

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

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

- 1. APPROVE SUPERINTENDENT'S REALIGNMENT OF
STAFF, RESTRUCTURING AND REORGANIZATION OF
SELECT POSITIONS IN ACCORDANCE WITH BUDGET
PRIORITIES**
- 2. APPOINT AND ASSIGN MEP AND DCSAA PERSONNEL**
- 3. APPROVE A DOWNGRADE/REDUCTION-IN-FORCE
FOR COLLECTIVE BARGAINING UNITS AND
EMPLOYEE ORGANIZATIONS**
- 4. AUTHORIZE THE SUPERINTENDENT TO IMPLEMENT A
SEPARATION PLAN TO ALL IMPACTED EMPLOYEES**
- 5. AUTHORIZE THE SUPERINTENDENT TO PROVIDE
APPROPRIATE TERMINAL PAY TO ALL IMPACTED
EMPLOYEES, AND**
- 6. AUTHORIZE THE SUPERINTENDENT TO MAKE MINOR
PERSONNEL ADJUSTMENTS TO EFFECTUATE THIS
REORGANIZATION**

COMMITTEE: SCHOOL SUPPORT ACCOUNTABILITY

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

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

- An explanation as to how the proposed job positions need to be realigned to meet or enhance the school District's strategic framework.

SP-1

The proposed realignment will streamline operations and strategic alignment by:

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

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

- *A reorganization of five region centers into four region centers will provide equitable and proportional support to school-sites throughout the District while achieving significant savings;*
 - *An empowerment of school based decisions by allocating all school support personnel in one pool of dollars to meet individual school needs;*
 - *A consolidation/reorganization of the District's Adult, Vocational and Alternative Educations programs;*
 - *Continued downsizing of the capital-funded workforce in accordance with reduced revenues;*
 - *Establishing an ERP Maintenance and Sustainability Plan;*
 - *Establishing Performance Pay for Principals/Assistant Principals;*
 - *Establishing a Succession Management Plan.*
- A statement as to the budgetary impact of the proposed positions to be abolished or realigned.
 - *The proposed reorganization/realignment will result in annual recurring net savings of approximately \$13,747,474 million.*
 - A statement as to the reasons of the timing of the reorganization/realignment.
 - *The reorganization/realignment to increase efficiency is being proposed for the District at this time as part of a larger drive, based upon continued fiscal deterioration, to reduce expenditures, with the goal of remaining fiscally sound for school year 2011-2012.*

The following are changes recommended to several District offices that are part of the savings to the District.

- **Curriculum and Instruction** has realigned and centralized instructional and curricular support from the Region offices to the District office to ensure greater measurable consistency and to insure fidelity of implementation, equity, efficiency and productivity in the delivery of services. Five MEP region curriculum director positions have been eliminated from the Region offices with two MEP curriculum

director positions being moved to the District Curriculum and Instruction office. This ensures continuity of services and shifts the responsibility of assessment, data analysis and student achievement from the Region offices to Curriculum and Instruction. The SPED office has realigned to create a Centralized SPED Staff Model. This model will have two centralized SPED Centers (North/South) with two Instructional Supervisors each. There will also be one Instructional Supervisor assigned to Charter Schools. SPED clerical staff has been reduced from 24 region positions to 10 SPED Center positions.

- **School Operations** has restructured and consolidated from five to four regional centers. The regional centers will be aligned as North, North Central, South Central and South. Regional staff will provide Business, Personnel, Parent, Community/Chamber Relations, Parent Teacher Association (PTA), Facilities/Maintenance, ABC Attendance Boundaries, truancy, student transfers and other support to schools. Alternative Education schools were consolidated into two centers from six. Adult Vocational/Community Schools due to statutory changes impacting co-enrollment and a reduction in the Workforce Education Allocation reduced the number of full-time staff serving traditional adult centers. Approximately 125 non instructional positions have been eliminated due to this restructuring and consolidation.
- **Information Technology Services (ITS)** has assumed many additional responsibilities while losing positions mostly due to retirements. During this past year, ITS staff has worked on a Succession Plan to accommodate this loss of positions. The ITS reorganization will ultimately result in a streamlining of operations and a flattening of the reporting structures. However, to realize these changes some employees will be responsible for additional organizational units, systems and activities. In most cases, the people mentioned in this item have already assumed additional responsibilities and have proved that they are capable of handling these additional duties; therefore, these employees will be moving to positions that reflect their actual responsibilities and duties. These assignments will be funded by retirements, resignations and downgrades of current positions in ITS.
- **ERP Maintenance and Sustainability** post-implementation support was not included in the project budget when the original ERP Implementation was presented to the School Board in December 2005. Although we have been training current District staff on the new technical skills needed to support SAP it has been a challenging task since these resources are also supporting the current legacy system. As project consultants end their contracts there is a need to fill the void with SAP knowledge that current staff does not have. Six positions will be needed to support the SAP modules we have implemented and are less expensive than maintaining contracted employees. These positions require specific expertise and will be advertised and filled through the Board approved selection process. This is a cost neutral process due to both position loss and downgrade of other positions.
- **Financial Services** will absorb the budget functions from Capital Construction and Maintenance. The office of MWBE will report to Procurement Management Services to better align this function. Once this absorption is completed and evaluated, redundancies will be identified and eliminated.

