

Alberto M. Carvalho, Superintendent of Schools  
Office of the Superintendent

**SUBJECT: REQUEST FOR APPROVAL OF SUPERINTENDENT'S REALIGNMENT, RESTRUCTURING, REORGANIZATION, AND REDUCTION-IN-FORCE OF SELECT POSITIONS**

1. APPROVE SUPERINTENDENT'S REALIGNMENT OF STAFF, RESTRUCTURING AND REORGANIZATION OF SELECT POSITIONS IN ACCORDANCE WITH VALUE-BASED BUDGET PRIORITIES
2. APPROVE THE CLASSIFICATION AND/OR ESTABLISHMENT OF SELECT MEP POSITIONS NECESSARY FOR THE TRANSITION FROM A COMPLIANCE-DRIVEN TO A SUPPORT-CENTRIC ORGANIZATION
3. APPROVE THE DELETION OF MEP PAY GRADE 27 AND ADJUST THE RANGE OF MEP PAY GRADE 26
4. APPOINT AND ASSIGN MEP AND DCSAA PERSONNEL
5. APPROVE A DOWNGRADE/REDUCTION-IN-FORCE FOR COLLECTIVE BARGAINING UNITS AND EMPLOYEE ORGANIZATIONS
6. AUTHORIZE THE SUPERINTENDENT TO IMPLEMENT A SEPARATION PLAN TO ALL IMPACTED EMPLOYEES
7. AUTHORIZE THE SUPERINTENDENT TO PROVIDE APPROPRIATE TERMINAL PAY TO ALL IMPACTED EMPLOYEES, AND
8. AUTHORIZE THE SUPERINTENDENT TO MAKE MINOR PERSONNEL ADJUSTMENTS TO EFFECTUATE THIS REORGANIZATION

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**LINK TO STRATEGIC FRAMEWORK: FINANCIAL EFFICIENCY/STABILITY**

Authorization of the Board is requested to approve the Superintendent's realignment, restructuring, reorganization and reduction-in-force of select positions. In accordance with Florida Statute Sections 1001.42 and 1012.22, and School Board Policies 1120, 1120.01, 1121, 1130.01, 4120.01 and the collective bargaining agreements, it is within

the Superintendent's authority to recommend to the Board for approval, a realignment, restructuring, reorganization and reduction-in-force within the District.

Reorganizations/realignments have historically had their basis in fiscal deterioration or new leadership. While economics remains a factor in this reorganization, the primary consideration is to create a synchronicity of purpose and action aligned to the District's strategic framework emphasizing direct school support over compliance management.

The proposed realignment of positions and functions will synchronize operations and strategic framework alignment by:

- *Providing for an agile, nimble organizational structure that allows immediate support for concerns in core academic areas determined by the District's Theory of Action;*
- *Identifying and realigning core initiatives as related to the strategic focus of student achievement;*
- *Eliminating ineffective and inefficient business practices that increase costs and diffuse focus on the singular goal of student achievement;*
- *Identifying and eliminating operational redundancies.*

The proposed reorganization/realignment will increase synchronicity and bring improvements to the organization including:

- Enhancing educational delivery of services at the school site;
- Empowering highly effective principals by providing more site-based autonomy related to performance history in order to optimize instructional effectiveness;
- Establishing a Differentiated Pay Schedule for principals as mandated by F.S. 1012.22;
- Continuing to down-size the capital funded workforce in accordance with reduced revenue and based on industry benchmarks.

The proposed reorganization/realignment will result in annual recurring net savings of approximately \$14.8 million. \$12.7 million of these savings will be recognized on the tentatively approved budget.

This reorganization/realignment to deliver greater efficacy is being proposed at this time as Phase One of a larger effort, based not only upon fiscal conditions, but upon the District's intention to remain at the forefront of state and national reform agendas. Phase Two of this reorganization/realignment will be based upon analysis of Phase One and will focus on further maximizing efficiencies in instructional effectiveness.

Continuing the effort to refine the District's alignment and synchronization, the position of Deputy Superintendent, MEP pay grade 27 will be eliminated and the range of MEP pay grade 26 adjusted. This action acknowledges the assignment of a greater range of responsibility and accountability.

