Strategic Framework

On January 13, 2010, the Miami Dade County School Board adopted the 2009-2014 Strategic Framework as presented by Superintendent Carvalho. The Framework was predicated on the District’s commitment to provide educational excellence for all. This commitment begins with our core values:

- **Excellence** – We pursue the highest standards in academic achievement and organizational performance.
- **Integrity** – We build positive relationships through honesty, respect and compassion, which enhance the self-esteem, safety, and the well-being of our students, families and staff.
- **Equity** - We foster an environment that serves all students and aspires to eliminate the achievement gap.
- **Citizenship** – We honor the diversity of our community by working as a team to ensure the educational success of all students and recognize that our obligations go beyond professional responsibilities to promote democratic principles.

The Strategic Framework has four pillars that support the District's central goal of improving student achievement: The four pillars are:

- **Education** – This pillar supports activities and functions leading to an educational experience that fosters individual excellence in a collaborative environment leading to responsible citizenship, global awareness, and lifelong learning.
- **School/District Leadership** – This pillar supports activities and functions which enhance talent recruitment and management, leadership development and effective and ethical governance.
- **Student, Parent and Community Engagement** – This pillar supports activities and functions which enhance student, parent, and community understanding, awareness, and support for our schools and district.
- **Financial Efficiency/Stability** – This pillar supports activities and functions that ensure effective and ethical business operations, sound stewardship of resources, and responsible budget management.

The following organizational charts summarize the structure of key bureaus that report to the Superintendent of Schools and support the Strategic Framework for all the M-DCPS schools. Brief narratives that describe each bureau’s function as it relates to the Framework, and highlight key accomplishments over the past year and detail performance measures for FY 2010-11 follow each organization chart.
District/School Operations

Bureau Functions:

District/School Operations is responsible both for ongoing district functions and the management of ad hoc issues in the District, which includes the supervision of the day to day operations of the school district. Detailed below are examples of accomplishments that have occurred during the 2010-2011 school year which contribute to all pillars in support of the District’s goal of preparing students for success in the third millennium.

Strategic Pillar: Student, Parent and Community Engagement

- The Pierre Toussaint Leadership Learning Center was established to serve the area surrounding Notre Dame d’Haiti Catholic Church. The Center recognizes the common interest needed to implement a safe and secure academic tutorial program for K to 8 students that provide quality instruction and extra-curricular activities that inspire the physical and intellectual growth of enrolled children.

- The ABC boundary committee recommended 19 schools boundaries, 11 schools to convert from K-5 to K-8 centers, and 2 middle schools to become complete choice schools with a 6-12 grade configuration.

- Alternative Education established an enhanced student service program to assist students and parents with development and/or maintenance of behavior to promote productive citizens.

Strategic Pillar: Education

- 91 charter schools currently operate in Miami-Dade County. School Operations is charged with monitoring compliance issues at all charter schools, conducting a comprehensive review of all applications for new schools, and providing support to the schools.

- Launched three (3) new school wide magnets; iPrep, MAST@Homestead and International Studies Preparatory Academy (ISPA).

- Successfully implemented, for the first time, a state approved, District run, Supplemental Educational Services (SES) program for our students. By selecting the Miami-Dade SES program, parents of eligible students, were able to decide on a program tailored to meet the needs of their students and provided more services than the other providers.

- Magnet Schools of America (MSA), a national organization representing magnet schools and programs, awarded eight Miami-Dade County Public Schools with recognition in two categories: Magnet Schools of Excellence and Magnet Schools of Distinction.

- Proposed, designed, implemented, and managed many successful instructional programs for adults and families within Miami-Dade County’s diverse community. Based on the most recent data, the students served have been:
Strategic Pillar: **Education (Continued)**

- 94.9% are from a minority racial/ethnic group
- 6.9% have a documented disability
- 65% are foreign born
- 58.2% are Limited English Proficient

- Managed 21 Adult Education centers. Five of these centers are stand-alone technical centers, specializing in Vocational/Technical programs. M-DCPS has served approximately 90,802 students in Adult General Education programs and 10,172 students in Career Technical Certificate programs.

- According to the most recent data, 2,242 eligible completers in Career Technical programs, 77% were found to be employed or pursuing higher education.

