 mental health professionals at all Miami Beach public schools. Overall, 1,885 youth have received support services in the 2019-20 school year from the City funded mental health professionals for a variety of psychosocial issues
- Developed a prekindergarten pilot program for the 2021-22 school year for approximately 92 children providing an annual stipend of \$2,700 each to expand access to early childhood education for Miami Beach children
- Partnered to provide free GED/ESOL classes to adult Miami Beach residents for the 2020-21 year
- Negotiated the agreement to improve the Miami Beach Senior High field upgrade to artificial turf at a cost of \$1M allowing for community weekend access

SIGNIFICANT ACCOMPLISHMENTS CONT'D

**“
Increased dual enrollment participation by 310% since program inception, saving Miami Beach families \$2.7M in tuition costs.
”**

Implemented and monitored employee Rewards and Recognition programs, university partnerships and Citywide Procedures:

- Managed the Service Recognition and Employee Suggestion Programs, which resulted in many employees Service Recognitions and over 60 Employee Suggestions
- Implemented and monitored all University partnerships including internships, and research projects including paid internships through Massachusetts Institute of Technology (MIT) to support social justice projects related to COVID-19 impacts
- Sustained the graduate and undergraduate internship program with Florida International University aligned to a powerful partnership which includes workgroups in the area of Arts, Culture, & History, Florida Coastal Resilience & Adaptation, Youth and Education Development, Engineering, Transportation, and Communication. As of spring 2021, 85 graduate and undergraduate student interns have been placed. These placements have yielded a high return, with students contributing to each department's success

CRITICAL SUCCESS FACTORS

Several factors are critical to Organizational Development Performance Initiatives' successful achievement of its work plan:

Citywide cooperation and coordination supported by the City Manager and City Commission in regards to ODPI and the Education Compact

- Realistic goals, strategies, actions, and use of performance initiatives data for service improvement
- Willingness and commitment to continue a relationship of shared information between the City and its partners



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CRITICAL SUCCESS FACTORS

- Willingness to make education initiative financial support a City priority
- Departmental willingness to support staff to support community priorities

Other areas requiring support from other departments or entities include:

- Ongoing support from various departments needed to ensure development and deployment of various Education Compact components, including the internship program with FIU and MIT
- Ongoing cooperation with Miami-Dade County Public Schools and the International Baccalaureate Program to ensure Education Compact components are developed and implemented as agreed upon
- Ongoing support from all departments and municipal partners, including Miami-Dade County, City of Miami, University of Miami, Florida International University, and Miami-Dade College to ensure research and development for agreed upon projects

FUTURE OUTLOOK

Although challenged by additional education initiatives throughout the year, ensuring creative partnerships to develop and implement these valuable programs is vital. As the demands for youth programs, job fairs, and afterschool enrichment programs continue to increase, Organizational Development Performance Initiatives will continue to establish partnerships to deliver such programs to the youth of Miami Beach.

Some future projects to sustain current programs and maintain the level of service excellence within the City include:

- Sustainable funding sources for education initiatives
- Expansion of educational initiatives
- Optimization of Rewards & Recognition programs

Organizational Development Performance Initiatives will continue to strive to meet the demands of management for objective, valid and useful performance data, as well as establishing partnerships throughout the country to implement creative solutions to improve Pre K-12 public school education.

