

Enid Weisman, Chief Human Capital Officer  
Office of Human Capital Management

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

1. APPROVE THE PROPOSED REORGANIZATION AND RESTRUCTURING OF SELECT DISTRICT OFFICES
2. APPROVE THE CLASSIFICATION AND/OR ESTABLISHMENT OF SELECT MANAGERIAL EXEMPT PERSONNEL (MEP) AND DADE COUNTY SCHOOL ADMINISTRATORS' ASSOCIATION (DCSAA) POSITIONS
3. APPROVE THE DELETION OF SELECT MEP POSITIONS
4. APPROVE CHANGES TO THE TITLE, PAY GRADE, AND/OR MINIMUM QUALIFICATIONS FOR SELECT MEP AND DCSAA POSITIONS
5. APPOINT, ASSIGN, AND/OR RECLASSIFY MEP AND DCSAA PERSONNEL
6. APPROVE A STRATEGIC DOWNGRADE/REDUCTION-IN-FORCE BASED ON CURRENT MARKET DRIVERS FOR COLLECTIVE BARGAINING UNITS AND EMPLOYEE ORGANIZATIONS
7. AUTHORIZE THE SUPERINTENDENT TO IMPLEMENT A RE-ABSORPTION PLAN AND SEPARATION PLAN TO ALL IMPACTED EMPLOYEES
8. AUTHORIZE THE SUPERINTENDENT TO PROVIDE APPROPRIATE TERMINAL PAY TO ALL IMPACTED EMPLOYEES, AND
9. AUTHORIZE THE SUPERINTENDENT TO MAKE MINOR PERSONNEL ADJUSTMENTS TO EFFECTUATE THIS REORGANIZATION

**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 1001.49 and 1012.27; School Board Policies 1120, 1120.01, 1121, 1130.01, and 4120.01; and the District's 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.

From technology startups to Fortune 500 companies, innovations in technology have created a shift in how organizations operate. In this ever-changing environment, organizations must become increasingly nimble to excel. Constant transformation is necessary to effectively utilize technology, improve processes, and meet market demands. In addition, technological improvements have impacted the nature of the work itself, necessitating changes in skill sets as well as management styles and constructs.

Educational systems are not exempt from these challenges. In fact, over the past seven years, Miami-Dade County Public Schools (M-DCPS) has excelled at remaining agile in these rapidly changing technological times. We were first in the nation to achieve district-wide wireless connectivity, pioneered Bring Your Own Device policies, and realized a successful SAP implementation. In addition, through previous reorganizations, we've been able to realize and maintain significant business efficiencies. From all of these efforts, we have learned valuable lessons that we can apply to changes we are planning for the organization structure. Concomitantly, changes in accountability requirements and evaluation systems as well as enhanced competition in the educational marketplace have caused the District to continually reexamine how we do business and engage with our stakeholders.

Despite these challenges, M-DCPS has maintained its commitment to educational excellence and has been lauded by both local and national organizations for these efforts. Through purposeful reorganization and restructuring, the District, with the support of the School Board, has been able to realize efficiencies while maintaining an unwavering focus on our core mission of student achievement. At the same time, we have transformed many of the business aspects of our organization from accounting and budgeting to social media and marketing to keep up with technological demands. Nonetheless, there are still some aspects of our organization which present opportunities for further refinement in order to remain on the cutting edge of this digital convergence.

Moving forward, M-DCPS must focus on the future in order to ensure long-term success for our students and continuity of services to our community. As such, the District has engaged in a reflective process that not only evaluated the effectiveness and efficiency of functional areas and programs, but also sought to capitalize on new opportunities and efficiencies brought about by technological improvements. It is our hope that this strategic reorganization and restructuring will provide the framework for M-DCPS to be successful over the next five years.

In creating this vision for the future, the District set forth the following goals:

- Accelerate college and career readiness for all students through strategic attention to academics from early childhood through post-secondary education;
- Identify and quantify effectiveness of programs and departments in order to replicate best practices, recognize excellence, and eliminate gaps in effectiveness;

- Develop plans for restructuring that further optimize business processes by leveraging technological advancements;
- Maximize revenues to ensure continuation and expansion of District programs and services; and
- Enhance strategies to attract and retain the highest caliber workforce to meet the demands of a market-driven educational economy.

This Board item proposes efficiencies that will realize a savings of over \$6.5 million dollars through a strategic restructuring and market-driven reductions.

### Reorganization and Restructuring

The proposed reorganization and realignment will offer increased strategic efficiencies, eliminate redundancy, and maximize revenues by:

- Restructuring District offices and adjusting staffing levels to eliminate redundancies and capitalize on technological efficiencies; and
- Aligning job titles with duties and responsibilities as well as industry standards to allow for best-in-class hiring and retention.

The following changes to District offices are being recommended as a part of this restructuring:

- ***Education Transformation Office***

The Education Transformation Office (ETO) is charged with building, accelerating, and sustaining the District's fragile schools. While ETO in its current iteration has been invaluable to the schools it supports, this reorganization optimizes the ETO model with increased academic support and expediency of response. To do this, ETO will now have the backing of two District bureaus, School Operations and the Office of Academics and Transformation (OAT).

The operational needs of ETO will be realigned under the Deputy Superintendent of Schools. This direct linkage to School Operations will allow for faster response to operational issues. Safety, maintenance, food service, health, advocacy, and transportation matters, which also fall under School Operations, will be able to be addressed more efficiently through this streamlined organizational structure.

