

ORGANIZATIONAL DEVELOPMENT PERFORMANCE INITIATIVES

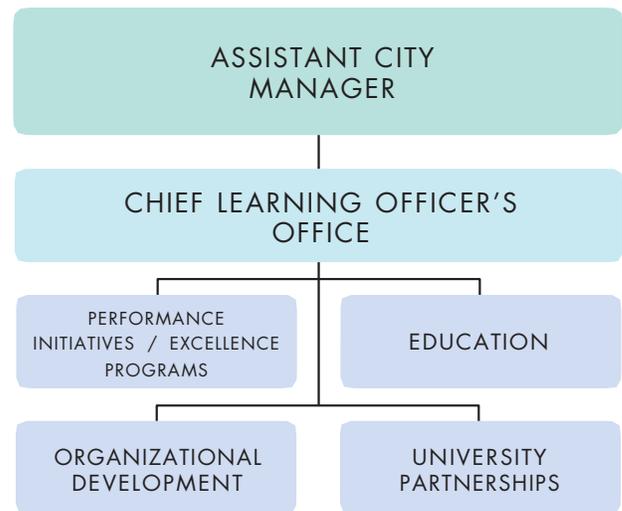
DEPARTMENT MISSION STATEMENT

We are dedicated to ensuring our organization both implements and sustains strategies that ensure the growth and development of both the organization and our employees to achieve measurable community results.

DEPARTMENT DESCRIPTION

Organization Development Performance Initiatives 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 strategic outcomes, 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 priority 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
- Monitor customer service in City departments through service shopper surveys and provide timely results to departments
- 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
- Pursue additional efficiencies, cost savings, and revenue enhancements through performance initiative reviews and excellence program assessment reviews (Cleanliness, Appearance, Garage Attendant, Garage Security, Bathroom, Mystery Rider, Valet, Service Shopper)
- Provide training programs to City departments to enhance employee performance
- Sustain and build university partnerships to support internships, workshop collaborations, dual enrollment adjunct professor recruitment, and the MetroLab partnership



FISCAL ENVIRONMENT

Organization 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.

Funding is also provided by the Sanitation, Parking, and Transportation Departments to support cleanliness/appearance index, garage index, garage attendant, garage security, bathroom index, and walkability index programs.

The Education Compact receives funding primarily through City negotiated contracts which include a public benefit component. Additional funding is also provided through donations from the Miami Beach Chamber of Commerce’s Education Foundation and other miscellaneous donors.

ORGANIZATIONAL DEVELOPMENT PERFORMANCE INITIATIVES

BUSINESS ENVIRONMENT

Organization 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, Organization Development Performance Initiatives works with Miami-Dade County Public Schools (MDCPS), Florida International University (FIU), and other entities to ensure that adequate and timely progress is being made on several key initiatives.

Organization 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.

Organization 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 2019, 475 students at Miami Beach Senior High School are enrolled in the Prepworks program (college preparation program)
- Provided a 4-session drug prevention and intervention workshop, in partnership with RA Therapeutic Partners, for parents/guardians of Miami Beach teens. 20 sessions were provided to 2,100 youth at Miami Beach Senior High School, Nautilus Middle School, and Fienberg Fisher K-8 Center
- Provided International Baccalaureate (IB) professional development training 125 teachers in Miami Beach public schools prior to the 2018-19 school year, which ensured all teachers hired prior to September 2017 had level 1 IB training. Since its inception in 2010, the IB Diploma Program at Miami Beach Senior High School has grown 60 percent, with 88.0 percent of eligible student attaining the prestigious and internationally recognized diploma in 2018, one of the highest percentages of IB Diploma graduates in a public school in the nation

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- 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 the full-time registered nurse. Overall, 1,200 youth have received support services in the 2018-19 school year from the City funded LCSW for 3,346 psychosocial issues



Implemented and monitored all Employee Learning and Development programs leading to improved performance in all programs including the Rewards and Recognition, Citywide Procedures, and e-Learning Programs:

- Managed the Service Recognitions, Performance Recognition, and Employee Suggestion Programs, which have resulted in approximately 119 employee nominations made through the Service Recognition Program and 53 viable ideas suggested through the Employee Suggestion Program. Additionally, 814 employees which have received recognition via the Performance Recognition Program have been presented before the City Commission to receive their certificates at the Presentation and Awards Commission Meeting
- Maintained an e-Learning System (LS Adobe Connect) that provides for the management, deployment, and tracking of online trainings. As of March 2019, 3,648 users passed a combined total of 13,465 required classes. The e-Learning program on ethics has been enhanced with new videos developed for incorporation. The e-Learning platform has been well received and continues to provide team members with information necessary to perform well. The following is a list of courses and the number of employees completing the course as of March 1st, 2019: Sexual Harassment 583 employees, Ethics 657 employees, Diversity 449 employees, Service Excellence 531 employees, Teambuilding 348 employees, Ethics Regulatory 201 employees, Reward and Recognition 193 employees, and Orientation 255 employees

ORGANIZATIONAL DEVELOPMENT PERFORMANCE INITIATIVES

SIGNIFICANT ACCOMPLISHMENTS CONT'D

Implemented and monitored all University partnerships including Metrolab, internships, and research projects:

- 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 March 2019, 62 graduate and undergraduate student interns have been placed, with 7 being placed in FY 2019. Most notable is that seven of the interns have been hired full-time and are valued team members in Budget, Police, Environmental, Public Works, Transportation, and Building departments

Implemented and monitored all Performance Excellence programs leading to an improved performance in all initiatives, including the Cleanliness Index, Service Shopper Program, Bathroom Index, Garage Index, Garage Attendant Program, Garage Security Program, Mystery Rider Program, and Appearance Index:

- The overall Cleanliness Assessment Program results for FY 2019 indicate a 5.8% improvement from the prior fiscal year's results and a 26.8% improvement from the base year's score
- The overall Bathroom index average for FY 2019 Quarter 1 was 1.86 with 74.9% of restrooms scoring 2.0 or better; a 3.6% and 0.94% improvement respectively when compared against the scores of the same quarter in the prior fiscal year
- The overall Garage Index average for FY 2019 Quarter 1 was 1.77 with 82.7% of garages scoring a 2.0 or better. All appearance scores improved when compared against the scores of the same quarter in the prior fiscal year, with elevator appearance scores improving 26%
- The overall Service Shopper Program results for FY 2019 indicate a 32% improvement from the inception of the program, with a result average of 4.5 in FY 2019 compared against a result average of 3.39 in FY 2006
- The overall Garage Attendant Index average for FY 2019 Quarter 1 was 4.77, a 11.1% improvement from its base year score of 4.29
- The overall Garage Security Index results for FY 2019 Quarter 1 indicate a 1.5% improvement from the implementation of the program in FY 2018 Quarter 1
- The overall Mystery Rider Program score has improved from an average of 2.10 in FY 2015 to 1.54 in FY 2018; a 40.4% improvement from the base year of the program

CRITICAL SUCCESS FACTORS

Several factors are critical to Organization 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, and actions
- Willingness and commitment to continue a relationship of shared information between the City and its partners
- Willingness to make education initiative financial support a City priority
- Department compliance with ODPI required professional development
- Departmental willingness to support staff through Organizational Development education and training

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
- 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 Metrolab 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



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FUTURE OUTLOOK

Although challenged by the increase in demand for training projects with a limited budget, Organization Development Performance Initiatives continues to pursue innovative solutions to approaching each situation. With the continued integration of new technological advances and streamlined training processes, Organization Development Performance Initiatives will continue to improve efficiencies and effectiveness through creative performance initiatives.

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 Citywide professional development opportunities
- Expansion of educational initiatives
- Optimization of Rewards & Recognition programs
- Expansion of Citywide use of performance initiative data for improvement

Organization Development Performance Initiatives will continue to strive in developing and coordinating comprehensive training and development programs to support the City’s performance excellence framework.



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

- Youth Commission Initiative
- Enhanced Service Shopper Program

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

