

Alberto M. Carvalho, Superintendent of Schools

**SUBJECT:           REQUEST FOR APPROVAL OF SUPERINTENDENT'S  
TRANSFORMATION INCLUDING A REORGANIZATION  
AND RESTRUCTURING OF SELECT DISTRICT OFFICES  
AND REGION CENTERS AND A REDUCTION-IN-  
FORCE/LAYOFF OF SELECT POSITIONS**

1. APPROVE THE PROPOSED REORGANIZATION AND RESTRUCTURING OF SELECT DISTRICT OFFICES AND REGION CENTERS
2. DELETE MANAGERIAL EXEMPT POSITIONS
3. APPROVE CHANGE OF PAY GRADE TO MANAGERIAL EXEMPT POSITIONS
4. APPOINT AND ASSIGN MANAGERIAL EXEMPT PERSONNEL
5. APPROVE CHANGE OF TITLE TO MANAGERIAL EXEMPT POSITION
6. APPROVE A REDUCTION-IN-FORCE/LAYOFF FOR COLLECTIVE BARGAINING UNITS AND EMPLOYEE ORGANIZATIONS
7. AUTHORIZE THE SUPERINTENDENT TO IMPLEMENT A REABSORPTION PLAN AND SEPARATION PLAN TO ALL IMPACTED EMPLOYEES (WHICH INCLUDES OUTPLACEMENT ASSISTANCE)
8. AUTHORIZE THE SUPERINTENDENT TO PROVIDE TERMINAL PAY (FOR ACCRUED SICK LEAVE) TO ALL IMPACTED EMPLOYEES
9. AUTHORIZE THE SUPERINTENDENT TO MAKE MINOR PERSONNEL ADJUSTMENTS, IF NECESSARY, AND REPORT IN WRITING TO THE BOARD

**COMMITTEE:       SCHOOL SUPPORT ACCOUNTABILITY**

**LINK TO DISTRICT  
STRATEGIC PLAN:       REFORM BUSINESS PRACTICES TO ENSURE  
EFFICIENCY AND EFFECTIVENESS**

**REVISED<sup>3</sup>**

**A-3**

The transformation proposed in this Board Agenda Item provides for annual net savings of \$22 million to the District. The fiscal year 2008-09 Final Adopted Budget fails to plan for substantial outstanding liabilities that will be realized this fiscal year, and as such it is vital that the District make significant mid-year expenditure cuts to preserve the Contingency Reserve and prevent the District from ending the year in a deficit position. To help ensure the necessary reduction goals are met, an organizational transformation of central office departments is being proposed.

### Reorganization and Re-Structuring

In accordance with Florida Statute Sections 1001.49 and 1012.27, and School Board Rule 6Gx13-4A-1.15, it is within the Superintendent's authority to recommend a reorganization to the School Board for approval. Additional information about the reorganization, inclusive of an organizational chart, will be provided to the Board under separate cover. Furthermore, School Board Rule 6Gx13-4A-1.15 states that when the aforementioned matter is to be considered by the School Board, the following information must be provided:

- An explanation as to how the proposed job positions to be established, abolished or reclassified in the reorganization meet or enhance the school district's strategic plan.

*The proposed reorganization will streamline operations and enhance strategic alignment by:*

- *Identifying and eliminating operational redundancies and misalignment of resources*
  - *Eliminating ineffective business practices to reduce operating costs and generate a balanced budget*
- A statement of what improvements, if any, the reorganization will bring in the operations of the school district stating the objectives and desired outcomes of the organization.

*The proposed reorganization will bring efficiencies and improvements to the organization including:*

- *A realignment of four regional centers into five region centers will provide equitable and proportional support to school-sites throughout the District;*
- *Aligning Professional Development within the Curriculum and Instruction division will provide continuity of support to instructional staff;*
- *A reorganization of the District's financial operations will efficiently align both school and non-school site functions, as well as provide for a sharper focus on District budgeting; and*