The structure and level of educational support and wraparound services provided by ETO to the most fragile schools will remain intact; and the department will be realigned under the Chief Academic Officer. As a part of the OAT, ETO will retain its name and remain under the leadership of an Assistant Superintendent with direct access to the Superintendent of Schools and seamless backing of OAT. The result will be more robust academic support for fragile schools by allowing them to leverage specialized services residing in OAT such as bilingual and exceptional student education, student services, and the Office of School Improvement. This transition will also allow ETO to be surrounded by the innovation of choice which is one of OAT's strengths.

- ***Academics and Transformation***

In addition to its realignment with the ETO, OAT has realigned selected offices, programmatic functions, and activities in order to optimize services, streamline support to schools, and provide our students with a world-class education as we transform the culture of teaching and learning. The areas of OAT impacted include: the Division of Academics, the Division of Academic Support, and the Division of Early Childhood and Title I Administration.

The Department of Exceptional Student Education will be realigned under the Division of Early Childhood Programs and Title I Administration. The resulting division will be renamed the Division of Early Childhood, Special Education, and Title I Programs. Each of the units under this new division will be restructured to maximize efficiencies and augment the level of support to schools.

In order to better align both academic and non-academic programs, the following offices will move from the Division of Academic Support to the Division of Academics: Visual and Performing Arts, Physical Education, and Health Literacy. Additionally, Visual and Performing Arts will be realigned to facilitate the integration of the arts and sciences. This transformation of STEM into STEAM will mirror the national trend of combining science, technology, and the arts which has been found to increase critical thinking, problem-solving and innovation.

Finally, enhancements will be made to the Department of Bilingual Education and World Languages. Leadership roles will be elevated and reporting lines strengthened in order to facilitate the recalibration of the Extended Foreign Language (EFL) program and create additional pathways to biliteracy with enhanced funding support. Enhancements to this department will also provide improved services for English Language Learners.

- ***School Operations***

School Operations is charged with management and oversight of operations in the District's nearly 450 traditional public and charter schools. In recent years, operational support for M-DCPS' traditional public schools has been organized into geographic regions and both operational and academic support for high needs schools had been undertaken by the ETO. As stated previously, ETO will now be directly aligned to both the Deputy Superintendent of Schools and the Chief Academic Officer.

The goal of this dual oversight model is to provide exceptional academic support and ensure optimal response times to operational issues. To manage functional support and coordination of wraparound services, ETO schools will be realigned into the three existing geographic regions (North, Central, and South) based on feeder patterns. Region administrative directors from ETO will be reassigned to these geographic regions to support the increased number of schools in each region. Furthermore, an additional administrative director will be added to School Operations to serve as a direct link between that bureau and ETO. Finally, curricular support will be added to each region to provide accountability for professional development and evaluation.

In addition, the 500 Roles Models of Excellence Project will align with the Office of Educational Equity, Access, and Diversity (OEEAD) to strengthen access to equitable educational opportunities and experiences. Given the 5000 Role Models of Excellence Project's goal of assisting at-risk male students in finding mentors and gaining the knowledge skills and experience necessary for future success, it is fitting that these two offices work in collaboration to ensure program effectiveness, equity, and access for all students.

Finally, to better align services to students with operational structures, Summer Services and Comprehensive Health Services will be shifted from OAT to School Operations. This will allow for better coordination of services to schools and more responsive action in the event of a health and wellness emergency.

- ***School Facilities & Maintenance Operations***

Since the implementation of the 21st Century Schools Bond Program, workloads in the Office of School Facilities have shifted significantly. While all projects are contracted through Parsons Brinkerhoff and other private sector professional service firms, strategic right-sizing of School Facilities has reduced the number of internal project managers. To ensure that both internal and external projects are being completed with proper oversight in a manner that will foster efficiency, transparency, diversity, and accountability, managerial staffing levels are being adjusted. Accordingly, an existing administrative director position will be eliminated from the department and replaced with a new assistant superintendent position. This position will be charged with overseeing 21st Century Schools Bond Program project implementation and will also serve as a point person for contractors associated with the 21st Century Schools Bond Program.

With more than 400 locations, a workforce of over 40,000, and nearly 350,000 students, the flow of transportation in Miami-Dade County impacts our organization on a large scale. Whether it is school buses, private cars, bikes, or public transportation, it is critical that our students and employees have access to safe, effective, and efficient commuting options.

The District continues to have strong representation on the Miami-Dade County Metropolitan Planning Organization (MPO), a federally mandated, legislatively created entity that provides leadership in the planning and implementation of transportation projects countywide. There is a compelling need to institutionalize and further strengthen District participation and continued engagement in the MPO's work, specifically as it relates to improvements that enhance safety for students and positively contribute to countywide mobility. To facilitate and strengthen this work, the position of Director, Transportation Planning is being established. The individual in this position will be responsible for providing technical support on projects and activities that reflect and advance the School Board's transportation and mobility priorities on the MPO, liaising with various entities to improve transportation options in Miami-Dade County that benefit the students, and working with all applicable concurrency systems, including school concurrency and the various interlocal agreements for public schools facility planning.

Finally, during a previous reorganization, Maintenance Operations underwent several changes impacting efficiency and organizational design. As a part of this, Maintenance

Service Centers were realigned and each center was restructured using existing personnel. Subsequent to these changes, hiring restrictions and attrition have required that staff take on additional duties without appropriate compensation. Impacted employees will be appropriately reassigned.