**Strategic Pillar: Financial Efficiency and Stability**

- Food & Nutrition received over $1M in USDA grants for the Fresh Fruit and Vegetable Program at 36 high economically needy elementary schools. This program provides fresh fruits and fresh vegetables to every student at least three (3) times per week in the classroom with accompanying nutrition education. For school year 2011-2012, 50 schools will be receiving the grant.

- Awarded a four-year, $1.2 million dollar grant award from the United States Department of Education for funding under the Arts in Education Model Development and Dissemination (AEMDD) Program to develop, document, evaluate, and disseminate an effective and replicable standards-based, arts-integration program that improves elementary student achievement.

- Consolidation of two disciplinary schools and the absorption of 2 voluntary alternative schools saved the district $9.4 million.

- School of Choice & Parental Options secured $2,931,156 for FY 2011-13 for Smaller Learning Communities Grant Program.

**Performance Measures**

- Certified 12,953 more students for free lunch over prior year and served over 900,000 more student lunches in 2010-2011 over prior year.

- Stores & Distribution was able to contribute a 2.2 million dollar shipping costs avoidance by processing textbooks at S&D versus direct shipment to the schools. The 2.2 million dollars represent roughly 58% of the total S&D operational yearly budget.

- Changed the opening and closing hours for schools. This increased the time between “tiers” thereby allowing for more stops per bus and fewer overall routes. In 2010, the department reduced over 100 routes, saving over $4 million per year.
Office of Curriculum and Instruction

**Bureau Functions**

The Office of Curriculum and Instruction strives to provide an equitable and continuous learning environment reflecting high expectations for all students as we prepare them for success in the third millennium. We work to increase student achievement through the provision of systemic, innovative curricula characterized by standards and research-based educational programs that deliver effective and differentiated instruction in partnership with parents, business, and our diverse community. Additionally, we provide guidance and support at the district/region/school level relative to curriculum, delivery of support services, interpretation of compliance/policy requirements, and best practices.

**Strategic Pillar: Student, Parent and Community Engagement**

During the 2010-2011 school year, the programs and activities listed below strengthened our efforts to engage the community and build partnerships for the purpose of applying a collective vision for the benefit of all M-DCPS students:

- Launched the Parent Resource Center at Blue Lakes/FLRS. The center is designed to provide supporting services and resources to parents of students with Autism.

- Launched a Summer Enrichment Camp Program in four local homeless shelters to serve over 300 students. The camp included an educational enrichment component involving math and reading labs as well as educational field trips.

- Partnered with Miami-Dade College and WLRN, on *One Picture Book, One Community*, to provide first graders throughout the district with the book, *Princess Hyacinth: The Surprising Tale of the Girl Who Floated*.

**Strategic Pillar: Education**

The programs and activities listed below highlight new and continuing efforts towards increasing instructional offerings and educational experiences to all students, providing them with increased opportunities for intellectual and cultural enrichment:

- Implemented the Cultural Passport program in eighteen feeder patterns and provided over 120,000 students with opportunities to engage in experiential learning at various cultural venues throughout the community.

- Launched two new Autism Academies at Redondo Elementary and Gratigny Elementary and expanded the Autism Academy at Blue Lakes Elementary. The total number of Pre K – 5th grade students impacted is 157.

- Expanded the Arts Program and strengthened the partnerships with VSA and Arsht Center for Special Needs Students.
Strategic Pillar: Education (Continued)

- Opened iPrep Academy to 11th grade students pursuing their studies in the district’s first blended learning environment. In addition to taking both online and face to face classes, every iPrep student completed an internship in a local business and/or organization. iPrep will expand to include additional students in 2011-2012. The iPrep brand is expanding with two new iPrep Academies slated to open at Felix Varela and Killian Senior High Schools in the 2011-2012 school year.

- Created “Primary Paths to the Arts” to assist kindergarten and first grade teachers in implementing the curriculum for music and art.

- Unveiled new initiatives to support post-secondary planning, access and success for students.

- Implemented the district’s Virtual Learning Lab program, offering students virtual/online courses through Florida Virtual School (FLVS). To date, students have successfully completed over 6,200 online classes through FLVS.