- *Aligning the Enterprise Resource Planning initiative, (also referred to as the Business Operations Solutions for Schools (BOSS)), under the Information Technology Services division and, ultimately, under the Financial Services division will provide for additional operational and fiscal oversight, as well as ensure a smooth transition to a post-implementation support model.*
- A statement as to the budgetary impact of the proposed positions to be established, abolished or reclassified.
  - *The proposed reorganization will result in annual recurring net savings of approximately \$22 million; \$11 million will be realized in fiscal year 2008-09.*
- A statement as to the reasons for the timing of the reorganization.
  - *The reorganization to increase efficiency is being proposed for the District at this time for two reasons: 1) to reduce the long-standing redundancy in central administration, and 2) as part of a larger drive to reduce expenditures, with the goal of remaining fiscally solvent for year end FY 2008-09.*

#### Reduction-in-Force/Layoff

Authorization of the Board is requested to approve a Reduction-in-Force/Layoff of selected positions in accordance with Florida Statutes 1001.49 and 1012.27, School Board Rules 6Gx13-4D-1.022, 6Gx13-4D-1.023 and the District's collective bargaining agreements.

For this proposed transformation, the functions of each department were thoroughly reviewed in determining the depth and breadth of the proposed Reduction-in-Force/Layoff. The total number of position reductions within this Board Agenda Item is 242. The number of position reductions by employee group/bargaining unit is displayed below:

#### Personnel

American Federation of State, County and Municipal Employees – 25 positions  
 Confidential Exempt Personnel – 32 positions  
 Dade County School Administrators' Association – 32 positions  
 Managerial Exempt Personnel – 61 positions  
 United Teachers of Dade (UTD) – 92 positions (all of which are non-instructional positions)

The UTD instructional positions affected by this transformation, not displayed above, will be reassigned and placed into open budgeted positions in accordance with the UTD contract.

To date, none of the incumbents in the aforementioned positions have been terminated.

#### Reabsorption Plan, Separation Plan and Outplacement Assistance

The employees affected by these reductions will be treated with dignity, respect, and appreciation of their contributions to the District. The Office of Human Resources, Recruiting, and Performance Management, with assistance from Labor Relations, will review the current title and credentials of each impacted employee to determine their eligibility to seek re-employment in vacancies for which they qualify, within the school system.

Based upon specific degree and certification criteria, employees impacted by the proposed Reduction-in-Force/Layoff will be offered the opportunity to fill a vacant classroom position.

Additionally, a separation plan has been developed to provide an array of services, including outplacement assistance. Each employee will be directly notified of these services and provided with an individual assistance plan. The separation plan will also address any individual issues affecting impacted employees.

#### Terminal Pay (Sick Leave), Annual Leave (Vacation Leave), and Employee Benefits

Upon termination, all individuals will be compensated for their accrued annual leave (vacation leave) in accordance with School Board Rule 6Gx13-4E-1.18. Although not mandated by collective bargaining agreements or School Board Rule, the Superintendent is requesting authorization to provide terminal pay (accrued sick leave) to all employees who are terminated as part of the Reduction-in-Force/Layoff.

Employee benefits which include, healthcare for employees and covered dependents, flexible benefits and life insurance, will be provided in accordance with the provisions of the pertinent collective bargaining agreements and according to Federal and State laws, including COBRA continuation of benefits.

#### Total Savings

The annual projected savings resulting from this Board Agenda Item is \$22 million, \$11 million of which is realized in fiscal year 2008-09.

## Next Steps

As a next step in the transformation, staff will be conducting a salary analysis for the District that will look to create equity across position titles, pay grades, salaries and job duties. This analysis will include benchmarking the District's current salary schedule against those of comparable school districts. These findings and a recommendation will be provided to the School Board at the January 14, 2009 meeting.

In addition to the forthcoming salary analysis, staff will be conducting an efficiency analysis of the Facilities, Transportation, Food Services, and Stores and Mail Distribution divisions.

**RECOMMENDED:** That effective November 18, 2008, or as soon thereafter as can be facilitated, The School Board of Miami-Dade County, Florida:

1. Approve the proposed reorganization and restructuring of select District Offices and Region Centers
2. Delete the following Managerial Exempt positions:
  - a. Associate Superintendent, Human Resources, Evaluation and Technology, pay grade 27
  - b. Deputy Superintendent, Business Operations, pay grade 28
3. Approve change of pay grade to MEP positions:
  - a. Jaime G. Torrens, Chief Facilities Officer, pay grade 27 to Chief Facilities Officer, pay grade 26
  - b. Steve Maldonado, ERP Management Officer, pay grade 25 to ERP Management Officer, pay grade 24