- ***Financial Operations***

The bureau of Financial Operations is capitalizing on efficiencies created through technological improvements. To that end, many of the bureau's departments are being redesigned to ensure the continuity of financial stability. First, workloads and staffing ratios have been realigned to coincide with industry standards. This will result in the elimination of positions that are no longer relevant in the digital era or that result in overlap. At the same time, a number of positions are being established to recruit and retain employees with the skill set/expertise necessary to position the District in a competitive changing business environment. Finally, increased attrition and pending retirements throughout the bureau require strategic deployment of key employees to ensure financial stability and succession management.

The following recommendations are being made for departments within the bureau of Financial Operations:

Accounting/Office of the Controller

As the District enters into more a complex financial environment, accounting analysis and financial reporting requirements necessitate changes in job responsibilities, workflow distribution, and implementation of new software-related processes. In addition, new technologies in the Florida Education Finance Program Cost Report and Internal Funds Accounting require that employees have the skill set that enables them to conduct effective staff training and generate accurate financial reports.

Federal and State Compliance

The Office of Federal and State Compliance is responsible for the District's main revenue generating process – the counting and reporting of students. In May 2014, this office was realigned under the Office of Budget Management to support its core function in the financial processes of the District. Over the years, the Office of Federal and State Compliance has lost a number of positions through attrition. As a result, this office is now taking this opportunity to establish and classify new positions that will enable recruitment and retention of employees with the skill sets needed to ensure maximization of revenues.

Procurement Management Services

Procurement Management Services meets the District's needs in obtaining various materials, supplies, commodities, and professional services. On average, this department processes over four hundred million dollars each fiscal year, while aggressively seeking savings in each transaction.

With assistance from The Council of Great City Schools, Procurement Management Services has reviewed the procurement/purchasing staffing patterns and benchmarked M-DCPS against school districts nationwide. Industry best practice necessitates that personnel in procurement departments be professionally degreed and/or certificated with experience

in strategic sourcing, vendor development, and contractor compliance. In order for M-DCPS to remain competitive with other large school districts and to continue to increase best practices in procurement and savings, Procurement Management Services will be eliminating a number of positions and establishing and classifying new managerial positions to attract and retain professionally degreed and/or certified purchasing staff.

Changes in the Office of Procurement include the addition of a Director, Procurement Management Services whose primary responsibility will be Vendor Development. Partnering with the Office of Economic Development, this staff member will search for and develop qualified vendors to continue to drive down costs and increase vendor pools, thus expanding economic development.

In addition, the departments of Maintenance Materials Management (MMM) and Stores and Mail Distribution (S&MD) will be realigned from School Operations to Procurement Management Services. This will enable School Operations to focus on its core mission of supporting schools and will also align the functions of these departments to the appropriate bureau.

#### Risk & Benefits Management

Responsibilities in the Office of Risk and Benefits Management are being bifurcated to enhance efficiency and diminish risk by capitalizing on specific expertise. While the two major components of the Risk Management function – Strategic Risk and Employee Benefits Management – are inter-related, the talents and needs of the areas can be very different. This is especially critical given the complexity and scale of the District's risk and benefits programs which include: insurance and self-insurance programs, loss prevention, and risk identification for areas such as liability, workers' compensation, property, bonds, cyber, and athletic accident. In addition, the department is charged with implementation and management of a comprehensive benefits program for District employees, retirees, and eligible dependents.

To that end, each of the two functional areas will be led by an administrator who reports directly to the Risk and Benefits Officer. This organizational structure will serve to better align staff expertise to functions in order to better insulate the School Board from risk of loss and promote employee health and well-being. This shift will also enable strategic succession planning and allow the next generation of senior leadership in the department to focus on deliberate initiatives specific to their areas of proficiency.

- ***Human Capital Management***

The Office of Human Capital Management (HCM) is aligning functions and reorganizing reporting lines to streamline and enhance support to schools, increase efficiency, and enable more effective communication. Given the increasingly competitive educational landscape, HCM recognizes that talent acquisition, development, and retention is key and HCM is at the heart of ensuring that the District is an attractive employment option for employees. Through this reorganization, HCM will be able to remain nimble and facilitate changes necessary to attract top talent in a timely manner and remain competitive. This restructuring will also ensure that M-DCPS employees receive the services and support they need throughout their careers.

To accomplish this, the bureau will be realigned into four departments. The first department, The Office of Professional Standards and Employee Support Services, will be charged with coordinating and implementing services for current and prospective employees including professional standards, the employee assistance program, civil rights compliance, the Americans With Disabilities Act, and Leave and Retirement. This department will be led by a new assistant superintendent.

Next, the Office of Talent Management and Development will ensure that M-DCPS recruits and hires the most qualified people, deploys them deliberately, develops them purposefully, and retains them strategically. To help facilitate these efforts, the functions of instructional and non-instructional staffing will be merged and the position of District Supervisor, Talent Management will be created. The transition to this staffing model will take place in phases.

Third, due to the close relationship of salaries and labor negotiations, Compensation will be realigned under the Office of Labor Relations. Finally, the Office of Human Capital Information Services will continue to strengthen linkages between human capital data and processes.

Given the complex nature of the department, HCM is also taking steps to create succession management plans to enable future continuity in key areas. Lastly, School Police will be transitionally realigned under HCM to maintain continuity of leadership.

- ***Management and Compliance Audits***

The Office of Management and Compliance Audits reports to the School Board. The Chief Auditor is requesting a reorganizing to better align to changing industry standards. First, the nature of the Office of Management and Compliance Audits requires that staff engage in highly confidential, managerial tasks that require advanced professional knowledge and consistent exercise of discretion and independent judgment. To enable strategic allocation of responsibility, select employees will be given supervisory duties. These employees are being reclassified to reflect the new managerial nature of their roles and to align the Office of Management and Compliance Audits with federal guidelines and standard industry practice.