- **Human Resources** will absorb the employee resources function currently maintained in Facilities Maintenance in order to centralize all hiring and human resource functions. Once this absorption is completed and evaluated, redundancies will be identified and eliminated.
- **School Facilities** at the School Board meeting of April 13, 2011, Agenda Item D-25, addressed the loss of capital funding and reduced the workforce to the significantly minimized scope of capital projects. The changes presented in this item will better align pay grades with downsized scopes of work and job responsibilities.

School Site Administrator Performance Fund

The creation of a School Site Administrator Performance Fund is aligned with the Florida Department of Education's Race to the Top Theory of Action. M-DCPS' work must include a strategic and sustained investment in human capital which will improve student achievement. This work requires an alignment of human capital systems that support and manage the educators in a school to achieve student goals. The establishment of this new initiative will be funded through Race to the Top and Title II grant dollars and will provide performance pay to school site administrators.

Succession Management

Succession planning is key to sustaining Miami-Dade County Public School's performance. Identifying a cadre of emerging leaders increases the availability of experienced and capable employees that are prepared to assume key leadership positions as they become available and will necessitate the following:

- Identification of those with the potential to assume greater responsibility;
- Providing critical development experiences;
- Building a database of leaders who have a broad range of functional and technical skills.

To begin this process it is necessary to cultivate emerging leaders through embedded job related experiences. Three principals per region will be assigned as Lead Principals to train with Region Superintendents/Directors on embedded job responsibilities in the Region while maintaining the principalship of their schools. Additionally, a set of positions not to exceed five, will be developed which will allow selected principals/district administrators to spend one year in two different bureaus (six months each) based upon the District's needs, future retirements and at the discretion of the Superintendent and with appropriate approval of the School Board. These two pathways will begin to build a bench that will solidify this District for future years.

Downgrade/Reduction-In-Force

In addition to the realignment, a downgrade/reduction-in-force is also being recommended. A total of approximately 330 positions will be affected from non-instructional positions. Approximately 284 of these positions will be a reduction-in-force. Every effort will be made to place affected personnel prior to August 11, 2011.

The proposed position downgrades/reductions by employee group/bargaining units are displayed below:

Confidential Exempt Personnel – 9
Managerial Exempt Personnel – 91
Dade County School Administrator Association - 4
American Federation of State, County, and Municipal Employees – 13
United Teachers of Dade (non-instructional) – 284

As per an agreement with United Teachers of Dade, permanent full-time office employees/paraprofessional/support personnel may be impacted by budget reductions which may result in reduction-in-force not to exceed 15% of the total number of employees in these job titles. The total number of employees impacted in this item represents only a 4% reduction, well below the negotiated limit.

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 as positions become available. Additionally, a separation plan has been developed to provide an array of services. Individuals who leave service with accrued leave will be compensated at the appropriate rate in accordance with Board policies and collective bargaining agreements.

This proposed reorganization/realignment and elimination of open positions will result in net savings of approximately \$13,747,474 million.

RECOMMENDED: That effective July 28, 2011, or as soon thereafter as can be facilitated, The School Board of Miami-Dade County, Florida:

1. Approve the Superintendent's realignment of staff, restructuring and reorganization of select positions in accordance with budget priorities;
2. Appoint and assign MEP and DCSAA personnel:
 - a. **Nicolas A. Betancourt**, Senior Design and Construction Officer, Capital Improvement Projects, MEP pay grade 25, to Design and Construction Officer, Capital Improvement Projects, MEP pay grade 24
 - b. **Lucy C. Iturrey**, Region Administrative Director, Region I, MEP pay grade 24, to Region Administrative Director, South Central Regional Center, MEP pay grade 24

