

Alberto M. Carvalho, Superintendent of Schools

**SUBJECT: REQUEST APPROVAL OF THE SUPERINTENDENT'S ORGANIZATIONAL REALIGNMENT, RESTRUCTURING, AND REORGANIZATION**

**COMMITTEE: PERSONNEL, STUDENT, SCHOOL, AND COMMUNITY SUPPORT**

**LINK TO STRATEGIC**

**BLUEPRINT: EFFECTIVE AND SUSTAINABLE BUSINESS PRACTICES**

Authorization of the Board is requested to approve the Superintendent's organizational realignment of selected offices. In accordance with Florida Statute Sections 1001.49 and 1012.27; School Board Policies 1111, 1120, 1120.01, 1121, 1130.01, 1130.02, 1600, and 3120.01; it is within the Superintendent's authority to recommend to the Board for approval of this organizational realignment within the District.

The Superintendent's purpose in developing and recommending this realignment is to reaffirm the District's singular goal of increasing student achievement through the continued implementation of best practices by realigning personnel functions and streamlining business practices in response to the evolving educational and global landscape.

Undoubtedly, the last year has provided significant challenges for our students, workforce, and community as we responded to a global pandemic and the need to pivot from brick and mortar to distance learning, teaching, and business practices. Despite these unprecedented challenges and uncertainty, the Miami-Dade County Public Schools' (M-DCPS) community continued its commitment to excellence and to provide a world-class education for all students.

Throughout the 2019-2020 academic year, M-DCPS worked diligently to meet established goals and objectives, while pivoting to distance learning, teaching, and working. A summary of these milestones is outlined below:

- Increased graduation rates from 85.6% to 89.6% for the 2019-2020 school year.
- Obtained impressive distance learning 93% attendance rates comparable to in-person attendance rates at the same time last year.
- Rolled-out Microsoft Teams communication and collaboration platform. More than 230,000 teachers and students have used it since going live March 2020.
- Distributed 119,000 devices, including more than 9,000 phones with Wi-Fi that were used as hotspots for connectivity.
- Distributed over 50,000 hot meals to the most fragile communities in our county during school closures.
- Secured \$135 million to support District operations and mitigate increased costs related to COVID-19.
- Advocated continuously at the federal level to secure regulatory flexibility and federal funding to ensure the continuation of District operations and enhanced services throughout current global health crisis.

**SP-1**

- Worked swiftly to transform all professional development offerings, mentoring, coaching, and resources to virtual platforms.
- Received over \$38 million from two United States Department of Education grants to design a comprehensive Human Capital Management System enterprise and implement innovative professional learning programs.
- Established the first law enforcement agency in Miami-Dade County to virtually train more than 200 personnel in Youth Crisis Intervention as well as conducting numerous other trainings.
- Ensured all potential budgetary deficits were quickly identified and resolutions to mitigate these losses were implemented as expeditiously as possible.

This item proposes personnel actions that yield a savings of approximately \$687,531 resulting from a reduction in direct salary and benefits. This net amount is derived from eliminating or downgrading select positions, with strategic reassignment of duties and responsibilities, currently in central office locations, along with other detailed actions in this item.

### **Realignment and Restructuring**

The proposed restructuring will better align District operations and improve the overall organization by:

- Implementing a strategic and surgical succession management plan within School/District Operations to optimize efficient and effective management of District and school operations as well as functions to support the singular goal of increasing student achievement.
- Enhancing the District's technology infrastructure to meet the growing demands of distance teaching and learning, while providing a safe and secure online experience for all users.
- Incorporating a Workforce Planning Model within the Office of Information Technology Services (ITS) that addresses both operational and strategic practices, encompasses forecasting knowledge drain as employees retire or leave for better paying opportunities, anticipating future skills and needs, and retaining employees by offering multiple career paths.
- Ensuring continuity of services and efficiency within the Bureau of Financial Services by implementing a strategic succession management plan that recognizes expertise and builds the knowledge and skills of key personnel.
- Positioning the District to better recruit quality candidates for school and District support positions by renaming the Office of Non-Instructional Staffing to better align the scope of services provided.
- Restructuring the Office of Intergovernmental Affairs and the Office of Grants Administration to ensure alignment of legislative priorities with District needs, and the adequate monitoring, reporting, and accountability of local, state, and federal monies awarded through grant funding sources.
- Consolidating/streamlining the functions of the Offices of Communications and Community Engagement to amplify services and support for students, families, and the school community.