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Under the auspices of Teaching and Learning Support, the following positions will be reclassified:

- **Chief Innovation and Accountability Officer (CIAO), (Associate Superintendent, PG 26)** reports directly to the Superintendent of Schools and is responsible for overseeing, monitoring, and implementing district-wide innovation, Information Technology and accountability systems, school choice expansion, digital conversion, advanced academics and gifted programs, Exceptional Student Education and non-core curricular programs.
- **Chief Academic Officer (CAO), (Associate Superintendent, PG 26)** reports directly to the Superintendent of Schools and is responsible for the development, deployment, coordination, and alignment of instruction and academic programs and progress within core academic areas. Both former and current Educational Transformation Office schools and district targeted schools will be under the same management portfolio.
- **Chief Operating Officer (COO), (Associate Superintendent, PG 26)** reports directly to the Superintendent of Schools and is responsible for the oversight of the three district regional centers, alternative education, and adult/vocational centers. Included in the COO's management portfolio are Transportation, Food Services, and Stores and Distribution. The COO is responsible for synchronization of purpose and action within and between these departments in their efforts to provide support for school sites.
- **Chief of Staff (COS), (Associate Superintendent, PG 26)** reports directly to the Superintendent of Schools and is responsible for the business of the Office of the Superintendent. Included in the COS's management portfolio are Division of School Police and major district-wide projects that involve extensive coordination of other district offices and divisions.

To ensure the delivery of enhanced Teaching and Learning Support, the responsibilities of the following District offices will be modified:

- **Educational Transformation Office** will report to the Chief Academic Office and assume responsibility for a larger number of district-wide schools based on school performance. School support will be organized using differentiated tiers based on individual school needs.
- **Innovation and Accountability Support** will assume many of the functions formerly associated with Curriculum and Instruction. In addition, this department will assume responsibility for non-core instructional programs, SPED (curriculum, compliance, and support), School Improvement Planning, Student Services,

Charter School Operations, Assessment, Research, and Data Analysis, Schools of Choice/Parental Options, Magnet Schools, and district-wide innovative initiatives.

- **School Operations** has restructured and consolidated from four to three regional centers with expanded resources and responsibilities. The regional centers will be aligned as North, Central, and South and may incorporate satellite sites providing support to communities. Specialized educational centers will report to the corresponding regional center for operational purposes. Regional staff will provide Business, Personnel, Parent, Community/Chamber Relations, Parent Teacher Association (PTA), Facilities/Maintenance, ABC Attendance Boundaries, truancy, student transfers, and other support to schools.

Under the auspices of Business Support, the following position will be established:

- **Enterprise Development Officer (EDO, PG 25)** reports to the Superintendent of Schools and will leverage the full complement of district assets. The responsibilities of the EDO will include the development and management of the District's intellectual and physical property. This position will be competitively advertised and financially self-sustaining.

To ensure the delivery of synchronized Business Support, the responsibilities of the following District departments/functions will be modified:

- **Financial Services** will continue the absorption of budget functions from Capital Construction and Maintenance. Once this absorption is complete and services synchronized, redundancies will be identified and eliminated allowing for greater focus on specific priorities impacting schools.
- **Human Resources** will absorb the Office of Professional Standards and the entirety of its functions in order to synchronize and maximize the operational efficiencies and efficacy of District human resource functions. This shift is indicative of a continued District focus on an enhanced human capital management system centered on talent identifications and development. Once this absorption is completed and services synchronized, redundancies will be identified and eliminated.
- **Capital/Maintenance Functions** have reviewed and revised the duties for District project management personnel. These duties were last revised in 2004 due in part to external competitive pressures. Since, local construction market conditions have continued to decline resulting in a recommendation that allows for adjustments based on benchmarking to industry standards.

These departments, in collaboration with labor, have proffered efficiencies to improve services and increase productivity while realizing savings in operational costs. The organizational changes and realignment of its Maintenance Service

Centers from six to four locations, and establishing a workforce presence (“Hubs or Mini Service Centers”) at selected under-enrolled facilities strategically located throughout the county. This realignment will result in increased effectiveness and accountability while reducing operational cost. Increased productivity will be achieved by proportionate distribution of resources focused on our core maintenance functions and substantial reduction of travel time by our trades. It is anticipated that the implementation of the proposed re-alignment will be completed and analyzed prior to implementation of Phase Two.