- c. **Charmyn M. Kirton**, Region Administrative Director, Region IV, MEP pay grade 24, to Administrative Director, Curriculum and Instruction, MEP pay grade 24
- d. **Albert Payne, Jr.**, Region Administrative Director, Region III, MEP pay grade 24, to Region Administrative Director, South Central Regional Center, MEP pay grade 24
- e. **Andy J. Pierre-Louis**, Elementary Principal, Jesse J. McCray Jr., Elementary School, MEP pay grade P1, to Region Administrative Director, North Regional Center, MEP pay grade 24
- f. **Vivian M. Santiesteban Pardo**, Region Administrative Director, Region III, MEP pay grade 24, to Region Administrative Director, North Regional Center, MEP pay grade 24
- g. **Vanassa L. Washington**, Region Administrative Director, Region III, MEP pay grade 24, to Administrative Director, Curriculum and Instruction, MEP pay grade 24
- h. **Eugene P. Baker**, Executive Director, Technical Architecture, Systems & Programming Services, MEP pay grade 22, to District Director, Systems and Programs, Systems & Programming Services, MEP pay grade 23
- i. **Jayne D. Greenberg**, Executive Director, Physical Education, Social Studies/Life Skills, MEP pay grade 22, to District Director, Physical Education, Social Studies/Life Skills, MEP pay grade 23
- j. **Harry W. Munoz**, Building Official, Education Facilities Code, MEP pay grade 24, to Building Official, Education Facilities Code, MEP pay grade 23
- k. **Nazira Abdo**, District Director A/E Selection, Governmental Affairs & Land Use, MEP pay grade 23, to Executive Director, A/E Selection, Governmental Affairs & Land Use, MEP pay grade 22
- l. **Isora C. Castro**, District Director, Capital Construction Budgets, Capital Constructions Budgets and Control, MEP pay grade 23, to Executive Director, Capital Construction Budgets, Financial Operations/Budget, MEP pay grade 22
- m. **Jorge Fernandez**, Director I, Program Management and Process Engineering, Information Technology Services, DCSAA pay grade 45, to Executive Director, Support Services, Information Technology Services, MEP pay grade 22
- n. **Rose L. Martin**, District Director Vocational Curriculum, Career & Technical Education, MEP pay grade 23, to Executive Director, Vocational Curriculum, Career & Technical Education, MEP pay grade 22

- o. **Rodolfo J. Rodriguez**, ERP Change Management Senior Director, OIAGA & CS, MEP pay grade 23, to ERP Change Management Director, OIAGA & CS, MEP pay grade 22
- p. **Laurence F. White**, District Director, Capital Construction Compliance, Capital Improvement Projects, MEP pay grade 23, to Executive Director, Capital Construction Compliance, Capital Improvement Projects, MEP pay grade 22
- q. **Ellen O. Wright**, Accountability Officer Title I, NCLB Parent Choice Options, MEP pay grade 24, to Executive Director, Instructional/Non-Instructional Training, MEP pay grade 22
- r. **Kathryn K. Cadieux**, Instructional Supervisor ESE, Region II, MEP pay grade 21, to Instructional Supervisor, Curriculum and Instruction, MEP pay grade 21
- s. **Helene A. Chait**, Instructional Supervisor ESE, Region V, MEP pay grade 21, to Instructional Supervisor, Curriculum and Instruction, MEP pay grade 21
- t. **William J. Chiodo**, Executive Director, Professional Development, Instructional/Non-Instructional Training, MEP pay grade 22, to Director, Professional Development, Instructional/Non-Instructional Training, MEP pay grade 21
- u. **Arlene W. Exelbert**, Instructional Supervisor ESE, Region III, MEP pay grade 21, to Instructional Supervisor, Curriculum and Instruction, MEP pay grade 21
- v. **Caryl D. Grant**, Executive Director, Performance Improvement, Office of School Improvement, MEP pay grade 22, to Director, Performance Improvement, Office of School Improvement, MEP pay grade 21
- w. **Gloria A. Kotrady**, Executive Director, Beginning/Early Career Teacher Support, Instructional/Non-Instructional Training, MEP pay grade 22, to Director, Beginning/Early Career Teacher Support, Instructional/Non-Instructional Training, MEP pay grade 21
- x. **Michael Levine**, Executive Director, Facilities Planning, Governmental Affairs & Land Use, MEP pay grade 22, to Director, Facilities Planning, Governmental Affairs & Land Use, MEP pay grade 21
- y. **Kathy R. Maguire**, Instructional Supervisor, ESE, Region IV, MEP pay grade 21, to Instructional Supervisor, Curriculum and Instruction, MEP pay grade 21
- z. **Rolando Necuze**, Executive Director, Advance Planning, Governmental Affairs & Land Use, MEP pay grade 22, to Director, Advance Planning, Governmental Affairs & Land Use, MEP pay grade 21