## **District/School Operations**

To provide for continued high quality implementation of strategic initiatives and systemic oversight of the achievement of objectives delineated in the District's strategic plan, personnel and functions within the Office of the Superintendent will be reorganized to better align and further strengthen the coordination of cross-bureau functions, school needs, and local, state, and federal priorities. The proposed realignment embodies the Superintendent's commitment to succession management of key personnel that provide direct support to schools and prioritizes the singular goal of increasing student achievement while responding to District, school, and community needs. Key positions which are addressed through this realignment include the **Chief of Staff** and the **Chief Operating Officer**.

## ***Charter School Operations***

Due to the adoption of the *Florida Principles Quality Charter School Authorizing*, a needs assessment conducted by the National Association of Charter School Authorizers (NACSA) and, most recently, national best practices collected from participation in the Florida Leaders in Authorizing Fellowship Program, the Office of Charter School Compliance and Support (CSCS) aims to realign its organizational structure to better reflect industry standards, promote equity in school choice options within M-DCPS and enhance operational efficiencies to support an increase in mandated oversight and support requirements.

The proposed realignment would increase the functional units within the office from two units to four units: (1) *Accountability & Technical Support*; (2) *School Development & Portfolio Management*; (3) *Finance & Business Management*; and (4) *Facilities & Safety Support*. As M-DCPS, serves as the sponsor of 139 charter schools, with over 74,000 students in brick and mortar buildings and through virtual and remote education, this restructuring will support CSCS' efforts to achieve the following goals: (a) enhanced focus on outcomes and performance to better evaluate quality learning and inform charter school renewal decisions; (b) development of transparent performance expectations and periodic reports (academic, financial and operational) for all pertinent stakeholders; and (c) safe and secure charter schools.

## ***Division of Athletics***

Through this realignment, the Division of Athletics and Activities seeks to upgrade the current position of Instructional Support Specialist which encompasses the responsibilities of District-wide activities and graduations to that of a Supervisor position. The position of **Supervisor, School Operations**, would assume the added responsibilities of overseeing District-wide Branding Apparel contracts whose functions are currently being executed through personnel in the Budget and Finance Division.

## **Academics and Transformation**

The proposed realignment includes the appointment of a new **Chief Academic Officer**. In an effort to better align functions of the Office of Academics and Transformation, respond to the evolving educational landscape, and maximize the effective and efficient implementation of academic programs, a realignment specific to this bureau may be forthcoming.

## ***Information Technology Services***

Through this realignment, the Chief Information Officer, will report directly to the Superintendent of Schools as the primary reporting line, and work closely with the Chief Academic Officer, as a secondary line of reporting to ensure alignment of the technology infrastructure with academic programs. This transition will keep technology at the front and center of all District decision-making processes and as a critical component of a District technology strategy aligned to the ultimate goal of increasing student achievement.

As outlined in the Superintendent's September 10<sup>th</sup>, 2020 message, the District embarked on a series of actions to ensure that the District's technology infrastructure is sufficient to support our distance learning demands and provides for a secure user experience. This involved comprehensive reviews and subsequent recommendations from independent experts who recommended enhancements to current security protocols as well as audit recommendations. In addition, the Superintendent recommended an overall data center operations assessment including a review of ITS job descriptions for better alignment with current high-tech industry standards. As a result of those actions, a reorganization of ITS is being proposed.

Given the increased focus on educational technology and the need to rapidly respond to technological changes, it is paramount to ensure a solid infrastructure is in place that systematically uses technology to change educational and business practices and significantly improves overall organizational results.

To ensure that ITS can continue to support the growing technological landscape of M-DCPS, this proposed realignment is a multi-phased design that focuses on planning for the necessary workforce as opposed to simply filling open positions. The various phases of the plan seek to mitigate the knowledge drain, address immediate needs, and upgrade skills in targeted areas that align with the everchanging technology landscape and ensure that ITS will continue to provide a safe online environment conducive to teaching and learning.

In order to integrate the changes into the organization, this plan is implemented in phases.