- Expanded the M-DCPS Primary Learning Center during the 2010-2011 school year to serve 108 students from pre-kindergarten to first grade. The expansion will continue through the fall of 2011 to include two (2) pre-kindergarten classes, two (2) kindergarten classes, two (2) first grade classes, one (1) second grade class, and an indoor gym.

- Continued Operation Graduation, in its second year, a collaborative effort that links the resources of Adult & Career Technical Education and Title I Administration, in an effort to supplement educational programs and increase the graduation rate at Title I high schools.

Performance Measures

- Conducted resource fairs and parent workshops on transition services, Festival Educativo and Anbyans Kreyol, serving nearly 400 SPED Parents.

- Collaborated with School Police to conduct the 2nd annual Violence Prevention Youth Summits, engaging over 5000 students, parents and community participants.

- Over 1,200 science teachers participated in 30 professional development sessions offered by community-based informal science institutions (ISIs) and institutions of higher education (IHEs).

- Close to 1,000 students participated in the annual District SECME Olympiad/Festival hosted by Miami Dade College, North Campus.

- Over 2,430 students from 54 K-12 schools attended the Miami International Book Fair Author Lecture Series.
Performance Measures (Continued)

• Expanded the social opportunities for high school students with Autism by conducting a district wide Spring Social/Prom for approximately 500 students.

• Entered into a partnership with Discovery Education to deliver digital content aligned to the secondary science curriculum to all secondary students in the District. Included in the Discovery digital content are streaming digital media resources and over 150,000 digital lesson activities.

• Expanded the Dual Enrollment (DE) high school in collaboration with Florida International University (FIU), Academy for Advanced Academics (AAA at FIU), from 80 students in 2009-2010 to 98 students in 2010-2011.

• Increased the total number of students participating in at least one AP Exam by 17.1% from 18,276 in May 2009 to 21,401 in May 2010, with the greatest percentage increase coming from the Other and African American subgroups, which increased by 33.5% and 22.5% respectively, from 1,715 to 2,290 for the Other subgroup and 2,414 to 2,957 for the African American subgroup.

• M-DCPS was highlighted in the 7th Annual AP Report to the Nation as having the greatest number of Hispanic students worldwide, scoring a 3 or higher in seven (7) different Advanced Placement (AP) Exams during the May 2010 administration.

• The Superintendent’s Benefit Concert Series featured two concerts: “Best Voice? Your Choice” at the Adrienne Arsht Center on October 9, 2011, and “Magic To Do” at Miami Jackson Senior High School on May 6, 2011.
The Education Transformation Office (ETO)

Bureau Functions

ETO serves the schools (19 schools in FY 2010-11, 26 for FY 2011-12) identified as “persistently lowest-achieving” by the USDOE and FLDOE through the School Improvement Grant (SIG), Title I, and general revenue. ETO provides schools with the same services that a traditional region office provides in addition to robust monitoring, technical assistance, and professional development in the area of school improvement, instructional leadership, active instructional coaching, student intervention, quality instruction, and parent involvement.

Strategic Pillar: Education

Progress continued during FY 2010-11 toward increasing student achievement through the following practices and activities:

- Recruited a team of educators with a proven record of school improvement to build ETO.
- Conducted 3 instructional reviews at each of the 19 ETO schools.
- Established First-Year Teacher Academy on Saturdays; Bi-weekly Coaching Academy, Assistant Principal Academy; Summer Coaching Academy; Summer Teacher Academy.
- Designed enrichment/intervention model for ETO schools based on student deficiency.
- Implemented common planning for lesson study and job-embedded professional development in all 19 schools.
- Initiated Project LEAD Strong Grant that prepared three future principals and three future assistant principals for ETO schools.
- Established partnership through FIU to provide hourly interventionists to ETO schools.
- Captured the attention of USDOE and FLDOE as a model structure for school turnaround, which led to districts such as Orange, Palm Beach, and Broward to send leadership teams to visit ETO to replicate best practices.
- Developed instructional frameworks for all subject areas and grade levels.
- Infused the use of technology to enhance instruction in all ETO schools.
Performance Measures

- Secured two, competitive SIGs in the amounts of 14.3 million and 6.2 million.