- **ERP Functionality** dictated the need for the development of stronger interaction and integration of teams across finance, human resources, payroll, and risk management. As a result, the positions require a more comprehensive role in human resource functions including personnel administration, employee relations, collective bargaining analysis, and budget development and management. In order to provide on-going ERP support, it is essential that current staff continue the transition from dependence on contractors to self-sufficiency.

### ***Downgrade/Reduction-In-Force***

As a national leader in the public school sector and following three years of improved efficiency and efficacy coupled with targeted capital fund reductions, Miami-Dade County Public Schools is now in a position to effectuate a reduction-in-force. With a firm focus on the future, the District will continue to strive towards meeting the ever-shifting needs of our community by providing the most appropriate and relevant education possible.

- **Capital Construction/Maintenance** – Consistent with the retraction of this work, the district will be able to redirect limited resources to concentrate efforts on school maintenance needs.
- **Credentials** – Declining student enrollment in course offerings which no longer reflect the evolution of our technologically-oriented economy have created a situation where a number of specific programs are no longer relevant to the needs specified in One Community, One Goal nor the ability of our students to compete in the global marketplace. The absence of the necessary qualifications to issue industry certification exams and refusal to obtain requisites for this capacity may lead to position elimination based on a certification basis.
- **Other Employee Groups** – To realize ancillary savings, the District will make commensurate support personnel reductions as needed that are reflective of contractions within the organization.

The maximum percentage of downgrades/reductions by employee group/bargaining unit are displayed below:

Managerial Exempt Personnel	not to exceed 5%
Confidential Exempt Personnel	not to exceed 5%
Dade County School Administrators' Association	not to exceed 12%
United Teachers of Dade	credential/student needs driven

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, Performance Management and Labor Relations, will review the current title and credentials of each impacted employee to determine eligibility to seek re-employment as positions become available. Additionally, a separation plan has been developed to provide an array of services. Individuals who leave service with accrued leave will be compensated at the appropriate rate in accordance with Board policies and collective bargaining agreements.

This proposed reorganization/realignment and elimination of open positions will result in net savings of approximately \$14.8 million.

**RECOMMENDED:** That effective July 27, 2012, or as soon thereafter as can be facilitated, The School Board of Miami-Dade County, Florida:

1. Approve the Superintendent's realignment of staff, restructuring and reorganization of select positions in accordance with budget priorities;
2. Approve the classification and/or establishment of select MEP positions necessary for the transition from a compliance-driven to a support-centric organization;
  - a. Establish and Classify
    - i. Chief Operating Officer, MEP pay grade 26
    - ii. Chief of Staff, MEP pay grade 26
    - iii. Enterprise Development Officer, MEP pay grade 25
  - b. Associate Superintendent, Curriculum and Instruction, pay grade 26 to Chief Innovation and Accountability Officer, MEP pay grade 26
  - c. Associate Superintendent, Instructional Operations, MEP pay grade 26 to Chief Academic Officer, MEP pay grade 26

3. Approve the deletion of MEP pay grade 27 and adjust the range of MEP pay grade 26; } Revised
4. Appoint and assign MEP and DCSAA personnel:
  - a. **Valtena G. Brown**, Regional Superintendent, South Regional Center, MEP pay grade 25, to Chief Operating Officer, School Operations, MEP pay grade 26
  - b. **Milagros R. Fornell**, Associate Superintendent, Curriculum and Instruction, Curriculum and Instruction, MEP pay grade 26, to Chief Innovation and Accountability Officer, Office of Innovation and Accountability, MEP pay grade 26
  - c. **Daniel Tosado**, Assistant Superintendent, School Operations, MEP pay grade 25, to Chief of Staff, MEP pay grade 26
  - d. **Nikolai P. Vitti**, Assistant Superintendent, Education Transformation Office, MEP pay grade 25, to Chief Academic Officer, Office of Academics and Transformation, MEP pay grade 26
  - e. **Jose Dotres**, Region Superintendent, North Regional Center, MEP pay grade 25 to Region Superintendent, North Region Office, MEP pay grade 25
  - f. **Alexis Martinez**, Region Superintendent, South Central Regional Center, MEP pay grade 25 to Region Superintendent, South Region Office, MEP pay grade 25
  - g. **Albert Payne, Jr.**, Administrative Director, South Central Regional Office, MEP pay grade 24 to Region Superintendent, Central Region Office, MEP pay grade 25.
  - h. **Pablo G. Ortiz**, Provost, Miami Edison Senior High School, MEP pay grade 24, to Assistant Superintendent, Education Transformation Office, MEP pay grade 25
  - i. **Jennifer D. Andreu**, Administrative Director, North Central Regional Center, MEP pay grade 24 to Administrative Director, Central Region Office, MEP pay grade 24
  - j. **Steffond L. Cone**, Administrative Director, South Regional Center, MEP pay grade 24 to Administrative Director, South Region Office, MEP pay grade 24
  - k. **Terrance Ferguson**, District Director, Controller, MEP pay grade 23 to Administrative Director, Business Services, MEP pay grade 24 } Revised