Additionally, many administrative job descriptions in the Office of Management and Compliance Audits have not been updated to reflect the skills and experience needed to succeed in a twenty-first century environment. Therefore, a number of these positions are being recommended for upgrade to allow the department to attract more qualified applicants moving forward. Current employees in these positions who possess the appropriate skill set will be moved accordingly.

Finally, an additional auditor position is being added to the department. This auditor will be dedicated to the 21<sup>st</sup> Century Schools Bond Program projects.



- ***Public Relations***

The Office of Public Relations plays a key role in promoting the District's initiatives and ensuring consistency and accuracy of communications. To better reflect the bureau's activities as well as to align with industry standard, it will be renamed the Office of Communications. Additionally, the bureau will reorganize to better serve both internal and external stakeholders. This will require the creation of a department of Internal Communications which will be responsible for promoting and coordinating all communications initiatives for internal stakeholders (including, but not limited to, board members, administrators, staff, and teachers). The department of Internal Communications will be staffed via internal, lateral moves and will be created at no cost to the District.

Furthermore, pursuant to Board actions in 2014, the department of Strategic Educational Marketing was created with the goal of increasing student enrollment and retention through the development of community awareness of the District's diverse educational options. Over the past year, this department has hired staff and made great strides towards proactively enhancing the District's presence in both traditional and social media. To further support and oversee these efforts, an existing director will be moved laterally to manage the department.

- ***School Police***

The Miami-Dade Schools Police Department (MDSPD) is dedicated to excellence through service to our community. As such, MDSPD is paralleling District accreditation efforts with the pursuit of law enforcement accreditation through the Commission on Florida Accreditation (CFA). MDSPD's reorganization plan emphasizes improving the efficiencies of the department to increase effectiveness and delivery of services to students, faculty, staff, and visitors.

MDSPD command staff job descriptions have not been updated in over a decade. These job descriptions are being updated to include industry best practices, community oriented policing principles, problem solving methodologies, crime prevention through environmental design approaches, and strategic planning. The updated job descriptions will also increase the minimum requirements for all MDSPD command staff positions with new emphasis on experience and education.

In conjunction with the job description updates, the position of Police Commander is being redesigned to consolidate three redundant administrative positions into a new Police Commander position that will eliminate potential duplication of services while clarifying reporting lines. This new position will replace the existing Police Captain position as this title is better aligned to command staff duties and industry standards. The two remaining redundant job descriptions will be deleted.

Finally, MDSPD work locations will be reduced from 11 to five to increase efficiency and streamline communications.

Hiring Freeze and Reduction-In-Force

The creation, classification, downgrade, and realignment of positions, as well as a potential reduction-in-force is being recommended. This reduction-in-force will serve to align staffing levels with current and future workloads and realize efficiencies to ensure that the District is able to remain competitive over the next five years. Furthermore, M-DCPS currently offers a limited number of elective courses which are no longer relevant and/or lack student demand. Lack of student demand and enrollment in these courses may necessitate a reduction-in-force. This reduction will allow the District to maintain its focus on high-quality programs that are relevant for our students' success in a 21<sup>st</sup> century global community.

The proposed reductions by employee group/bargaining unit are as follows:

American Federation State County Municipal Employees (AFSCME)	Not to exceed 1%; affected employees may be offered other positions, as available
Confidential Exempt Personnel (CEP)	Not to exceed 2%
Managerial Exempt Personnel (MEP)	Not to exceed 5%
Dade County School Administrators' Association (DCSAA)	Not to exceed 3%
Dade County School Maintenance Employee Committee (DCSMEC)	Not to exceed 2%; affected employees may be offered other positions, as available
United Teachers of Dade (UTD)	Credential and student needs driven with collateral impact to select support personnel

The employees affected by these reductions will be treated with dignity, respect, and appreciation of their contributions to the District. The Office of Human Capital Management will review the current title and credentials of each impacted employee to determine his/her eligibility to seek re-employment as positions become available. Every effort will be made to reabsorb affected employees into other functional areas. Additionally, a separation plan has been developed to provide an array of services to these employees. Individuals who leave service with accrued leave will be compensated at the appropriate rate in accordance with Board policies and collective bargaining agreements.

**RECOMMENDED:** That effective June 16, 2015, 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;
2. Approve the classification and/or establishment of select Managerial Exempt Personnel (MEP) and Dade County School Administrators' Association (DCSAA) positions:
  - a. Assistant Superintendent, Construction Management, Office of School Facilities, MEP, pay grade 25
  - b. Administrative Director, Intergovernmental Affairs and Grants Administration, Office of Intergovernmental Affairs and Grants Administration, MEP, pay grade 24
  - c. District Director, Budget Management, Office of Budget Management, MEP, pay grade 23
  - d. District Director, Risk & Benefits, Office of Risk & Benefits Management, MEP, pay grade 23
  - e. Executive Director, Internal Communications, Office of Communications, MEP, pay grade 22
  - f. Director, Transportation Planning, School Facilities, MEP, pay grade 21
  - g. District Supervisor, Financial Operations, MEP, pay grade 21
  - h. District Supervisor, School Audits, MEP, pay grade 21
  - i. District Supervisor, Talent Management, MEP, pay grade 21
  - j. Supervisor, Budget Management, Office of Budget Management, MEP, pay grade 20
  - k. Supervisor, IT Audits, Office of Management and Compliance Audits, MEP, pay grade 20
  - l. Audit Specialist, Office of Management and Compliance Audits, MEP, pay grade 19
  - m. Charter School Audit Coordinator, Office of Management and Compliance Audits, MEP, pay grade 19
  - n. Coordinator, Student Services, MEP, pay grade 19
  - o. District Coordinator, MEP, pay grade 19
  - p. Staff Specialist, Procurement, Procurement Management Services, MEP, pay grade 18
  - q. Student Funding Specialist, Office of Federal and State Compliance, MEP, pay grade 18
  - r. District Analyst, MEP, pay grade 17
  - s. Procurement Analyst, Procurement Management Services, MEP, pay grade 17
  - t. Procurement Specialist, Procurement Management Services, DCSAA, pay grade 33