- Projected school grades indicate that ETO increased the number of “C” schools from 7 to 12; reduced the number of “D” schools from 10 to 7; and eliminated “F” schools from 2 to 0.

- Reduced the number of days of suspension in 19 ETO schools by over 4,200 days.
FINANCIAL SERVICES

Superintendent of Schools

Associate Superintendent
And Chief Financial Officer
Dr. Richard H. Hinds

Treasurer

Assistant Superintendent
Procurement

Procurement Management Services

Office of Treasury Management

Chief Budget Officer

Risk and Benefits Officer

Office of Risk and Benefits Management

Chief Information Officer

Controller

Office of the Controller

Information Technology Services

Office of Budget Management
Financial Services

Bureau Functions

Financial Services supports activities and functions that ensure effective and ethical business operations, sound stewardship of resources, and responsible budget management. M-DCPS relies on two main sources of funding, one provided by the state and allocated to school districts primarily based on student population and a second which is levied locally. The appropriate use of this funding is a key to the District’s 2009-2014 Strategic Plan. The District’s finances require careful stewardship in light of the difficult economic conditions facing the nation and the State of Florida. In addition to funding, Financial Services oversees all technology functions and risk and benefit functions on behalf of the School Board.

Strategic Pillar:  Financial Efficiency and Stability

Progress continued during FY 2010-11 toward increasing financial efficiency and stability with the following practices and activities:

- Developed a series of town hall presentations, some of which were televised, and webinars to describe and track the status of revenue during the course of the legislative session.

- Led the District’s team that coordinated deliberations of both the Parent and Principal Budget Advisory Committees which studied and analyzed resource allocation decisions of the District and provided valuable advice to the administration concerning preparation of a balanced operating budget plan for FY 2011-12.

- Proffered in this operating budget plan buckets for school support programs (office of the principal, media, counseling) in one lump sum that empowers school principals and school advisory committees to make school-level decisions concerning reductions.

- Restructured a portion of the District’s Certificates of Participation to provide structural balance to the District’s capital budget in coordination with strategic reductions in facilities and maintenance services that salvage core essential maintenance services.

- Favorably managed ratings process to maintain stable outlook and achieved cash flow savings for a three year period.

- Assisted in developing a legislative proposal in cooperation with the Office of Intergovernmental Affairs and shepherded through the legislative process to reform the process of appealing assessments on real property which should yield the District up to $30 million in additional property tax revenue during FY 2011-12.

- Developed a Banking Services RFP resulting in the award of banking services contracts to top-rated financial institutions that will increase savings or revenues by $450,000 over the three year term.
Strategic Pillar: Financial Efficiency and Stability (Continued)

- Administered a self-funded healthcare program which was re-structured effective January 1, 2010, with significant benefit changes including dependent coverage costs based upon salary bands, resulting in the negation of a proposed $72 million increase which would have occurred January 1, 2010, under the previous fully insured platform.

- Continued aggressive medical management, return-to-work initiatives, and outside counsel management in self-funded workers’ compensation program resulting in four continuous years of expenditure reductions.

- Implemented SAP Human Resources (HR) 2.0. The new SAP HR system provides web-enabled recruiting and new employee self-service capabilities.

- Began the implementation of SAP Payroll (PY) 1.0. The first production payroll is on schedule to occur November 2011.

- Coordinated the timely issuance of the Comprehensive Annual Financial Report for FY 2009-10, in the first year the SAP Finance (FI) 1.0 module was implemented without financial audit findings.

Performance Measures

- Achieved cash flow savings of $137.5M over three years commencing in 2011 to aid the District in maintaining its assets during the current economic downturn.

- All major milestones in the ERP project plan have been met on time.

- The budget adopted by the School Board in September 2010 performed as expected throughout FY 2010-11 to end the year with a strong fund balance.

- Autonomy afforded the principals continues to expand.

- The District’s self insurance program continues to perform as expected.