- **Phase 1** addresses talent flight risks and immediate needs, including advertising all identified open positions at a job fair allowing for hiring and immediate backfilling (should existing staff apply) simultaneously. This phase also aligns the compensation of key personnel relative to the local market; implements the Cybersecurity Plan; establishes and classifies thirteen new job descriptions in the area of Network and Data Security; identifies and fills positions needed to implement the Learning Management System (LMS); and collaborates with the Office of Human Capital Management to recruit and hire qualified candidates at an upcoming hiring fair.
- **Phase 2** addresses skill sets needed to support critical systems and create new job descriptions to align with the skills needed to operate and sustain those systems. This phase will also address alternative strategies for these critical systems, such as the replacement of contracted services and/or security solutions. Critical systems are defined as those systems no longer supported by the vendor or internally, due to attrition and/or retirement.
- **Phase 3** addresses the areas of Systems User Support, Production Control, and Computer Operations. The processors and equipment have changed significantly, requiring enhanced workflows, procedures, job descriptions and skills.
- **Phase 4** addresses future projects, skills, and job requirements resulting from District business objectives and goals. This phase addresses particular skills gaps through the

development of a training program to support future technology needs. This phase will strategically address succession management in those critical areas.

The highly competitive local technology sector has historically recruited skilled talent from ITS. To address this gap, a key group of dedicated staff took on additional responsibilities and assignments to support the District during this challenging time. Recognizing the work, skill set, and knowledge of these employees, it is recommended that a 10% salary increase be approved to strategically retain key talent that directly supports the District's technology infrastructure.

## **Financial Services**

### ***Office of the Treasury***

The Office of the Treasury is being reorganized to allow for strategic succession management of key positions, ensure adequate coverage and align positions to increased responsibilities. The proposed actions will enable staff to efficiently and effectively execute required job duties, while maintaining a standard of excellence for years to come.

### ***Office of Procurement and Management Services***

In order to solidify a succession management plan for the department, the position of **Assistant Procurement Officer** is being established. The position will assist the Chief Procurement Officer in the administration of the Office of Procurement Management, along with all district-wide procurement functions.

### ***Accounts Payable***

Personnel in the Accounts Payable department has assumed the supervision of utilities invoice processing formerly performed by Facilities Energy Management as well as increased responsibilities pertaining to the issuance of vendor 1099s, including the implementation of the new Internal Revenue Service 1099 form changes effective January 2021 and the assumption of the coordination efforts to address IRS CP 2100 notices. Additional increases in duties and responsibilities also include the year end accounts payable accrual process and auditor responses, due to its significant dollar materiality levels, the accrual accuracy necessary to ensure proper General Acceptance Accounting Principles (GAAP) compliance with external auditors and the Auditor General in order to receive a clean (unmodified) auditor's opinion. To address the increase in added responsibilities, the position of **Administrative Director, Accounts Payable**, is being established through this realignment.

### ***Payroll Office***

The level of complexity associated with the management of the Payroll Office has increased substantially over the years and will continue to increase as the District attempts to migrate to a paperless system. Increased responsibilities in the Payroll Office include the implementation of any payroll related SAP upgrades/changes and new governmental mandates, such as the maintenance and compliance of Internal Revenue Service (IRS) accountable plans, as well as spearheading the implementation of the new Federal Insurance Contributions Act (FICA) alternative plan effective March 2021, and handling labor union endorsed products such as employee personal loans, supplemental insurances, etc. Additionally, the Referendum Retirement Accruing Supplement (RRAS) salary supplements increased the complexity of payroll

calculations for terminal pay, deductions, compensated absences, and other special payments such as cash in. To ensure the accuracy and timeliness of compliance with payroll processes, the position of District Director, Payroll Office, is being upgraded to **Administrative Director, Payroll Office**.

## **Office of Human Capital Management**

### ***Non-Instructional Staffing***

The Office of Human Capital Management is proposing to change the name of the Office of Non-Instructional Staffing to the **Office of Support Personnel Staffing**. The proposed name change addresses a wide range of staff members who provide specialized staffing support to include: paraprofessionals in the classroom; clerical services in school and District offices; custodial; maintenance; security; skilled and technical service; health and student services; as well as food services and transportation. To acknowledge this broad scope of services, school districts, and federal and state agencies have moved away from identifying employees in the aforementioned job classifications as “Non-Instructional” or “Non-Certified” and have instead adopted titles such as “Support Personnel” or “Educational Support Personnel”.

Additionally, the proposed name change will allow the department to better represent the school District and its focus on recruiting quality candidates through community partnerships and hiring events as external agencies and prospective applicants may not be familiar with the term “non-instructional” when seeking employment with the District.

