

ORGANIZATIONAL DEVELOPMENT PERFORMANCE INITIATIVES

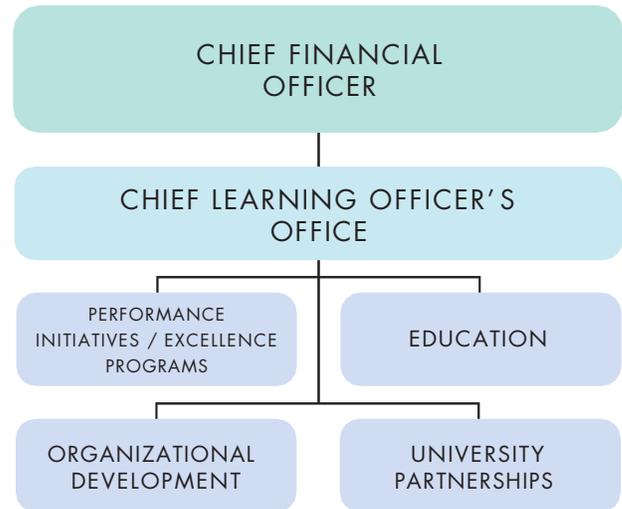
MISSION STATEMENT

We are dedicated to supporting, creating, and providing innovative pre-K-12 educational programs that attract families to our community and improve the quality of life for Miami Beach residents while improving experiences through performance initiatives that achieve positive measurable community outcomes.

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. The community prioritized initiatives that support pre-K-12 educational programs focused on improving educational outcomes and attracting and retaining families. ODPI develops and sustains innovative educational programs and initiatives to support Miami Beach families, including meaningful engagements and partnerships with key industries, specifically education. Collaboration with local and regional stakeholders also supports these efforts. A vital effort of the office is to facilitate educational initiatives and effectuate the implementation of a results-oriented, efficient and service-oriented government through the following anticipated initiatives:

- Facilitate all education initiatives related to the Education Compact and other interlocal agreements with universities to enhance educational opportunities for youth, improve pre-K-12 education in Miami Beach public schools, and increase post-secondary opportunities
- Sustain and build university partnerships to support paid internships, workshop collaborations, dual enrollment adjunct professor recruitment and other programs
- Sustain and expand innovative pre-K scholarship program
- Manage and attract provider partners to expand access to quality early childhood education
- Facilitate the achievement of strategic outcomes by providing support and guidance for high-profile initiatives that address community priorities across multiple departments and outside stakeholders
- Provide support to City departments to enhance community support for various initiatives



FISCAL ENVIRONMENT

Organizational Development Performance Initiatives is primarily supported by General Fund dollars. 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 that include a public benefit component as well as General Fund dollars. Additional funding is also provided through 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

- FIU First Generation Scholarship Program
- Independent Contractor CPA/Auditor for Education Grants

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 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 each year.

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.

BUSINESS ENVIRONMENT CONT'D

Organizational Development Performance Initiatives represents the City administration at all education-related meetings, functioning as the City’s education liaison.

Additionally, the office develops and implements performance initiatives that provide statistically valid data to departments across the City that are responsible for maintaining our public rights of way and ensuring that contractors meet established targets for cleanliness and service.

University partnerships provide for paid and unpaid internships that support multiple department innovations and access to university expertise throughout the fiscal year.

SIGNIFICANT ACCOMPLISHMENTS

- Continued to develop and monitor the components of the Education Compact between the City of Miami Beach and Miami-Dade County Public Schools. The compact was approved unanimously by both entities on January 16, 2008 to address teacher recruitment, retention, communication, parental involvement, family support, youth and community engagement, health and well-being, student achievement, safety and technology.
- As of August 2022, 500 students at Miami Beach Senior High School are enrolled in the Method Learning program (college preparation program). Active student performance on SAT prep coursework between September 2021 and March 2022 resulted in an overall percent improvement of +67.4%.
- Provided International Baccalaureate (IB) professional development training to 131 teachers in Miami Beach public schools prior to the 2022-23 school year, thus ensuring all teachers hired prior to September 2022 had level 1 IB training. Since its inception in 2010, the IB Diploma Program at Miami Beach Senior High School has continued to improve with 100% of eligible students 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, with 55 Miami Beach seniors now IB graduates.
- The STEAM Plus program reached 4,000 students across all grade levels during the 2020-2021 school year, increasing access to arts-based learning experiences