- Multiple offices with the bureau continue to receive national recognition for their work.
OFFICE OF HUMAN RESOURCES, RECRUITING, PERFORMANCE MANAGEMENT AND LABOR RELATIONS

Superintendent of Schools

Assistant Superintendent
Ms. Enid Weisman

Administrative Director Employee Services
Personnel Records and Transcript Analysis
Personnel Actions
Leave, Retirement and Unemployment
Compensation Administration
Employee Assistance Program
Americans with Disability Act

Administrative Director Labor Relations
Office of Labor Relations

District Director Human Resources
Information Services

Administrative Director Employment & Staffing
Certification
Non-Instructional Staffing
Staff Recruitment
Instructional Staffing
Employment Standards
Civil Rights Compliance
Human Resources, Recruiting, Performance Management and Labor Relations

Bureau Functions

The Human Resources ("HR") bureau of M-DCPS is comprised of 14 diverse offices, which collectively work towards preparing our students for the third millennium. As there are many integral factors to helping our students achieve, none is more important than the teacher in the classroom. By recruiting, staffing and retaining highly qualified teachers, principals, custodians, bus drivers, etc., HR helps create a network of strong School/District Leadership that is aligned to a singular goal: student achievement. As ethics and understanding have been the consistent hallmark of HR’s work for years, the bureau has now added a robust data component to its foundation. The confluence of the institutional knowledge of our staff with new quantitative measures has led to more informed decision-making surrounding human capital. Furthermore, this tactical approach and these enhanced capabilities have allowed HR to stay on the cusp of national K-12 reform initiatives.

Strategic Pillar: **Education**

Progress continued during FY 2010-11 toward increasing student achievement and efficiency in proving employee services with the following practices and activities:

- Developed a services center to better serve new and current employees with one stop information including Records/Transcript Analysis, Drug Testing, Fingerprinting, Leave/Retirement, Employee Assistance Program, Americans with Disabilities Act and Employee Master Data Changes.

- Worked through the research-based performance framework within our current Performance Management System for administrators and created a new evaluation tool that consists of two major elements – the Student Performance Dashboard and the Multidimensional Leadership Assessment (MLA).

- Expanded the Teach For America Program (TFA) by adding 150 more recent college graduates and professionals with high academic success, drive and leadership skills.

- Implemented successfully along with ITS, the SAP Human Resources (HR3.0), portion of the ERP system which streamlines the processing of HR transactions by properly routing requests to pre-determined offices for approval.

- Successfully collaborated with various offices and organizations such as Labor Relations, UTD, Grants Administration, Professional Development, School Operations and Assessment, Research and Data to implement the Race to the Top grant. Through this grant M-DCPS has been allocated $72,964,103, to leverage on behalf of RTTT grant reform efforts.
Performance Measures

- The Office of Employee Services has been redesigned physically and operationally to better serve employees and the wider community.

- For the FY 2010-11 teachers will receive Performance Pay in the amount of $14,000,000, to recognize their contributions to student achievement.

- All major milestones in the ERP (HR3.0) project have been accomplished successfully.

- Revised salary schedules for Managerial Exempt Personnel (MEP) and Confidential Exempt Personnel (CEP), resulting in a cost savings of $500,000, to aid the District in maintaining its assets during the current economic downturn.

- Non highly-qualified Special Education (SPED) teachers in the lowest performing schools were offered reimbursement through Title II funding for passing the subject area exam and/or adding an additional area to their current certificates.
Office of School Facilities

Bureau Functions:

The Office of School Facilities (OSF) provides a continuum of facility services, from planning and intergovernmental coordination, to design, construction, maintenance and inspection of the District's facilities inventory, which totals approximately 45 million square feet of space. Over the last year, OSF has further reduced staffing levels and made workforce adjustments to comport with capital revenue reductions. Select projects were in-sourced and functions consolidated to maximize cost efficiencies. Below are highlights of FY 2010-11 accomplishments, aligned to the District’s Strategic Pillars.

Strategic Pillar: Education

• Completed over 5,000 new student stations, including a new senior high school, new K-8 center, three major additions and numerous remodeling and renovation projects.

• Planned, designed and constructed with in-house forces, two iPrep centers (with a third in progress) and expanded the M-DCPS PLC.

• Implemented a Styrofoam lunch tray recycling pilot program at 10 schools to reduce solid waste expenditures, with plans to expand the program in FY 2011-12.

• Implemented the Green Schools Challenge at approximately 90 of the District’s schools in partnership with Dream in Green, up from approximately 50 the prior year.

