

Dr. Dawn M. Baglos, Chief Human Capital Officer  
Office of Human Capital Management

**SUBJECT: REQUEST APPROVAL OF THE SUPERINTENDENT'S REALIGNMENT, RESTRUCTURING, AND REORGANIZATION OF SELECTED DISTRICT OFFICES**

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

**LINK TO STRATEGIC PLAN: HIGHLY EFFECTIVE TEACHERS, LEADERS AND STAFF**

Authorization of the Board is requested to approve the reorganization and restructuring of selected district offices. In accordance with School Board Policies 1111; 1120; 1120.01; 1121; 1130; 1130.01; 1130.02; 1600; 3120.01, and the Miami-Dade County Public Schools/Dade County School Administrators' Association labor contract; it is within the Superintendent's authority to recommend to the Board for approval this organizational realignment within the district.

The Superintendent's purpose in developing and recommending this restructuring of selected District offices reaffirms the district's 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 talent landscape. To that end, several District Bureaus/Departments are realigning personnel functions and streamlining business practices over a two-phase plan intended to maximize efficiencies and eliminate redundancies while preserving an exceptional customer service experience for students and stakeholders of Miami-Dade County Public Schools. The costs associated with the proposed addition of new or upgraded positions minus the reduction of expenses in salary and benefits associated with the elimination or downgrading of positions in central office locations yield an approximate savings of \$160,000. } ADDED

### **Chief of Staff**

In an effort to continue to strengthen the development of community stakeholders, increase minority participation in District business programs, and meet the diverse business and economic needs of the community, the Office of Economic Opportunity (OEO) will now report to the Chief of Staff. This shift in reporting lines will create greater alignment when working collaboratively with District departments, increasing outreach to minority communities and non-profits to promote economic growth for underserved communities, and liaising with local, state, and national urban organizations. Additionally, adjusting the reporting lines of OEO will facilitate the direction and development of strategic initiatives related to equity, access, diversity, and inclusion.

Evolving technologies and a focus on cybersecurity have increased the scope of the Office of Information Technology which impacts the entire organization across multiple divisions and bureaus. As such, the secondary reporting line for the Office of Information Technology will be realigned to the Chief of Staff. } ADDED

**Revised  
D-23**

## Office of School Operations

Every child in Miami-Dade County Public Schools has the right to an excellent public education in a safe, healthy, and welcoming facility. The District recognizes that strong operational systems are necessary to create these conditions for learning. School Operations is responsible for providing the necessary support to schools from county line to county line. It is the mission of the School Operations team to ensure that every school site receives support and guidance toward creating and maintaining a safe and caring environment that supports student learning and achievement. For a school to successfully operate, a safe and orderly environment, conducive to learning, must be established and maintained. To allow for a laser-like, singular focus on schools and school communities, the Office of School Operations will be realigned into two distinct bureaus – the **Office of School Leadership and Performance** and the **Office of District Operations**. The Office of School Leadership and Performance will report to the **Deputy Superintendent**. Increased oversight and direct support and services to schools requires realignment of departments within the bureau of School Leadership and Performance including areas that support post-secondary career and technical education programs. To provide for this greater alignment, increase efficiency, and streamline business practices, for the Office of School Leadership and Performance, the position of Assistant Superintendent, School Operations is being added. Additionally, the focus on post-secondary career and technical programs will provide enhanced resources that serve as vital components for college and career readiness efforts to prepare students to graduate and enter high-wage, high-demand employment sectors. } ADDED

## Office of District Operations

While the Office of School Leadership and Performance will provide oversight and direct services to schools, the **Office of District Operations** is being established to ensure systemic alignment of support services and functions related to food and nutrition, transportation, district inspections, emergency management, and comprehensive health services. Under the supervision of the **Chief Operating Officer**, the Office of District Operations will provide leadership and direction to operational school functions that support the development and implementation of District priorities, objectives, and improvement efforts.

## Office of Strategic Planning and Initiatives

The **Office of Strategic Planning and Initiatives** is being established under the oversight of the **Chief Strategy Officer**. To provide for greater cohesion among District initiatives, this office will collaborate with the Superintendent and District staff to launch and coordinate cross-bureau collaboration, address educational and operational goals and objectives, conduct districtwide needs assessments, identify District priorities, establish short and long-term goals, and assess the impact of strategic initiatives across the organization. The Office of Strategic Planning and Initiatives will provide direct guidance and coordination for the overall strategic effort and tactical engagement of various stakeholders working together to achieve the institutional outcomes delineated in the District's Strategic Plan, *Infinite Possibilities*, such as reducing the District's carbon footprint and implementing the eco-sustainability plan led by the Sustainability Officer. Additionally, the increased need to recruit and enroll students in Miami-Dade County Public Schools requires strategic planning and collaboration with key departments. As a result, the Student and Families' Enrollment Officer reports to the Chief Strategy Officer. Similarly, the Office of Charter School Compliance and Support is being realigned under the Office of Strategic Planning and Initiatives. } ADDED

## Office of Communications

The Office of Communications (OOC) serves as the District liaison with the media, handling internal and external communications. OOC is committed to highlighting the District's programs, initiatives, and achievements that reinforce awareness and brand Miami-Dade County Public Schools as a world-class educational institution. To innovatively inform and engage parents, students, employees, and stakeholders, various communication outlets, targeted messaging, integrated marketing, social media, and public relations activities are utilized. The replacement of an existing position with that of an Administrative Director, Public Relations, will ensure stability within the office that is essential to the timely and accurate dissemination of information and responsiveness to crisis communication.

