

Chapter 7

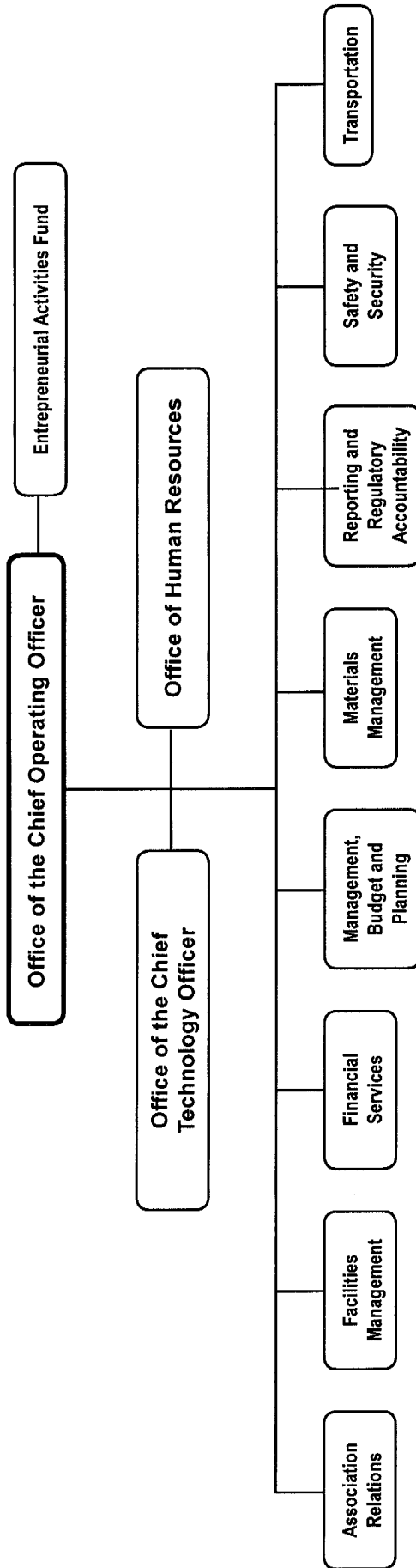
Office of Chief Operating Officer

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**Office of Chief Operating Officer
Summary of Resources
By Object of Expenditure**

OBJECT OF EXPENDITURE	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 BUDGET	FY 2009 CHANGE
POSITIONS					
Administrative	39,000	38,000	38,000	38,000	
Professional	4,000	3,000	3,000	3,000	
Supporting Services	4,197,122	4,219,242	4,220,742	4,238,547	17,805
TOTAL POSITIONS	4,240,122	4,260,242	4,261,742	4,279,547	17,805
01 SALARIES & WAGES					
Administrative	\$4,479,825	\$4,795,377	\$4,795,377	\$5,182,341	\$386,964
Professional	137,141	304,422	304,422	326,334	21,912
Supporting Services	141,303,447	158,383,079	158,397,020	170,473,214	12,076,194
TOTAL POSITION DOLLARS	145,920,413	163,482,878	163,496,819	175,981,889	12,485,070
OTHER SALARIES					
Administrative					
Professional	284,858	295,627	321,627	285,234	(36,393)
Supporting Services	20,382,497	13,553,843	13,468,040	13,822,257	354,217
TOTAL OTHER SALARIES	20,667,355	13,849,470	13,789,667	14,107,491	317,824
TOTAL SALARIES AND WAGES	166,587,768	177,332,348	177,286,486	190,089,380	12,802,894
02 CONTRACTUAL SERVICES	9,594,262	7,328,039	7,273,746	7,227,330	(46,416)
03 SUPPLIES & MATERIALS	30,912,081	35,662,267	35,589,718	35,926,022	336,304
04 OTHER					
Staff Dev & Travel	518,078	474,847	524,847	564,107	39,260
Insur & Fixed Charges	360,548,260	379,587,499	379,587,499	398,226,938	18,639,439
Utilities	37,260,762	41,585,173	41,585,173	42,085,015	499,842
Grants & Other	13,283,645	29,014,277	28,989,845	43,832,625	14,842,780
TOTAL OTHER	411,610,745	450,661,796	450,687,364	484,708,685	34,021,321
05 EQUIPMENT	12,789,134	11,402,207	11,402,207	11,084,005	(318,202)
GRAND TOTAL AMOUNTS	\$631,493,990	\$682,386,657	\$682,239,521	\$729,035,422	\$46,795,901

Chief Operating Officer—Overview



F.T.E. Positions 4,279,547
 (In addition, there are 57.5 Capital Budget positions, 20.5 from ICB, 24.0 funded by Trust Funds. There are 1,935,720 school-based positions shown on K-12 charts.)