• Celebrated Earth Day 2011 at 336 schools in collaboration with local eco-artist Xavier Cortada, the Miami Science Museum, the Deering Estate at Cutler and the National Association of Counties.

• Implemented eco-education/tree planting programs at a number of schools under partnerships with Kids Ecology and Scotties Tissues.

Strategic Pillar: School/District Leadership

• Attained LEED (Leadership in Energy and Environmental Design) Gold level certification for TERRA Environmental Research Institute.

• Performed feasibility analyses for implementation of new school models at under-enrolled facilities such as K-8 conversions.

• Developed and implemented Facilities Information System to integrate various unconnected facilities databases and legacy systems with SAP Finance functions.

• Conducted mandatory ethics training program for all OSF personnel.
Strategic Pillar: **Financial Efficiency and Stability**

- Spearheaded utilities cost containment and sustainability programs to reduce operating expenditures and the District’s carbon footprint, as follows:
  - Projected 2010-11 energy consumption reduction of approximately 30 million KWH, which translates into reduced greenhouse gas emissions (about 22,000 metric tons of CO₂ Equivalent avoided);
  - Projected reduction in solid waste disposal costs of approximately $700,000 under a new solid waste contract, as compared to the baseline of 2009-10;
  - Revised procurement specifications and trained school custodians on Sustainable “Green” Cleaning Program

Strategic Pillar: **Student, Parent and Community Engagement**

- Obtained Board approval to negotiate with Southeast Overtown Park West CRA the co-funding and financing of the replacement of Frederick Douglass Elementary School with a K-8 STEM focused facility.

- Implemented interlocal agreement with City of North Miami for facility renovation cost sharing with a contribution value to the District of approximately $650,000.

- Fully implemented school concurrency with the County and 27 local governments (all are participating in the District’s electronic, web based Concurrency Management System).

**Performance Measures**

Progress was made during FY 2010-11 to deliver new school facilities and house new educational products, as well as achieve further cost efficiencies in the capital program through a number of measures, as follows:

- Successfully delivered over 5,000 new or replacement student stations in time and on budget.

- Was instrumental in laying the ground work needed to determine feasibility of implementing new educational models or franchising successful existing programs through detailed facilities and demographic analyses. This was achieved in close collaboration with the regional centers and other key District offices.

- Successfully achieved further reductions to the District’s utilities costs, as compared to the prior year.

- Successfully implemented additional personnel realignments and reductions to reflect workload changes and achieve the required cost efficiencies for FY 2011-12.
Office of Intergovernmental Affairs, Grants Administration, and Community Services

Bureau Functions

The Office of Intergovernmental Affairs, Grants Administration, and Community Engagement strives to support student achievement through the development of strong community partnerships and aggressive pursuit and acquisition of federal, state, local and private funding to support District initiatives. Intergovernmental Affairs establishes and manages partnerships with legislative bodies and community partners to advance the District’s legislative platform. Grants Administration facilitates the acquisition of supplemental funding to implement District initiatives impacting student achievement and well-being. The Office of Community Engagement supports student learning by engaging students, parents, and the stakeholders in the community through mutually beneficial partnerships including Dade Partners, School Volunteers, Service-Learning Alumni, and The Parent Academy.

Strategic Pillar: **Financial Efficiency/Stability**

- Through The Foundation for New Education Initiatives, Inc., over $2.8 million in donations and in-kind resources were secured to support the Superintendent’s initiatives; most notably the Cultural Passport and the Success Academy.

- Partnered with Adopt-A-Classroom to provide over 3,120 adoptions with classroom supplies and materials valued at over $206,029.

- Supplemental funding to the district continued to increase, reaching a total of $856,145,007.

- Passed legislation that partially off-sets the District’s revenue shortfall by approximately $30 million.

Strategic Pillar: **Community Engagement**

- Four benefit events including the “Hit the Green for Education” Golf Tournament, and the Superintendent’s Fall Concert, were coordinated by the Foundation for New Education Initiatives to raise awareness and support for the Cultural Passport.

- City tours were held with compact cities, Miami, Miami Gardens and Opa Locka, and seven Coffee & Conversation with the Superintendent were held throughout the county.