## Office of Intergovernmental Affairs & Family and Community Engagement

The Offices of Family Support Services, the Neighborhood Resource Center, and Community Engagement are being realigned to the Office of Intergovernmental Affairs, resulting in the **Office of Intergovernmental Affairs and Family and Community Engagement**. This shift in reporting lines will enhance family-school-community partnerships and provide for greater alignment when impacting policy, leveraging resources, expanding community outreach via varied communication outlets, and actively engaging families and the larger school community in building stronger relationships that can enhance students' school experiences and academic achievement. Additionally, alumni serve as ambassadors in the community, not only for their alma mater, but for education in general. M-DCPS will amplify alumni involvement across the community through a dedicated coordinator intended to expand the District's alumni relations efforts.

Miami-Dade County Public Schools' commitment to strengthen family and community engagement is to also provide access and promote advocacy that increases parent and families' capacity for meaningful school and community engagement geared toward obtaining measurable improvements in student achievement. While parent and community involvement has always been a cornerstone of public education, greater recognition and support of these collaborative efforts is needed. Furthermore, to address this need, the currently open position of Associate Superintendent, Intergovernmental Affairs & Grants Administration is being reclassified to Assistant Superintendent, Family and Community Engagement and an existing position is being replaced with that of a District Director to expand the work of family engagement activities, in collaboration with The Parent Academy, across all school-sites and will also serve as a liaison to the recently established Student and Families' Enrollment Officer.

} ADDED

## Office of Academics and Transformation

### Mental Health and Student Services

In an effort to streamline the coordination and monitoring of equitable mental and behavioral support services to students, the Office of Academics and Transformation will assume responsibility for the Department of Mental Health Services and combine it with the Division of Student Services, resulting in the **Office of Mental Health and Student Services**. Division reporting lines and levels of responsibility will be adjusted to allow for the smooth integration of these two areas by efficiently employing personnel resources and ensuring that systemic supports are in place so that students' and families' social, emotional, and developmental needs are enhanced, and student success is maximized.

## Assessment, Research, and Data Analysis

The District's increasing technological footprint and the increasing use of data to promote school improvement requires the realignment and specialization of the **Office of Information Technology** and the **Office of Assessment, Research, and Data Analysis**. Additionally, new progress monitoring assessment formats, conducted three times a year with secure testing environments for different grade level configurations, the potential for a new State accountability system over the coming years, and existing and end-of-course assessments compound the need to align data systems and maximize the use of available data for school improvement and systemic decision-making. Coupled with recent advances in technology and the increased demand for assessing student learning, an unprecedented amount of data is available to teachers and administrators. Although M-DCPS has established a districtwide culture of inquiry that values the use of data for sound decision-making with regards to teaching and learning, program evaluation, and the allocation of resources, the need to respond to an expanded technological footprint and evolving assessment and data analysis landscape is immediate. To respond to this need, the Office of Assessment, Research, and Data Analysis will now report to the **Assistant Superintendent, Academics, Accountability, and School Improvement**.

## Office of Human Capital Management

### Office of Professional Development and Evaluation

The Office of Professional Development and Evaluation provides research-based learning experiences, programs, and resources for teachers, school administrators, and support personnel to promote the implementation of proven instructional and leadership practices that support student learning gains. The need to focus on developing and retaining a high performing workforce has been heightened by the stark competition from private sector organizations. With a workforce of over 40,000 employees, M-DCPS realizes the need to expand its professional learning footprint to provide career ladder and lattice opportunities for all employee groups. To expand its professional learning footprint, M-DCPS is renaming the Office of Professional Development and Evaluation to the **Office of Professional Learning and Career Development**. Functions within this office will include professional learning services and support to diverse employee groups from pre-service through induction and beyond, including school and district leadership development. The vision of the Office of Professional Learning and Career Development is to provide employees who select M-DCPS as an employer of choice with a career path within the organization. Additionally, recent changes to statutory certification requirements, district-developed credentialing programs aimed to retaining a quality workforce, developing, and tracking micro-credentials for signature District programs, and focusing on growing our own employee pipelines, requires greater alignment between certification functions and professional learning programs. As a result, the **Office of Instructional Certification** will now report to the Office of Professional Learning and Career Development.