### ***Compensation Administration***

As the District continues to meet state requirements for performance and differentiated pay, requiring customized compensation for employees based on the specificity of functions, responsibilities, expertise and skills, the workload of the Compensation Department has drastically increased. Individual salary footprints for teachers and administrators as a result of the Referendum Retirement Accruing Supplement (RRAS) and the Principal Differentiated Compensation Model 2.0 (PDCM 2.0) as well as all contractual provisional payments (i.e. Professional Development stipends, tool allowances, etc.) absorbed from the payroll department, and the loss of SAP consultants responsible for required SAP programming for non-base salary compensation and reporting of accurate compensation for all District employees has heightened the need to recruit and retain qualified individuals capable of leading this body of technical work. To address additional responsibilities and the oversight of an increased technical workload, the Office of Human Capital Management seeks to upgrade the positions of Executive Director, Compensation Systems, to **District Director, Compensation Administration**, and District Director, Compensation, to **Administrative Director, Compensation**.

### ***Employee Assistance Program***

In recent years, the Office of Employee Assistance (EAP) has seen significant increases in the number of employee referrals due to issues that may affect employees and their families, like the Zika Crisis and the COVID-19 Pandemic. In 2018, the office established a District Support Program for Educators (DSP), in conjunction with the Office of Professional Standards (OPS) to remediate educators subjected to Board Action due to disciplinary issues. Increased duties and responsibilities of EAP staff include collaborating with new service providers and secured access to “Enhanced Cigna Providers” so that employees and their insured dependents receive the first three Behavioral Therapy Sessions without a co-pay, yielding recipient savings. Through this realignment, the Office of Human Capital Management seeks to authorize the position of

**Executive Director, Employee Assistance Program**, due to the amplified role of the department and increased responsibilities of the position, inclusive of partnerships with other District offices to enhance and support the counsel and guidance provided to our employees.

### **Office of Intergovernmental Affairs and Grants Administration**

In this realignment, the Office of Intergovernmental Affairs, Grants Administration and Community Engagement is being restructured. In an effort to optimize and streamline processes, functions of this bureau will be transferred, resulting in the **Office of Intergovernmental Affairs and Compliance**, the **Office of Grants Administration**, and the **Office of Communications and Community Engagement**.

#### ***Office of Intergovernmental Affairs***

Through the proposed realignment, the functions of the Office of Intergovernmental Affairs will now report to the newly established **Chief Intergovernmental Affairs and Compliance Officer** position. The transition of this department, to the Office of the Superintendent, will provide greater alignment and responsiveness by the Superintendent and the School Board to local, state, and federal legislative priorities. The responsibility of personnel in the **Office of Intergovernmental Affairs** will include serving as liaison between local, state, and federal entities and corresponding agencies, and community and public advocacy groups in support of educational programs and initiatives that impact the District and school community.

#### ***Office of Grants Administration***

This realignment seeks to establish an **Office of Grants Administration (OGA)**, under the supervision of the Chief Financial Officer. The functions of the Office of Grants Administration assist District, Region, and School-site personnel in securing and managing external funding designed to enhance the educational experiences of students. The Office of Grants Administration is strategically divided into two units: Grants Development Unit (GDU) and Financial Reporting Unit (FRU) that offer a myriad of services in grant development and financial monitoring including the planning and implementation of federal entitlement programs such as Title I and Title II to ensure District, state, and federal standards are being met. Personnel in the Office of Grants Administration will supervise the coordination and technical assistance for the development of grant proposals for funding through federal, state, local and private sources, negotiate project funding levels, submit all required reports and monitor compliance with grant programs and financial restrictions and requirements.

To date, this office has conducted concept development meetings, developed and processed grant applications and awards, and prepared Board Items for more than \$266 million in CARES Act funding (Elementary and Secondary School Emergency Relief (ESSER), Governor's Emergency Education Relief (GEER), and Higher Education Emergency Relief fund (HEER), with additional funding expected, due to the passage of a new stimulus package in December 2020. Each of the programs requires that Local Education Agencies (LEA) allocate funds to charter schools, provide equitable services to non-public schools, and monitor those dollars accordingly. This substantially increases the amount of work to process allocations, schedule meaningful consultation meetings with non-profit entities and non-public schools, respond to requests, and seek clarification and guidance from FLDOE. In addition, this office has provided continuous support to the Charter School Office with budget preparation and processing of amendments specific to charter schools.