- Secured internships for 327 Honors and Executive Internship Program and 1,057 CEO Internship Program students.

- Developed and established an alumni web presence and an Alumni Hall of Fame.

- Created Spanish and Haitian Creole resource pages on the District web site.

- Increased Parent Academy workshop attendance from 20,735 to 43,750.

- Increased the number of schools hosting Parent Academy Workshops from 213 to 305.

- Implemented mentoring initiatives with community-based organizations serving 2,324 students.
Performance Measures

The Office of Intergovernmental Affairs, Grants Administration, and Community Engagement continued to make strides during the 2010-2011 school year in support of the District’s strategic goal of student achievement by:

- Increasing supplemental funding to the district by 13 percent with a value of approximately $856 million in open grant programs, inclusive of a highly competitive Investing in Innovation (i3) grant for early childhood.

- Increasing the number of partnership grants submissions with Florida International University by 24 percent.

- Doubling the donations and in-kind resources secured through the Foundation for New Education Initiatives, Inc., to support the Superintendent’s initiatives.

- More than doubling the attendance in Parent Academy Workshops.

- Increasing the number of schools offering Parent Academy Workshops by 92, or 43 percent.
OFFICE OF COMMUNICATIONS

Superintendent of Schools

Chief Communications Officer
Mr. John Schuster

Director Public Outreach
- Citizen Information Center
  - Spanish Translations
- Director Media Programming
  - WLRN

Director Public Relations
- Public and Media Relations
  - Haitian-Creole Media Relations and Translations

Director Community Outreach
Office of Communications

Bureau Functions

Communications directs the District's communication with key stakeholders such as the media, parents, businesses, employees, and other organizations. This bureau utilizes public relations, internal and external communications, information centers, translation services, and public broadcasting to inform and engage the public as to the District's education mission.

Communications also coordinates the District's compliance with Florida's Government Sunshine and Public Records laws.

Strategic Pillar: Student, Parent and Community Engagement

- Received a CPB American Graduate grant in the amount of $60,000 to promote dropout prevention.
- Broadcasted numerous Public Service Announcements through WLRN supporting District Initiatives.
- WLRN's Ready To Learn children's television programming is rated number one in Florida.
- Founded the Haitian-American Educators Group, which holds monthly meetings intended to inform the Haitian-Creole speaking community about current issues in education.

Strategic Pillar: Financial Efficiency/Stability

- The Citizen Information Center was reorganized and duties reassigned allowing a reduced staff to produce without affecting service and allowing greater flexibility relative to staff assignments.
- Distributed 22 constant contact email messages to approximately 2,000 external stakeholders. OPR also prepared and posted approximately 195 press releases/media advisories in English to the Online Newsroom in order to keep the media and community informed about important activities and initiatives of the District.

Performance Measures

- Community Outreach founded the Haitian-American Educators Group, which has reached over 400 participants through monthly meetings.
- Translation Services translated over 625 documents into Spanish and Haitian-Creole.
- Media outreach included approximately 90 television appearances and approximately 50 radio appearances by staff. Approximately 90 newspapers articles authored by staff were published in local newspapers.
Performance Measures (Continued)

- Managed automated telephone messaging to District parents/students and employees. Combined District and school sites sent over 244,000 messages to inform parents, students, and employees about school and District activities and initiatives and to share important school/District information.

- Distributed 22 Constant Contact email messages to approximately 2,000 external stakeholder contacts, and also prepared and posted approximately 195 press releases/media advisories.
SCHOOL POLICE AND DISTRICT SECURITY

Superintendent of Schools

Chief of Police
Mr. Charles Hurley

Police Major

Administrative Division

Police Major

Investigative Division

Police Major

SBAB Security

Police Captain
Region Two North Operations
Region One North Operations

Police Captain
Region Four Central Operations
Region Three Central Operations

Police Captain
Region Six South Operations
Region Five South Operations

Police Captain
Patrol
School Police and District Security

Bureau Functions

The Miami-Dade Schools Police Department (M-DSPD) is in charge of providing a safe learning environment for the students of M-DCPS, and the staff that serve them. The Department is the eighth largest police department in Miami-Dade County, and provides a full service 24-hour group of professional law enforcement services to the nation’s 4th largest school system.