### Office of Civil Rights Compliance

Title IX is a federal law that was passed in 1972 to ensure that male and female students and employees in educational settings are treated equally and fairly. It protects against discrimination based on sex (including sexual harassment). In May of 2020, the U.S. Department of Education, Office for Civil Rights (OCR), released a finalized version of the new Title IX Regulations and went into effect August of 2020. Specifically, the Final Rule changes the way in which institutions and local education agencies are required to respond to allegations

of sexual harassment. In a proactive measure, Miami-Dade County Public Schools contracted TNG Strategic Risk Management Solutions to review the District's implementation. In the review, TNG recommended a clearly defined structure with an additional level of management within CRC, specifically, elevating key positions within the CRC Office due to the level of responsibility and increasing the number of staff within the Office. The addition of staff members within the CRC Office will amplify the department's ability to respond to complaints and ensure fidelity and consistency in executing Title IX procedures.

**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>
Jaquelyn Calzadilla	Executive Director, External Communications Office of Communications & Community Engagement	22	Administrative Director, Public Relations Office of Communications	24
Luis E. Diaz	Assistant Superintendent, Applied Technology, Adult Career Education Office of Adult/Vocational, Alternative, & Community Education	25	Chief Operating Officer Office of District Operations	26
Rene Mantilla	District Director, Career Preparation Office of Adult/Vocational, Alternative, & Community Education	23	Assistant Superintendent, Post-Secondary Career & Technical Education Office of Post-Secondary, Career & Technical Education	25
Tiffanie A. Pauline	Assistant Superintendent, Compliance & Support Office of Charter School Compliance & Support	25	Chief Strategy Officer Office of Strategic Planning & Initiatives	26

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**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>
Nicole B. Rutherford	Executive Director, Civil Rights Compliance Office of Civil Rights Compliance	22	District Director, Civil Rights Compliance Office of Civil Rights Compliance	23
Sara Walkup	Director, Community Outreach Office of Community Engagement	21	District Director, Community Engagement Office of Community Engagement	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>
Barbara A. Mendizabal	Region Superintendent South Region Office	25	Assistant Superintendent, Family and Community Engagement Office of Intergovernmental Affairs & Family and Community Engagement	25
John D. Pace	Chief Operating Officer School Operations	26	Deputy Superintendent Office of School Leadership & Performance	26

ADDED

**RECOMMENDED:** That effective June 23, 2022, or as soon thereafter as can be facilitated, The School Board of Miami-Dade County, Florida:

1. approve the proposed realignment, restructuring, and reorganization of selected district offices.
2. approve the reclassification and/or updates, which include changes to title, pay grade, and/or minimum qualifications, of the following MEP job descriptions:
  - a. Chief Communications & Community Engagement Officer, MEP pay grade 26 to Chief Communications Officer, MEP pay grade 26, Office of Communications.
  - b. Chief Intergovernmental Affairs & Compliance Officer, MEP pay grade 26 to Chief Intergovernmental Affairs & Family and Community Engagement Officer, MEP pay grade 26, Office of Intergovernmental Affairs & Family and Community Engagement.
  - c. Associate Superintendent, Intergovernmental Affairs & Grants Administration, MEP pay grade 26 to Assistant Superintendent, Family and Community Engagement, MEP pay grade 25, Office of Intergovernmental Affairs & Family and Community Engagement.
  - d. Assistant Superintendent, Applied Technology, Adult Career Education, MEP pay grade 25 to Assistant Superintendent, Post-Secondary, Career and Technical Education, MEP pay grade 25, Office of Post-Secondary, Career and Technical Education.
  - e. District Director, Investigations & Diversity Compliance, MEP pay grade 23 to District Director, Civil Rights Compliance, MEP pay grade 23, Office of Civil Rights Compliance.

REVISED

3. approve the title changes for the following MEP personnel:
  - a. Tabitha G. Fazzino, Chief Intergovernmental Affairs & Compliance Officer, MEP paygrade 26 to Chief Intergovernmental Affairs & Family and Community Engagement Officer, MEP paygrade 26, Office of Intergovernmental Affairs & Family and Community Engagement.
  - b. Vivian M. Santiesteban-Pardo, Chief Communications & Community Engagement Officer, MEP paygrade 26 to Chief Communications Officer, MEP paygrade 26, Office of Communications
4. approve the recommendation for appointments and lateral transfers to be effective June 23, 2022, or as soon thereafter as can be facilitated, and authorize compensation adjustments pursuant to the MEP Manual.
5. authorize the Superintendent to make minor personnel adjustments in the reorganization, if necessary, and report in writing to the Board.

ADDED

**SALARY RANGES**  
<http://salary.dadeschools.net>

	*MEP		DCSAA		SCHOOL POLICE
26	\$114,945 - \$200,331	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