- aa. **Donna A. Riley**, Executive Director, Professional Development, Instructional/Non-Instructional Training, MEP pay grade 22, to Director, Professional Development, Instructional/Non-Instructional Training, MEP pay grade 21
- bb. **Alfredia D. Robinson**, Instructional Supervisor, ESE, Region I, MEP pay grade 21, to Instructional Supervisor, Curriculum and Instruction, MEP pay grade 21
- cc. **Rhoda O. Shirley**, Executive Director, Performance Improvement, Summer Services, MEP pay grade 22, to Director, Performance Improvement, Summer Services, MEP pay grade 21
- dd. **Abby V. Walker**, Director, Employee Resources, Facilities Operations, Maintenance, MEP pay grade 21, to Supervisor Employee Resources, Non-Instructional Staffing, MEP pay grade 20
- ee. **Patricia A. Robinson**, ERP Team Leader, Systems and Programming Services, MEP pay grade 21, to ERP Team, Systems and Programming Services, MEP pay grade 19
- ff. **Bernadett C. Poitier**, Supervisor, Building Operations, Graphics/Materials Production, MEP pay grade 19, to Staff Specialist, Building Operations, Graphics/Materials Production, MEP pay grade 18
- gg. **Yvonne P. Kong**, ERP Team Leader, Systems and Programming Services, MEP pay grade 21, to ERP Analyst, Systems and Programming Services, MEP pay grade 17
- hh. **Washington V. Murillo**, ERP Team, Systems and Programming Services, MEP pay grade 19, to ERP Analyst, Systems and Programming Services, MEP pay grade 17
- ii. **William Barimo**, Executive Director, ADSE & Educational Specifications, Governmental Affairs and Land Use, DCSAA pay grade 47, to Director, ADSE & Educational Specifications, Governmental Affairs and Land Use, DCSAA pay grade 46
- jj. **Shari A. Lee**, Executive Director Capital Construction, Governmental Affairs and Land Usage, DCSAA pay grade 47, to Director Capital Construction, Governmental Affairs and Land Usage, DCSAA pay grade 46
- kk. **Cheryl Nasai**, Director II, Finance, Facilities Operations, Maintenance, DCSAA pay grade 46, to Director II, Finance, Financial Operations/Budget, DCSAA pay grade 46
- ll. **Ivan M. Rodriguez**, Director II Professional Service Contracts, Governmental Affairs and Land Usage, DCSAA pay grade 46, to Director I Professional Service Contracts, Governmental Affairs and Land Usage, DCSAA pay grade 45

- mm. **Juana E. Murillo**, Director I Education Facilities Administration and Planning, Governmental Affairs and Land Usage, DCSAA pay grade 45, to Director Education Facilities Administration and Planning, Governmental Affairs and Land Usage, DCSAA pay grade 44
- nn. **Marilyn Hernandez**, Supervisor I, Bids and Agenda, Capital Construction Budgets and Control, DCSAA pay grade 43, to Supervisor I, Bids and Agenda, Financial Operations/Budget, DCSAA pay grade 43
- oo. **Rusty Ball**, Coordinator III, Capital Budget, Capital Construction Budgets and Control, DCSAA pay grade 42, to Coordinator III, Capital Budget, Financial Operations/Budget, DCSAA pay grade 42
- pp. **Claire F. Broadnax**, Coordinator III, Employee Resources, Facilities Operations, Maintenance, DCSAA pay grade 42, to Coordinator III, Employee Resources, Non-Instructional Staffing, DCSAA pay grade 42
- qq. **Caridad O. Menendez**, Coordinator II, Payment Process, Capital Construction Budgets & Control, DCSAA pay grade 41, to Coordinator II, Payment Process, Financial Operations/Budget, DCSAA pay grade 41
- rr. **John F. Mills**, Coordinator II, Operations and Training, Facilities Operations, Maintenance, DCSAA pay grade 41, to Coordinator II, Operations and Training, Non-Instructional Staffing, DCSAA pay grade 41
- ss. **Veronica O. Alvarez**, Coordinator I, Scheduling Project Management, Capital Construction Budgets and Control, DCSAA pay grade 40, to Coordinator I, Scheduling Project Management, Financial Operations/Budget, DCSAA pay grade 40
- tt. **Lillian J. Claudio**, Senior Programmer Analyst I, Technology Delivery, DCSAA pay grade 37, .Net Developer, Technology Delivery, DCSAA pay grade 39 (Grant Funded)
- uu. **Barbara Garcia**, Manager III, Facilities Operations, Facilities Operations, Maintenance, DCSAA pay grade 39, Manager III, Facilities Operations, Financial Operations/Budget, DCSAA pay grade 39
- vv. **Nancy L. Price**, Manager III, Facilities Operations, Facilities Operations, Maintenance, DCSAA pay grade 39, to Manager III, Facilities Operations, Financial Operations/Budget, DCSAA pay grade 39
- ww. **Rene A. Miranda**, Web Support Specialist, Technology Delivery, to Senior Programmer Analyst I, Technology Delivery, DCSAA pay grade 37

3. Approve a downgrade/reduction-in-force for collective bargaining units and employee organizations;
4. Authorize the Superintendent to implement a separation plan to all impacted employees;
5. Authorize the Superintendent to provide appropriate terminal pay to all impacted employees, and
6. Authorize the Superintendent to make minor personnel adjustments to effectuate this reorganization.