Office of the Chief Operating Officer

Chief Operating Officer	1.0
Executive Assistant (P)	3.0
Director I (P)	3.0
Coordinator (N)	1.0
Instructional Specialist (B-D)	1.0
Administrative Services Manager II (19)	1.0
Copy Editor/Executive Secretary I (17)	1.0
Allocations Assistant (16)	1.0
Administrative Secretary III (16)	1.0
Appeals/Transfer Control Assistant (16)	1.0
Administrative Secretary I (14)	1.0
Secretary (12)	2.5
Office Assistant III (10)	0.5

Mission

The mission of the Office of the Chief Operating Officer (OCOO) is to provide the highest quality business operations and support services that are essential to the educational success of students through staff committed to excellence and continuous improvement.

The OCOO is committed to the tenets of the Organizational Culture of Respect compact developed among the Montgomery County Education Association (MCEA), the Montgomery County Association of Administrative and Supervisory Personnel (MCAASP), the Service Employees International Union (SEIU) Local 500, the Board of Education, and the superintendent of schools. In an organizational culture of respect, individuals are aware and understand the impact of their behavior and decisions on others. The chief operating officer expects that the actions and behaviors of all individuals and groups within the OCOO are consistent with and reflect this organizational culture.

Major Functions

The OCOO works at the direction of the superintendent and in collaboration with the deputy superintendent of schools to ensure the implementation of the Board of Education's goals and academic priorities. The OCOO, working closely with the deputy superintendent and the Executive Leadership Team, monitors the implementation of *Our Call to Action: Pursuit of Excellence*, the strategic plan for the Montgomery County Public Schools (MCPS), and developed the Maryland State Department of Education's mandated five-year master plan for MCPS.

The OCOO has overall responsibility for the Office of Human Resources; the Office of the Chief Technology Officer; the Department of School Safety and Security; the Department of Facilities Management; the Department of Financial Services; the Department of Management, Budget, and Planning; the Department of Transportation; the Department of Materials Management; the Department of Association Relations; the Department of Reporting and Regulatory Accountability; the Appeals/Transfer Team; and High School Athletics. The OCOO monitors each of its office, department, and division strategic plans to ensure that they are aligned to the MCPS strategic plan. The OCOO works with each of its offices and departments to develop, monitor, and assess short and long-term goals and performance measures. All units monitor data and provide progress reports on a family of measures—financial results, organizational results, workforce excellence, and customer focus. Additionally, this office has primary responsibility for legal services, staffing of schools, and the Entrepreneurial Activities Fund. The OCOO provides leadership and training in the area of Baldrige to all schools and offices. The Baldrige categories create an integrated management system that enables schools and offices to focus systematically on performance excellence and continuous improvement aimed at getting results. Through a partnership with United Healthcare, several senior staff members have been trained on Six Sigma processes. The OCOO also prepares items for the Board of Education action,

discussion, and information relating to schools, procurement, facilities planning and management, budget, materials management, transportation, association relations, and all financial matters.

The OCOO is responsible for coordinating the development of the superintendent's operating and capital budgets and acts as a liaison with the County Council and county government staff on budget and fiscal matters. Through its Department of Management, Budget, and Planning, the OCOO helps each MCPS unit plan effectively; budget accurately; spend as planned; provide budget-related information; develop budget data and forecasts; assist units with applying for, acquisition of, monitoring, and reporting activities for federal, state, and privately funded projects; and manage efficiently to maximize resources devoted to the achievement of *Our Call to Action: Pursuit of Excellence*.

The OCOO, through the Office of Human Resources and under the leadership of the associate superintendent, recruits, selects, and works to retain the most qualified and productive employees to serve the diverse needs and quality expectations of the school system to achieve workforce excellence. In addition, efforts are in place to ensure compliance with the *No Child Left Behind Act* (NCLB) to have teachers and paraeducators designated "highly qualified."

The OCOO, through the Department of School Safety and Security, works with all schools and facilities in developing and updating individual emergency crisis plans. In addition, Code Red and Code Blue drills occur throughout the school year. The Educational Facilities Officer (EFO) program has expanded to 29 officers working with our schools.