3. Approve the deletion of the following MEP positions:
  - a. Police Captain, MEP, pay grade S2
  - b. Police Commander, MEP, pay grade S1
4. Approve changes to the title, pay grade, and/or minimum qualifications for the following MEP and DCSAA positions:
  - a. Chief of Police, School Police, MEP, pay grade 25
  - b. Deputy Chief of Police, School Police, MEP, pay grade 24
  - c. District Director, Procurement Management Services, MEP, pay grade 23
  - d. Police Major, School Police, MEP, pay grade S3
  - e. Director, Procurement Management Services, MEP, pay grade 21
  - f. Police Commander, School Police, MEP, pay grade 18 to pay grade S2
  - g. Audit Coordinator II, Office of Management and Compliance Audits, DCSAA, pay grade 41 to pay grade 42
  - h. Senior Auditor, Office of Management and Compliance Audits, DCSAA, pay grade 40 to pay grade 41
  - i. Staff Auditor II, Office of Management and Compliance Audits, DCSAA, pay grade 39 to pay grade 40
5. Appoint, assign, and/or reclassify MEP and DCSAA personnel;
6. Approve a strategic downgrade/reduction-in-force based on current market drivers for collective bargaining units and employee organizations;
7. Authorize the Superintendent to implement a re-absorption plan and separation plan to all impacted employees;
8. Authorize the Superintendent to provide appropriate terminal pay to all impacted employees, and
9. Authorize the Superintendent to make personnel adjustments to effectuate this reorganization.

**SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**  
**PRINCIPALS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Kisa D. Humphrey	Elementary Assistant Principal Kinloch Park Elementary School	AP	Interim Elementary Principal Kinloch Park Elementary School	PR
Cadian Collman	Vice Principal Homestead Senior High School	VP	Interim K-8 Center Principal Mandarin Lakes K-8 Center	PR

**SCHOOL SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**PRINCIPALS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Mayra Barreira	K-8 Center Principal E.B. Thomas K-8 Center	P2	Elementary Principal Rockway Elementary School	PR
Thomas P. Ennis	Senior High Principal Miami Killian Senior High School	P3	Senior High Principal Coral Reef Senior High School	PR
Maileen Ferrer	Elementary Principal Dr. Henry E. Perrine Academy of the Arts	P1	Elementary Principal Jack D. Gordon Elementary School	PR
Apryle L. Kirnes	Elementary Principal Miami Gardens Elementary School	P1	K-8 Center Principal Myrtle Grove K-8 Center	PR

**SCHOOL SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**PRINCIPALS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Kathleen John-Louissant	K-8 Center Principal Morningside K-8 Center	P2	Elementary Principal Miami Gardens Elementary School	PR
Catherine T. Krtausch	Elementary Principal Florida City Elementary School	P1	K-8 Center Principal Vineland K-8 Center	PR
Martha M. Munoz	Elementary Principal Kinloch Park Elementary School	P1	K-8 Center Principal Dr. R. Espinosa K-8 Center	PR
Concepcion C. Santana	Elementary Principal Gulfstream Elementary School	P1	Elementary Principal Norma Butler Bossard Elementary School	PR
Debbie F. Saumell	Elementary Principal Rockway Elementary School	P1	K-8 Center Principal E.B. Thomas K-8 Center	PR
Rachelle A. Surrancy	Elementary Principal Ethel F. Beckford/Richmond Elementary School	PR	Elementary Principal Florida City Elementary School	PR
Kenneth L. Williams	Interim K-8 Center Principal Mandarin Lakes K-8 Center	PR	K-8 Center Principal Leisure City K-8 Center	PR

**SCHOOL SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**ASSISTANT PRINCIPALS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Rita J. Mallett	Elementary Assistant Principal Early Childhood Programs (Grant Funded)	AP	Elementary Assistant Principal Ethel F. Beckford/Richmond Elementary School (Grant Funded)	AP

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Pedro A. Abreu	Manager III, Plant Operations Plant Operations	39	Director, Facilities Services Plant Operations	21
Debra Albo-Steiger	School Social Worker Division of Student Services	--	Coordinator, Student Services Division of Student Services (Grant Funded)	19
Ana M. Arzola	Part-Time Office of Financial Operations/Budget	--	Coordinator, Budget Management Office of Financial Operations/Budget	19
Dawn M. Baglos	Senior High Principal Dr. Michael M. Krop Senior High School	P3	Administrative Director, Labor Relations Office of Labor Relations	24
Nikita E. Bailey	Business Manager, Internal Fund Office of General Accounting	37	ERP Analyst Office of General Accounting	17