As a result of the Response and Relief Act signed in December 2020, an additional \$82 billion in new emergency funding was provided for education resources nationwide. The Response and Relief funding is expected to have new reporting requirements. It is estimated that the grant funding support will be four times greater than funding provided through the original CARES Act. To ensure the monitoring, efficiency, and accountability of local, state, and federal dollars used to implement innovative programs this realignment proposes to increase the duties and responsibilities of the position currently responsible for the Financial Reporting Unit (FRU), to **Executive Director, Grants Administration**. This position will be responsible for District compliance with quarterly Time and Effort Certification for all federally-funded positions in the District; review and approve all grant-funded Shopping Carts and Fund Reservations of \$5,000 and above to ensure grant compliance; work directly with auditors to provide supporting documentation for all grants audits; review and approve The Coronavirus Aid, Relief, and Economic Security (CARES) Act grant applications budgets in accordance with each CARES Act Request for Proposal (RFP); review and approve CARES Act grant amendments; review and approve budget transfers per approved grant awards and amendments; and review and approve monthly grant projections.

### **Office of Communications and Community Engagement**

The Office of Community Engagement is being transferred to the Office of Communications, resulting in the **Office of Communications and Community Engagement**. This shift in reporting lines will provide greater alignment when leveraging resources, strengthening community outreach, and enhancing communication efforts using various marketing and public relations practices. This will afford the District expanded opportunities for collaboration with community stakeholders and increased agility, when responding to the needs of schools and the local community. Through this realignment, the position of **Chief Communications and Community Engagement Officer** is being established to address the increase in supervision of personnel, duties, and responsibilities.

### **School Police**

The local, state, and national landscape requiring and mandating safety and security in schools has greatly increased the footprint and responsibilities of the Miami-Dade Schools Police Department. Since 2017, the number of officers in the unit has increased almost threefold to approximately 450 officers. Ensuring constant officer presence and support at each of the District's schools along with other mandates as a result of tragic incidents, is a large, mandated responsibility. Furthermore, assisting IT in ensuring internet safety for students has become ever more present given the current state of the pandemic as have wellness checks for our students. In order to address these increases in duties and responsibilities and align the position to that of a senior level cabinet member, this realignment seeks to reclassify the position of the Chief of Police.



**NON-SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<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>
Carlton E. Baker	SAP Functional Support Analyst Data Security, Governance, & Compliance	18	SAP Security Analyst Data Security, Governance, & Compliance	19
Margarita A. Betancourt	Assistant Treasurer Office of Treasury Management	24	Treasurer Office of Treasury Management	25
Jose Bueno	Region Superintendent North Region Office	25	Chief of Staff Office of the Superintendent	26
Verena Cabrera	Administrative Director, Attendance Services Federal & State Compliance Office	24	Region Superintendent North Region Office	25
Jaquelyn Calzadilla	Media Relations Director Office of Communications	21	Executive Director, External Communication Office of Communications & Community Engagement	22
Christopher Deogburn	Executive Director, Compensation Systems Office of Compensation Administration	22	District Director, Compensation Administration Office of Compensation Administration	23

**NON-SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<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>
Sylvia J. Diaz	Assistant Superintendent, School Choice Office of School Choice & Parental Options	25	Chief Academic Officer Office of Academics & Transformation	26
Tabitha G. Fazzino	Chief Compliance Officer Administration & Compliance Office	25	Chief Intergovernmental Affairs & Compliance Officer Office of Intergovernmental Affairs & Compliance	26
Kimberly D. Gaines	District Director, Compensation Office of Compensation Administration	23	Administrative Director, Compensation Office of Compensation Administration	24
Tiffany C. Gaitan Rojas	ERP Analyst Office of Treasury Management	17	District Coordinator Office of Treasury Management	19
Odalis J. Garces	District Director, Payroll Payroll Office	23	Administrative Director, Payroll Payroll Office	24

**NON-SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<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>
Jose F. Garcia	Director, Employee Assistance Program Office of Employee Assistance Program	21	Executive Director Employee Assistance Program Office of Employee Assistance Program	22
Susan Giro	Instructional Support Specialist Division of Athletics, Activities, Accreditation	20	Supervisor, School Operations Division of Athletics, Activities, Accreditation	21
Dahlia M. Gonzalez	District Supervisor, Charter School Office of Charter School Compliance & Support	21	Executive Director, Charter Schools Office of Charter School Compliance & Support	22
Daisy R. Gonzalez-Diego	Chief Communications Officer Office of Communications	25	Chief Communications & Community Engagement Officer Office of Communications & Community Engagement	26
Dario Guerra	District Supervisor, Financial Operations Office of Treasury Management	21	Executive Director, Financial Reporting Office of Treasury Management	22