- i. **Lourdes P. Gimenez**, Administrative Director, South Central Regional Center, MEP pay grade 24 to Administrative Director, Central Region Office, MEP pay grade 24
- m. **Lucy C. Iturrey**, Administrative Director, South Central Regional Center, MEP pay grade 24 to Administrative Director, South Region Office, MEP pay grade 24
- n. **Barbara A. Mendizabal**, Administrative Director, South Central Regional Center, MEP pay grade 24 to Administrative Director, South Region Office, MEP pay grade 24
- o. **Vivan M. Santiesteban Pardo**, Administrative Director, North Regional Center, MEP pay grade 24 to Administrative Director, North Region Office, MEP pay grade 24
- p. **Andy J. Pierre-Louis**, Administrative Director, North Regional Center, MEP pay grade 24 to Administrative Director, North Region Office, MEP pay grade 24
- q. **Neraida F. Smith**, Administrative Director, North Central Regional Center, MEP pay grade 24 to Administrative Director, North Region Office, MEP pay grade 24
- r. **Richard M. Vidal**, Administrative Director, North Central Regional Center, MEP pay grade 24 to Administrative Director, Central Region Office, MEP pay grade 24
- s. **Odalís Garces**, Executive Director, Payroll, MEP pay grade 22 to District Director, Payroll, MEP pay grade 23
- t. **Rosa Molina**, ERP Team Leader, Risk Benefits Management, MEP pay grade 21 to ERP Director, Risk Benefits Management, MEP pay grade 22
- u. **Tammy T. Reed**, Director, Public Relations, Public Information, MEP pay grade 21 to Executive Director, Community Services, 5000 Role Models, MEP pay grade 22
- v. **Paul V. Wilson, Jr.**, Returning to District, to Executive Director, Community Services, Office of Intergovernmental Affairs, Grants Administration and Community Engagement, MEP pay grade 22
- w. **Wirthy E. Fuentes**, Budget Director, Financial Operations/Budget, DCSAA pay grade 45 to ERP Team Leader, Financial Operations/Budget, MEP pay grade 21
- x. **Rosa Novo**, Fringe Benefits Supervisor, Risk Benefits Management, MEP pay grade 20 to ERP Team Leader, Risk Benefits Management, MEP pay grade 21

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- y. Roxana Vega, Teacher, Miami Springs Middle, to Director, Community Development and Public Outreach, Office of Intergovernmental Affairs, Grants Administration and Community Engagement, MEP pay grade 21
  - z. Deborah Jusino, Coordinator I, Human Resources, HR Information Services, DCSAA pay grade 40, to ERP Analyst MEP pay grade 17
  - aa. Patrick E. O'Connor, Compensation Systems Specialist, Compensation Administration, UTD to ERP Analyst, Compensation Administration, MEP pay grade 17
  - bb. Stacy L. Rolle, Manager III, Personnel/Staffing, Office of Non-Instructional, DCSAA pay grade 39, to ERP Analyst MEP pay grade 17
5. Approve a downgrade/reduction-in-force for collective bargaining units and employee organizations;
  6. Authorize the Superintendent to implement a separation plan to all impacted employees;
  7. Authorize the Superintendent to provide appropriate terminal pay to all impacted employees, and
  8. Authorize the Superintendent to make minor personnel adjustments to effectuate this reorganization.