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Luis O. Baluja	Information Systems Design Control Officer Office of Management & Compliance Audits	44	Supervisor, IT Audits Office of Management & Compliance Audits	20
Yvonne M. Barrios	Senior Audit Coordinator Office of Management & Compliance Audits	42	Audit Specialist Office of Management & Compliance Audits	19
Jimmie L. Brown	District Director, Professional Standards Office of Professional Standards	23	Administrative Director, Professional Standards Office of Professional Standards	24
Elena C. Camacho	ESE Placement Specialist Office of Exceptional Student Education	--	Instructional Support Specialist Office of Exceptional Student Education (Grant Funded)	20
Maritza Carr	Business Manager, Internal Fund Office of General Accounting	37	ERP Analyst Office of General Accounting	17
Maria T. Castillo	District Administrative Assistant Office of Leave, Retirement & Unemployment Compensation	--	ERP Analyst Office of Leave, Retirement & Unemployment Compensation	17



**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Joyce M. Castro	Administrative Director, Professional Standards Office of Professional Standards	24	Assistant Superintendent, Human Capital Office of Human Capital Management	25
Marion Chase	Curriculum Support Specialist Education Transformation Office	--	District Supervisor, Instructional Support Education Transformation Office (Grant Funded)	21
Sarah C. Chatel	Curriculum Support Specialist Office of School Improvement	--	District Supervisor, Instructional Support Education Transformation Office (Grant Funded)	21
Terri A. Chester	Investigator, CIU Office of Civilian Investigative Unit	42	Executive Director, CIU Office of Civilian Investigative Unit	22
Jorge L. Davila	Assistant Risk & Benefits Officer Office of Risk Benefits Management	21	Executive Director, Risk & Benefits Office of Risk Benefits Management	22
Josefina Derby-Sardina	ESE Placement Specialist	--	Instructional Supervisor, Exceptional Student Education Office of Exceptional Student Education (Grant Funded)	21

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Martha M. Diaz	Executive Director, District Budgets Office of Financial Operations/Budget	22	District Director, Budget Management Office of Financial Operations/Budget	23
Raiza Diaz	Coordinator III, Systems & Programming Office of Assessment, Research & Data	42	ERP Analyst Office Assessment , Research & Data	17
Michael G. Fox	Executive Director, Risk & Benefits Office of Risk Benefits Management	22	District Director, Risk & Benefits Office of Risk Benefits Management	23
Wirthy E. Fuentes	Executive Director, Budgets Office of Financial Operations/Budget	22	District Director, Budget Management Office of Financial Operations/Budget	<u>23</u>
Nelly B. Fuentez-Lacayo	Coordinator Office of General Accounting	19	District Supervisor, Financial Operations Office of General Accounting	21
Barbara Garcia	ERP Analyst Office of General Accounting	17	Staff Specialist Office of General Accounting	18
Soraya Guerra	Accounts Receivable Supervisor Office of General Accounting	20	District Supervisor, Financial Operations Office of General Accounting	21

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
James Haj	Regional Administrative Director South Region Office	24	Assistant Superintendent, Human Capital Office of Labor Relations	25
Michael A. Hernandez	Senior Audit Coordinator Office of Management & Compliance Audits	42	Audit Specialist Office of Management & Compliance Audits	19
Maria A. Huber	Fiscal Specialist Office of Leave, Retirement & Unemployment Compensation	--	Staff Assistant Office of Leave, Retirement & Unemployment Compensation	16
Kelli Hunter-Sheppard	K-8 Center Principal Leisure City K-8 Center	P2	District Director, Community Services Office of Exceptional Student Education (Grant Funded)	23
Mariela E. Jimenez-Linaje	Senior Audit Coordinator Office of Management & Compliance Audits	42	Audit Specialist Office of Management & Compliance Audits	19
Keisha M. Johnson-Cabrera	Coordinator, Budget Management Office of Financial Operations/Budget	19	Supervisor, Budget Management Office of Financial Operations/Budget	20

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Sharon S. Krantz	Counselor North Miami Beach Senior High School	--	Executive Director, Curriculum Support (Grant Funded)	22
Oria M. Lacayo	ERP Analyst Office of the Controller	17	Staff Specialist Office of the Controller	18
Reginald R. Lafontant	Senior Audit Coordinator Office of Management & Compliance Audits	42	Audit Specialist Office of Management & Compliance Audits	19
Melissa A. Latus	District Director, Business Services, Accountability & Performance Office of Intergovernmental Affairs, Grants Administration, & Community Engagement	23	Administrative Director, Intergovernmental Affairs, Grants Administration Office of Intergovernmental Affairs, Grants Administration, & Community Engagement	24
Erick Laventure	Executive Director, Project Management Office of Capital Improvement	47	Director, Facilities Services Office of Capital Improvement	21
Mariela Machado	Senior Programmer Analyst II Systems & Programming Services	38	SAP ABAP Programmer Analyst Systems & Programming Services	18

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Nestor E. Marcia	Curriculum Support Specialist Office of Math/Science/Advanced Academics (Grant Funded)	--	District Analyst Office of Innovation & Accountability	17
Betsy McCray	Web Support Specialist Office of Federal & State Compliance Office	--	Student Funding Specialist Office of Federal & State Compliance Office	18
Jerome A. Morgan	Supervisor II, Publications Office of Intergovernmental Affairs, Grants Administration, & Community Engagement	44	District Coordinator Office of Intergovernmental Affairs, Grants Administration, & Community Engagement	19
Rosa Novo	ERP Team Leader Office of Risk Benefits Management	21	Executive Director, Risk & Benefits Office of Risk Benefits Management	22
John D. Pace	K-8 Center Principal Myrtle Grove K-8 Center	P2	Administrative Director, Instructional Support Education Transformation Office (Grant Funded)	24
Dulce M. Palacio	Executive Director, Capital Budget Planning Office of Financial Operations/Budget	22	District Director, Budget Management Office of Financial Operations/Budget	23