**NON-SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<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>
Lillian J. Hernandez	Application Support Specialist Application Development & Client Support	16	Solutions Manager Application Development & Client Support	20
Denise Landman	Executive Director, External Communication Office of Communications	22	District Director, Communications Office of Communications & Community Engagement	23
Michael A. Lewis	Region Administrative Director Central Region Office	24	Region Superintendent Central Region Office	25
Carmen L. Lopez	Director, Community Outreach Office of Intergovernmental Affairs, Grants Administration & Community Engagement	21	Executive Director, Grants Administration Financial Services	22
Edwin Lopez	Chief of Police Miami-Dade Schools Police Department	25	Chief of Police Miami-Dade Schools Police Department	26

**NON-SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<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>
Edward A. McAuliff	Executive Director, Information Security Data Security, Governance, & Compliance	22	Chief Information Security Officer Data Security, Governance, & Compliance	23
Charisma H. Montfort	District Director, Procurement Management Services Office Procurement Management Services	23	Assistant Procurement Officer Office Procurement Management Services	24
Eric F. Ojeda	District Director, Financial Reporting Accounts Payable Department	23	Administrative Director, Accounts Payable Accounts Payable Department	24
John D. Pace	Region Superintendent Central Region Office	25	Chief Operating Officer School Operations	26
Randy G. Sanchez	District Analyst Office of Treasury Management	17	Treasury Compliance Specialist Office of Treasury Management	18
Nathaly Simon	Executive Director, Facilities Planning Office of Governmental Affairs & Land Use	22	Eco-Sustainability Officer Office of Governmental Affairs & Land Use	25

**NON-SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<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>
Mahati Tonk	Executive Director, School Operations Office of Charter School Compliance & Support	22	District Director, Business Service Office of Charter School Compliance & Support	23

**NON-SCHOOL-SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<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>
Julio C. Arana	Executive Director, Non-Instructional Staffing Office of Non- Instructional Staffing	22	Executive Director, Support Personnel Staffing Office of Support Personnel Staffing	22
Armie Beruvides	Assistant Controller Division of General Accounting	24	Assistant Treasurer Office of Treasury Management	24
Bernard O. Edwards	Middle Principal on Special Assignment	PR	Executive Director, School Operations Department of Transportation	22

**NON-SCHOOL-SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<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>
Meyme Falcone	Administrative Director, Intergovernmental Affairs & Grants Administration Office of Intergovernmental Affairs, Grants Administration & Community Engagement (Grant Funded)	24	Administrative Director, Grants Administration Financial Services (Grant Funded)	24
Maria L. Izquierdo	Chief Academic Officer Office of Academics & Transformation	26	Chief Strategy Officer Office of the Superintendent	26
Melissa A. Latus	Administrative Director, Intergovernmental Affairs & Grants Administration Office of Intergovernmental Affairs, Grants Administration & Community Engagement	24	Administrative Director, Grants Administration Financial Services	24
Sasha Lopez	District Director, Business Service Office of the Superintendent	23	District Director, Business Service Office of Assessment, Research, & Data Analysis (Grant Funded)	23

**NON-SCHOOL-SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<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. Montaner	Administrative Director, Intergovernmental Affairs & Grants Administration Office of Intergovernmental Affairs, Grants Administration & Community Engagement	24	Administrative Director, Intergovernmental Affairs Office of Intergovernmental Affairs & Compliance	24
Eva M. Regueira	Executive Director, Intergovernmental Affairs & Grants Administration Office of Intergovernmental Affairs, Grants Administration & Community Engagement	22	Executive Director, Grants Administration Financial Services	22
Laura F. Tennant	Elementary Principal Colonial Drive Elementary School	PR	Executive Director, Curriculum Office of Academics & Transformation	22



**NON-SCHOOL-SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**MANAGERIAL EXEMPT**

<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>
Lisa E. Thurber	Administrative Director, Intergovernmental Affairs & Grants Administration Office of Intergovernmental Affairs, Grants Administration & Community Engagement	24	Administrative Director, Community Engagement Office of Communications & Community Engagement	24

**NON-SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**PROFESSIONAL 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>
Miriam A. Diaz	Network Analyst Infrastructure & System User Support	41	Senior Project Manager, Telecommunications Information Technology Services	43
Benito Horta	District Network Security Analyst Network, Cybersecurity & Technical Services	43	Network & Cybersecurity Analyst III Network, Cybersecurity & Technical Services	44
Damien R. Kong	Senior Network Analyst Network, Cybersecurity & Technical Services	42	Network & Cybersecurity Analyst II Network, Cybersecurity & Technical Services	43

