



Department Name: Organization Development Performance Initiatives

Fiscal Year: 2015/16

Date Prepared/Updated: 10/01/2015

Department Mission/Purpose Statement

“We are dedicated to ensuring our organization 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, and focus the organization on the customer by aligning the work and performance of team members on the City’s identified strategic outcomes.

A vital effort of the office is to effectuate implementation of results-oriented government, efficiency and service-orientation through the following anticipated initiatives:

- Facilitate achievement of priority outcomes by providing support and guidance for high profile initiatives to address community priorities, including across multiple departments and outside stakeholders.
- Support the City’s change to a performance excellence culture by promoting management and organization familiarity and understanding of these.
- 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 educational inter-local agreements with universities to enhance educational opportunities for youth and improve K-12 Education in Miami Beach public schools, along with post-secondary opportunities
- Support the performance management database by monitoring the status of Organization Development objectives and performance initiatives.
- Pursue additional efficiencies, cost savings, and revenue enhancements through performance initiative reviews, reviewing assessments for excellence program indexes, etc. (Cleanliness/Appearance/Garage/Bathroom/Walkability)
- Provide training programs to City Departments to enhance employee performance both live and online.

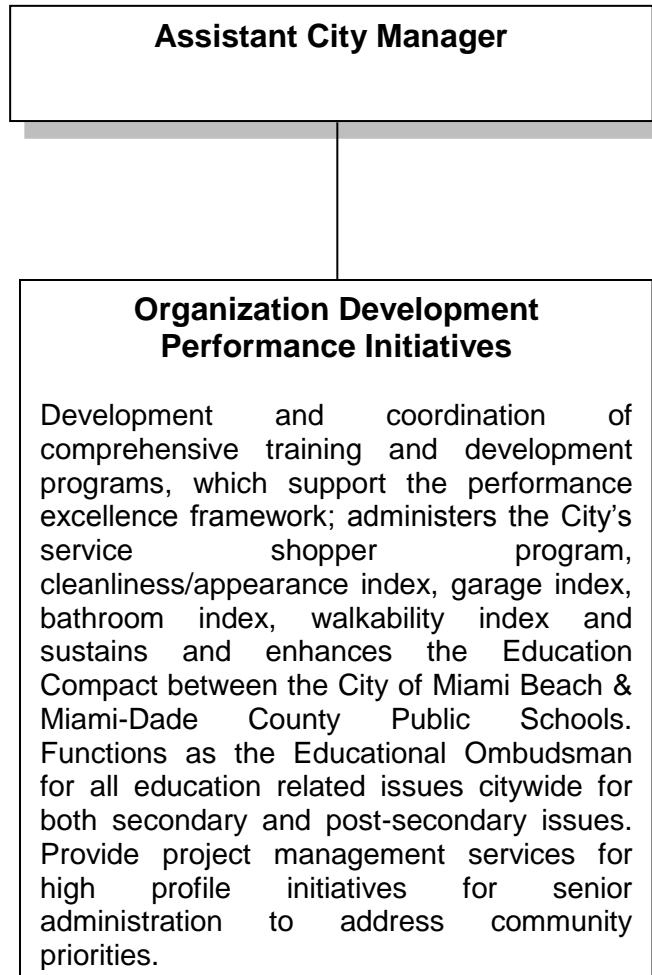
See attached Table of Organization



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Fiscal Environment:

Organization Development Performance Initiatives primarily is supported by General Fund dollars as part of the Administration. In addition, funding is received from waste hauler contracts to provide professional development and cover other fees to sustain the City's International Baccalaureate program currently implemented in all Miami Beach public schools. Funding is provided from sanitation, parking, and transportation departments to support cleanliness/appearance index, garage index, bathroom index, and walkability index programs.

The general fund charges an administrative fee to enterprise fund departments, RDA and Resort Tax Fund to cover the cost of various administrative support functions provided by the general fund, including Communications functions.

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 noted in the prior section.

In addition, Organization Development Performance Initiatives works with the Miami-Dade County Public Schools, Florida International University 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, and the Health Care Task Force, comprised of residents, parent-teacher association members and community organizations.

Organization Development Performance Initiatives represents the City administration at all education related meetings with various entities, functioning as an Education Ombudsman.



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Significant Prior Accomplishments:

- Continued to expand the cleanliness assessment and appearance assessment and service shopper programs where part-time employees and resident volunteers serve as assessors and/or shoppers.
- Continued general oversight and coordination of the Cleanliness Assessment Program, including facilitating the Public Works (Sanitation), Parking, Parks and Recreation, and Code Compliance departments in using the results to identify root causes and solutions in addressing cleanliness in public areas. Since the inception of the program, cleanliness scores have improved in all public areas. As of FY2013/14, the overall City cleanliness scores improved 25.2% from FY2005/06, the base year of the program, and the percentage of assessments rated clean or very clean improved to 87.2%, a 22.0% increase from the base year. Residential streets and sidewalks have each improved 23.6% and 28.6% respectively, with 91.4% and 90.2% rating clean or very clean from FY2005/06, while waterways have improved 27.8% during the same period, with 86.1% rating clean or very clean.
- Continued overall coordination and implementation of Service Shopper Program, including successful training and recruitment of Service Shopper volunteers for all quarters to date. 100% of departments were shopped during FY2014/15 with survey results also showing an increase in satisfaction with employee contact. Since the inception of the program, service shopper scores have improved in all departments. The overall Service Shopper score has improved from an average of 3.39 in FY2005/06 to 4.02 in FY2012/13, 4.05 in FY2013/14, a 19.5% improvement from the inception of the program.
- Implemented Appearance Index, which is a set of standards, used to measure the appearance of the City's public areas. The Appearance Index provides standards on rating the appearance of four factors: Sidewalks, Roadways, Turf (Grass), and Plant Beds.
- 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.
- Organized the 6th Annual Student Expo for 500 families to improve International Baccalaureate program awareness and showcase City youth – November 2014.
- Supported International Baccalaureate Primary Year Program 5 year Evaluation visit for North Beach Elementary and South Pointe Elementary and 3rd Annual Student Exhibitions at North Beach Elementary, South Pointe Elementary, and Fienberg-Fisher Elementary schools, and 2nd exhibitions for Biscayne Elementary and Treasure Island.
- Served as Project Manager for the IB Miami Beach professional development conference at the Miami Beach Convention Center held in August 2015 for 100 teachers across Miami Beach to attend various International Baccalaureate workshops to enhance understanding of International Baccalaureate curriculum and thematic units of study.
- Facilitated and sustained the International Baccalaureate implementation at all public schools in the City of Miami Beach. The City of Miami Beach is the only city in the country where all



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public schools are IB schools and the IB program is accessible to every child.

- Supported the M-DCPS Nautilus Middle School Action Plan development and deployment at Nautilus Middle School throughout the 2014-15 school year to address issues presented at the Focus Groups, provided by Kerr and Downs Research.
- Developed and supported the Miami Beach Parent Program to increase access to educational information through our Parks facilities for every Miami Beach resident. Miami Beach Parent Programs include Organizational Skills, Using My Agenda, Community/Curriculum Connections, and Dancing Your Way to a Healthy Lifestyle.
- Developed and Facilitated the Florida International Internship Program for City of Miami Beach, with the placement of FIU undergraduate and graduate students in multiple City departments.
- Facilitated the Speakers Bureau in partnership with Miami Beach Chamber of Commerce to enhance classroom access to local professionals to present on various topics of interest. To date, speakers have provided information at all K-12 Miami Beach public schools.
- Facilitated partnership with University of Miami Mobile Pediatric Clinic to secure visits to recreational facilities a minimum of twice per month to provide comprehensive health care services free-of-charge to youth in our community who do not have medical insurance. Approximately 24 visits throughout the year.
- Spearheaded the City's Nurse 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. Each municipality committed requested funds for the 2013-14 and 2014-15 school years. Negotiated with the MB Chamber of Commerce and Children's Trust, with each committing funding in the amount of \$95,000 and \$98,767 respectfully for the Nurse Initiative for FY13/14 and \$30,000 and \$126,549 respectively for FY14/15. Initiative resulted in a team of professionals including a shared Registered Nurse, a full-time Medical Assistant, and a social worker available at each school site.
- Supported the Anti-Defamation League (ADL) and Miami-Dade County Public Schools to implement the No Place for Hate program in each Miami Beach public school for the 2014-15 school year.
- Wrote the following articles for MB Magazine Next Generation column articles and Community Report: We Need You – School Volunteers, Dual Options, Extending Foreign Language Availability, Excellence: The Journey Continues.
- Developed Teach at the Beach Substitute Incentive Program for Nautilus Middle School.
- Developed Florida International University, Miami-Dade County Public schools, and City of Miami Beach partnership to provide increased number of dual enrollment classes at Miami Beach Senior High School for the 2014-15 school year.
- Other compact components include enhanced curriculum offerings including the International Baccalaureate program in grades K-12 currently being implemented at all Miami Beach public schools, Enhanced Communication Efforts, Teacher Recruitment/Retention, Parental Involvement/Family Support/Youth and Community Engagement, Health and Well-Being, Safety, and Technology.



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Significant Prior Accomplishments:

- Supported the development of the 2015 Environmental Scan; a comprehensive multi-year assessment of demographic, socio-economic and department budget, staffing, and workload data.
- Facilitated the updating of citywide procedures, along with the posting of such on the City's internal website and ongoing notification to personnel.
- Implemented a learning system (LS Adobe Connect) that provides for managing, deploying, and tracking online training which is easily accessible for staff via a web browser. Course offerings include self-paced courses in Ethics, Ethics Regulatory, Diversity, Sexual Harassment, Teambuilding, and Customer Service. At the conclusion of FY2013/14, 2,469 users have had access to the online system, having passed a combined total of 8,119 required classes.
- Created and implemented Internal and External Customer Satisfaction Survey into 19 departments as of January 31, 2015 to collect data on customer service provided in the City of Miami Beach. 16,411 surveys in total have been sent out to both external and internal customers with 3,888 completed as of February 18, 2015.
- Facilitated accurate distribution of Training Needs Due Report to management team members identifying team members needing to complete mandatory training. Report resulted in increase of compliance with the five mandatory trainings. As of December 31, 2014, 1,225 out of 1,917 employees have completed mandatory courses resulting in 36.10% of active employees out of compliance, a 21.1% decrease since July 2014 through February 2015.