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Raul F. Perez	Administrative Director, Construction Management Office of Capital Improvement	24	Assistant Superintendent, Construction Management Office of Capital Improvement	25
Giselle Perdomo	Coordinator III, Treasury Office of Treasury	42	ERP Analyst Office of General Accounting	17
Edgardo L. Reyes	Executive Director, Title I Title I Administration	22	Administrative Director, Instructional Support Title I Administration (Grant Funded)	24
Treska V. Rodgers	Director, Non-Instructional Staffing Office of Non-Instructional Staffing	21	Executive Director, Non-Instructional Training Office of Professional Development & Evaluation	22
Ana M. Rodriguez	Director, Community Outreach Title I Administration	21	Executive Director, Title I Title I Administration (Grant Funded)	22
Ivan M. Rodriguez	Director I, Professional Service Contracts Office of Governmental Affairs & Land Use	45	Director, Facilities Services Office of Governmental Affairs & Land Use	21

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Lourdes A. Rodriguez	Manager III, Personnel Office of Civil Rights Compliance	39	Recruiter Office of Human Capital Management	18
Rosa M. Royo	Risk & Benefits Supervisor Office of Risk Benefits Management	20	Assistant Risk & Benefits Officer Office of Risk Benefits Management	21
Elvira Sanchez	Audit Supervisor I Office of Management & Compliance Audits	43	Charter School Audit Coordinator Office of Management & Compliance Audits	19
Orfiro Sanchez	Interventionist Title I Administration	--	District Analyst Title I Administration (Grant Funded)	17
Elliott D. Satz	Senior Audit Coordinator Office of Management & Compliance Audits	42	Audit Specialist Office of Management & Compliance Audits	19
Oksana V. Sosa	District Supervisor, Instructional Support Office of School Improvement (Grant Funded)	21	Instructional Supervisor, Exceptional Student Education Office of Exceptional Student Education (Grant Funded)	21

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Armando R. Ubals	Executive Director, Project Management Office of Capital Improvement	47	Director, Facilities Services Office of Capital Improvement	21
Angel A. Valdes	.NET Developer Client & Business Services	39	Digital Convergence Web & Mobile Architect Client & Business Services	20
Vivian G. Villaamil	Director I, Governmental Affairs & Land Use Policy Office of Governmental Affairs & Land Use	45	Director, Transportation Planning Office of Governmental Affairs & Land Use	21
Tamara Wain	Director I, School Audits Office of Management & Compliance Audits	45	District Supervisor, School Audits Office of Management & Compliance Audits	21
Rouben J Yaghdjian	Elementary Principal Hialeah Garden Elementary School	P1	Administrative Director, Professional Development Office of Professional Development & Evaluation	24



**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**  
**SCHOOL POLICE**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Deanna L. Fox-Williams	Police Commander Central Operations	S1	Commander Police Operations	S2
Montoya K. Jackson	Sergeant South Operations	--	Commander Police Operations	S2
Edwin Lopez	Police Commander South Operations	S1	Commander Police Operations	S2
Carlos A. Fernandez	Police Captain Investigative Division	S2	Major Police Operations	S3

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**  
**PROFESSIONAL AND TECHNICAL**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Oscar I. Rueda	Network Analyst HR Information Services	41	Supervisor I, Network Services HR Information Services	43

**NON-SCHOOL SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Linda Amica-Roberts	Regional Administrative Director Education Transformation Office	24	Administrative Director, School Operations Office of School Operations	24
Melba Brito	Regional Administrative Director Education Transformation Office	24	Administrative Director, Instructional Support Office of Bilingual Education & World Languages	24
Christopher S. Cutrona	Administrative Specialist, Program Management Office of Human Capital Management	20	Administrative Specialist, Program Management Office of School Improvement	20
Jose L. Dotres	Chief of Staff Office of the Superintendent	26	Chief Human Capital Officer Office of Human Capital Management	26
Yaset Fernandez	Regional Administrative Director Education Transformation Office (Grant Funded)	24	Administrative Director, Instructional Support Education Transformation Office (Grant Funded)	24
Shannon A. Gottardi	Executive Director, Curriculum Psychological Services	22	Executive Director, Title I Education Transformation Office (Grant Funded)	22

**NON-SCHOOL SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Charmyn M. Kirton	Regional Administrative Director Education Transformation Office	24	Region Administrative Director North Region Office	24
Denise Landman	Director, Public Relations Office of Public Information	21	Director, Marketing Office of Public Information	21
Michael A. Lewis	Regional Administrative Director Education Transformation Office	24	Region Administrative Director Central Region Office	24
Alexandre S. Lopes	Instructional Supervisor, Exceptional Student Education Office of Exceptional Student Education & Student Support (Grant Funded)	21	Instructional Supervisor, Exceptional Student Education Office of Exceptional Student Education & Student Support /Pre-K SPED (Grant Funded)	21
Sasha Lopez	District Supervisor, Instructional Support Education Transformation Office	21	District Supervisor, Instructional Support Office of School Improvement (Grant Funded)	21
Martha H. Montiel	Regional Administrative Director Education Transformation Office	24	Administrative Director, Personnel Staffing & Employment Office of Human Capital Management	24

