

Enid Weisman, Assistant Superintendent
Human Resources, Recruiting, Performance Management and Labor Relations

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

- 1. APPROVE THE PROPOSED REORGANIZATION AND
RESTRUCTURING OF SELECT DISTRICT OFFICES**
- 2. APPROVE A REDUCTION-IN-FORCE/LAYOFF FOR
COLLECTIVE BARGAINING UNITS AND EMPLOYEE
ORGANIZATIONS THAT PROVIDES FOR A PHASED
REDUCTION-IN-FORCE/LAYOFF BASED UPON
COMPLETION OF CAPITAL FUNDED PROJECTS**
- 3. AUTHORIZE THE SUPERINTENDENT TO IMPLEMENT A
RE-ABSORPTION PLAN, WHERE POSSIBLE, AND
SEPARATION PLAN TO ALL IMPACTED EMPLOYEES
(WHICH INCLUDES OUTPLACEMENT ASSISTANCE)**
- 4. AUTHORIZE THE SUPERINTENDENT TO PROVIDE
TERMINAL PAY (FOR ACCRUED SICK LEAVE) TO ALL
IMPACTED EMPLOYEES**
- 5. AUTHORIZE THE SUPERINTENDENT, WHEN
NECESSARY, TO MAKE MINOR PERSONNEL
ADJUSTMENTS**

COMMITTEE: SCHOOL SUPPORT ACCOUNTABILITY

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

During the 2010-2011 school year, the District took precautions to maintain a balanced budget, including a hiring freeze with the exception of classroom teachers and the closing of non-school site positions as they were vacated; however due to state policy decisions and a historic drop in the tax roll yield, capital revenue for 2011-2012 is drastically reduced. To address this loss in funding, and to better align the workforce with a significantly reduced scope of capital projects, the District will have to radically transform its construction and maintenance programs.

Through a reorganization and restructuring of non-school site offices, which results in the elimination of non-school site positions, this Board item proposes a reduction of \$37 million. However, through debt restructuring the District was able to reduce the overall impact to \$27 million while maintaining its credit rating and stable outlook. These recommendations will assist the District in responding to what appears to be a deteriorating fiscal outlook for 2011-2012 and beyond.

Reorganization and Re-Structuring

In accordance with Florida Statute Sections 1001.49 and 1012.27, and School Board Rule 6Gx13-4A-1.15, it is within the Superintendent's authority to recommend reorganization to the School Board for approval.

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

- Aligning staffing levels with current workloads/projects;
- Bringing efficiencies and improvements to the organization including downsizing of the capital-funded workforce, elimination of job families and lowering job pay grades in accordance with reduced revenues and workload;
- Leveraging facilities staff to provide essential maintenance to our schools and to complete capital projects in progress.

The District reorganization is being proposed at this time to help balance the 2011-2012 budget, and to continue to improve efficiencies. School Facilities is reducing project management and related positions in accordance with funded capital workload, consolidating functions, and realigning existing maintenance workforce.

Districtwide positions abated to capital including the Office of School Board Attorney, the Office of Management Compliance Audits, Information Technology Services, Finance, Procurement and Transportation have realigned functions in their respective offices.

Reduction-in-Force/Layoff

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

In total, this proposal impacts 415 central office positions. The proposed position reductions by employee group/bargaining unit are displayed below:

Confidential Exempt Personnel – 23 positions

Dade County School Administrators' Association – 60 positions (phased by project completion)

Dade County Public Schools Maintenance Employee Committee

- \$5 million in compensation adjustments
- 280 microsystem technician/computer specialist positions
 - Information Technology Services will advertise, interview and rehire approximately 200 temporary Network Infrastructure Support Technicians from the pool of 280 microsystem technicians/computer specialists being reduced in this item.

Managerial Exempt Personnel – 4 positions
United Teachers of Dade (non-instructional) – 48 positions

Many of the employees affected by these reductions have college degrees which may make them eligible for classroom teaching positions. Affected employees selecting the option of becoming classroom teachers will participate in intensive professional development before school begins, as well as professional development throughout the school year. Several of these employees already hold teaching certificates. Additionally, many employees with industry certification would be eligible to apply for jobs in the maintenance area as they become available.

Re-absorption Plan, Separation Plan and Outplacement Assistance

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

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

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

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

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

Total Savings

The 2011-2012 projected savings resulting from this Board Agenda Item is approximately \$27 million.

RECOMMENDED: That effective June 30, 2011, 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 a reduction-in-force/layoff for collective bargaining units and employee organizations that provides for a phased reduction-in-force/layoff based upon completion of capital funded projects
3. Authorize the Superintendent to implement a re-absorption plan, where possible, and separation plan to all impacted employees (which includes outplacement assistance)
4. Authorize the Superintendent to provide terminal pay (for accrued sick leave) to all impacted employees
5. Authorize the Superintendent, when necessary, to make minor personnel adjustments