Through its Department of Financial Services and its Division of Controller, the office manages employee benefits programs, including health care, life insurance, retirement, workers' compensation, disability, and tax-sheltered annuity programs and continually seeks ways to contain costs. Payroll, leave accounting, and unemployment benefit functions are provided. Staff assists employees in dealing with financial matters and retirement planning, monitors benefit and retirement trust investments, and ensures that all financial transactions comply with applicable laws and regulations.

The OCOO and the Office of the Chief Technology Officer implemented a new financial system effective July 1, 2007. The new financial system provides the budget, general ledger, and procurement data required to manage the financial operations of the school system. This new system will improve efficiency and data quality and provide required reporting through automation of processes, online, real-time access, and financial best practices. The system also provides an online ordering system, accounts payable, inventory, accounts receivable, grant and project accounting, and capital asset functionality.

Through the Department of Facilities Management, the OCOO coordinates the construction of new schools and the modernization of aging facilities, provides comfortable and clean school facilities, and oversees the maintenance of existing facilities and performance of minor renovations to

accommodate changing program needs. Staff manages utility costs at all schools and oversees an energy conservation program to ensure efficient use of utilities, ensures that building space is used efficiently to support instructional programs, acquires potential future school sites, and manages an inventory of existing sites.

Through the Division of Long-range Planning, the OCOO oversees demographic studies, enrollment projections, school boundary change processes, management of school boundaries and assignment information, and related geographic information services. In addition, through the Division of Long-range Planning, and the Capital Budget Team, the OCOO oversees preparation of long-range facility plans and the capital improvements program.

In concert with the Department of Transportation, the OCOO ensures the safe and cost-effective operation of regular and special education bus service for eligible students, including homeless students and students placed in temporary shelters. Included in this function is the monitoring of route planning and driver/aide assignments, training, general personnel services, accounting, and fleet maintenance services.

Through its procurement, supply and property management units, and the Division of Food and Nutrition Services, the Department of Materials Management coordinates the purchase of goods and services, manages the school system's warehouse and distribution network, processes school library media purchases centrally to ensure uniformity, facilitates systematic cataloging of records, and provides nutritious, cost effective meals to students and staff.

Through the Department of Association Relations, the OCOO oversees the enforcement and interpretation of employee contracts. This department works with employee associations to ensure compliance with negotiated agreements. In addition, this department hears employees' grievances and administrative complaints and represents the interests of the Board of Education in negotiation.

Trends and Accomplishments

The Montgomery County economy had mixed economic results in the first six months of 2007. This is consistent with mixed performance throughout 2006. The primary reasons for the County's lackluster performance were contraction in housing construction (especially seen in lower levels of condominium starts), a decline in housing sales, and a slowdown in consumer spending. In addition, county resident employment grew by only 600 between June 2006 and June 2007. The decline in residential construction is partly explained by the decreasing supply of land available for subdivision and extreme price escalation over the past five years. In the nonresidential construction sector, starts for new commercial properties declined significantly in 2007. Compounding the weakened construction market is continuing dramatic increases in the cost of construction materials, such as lumber, metal products, and concrete.

The MCPS enrollment forecast indicates that enrollment declines that have occurred in the past few years at the

elementary and middle school levels are now moving through the high school level. Because of increased births after 2000, elementary enrollment will pull up from its dip and begin increasing again in 2008. The interaction of the ups and downs in the grade levels and special program enrollment trends results in a fairly flat enrollment projection for MCPS wherein enrollment will reach 138,500 in 2013–2014.

Race and ethnic diversity have been a hallmark of MCPS growth. Immigration, primarily of Asian and Hispanic students, to the county has resulted in a school system that has been transformed. In 1972, 90 percent of the school population was non-Hispanic white, compared with 40.5 percent in 2007. All of the enrollment increases that have occurred since 1983 (47,000 more students) are attributable to growth in African American, Asian American, and Hispanic enrollment.

Socioeconomic diversity in the student population also has increased. Movement into the county of economically impacted households has resulted in high levels of participation in the federal Free and Reduced-price Meals System (FARMS). Since 1985, the proportion of MCPS students participating in FARMS has risen from 12 percent to 24.7 percent.

The growth and diversification of the school system continues to affect all aspects of work in the OCOO. This office will continue to implement continuous improvement strategies that are effective and cost-efficient in pursuit of excellence through the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence*. The revised strategic plan adopted by the Board of Education in 2006 includes a fifth goal, "Provide High-Quality Business Services that are Essential to the Educational Success of Students." This goal reflects much of the work of this office and sets clear goals for the performance of its staff.