**NON-SCHOOL SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Maria V. Montoya	ERP Team Leader Office of HR Information Services	21	ERP Team Leader Office of Civil Rights Compliance	21
David K. Moore	Assistant Superintendent, Curriculum & Instruction Office of Innovation & Accountability	25	Assistant Superintendent, Curriculum & Instruction Education Transformation Office	25
Kernique G. Moore	Instructional Supervisor, Exceptional Student Education Office of Innovation & Accountability	21	Instructional Supervisor, Exceptional Student Education Education Transformation Office (Grant Funded)	21
Tammy T. Reed	Executive Director, Community Services Office of Public Information	21	Executive Director, Internal Communications Office of Internal Communications	21
Anna L. Rodriguez	Administrative Director, Professional Development Office of Professional Development & Evaluation	24	Region Administrative Director South Region Office	24
Paul V. Wilson	Administrative Director, Labor Relations Office of Labor Relations	24	Administrative Director, School Operations Office of School Operations	24

**NON-SCHOOL SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**SCHOOL POLICE**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Manuel J. Arrebola, Jr.	Police Captain South Operations	S2	Commander Police Operations	S2
Joseph M. Bevilacqua	Police Captain School Board Administration Building Security	S2	Commander Police Operations	S2
Ivan E. Silva	Police Captain Administrative Division	S2	Commander Police Operations	S2
William D. Tagle	Police Captain Investigative Division	S2	Commander Police Operations	S2

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**  
**RECLASSIFICATION OF PROFESSIONAL AND TECHNICAL**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Christine E. Camacho	Project Manager II Office of Capital Task Force	43	Supervisor II, Facilities Operations Maintenance Service Center 2	44
Humberto Carvajal	Coordinator, Construction Maintenance Maintenance Service Center 4	40	Coordinator III, Facilities Operations Maintenance Service Center 4	42

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**  
**RECLASSIFICATION OF PROFESSIONAL AND TECHNICAL**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Bryan F. Castro	Coordinator, Construction Maintenance Maintenance Service Center 2	40	Coordinator III, Facilities Operations Maintenance Service Center 2	42
Maria A. Curbelo	Audit Coordinator II Office of Management & Compliance Audit	41	Audit Coordinator II Office of Management & Compliance Audit	42
Pamela L. Davis	Staff Auditor II Office of Management & Compliance Audit	39	Staff Auditor II Office of Management & Compliance Audit	40
Maycol J. Enriquez	Coordinator, Construction Maintenance Maintenance Service Center 3	40	Coordinator III, Facilities Operations Maintenance Service Center 3	42
Hugo J. Garcia	Staff Auditor II Office of Management & Compliance Audit	39	Staff Auditor II Office of Management & Compliance Audit	40

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**  
**RECLASSIFICATION OF PROFESSIONAL AND TECHNICAL**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Maite Jimenez	Senior Auditor Office of Management & Compliance Audit	40	Senior Auditor Office of Management & Compliance Audit	41
Louis M. Joseph	Project Manager II Maintenance Service Center 3	43	Supervisor II, Facilities Operations Maintenance Service Center 3	44
Kenneth R. Kimble	Coordinator III, Facilities Operations Maintenance Service Center 2	42	Supervisor II, Facilities Operations Maintenance Service Center 2	44
Robert Medlock	Coordinator I, Facilities Operations Maintenance Service Center 3	40	Coordinator III, Facilities Operations Maintenance Service Center 3	42
Dwayne K. Mingo	Project Manager II Office of Capital Task Force	43	Supervisor II, Facilities Operations Office of Capital Task Force	44
Jeny Priante	Staff Auditor II Office of Management & Compliance Audit	39	Staff Auditor II Office of Management & Compliance Audit	40
Louis B. Robinson	Coordinator, Construction Maintenance Maintenance Service Center 2	40	Coordinator III, Facilities Operations Maintenance Service Center 2	42

**NON-SCHOOL SITE ADMINISTRATIVE ASSIGNMENTS**  
**RECLASSIFICATION OF PROFESSIONAL AND TECHNICAL**

<b><u>NAME</u></b>	<b><u>CURRENT ASSIGNMENT</u></b>	<b><u>CURRENT PG</u></b>	<b><u>NEW ASSIGNMENT</u></b>	<b><u>NEW PG</u></b>
Patricia Tumelty	Senior Auditor Office of Management & Compliance Audit	40	Senior Auditor Office of Management & Compliance Audit	41
Jana E. Wright	Staff Auditor II Office of Management & Compliance Audit	39	Staff Auditor II Office of Management & Compliance Audit	40

***SALARY RANGE***

<b><i>MEP</i></b>			<b><i>DCSAA</i></b>
PR	Principal Differentiated Compensation Model (PDCM)	47	\$ 70,866 - \$125,310
25	\$106,245 - \$164,000	45	\$ 64,280 - \$113,662
24	\$101,335 - \$154,000	44	\$ 61,220 - \$108,255
23	\$ 91,335 - \$144,000	43	\$ 58,300 - \$103,094
P2	\$ 98,852 - \$118,852	42	\$ 55,532 - \$ 98,200
P1	\$ 94,530 - \$114,530	40	\$ 50,364 - \$ 89,065
21	\$ 75,669 - \$124,000	39	\$ 47,970 - \$ 84,826
AP	\$ 71,854 - \$ 91,854	38	\$ 45,691 - \$ 80,798
20	\$ 70,133 - \$114,000	37	\$ 43,507 - \$ 76,937
19	\$ 65,247 - \$ 98,000		
18	\$ 60,633 - \$ 88,000		
17	\$ 54,858 - \$ 78,000		
16	\$ 51,809 - \$ 68,000		

Principal Differentiated Compensation Model (PDCM) – refer to <http://salary.dadeschools.net>