**NON-SCHOOL-SITE ADMINISTRATIVE ASSIGNMENTS**  
**PROFESSIONAL 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>
Steven J. Marquez	Network Analyst Data Security, Governance, & Compliance	41	Cybersecurity Analyst II Data Security, Governance, & Compliance	42
Orestes J. Mesa	Coordinator III, Enterprise Communications Network, Cybersecurity & Technical Services	42	Network & Cybersecurity Analyst II Network, Cybersecurity & Technical Services	43
Reynaldo H. Santiago	Senior Network Analyst Network, Cybersecurity & Technical Services	42	Network & Cybersecurity Analyst II Network, Cybersecurity & Technical Services	43
Santiago Vega	Supervisor, Telecommunications Network, Cybersecurity & Technical Services	44	Supervisor, Network & Cybersecurity Network, Cybersecurity & Technical Services	45

**NON-SCHOOL-SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**PROFESSIONAL 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>
David P. Dixon	Technical Service Liaison Network, Cybersecurity & Technical Services	42	Network & Cybersecurity Analyst I Network, Cybersecurity & Technical Services	42

**NON-SCHOOL-SITE LATERAL ADMINISTRATIVE ASSIGNMENTS**  
**PROFESSIONAL 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>
Gregory Mingo	Senior Network Analyst Network, Cybersecurity & Technical Services	42	Network & Cybersecurity Analyst I Network, Cybersecurity & Technical Services	42
Robert M. Smith	Senior Network Analyst Network, Cybersecurity & Technical Services	42	Network & Cybersecurity Analyst I Network, Cybersecurity & Technical Services	42
Michael Zambrano	Coordinator III, Enterprise Communications Network, Cybersecurity & Technical Services	42	Network & Cybersecurity Analyst I Network, Cybersecurity & Technical Services	42

**RECOMMENDED:** That effective January 26, 2021, or as soon thereafter as can be facilitated, The School Board of Miami-Dade County, Florida:

1. Approve the proposed realignment, reorganization and restructuring of selected district offices.
2. Establish/classify the following new Managerial Exempt Personnel (MEP) and Dade County School Administrators' Association (DCSAA) positions:
  - a. Chief Communications & Community Engagement Officer, MEP, pay grade 26, Office of Communications & Community Engagement

- b. Chief Intergovernmental Affairs & Compliance Officer, MEP, pay grade 26, Office of Intergovernmental Affairs & Compliance
- c. Administrative Director, Accounts Payable, MEP, pay grade 24, Accounts Payable Department
- d. Administrative Director, Community Engagement, MEP, pay grade 24, Office of Communications & Community Engagement
- e. Administrative Director, Intergovernmental Affairs, MEP, pay grade 24, Office of Intergovernmental Affairs & Compliance
- f. SAP Security Supervisor, MEP, pay grade 20, Information Technology Services
- g. SAP Security Analyst, MEP, pay grade 19, Information Technology Services
- h. Cybersecurity Risk Manager, DCSAA, pay grade 45, Information Technology Services
- i. Senior Developer, DCSAA, pay grade 45, Information Technology Services
- j. Supervisor, Network and Cybersecurity, DCSAA, pay grade 45, Information Technology Services
- k. Network and Cybersecurity Analyst III, DCSAA, pay grade 44, Information Technology Services
- l. Cybersecurity Analyst III, DCSAA, pay grade 43, Information Technology Services
- m. Database Administrator, DCSAA, pay grade 43, Information Technology Services
- n. Network and Cybersecurity Analyst II, DCSAA, pay grade 43, Information Technology Services
- o. Cybersecurity Analyst II, DCSAA, pay grade 42, Information Technology Services
- p. Junior Developer, DCSAA, pay grade 42, Information Technology Services
- q. Network and Cybersecurity Analyst I, DCSAA, pay grade 42, Information Technology Services
- r. Cybersecurity Analyst I, DCSAA, pay grade 41, Information Technology Services