While the protection of life and property remains at the forefront of the agency’s mission, goals and objectives, ensuring fiscal responsibility and accountability during difficult financial times are also part of the Department’s business model. Improved business practices have curtailed expenditures, enhanced fiscal accountability and created a revenue stream to support day-to-day operations while maintaining the overall focus on safety.

Strategic Pillar: Student, Parent and Community Engagement

- **Traffic Safety Initiatives** - The Department deploys the Aggressive Driving Unit (ADU) regularly to targeted school locations in the effort to reduce injuries and save lives. To support the traffic safety initiative, ADU members regularly conduct driver safety presentations for students and parents. This year, the Department sponsored the “Slow Your Roll” campaign, in which every police agency in Miami-Dade County conducted traffic enforcement details on the streets surrounding our schools.

- **Prom Safety Initiative** - Sponsored a multi-faceted Prom Safety initiative, which included a series of public service announcements. Partners in this very successful campaign included District trust counselors and the Bureau of Alcohol Beverage and Tobacco.

- **Georgetown Project** - The M-DSPD has been an active participant on the Georgetown Project steering committee in the effort to improve outcomes for youth who are dually-involved in the child welfare and juvenile justice systems. The goal is to advance a balanced, multi-systems approach to fighting juvenile crime that holds youth accountable and promotes positive child and youth development.

- **Department personnel participate as presenters in local conferences and meetings to discuss reducing juvenile violence and arrests.**

- **Gang Abatement Grant** - As part of the Gang Abatement Grant, officers meet with parents of identified gang members in order to assist the family in diverting their child from the lures of gang membership, and into a more productive life. In addition, M-DSPD gives presentations at PTSA and City Council Meetings on gang activity.
Strategic Pillar: **School / District Leadership**

- All sworn personnel have completed the District mandated two-phase bullying training to enhance officers’ ability to understand and recognize signs of bullying and take steps to address any concerns.

- The M-DSPD implemented a new intra-departmental Quality Control (QC) assessment process involving various operational areas.

**Strategic Pillar: Financial Efficiency / Stability**

- **Department of Justice Grant** – Recipient of a Department of Justice grant in excess of $600,000. The Department has utilized this funding for a much needed upgrade and/or acquisition of new technological equipment, including new computer modules (laptops and desktops) and citation writers.

- **CICS Access Procedures** - Implemented new procedures to ensure accountability with regards to the District’s Customer Information Control System (CICS), the means by which M-DCPS personnel can access various informational applications, e.g., student information, personnel, payroll, SPAR, etc. The procedures were established to prevent unauthorized use and to ensure personnel are assigned the appropriate levels of access to each application, including payroll.

**Performance Measures**

- Since the implementation of the ADU, there has been a marked decrease in the number of pedestrian related crashes within our school zones. Over the past year, the ADU issued over 4,000 citations to violators raising $150,000 to help support the District.

- Department initiatives such as Civil Citation and the 12 and Under Review Process yielded tremendous results. According to statistics released by the Miami-Dade County Juvenile Services Department, the M-DSPD is in the midst of a three year reduction in crime, including a corresponding reduction in juvenile crime and arrests of minority youth. There was a 35% decrease in juvenile arrests over the past year.

- According to the statistics, there has been a steady increase in arrest diversion by Department officers, re-routing youthful offenders to vital counseling services, or other community and faith based organizations. Over the past year, approximately 425 youths were diverted from the traditional juvenile justice system to the Civil Citation Program.

- The Department reduced the serious target index by 11%.

- New citation fund procedures, including establishment of the Citation Committee, has resulted in a tremendous revenue stream for the agency. The requisite managerial oversight of the citation fund allowed the Department to purchase new technology, e.g., Stalker Dual Radar Devices and video-conferencing equipment, and eight (8) police vehicles when no funding was available. Funding for equipment, such as vehicles, will continue to be reliant on the citation account as a secondary source of revenue.
Performance Measures (Continued)

- The Department-wide QC evaluation has been very successful in identifying deficiencies, and has allowed the command staff to take appropriate corrective action and improve the general efficiency and effectiveness of all operations.

- The Department has reached out to 77 families as part of the community contact component of the Gang Abatement Grant.