- c. Linda Jones, ERP Technology Senior Director, pay grade 23 to ERP Technology Senior Director, pay grade 22
- d. Abhinanda Puttanna, ERP Director, pay grade 22 to ERP Director, pay grade 19
- e. Eddie Cooper, ERP Director, pay grade 22 to ERP Director, pay grade 19
- f. Lawrence Rubio, ERP Director, pay grade 22 to ERP Director, pay grade 19
- g. Lawrence Grubbs, ERP Director, pay grade 22 to ERP Director, pay grade 19
- h. Washington Murillo, ERP Team Leader, pay grade 21 to ERP Team Leader, pay grade 19
- i. Asif Malik, ERP Team Leader, pay grade 21 to ERP Team Leader, pay grade 19
- j. Ruben O. Leonart, ERP Team Leader, pay grade 21 to ERP Team Leader, pay grade 19
- k. Michael G. Hunter, ERP Team Leader, pay grade 21 to ERP Team Leader, pay grade 19
- l. Kimberly D. Gaines, Administrative Director, Compensation, pay grade 24 to District Director, Compensation, pay grade 23
- m. Claude J. Archer, Executive Director, Instructional Staffing, pay grade 22 to Director, Instructional Staffing, pay grade 21

4. Appoint and assign MEP personnel:

- a. Richard H. Hinds, retired administrator to Associate Superintendent and Chief Financial Officer, pay grade 26
- b. Milagros R. Fornell, Assistant Superintendent, Curriculum and Instruction, pay grade 25, to Associate Superintendent, Curriculum and Instruction, pay grade 26
- c. Ellen O. Wright, Administrative Director, Charter School Operations, pay grade 24 to Assistant Superintendent, Differentiated Accountability, pay grade 25
- d. Carmen B. Marinelli, Assistant Superintendent, Leadership Development, pay grade 25 to Assistant Superintendent, Regional Center, pay grade 25
- e. Blanca Valle, Assistant Superintendent, Curriculum and Instruction, pay grade 25 to Regional Administrative Director, pay grade 24

- f. Mary A. Paz, Executive Director, Exceptional Student Education, pay grade 22 to Instructional Supervisor, Exceptional Student Education, pay grade 21
- g. Judith Cardona-Delgado, Instructional Supervisor, School Operations, pay grade 21 to Instructional Supervisor, Adult/Community Education, pay grade 21
- h. Maria P. de Armas, Administrative Director, South Central Regional Center, pay grade 24 to Assistant Superintendent, Curriculum and Instruction (K-12 Core Curriculum), pay grade 25
- i. Ava G. Byrne, Associate Superintendent, Professional Development and Educational Services, pay grade 27 to Assistant Superintendent, Professional Development and Educational Services, Curriculum and Instruction, pay grade 25
- j. Christine J. Master, Assistant Superintendent, Instructional Support, pay grade 25 to Administrative Director, Professional Development, pay grade 24
- k. Will J. Gordillo, Temporary Assistant Superintendent, Exceptional Student Education, pay grade 25 to Administrative Director, Exceptional Student Education, pay grade 24
- l. Deborah A. Montilla, Administrative Director, Student Services, pay grade 24, to District Director, Student Services, pay grade 23
- m. Joseph L. Jackson, Administrative Director, Psychological Services, pay grade 24 to District Director, Psychological Services, pay grade 23
- n. Robert D. Strickland, Administrative Director, Professional Development, pay grade 24 to Executive Director, Professional Development, pay grade 22
- o. Jayne D. Greenberg, District Director, Physical Education, pay grade 23 to Executive Director, Instructional Support, Physical Education, pay grade 22
- p. Gloria A. Kotrady, District Director, Beginning Teacher Programs, pay grade 23 to Executive Director, Beginning/Early Career Teacher Support, pay grade 22