3. Approve changes to the title, pay grade, and/or minimum qualifications for the following MEP positions:
  - a. Chief of Staff, Contracted, to Chief of Staff, MEP, pay grade 26, Office of the Superintendent
  - b. Deputy Superintendent/Chief Operating Officer, MEP, pay grade 26 to Chief Operating Officer, MEP, pay grade 26, Office of School Operations
  - c. Chief of Police, MEP, pay grade 25 to Chief of Police, MEP, pay grade 26, Miami-Dade Schools Police Department
  - d. Administrative Director, Intergovernmental Affairs & Grants Administration, MEP, pay grade 24 to Administrative Director, Grants Administration, MEP, pay grade 24, Financial Services
  - e. District Director, Compensation Administration, MEP, pay grade 23 to Administrative Director, Compensation Administration, MEP, pay grade 24, Office of Compensation Administration
  - f. District Director, Payroll, MEP, pay grade 23 to Administrative Director, Payroll, MEP, pay grade 24, Payroll Office
  - g. Procurement Officer, MEP, pay grade 24 to Assistant Procurement Officer, MEP, pay grade 24, Office of Procurement Management Services
  - h. Executive Director, Information Security, MEP, pay grade 22 to Chief Information Security Officer, MEP, pay grade 23, Information Technology Services
  - i. Executive Director, Non-Instructional Staffing, MEP, pay grade 22 to Executive Director, Support Personnel Staffing, MEP, pay grade 22, Office of Support Personnel Staffing
  - j. Executive Director, Intergovernmental Affairs and Grants Administration, MEP, pay grade 22 to Executive Director, Grants Administration, MEP, pay grade 22, Financial Services
  - k. Director, Employee Assistance Program, MEP, pay grade 21 to Executive Director, Employee Assistance Program, MEP, pay grade 22, Office of Employee Assistance Program
4. Approve, appoint and/or reclassify MEP and DCSAA personnel.
5. Approve lateral appointments for MEP and DCSAA personnel.

6. Approve 10% salary increases for the following MEP personnel based on their skills, relevant work experience, and retention within Information Technology Services:
  - a. Systems Engineer, pay grade 18, Luis Cespedes
  - b. Systems Engineer, pay grade 18, Annia Chaviano
  - c. Systems Engineer, pay grade 18, Alec Nunez
  - d. SAP Functional Support Analyst, pay grade 18, Jerry D. Jerome
  - e. Digital Convergence Web & Mobile Application Developer, pay grade 18, Yenier Otero Chiang
  - f. Application Server Administrator, pay grade 18, David J. Richardson
  - g. Application Support Specialist, pay grade 16, Jose E. Barrera
  
7. Approve 10% salary increase for the following MEP personnel based on their knowledge, abilities, and work experiences in the critical areas of Academics, School Operations, and Finance:
  - a. Chief Academic Officer, pay grade 26, Sylvia J. Diaz
  - b. Chief Operations Officer, pay grade 26, John Pace
  - c. Treasurer, pay grade 25, Margarita A. Betancourt
  
8. Authorize the Superintendent to make minor personnel adjustments to effectuate this reorganization.

<b>SALARY RANGES</b>		
<a href="http://salary.dadeschools.net/">http://salary.dadeschools.net/</a>		
<b>*MEP</b>	<b>DCSAA</b>	<b>School Police</b>
26 \$114,945 - \$174,000	47 \$ 70,866 - \$125,310	S3 \$108,384 - \$139,160
25 \$106,245 - \$164,000	46 \$ 67,494 - \$119,351	S2 \$ 87,849 - \$128,775
24 \$101,335 - \$154,000	45 \$ 64,280 - \$113,662	
PR PDCM	44 \$ 61,220 - \$108,255	
23 \$ 91,335 - \$144,000	43 \$ 58,300 - \$103,094	
22 \$ 81,666 - \$134,000	42 \$ 55,532 - \$ 98,200	
21 \$ 75,669 - \$124,000	41 \$ 52,889 - \$ 93,525	
VP \$ 78,902 - \$100,658	40 \$ 50,364 - \$ 89,065	
AP (12m) \$ 76,792 - \$ 96,792	39 \$ 47,970 - \$ 84,826	
AP (10m) \$ 71,854 - \$ 91,854	38 \$ 45,691 - \$ 80,798	
20 \$ 70,133 - \$114,000	37 \$ 43,507 - \$ 76,937	
19 \$ 65,247 - \$ 98,000	36 \$ 41,432 - \$ 73,267	
18 \$ 60,633 - \$ 88,000	35 \$ 39,464 - \$ 69,790	
17 \$ 54,858 - \$ 78,000	34 \$ 37,588 - \$ 66,476	
16 \$ 51,809 - \$ 68,000	33 \$ 35,787 - \$ 63,290	
	32 \$ 34,097 - \$ 60,300	
	31 \$ 32,470 - \$ 57,424	
	30 \$ 30,919 - \$ 54,676	

PDCM – Principal Differentiated Compensation Model

\*The Superintendent shall have the authority to adjust compensation for MEP employees of the District within the designated pay grade and salary range.