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Dual enrollment participation since program inception has provided 4,356 students with access to Miami Beach-funded dual enrollment classes for a savings of \$2,816,395.54 to Miami Beach families. During the 2021-2022 school year, 590 students were enrolled in the classes.
- 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 three mental health professionals at all Miami Beach public schools. Overall, 256 youth have received 1,755 mental health support services during the 2021-22 school year from City-funded mental health professionals.
- Implemented a prekindergarten pilot program for the 2021-22 school year for approximately 92 Miami Beach children with an annual stipend of \$2,700 per child to expand access to early childhood education for Miami Beach children. For the 2022-23 school year. Approximately 152 children applied for the program during the 2022-23 school year. In the 2023-24 school year, funding was to be increased to \$3,000 per child, allowing access to 158 children, which represents a 65% increase.
- Partnered with Miami Beach Adult Education Center to provide free GED/ESOL classes to adult Miami Beach residents during the 2021-22 year. For fall 2021, winter 2022 and spring 2022, over 600 Miami Beach residents took advantage of free classes.
- Negotiated the agreement to improve the South Pointe Elementary basketball courts for weekend access by the community
- Partnered with MDCPS, the Make Our Schools Safe organization, and school board member Lucia Baez-Gellar to purchase and install 349 Stop the Bleed medical kits in all classrooms across Miami Beach public schools

158 Miami Beach families received up to \$3,000 for pre-K programs with a total City investment of \$474,000.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

The dual enrollment program has resulted in a savings to Miami Beach families of approximately \$2.8M in tuition costs since inception.

Implemented and monitored employee rewards and recognition programs, university partnerships, and Citywide procedures:

- Managed the Service Recognition and Employee Suggestion Programs, which resulted in service recognition to a number of employees and more than 25 employee suggestions
- Implemented and monitored all university partnerships including internships and research projects. This includes paid internships through Florida International University, the University of Miami, Florida Memorial University (FMU), Massachusetts Institute of Technology (MIT) and Harvard University. As of spring 2022, 120 paid graduate and undergraduate student interns had been placed since partnership inception. These placements have yielded a high return, with students contributing to each department's success.

CRITICAL SUCCESS FACTORS

Several factors are critical to the success of the work plan for Organizational Development Performance Initiatives:

Citywide cooperation and coordination supported by the City Manager and City Commission regarding ODPI and the Education Compact

- Realistic goals, strategies, actions, and use of performance initiative data for service improvement
- Willingness and commitment to continue a relationship of shared information among the City and its partners
- Willingness to make financial support for education initiatives a City priority
- Departmental willingness to support community priorities

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CRITICAL SUCCESS FACTORS CONT'D

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, UM, FMU, MIT and Harvard
- Ongoing cooperation with Miami-Dade County Public Schools and other education partners to ensure Education Compact components are developed and implemented as agreed upon
- Ongoing support from all departments and municipal partners, including Miami-Dade County, to ensure data from various performance initiatives are used to improve City services and meet community expectations

FUTURE OUTLOOK

It is vital to maintain creative partnerships to develop and implement these valuable programs. As the demands for youth programs, job fairs and after-school enrichment programs continue to increase, Organizational Development Performance Initiatives will continue to establish partnerships to deliver such programs to the youth and families 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
- Enhanced communication between the City and its many partners

Organizational Development Performance Initiatives will continue to strive to meet management objectives with valid and useful performance data while continuing to establish partnerships throughout the country to implement creative solutions to improve preK-12 public school education.