- q. William J. Chiodo, Jr., District Director, Management Training, pay grade 23 to Executive Director, Professional Development, pay grade 22
- r. Gladys A. Barrio, Executive Director, Secondary Education, pay grade 22 to Instructional Supervisor, Science, pay grade 21
- s. Yuwadee Wongbundhit, Executive Director, Elementary Education, pay grade 22 to District Supervisor, Instructional Support, Instructional Technology, pay grade 21
- t. Barbara M. Mallard, District Supervisor, Instructional Support, pay grade 21 to Staff Specialist, Student Services, pay grade 20
- u. Lisette T. Camps, Executive Director, Advanced Academics, pay grade 22 to District Supervisor, Instructional Support, Advanced Academics, pay grade 21
- v. Delsey Yancoskie, Instructional Supervisor, FDLRS, pay grade 21 to Instructional Support Specialist, FDLRS, pay grade 20
- w. Janet Marrero, Instructional Supervisor, Exceptional Student Education, pay grade 21 to Instructional Support Specialist, Exceptional Student Education, pay grade 20
- x. Linda S. Trupia, Director General Education, pay grade 21 to District Supervisor, Instructional Support, Instructional Technology, pay grade 21
- y. Cynthia Gracia, Regional Administrative Director, pay grade 24 to Administrative Director, School Operations, pay grade 24
- z. Kenneth Wheeler, Administrative Director, Attendance Services, pay grade 24 to Executive Director, Performance Improvement, pay grade 22
- aa. Sandra Smith-Moise, Administrative Director, Community Services, pay grade 24 to Assistant Principal, Kinloch Park Middle School, pay grade AP
- bb. Lisa Thurber, Executive Director, Community Services, pay grade 22 to District Director, Community Services, pay grade 23
- cc. Everardo A. Verguizas, District Director, Compensation Administration, pay grade 23, to ERP Director, pay grade 22



- dd. Iraida Mendez-Cartaya, Administrative Director, Legislative Relations, pay grade 24 to Assistant Superintendent, Legislative Relations, pay grade 25
- ee. Pierre E. Rutledge, Director, Community Development and Public Outreach, pay grade 21 to Director, Teenage Parent Program, pay grade 21
- ff. Philip M. Williams, ERP analyst, pay grade 17 to ERP Analyst (Grants Administration) pay grade 17
- gg. Arturo Abin, Executive Director, Employee Assistance Program, pay grade 22 to Director, Employee Assistance Program, pay grade 21
- hh. Madeline Rodriguez, Executive Director, Personnel Support Programs, pay grade 22 to Director, Personnel Support Programs, pay grade 21
- ii. Charlene Burks, Director, Certification, pay grade 21 to Administrative Director, Attendance Services, pay grade 24
- jj. Arlene M. Diaz, Certification Officer, pay grade 44 to Director, Certification, pay grade 21
- kk. Victor Pinto, ERP Team Leader, pay grade 21 to ERP Team Leader, pay grade 19
- ll. Wilma Steiner, District Director, Comprehensive Student Services, pay grade 23 to Director, Comprehensive Student Services, pay grade 21
- mm. Melanie Megias, Administrative Director, Instructional Support, pay grade 24 to Executive Director, Pre-Kindergarten, pay grade 22
- nn. Jennifer Steven, District Director, Strategic Planning and School Improvement Plans, pay grade 23 to ERP Analyst, pay grade 17
- oo. Michael Bell, Assistant Superintendent, Schools of Choice and Parental Options, pay grade 25 to Administrative Director, Schools of Choice and Parental Options, pay grade 24
- pp. Helen Blanch, Administrative Director, Schools of Choice and Parental Options, pay grade 24 to Business Services, Accountability and Performance, pay grade 24

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rr. Tabitha G. Fazzino, Executive Director, Title I, pay grade 22 to District Director, Business Services, Accountability and Performance, pay grade 23

5. Approve change of title to MEP position:
  - a. Associate Superintendent, Curriculum and Assessment, MEP pay grade 27 to Associate Superintendent, Curriculum and Instruction, MEP pay grade 26
  - b. Executive Officer, Information Technology, MEP pay grade 25 to Chief Information Officer, MEP pay grade 25
  - c. Deputy Superintendent, School Operations, MEP pay grade 28 to Deputy Superintendent, School/District Operations, MEP pay grade 27
6. Approve a Reduction-in-Force/Layoff for collective bargaining units and employee organizations
7. Authorize the Superintendent to implement a reabsorption plan and separation plan to all impacted employees (which includes outplacement assistance)
8. Authorize the Superintendent to provide terminal pay (for accrued sick leave) to all impacted employees
9. Authorize the Superintendent to make minor personnel adjustments in the reorganization, if necessary, and report in writing to the Board.