Major accomplishments of this office include the successful completion and approval of the operating and capital budgets and the implementation of cost saving measures. It effectively managed all expenditures for the operating and capital budgets. The FY 2008 Operating Budget is built on the Board of Education goals and academic priorities and provides money to support program initiatives from *Our Call to Action: Pursuit of Excellence*. The FY 2008 operating budget was funded for \$1,985,017,619, a 7.2 percent increase over the FY 2007 operating budget. The amended FY 2007–2012 Capital Improvements Program was approved by the County Council for a total of \$1.212 billion in expenditures over six years. In addition, the County Council approved \$257.1 million in capital expenditures for FY 2008.

The OCOO, in collaboration with the deputy superintendent, monitors and assigns school system assets to align both human and material resources with *Our Call to Action: Pursuit of Excellence* and the master plan for MCPS. The OCOO, through the Department of Financial Services, operates the Employee and Retiree Service Center to better serve the financial and benefit needs of active and retired employees.

Major accomplishments in the area of school facilities include the completion of 10 major capital projects that will add significant new capacity to facilities and help reduce our dependence on relocatable classrooms. For school year 2007–2008, new construction added 333,294 square feet and school modernizations added 418,481 square feet, for a total of 751,775 square feet. One new school, Arcola Elementary School, opened in the Downcounty Consortium, providing capacity relief for overcrowding at Glen Haven, Highland, and Kemp Mill elementary schools.

On February 10, 2004, the Board of Education aligned the budget and strategic planning processes by adopting a set of recommendations from the Research and Evaluation Committee to change the process for public involvement in the development of the MCPS strategic plan and operating budget. The Board's goals included encouraging greater public involvement in long-range strategic issues and emphasizing public involvement in the development phase of the strategic plan and the operating budget instead of primarily in the critique phase following the superintendent's presentation of the operating budget. As a result of this initiative, the Board of Education sponsored two community forums during the fall. The forums resulted in significant feedback on issues involving the strategic plan and budget. To build on the success of the forums, the Board of Education has planned for expanded community outreach during FY 2008 to include continuous dialogue and input from a variety of community organizations and individuals through the MCPS Web site.

MCPS has adopted the Malcolm Baldrige Education Criteria for Performance Excellence as its model for continuous improvement. Leadership for this effort comes from the OCOO. The criteria are designed to help organizations use an integrated approach that results in the delivery of ever-improving value to students and stakeholders, contributing to education quality, improvement of overall organizational effectiveness and capabilities, and organizational and personal learning. In addition, Six Sigma processes have been introduced, and a number of significant projects throughout MCPS are utilizing this model to ensure the highest quality goods and services for our students, staff, and community.

Major Mandate

Each department has a set of major mandates that are described in its section of the budget document. The OCOO assumes the responsibility of ensuring the quality of each department's efforts to meet these mandates.

Performance Measures

The OCOO has developed a family of measures to monitor the performance of its offices, departments, and divisions. The Family of Measures includes the following categories: Organizational Results, Financial Results, Customer Focus, and Workforce Excellence. Additionally, the OCOO is working in collaboration with the Office of the Deputy Superintendent of Schools on monitoring and managing the school system's strategic plan, *Our Call to Action: Pursuit of Excellence*.

Budget Explanation Office of the Chief Operating Officer—331

The FY 2009 request for this office is \$2,514,395, an increase of \$382,379 from the current FY 2008 budget of \$2,132,016. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$245,368

The negotiated agreements with employee organizations increase the salary costs of employees in this office by \$92,480. There is an increase of \$152,888 in continuing salary costs to reflect step or longevity increases for current employees.

FY 2009 Realignments—\$136,873

The budget includes realignments for FY 2009. To align resources where they are managed, there is a realignment of \$136,873 and 1.5 positions into this office's budget from the Entrepreneurial Activities Fund. The positions being shifted are a 0.5 office assistant III and a 1.0 coordinator.

Other—\$138

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$138 in this budget for FY 2009.

Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	16.500	16.500	16.500	18.000	1.500
Position Salaries	\$1,504,372	\$1,550,067	\$1,550,067	\$1,931,827	\$381,760
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		7,997	7,997	8,397	400
Other		1,614	1,614	1,695	81
Subtotal Other Salaries	42,588	9,611	9,611	10,092	481
Total Salaries & Wages	1,546,960	1,559,678	1,559,678	1,941,919	382,241
02 Contractual Services					
Consultants		2,500	2,500	2,500	
Other Contractual		559,926	559,926	559,926	
Total Contractual Services	970,839	562,426	562,426	562,426	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,586	3,586	3,586	
Other Supplies & Materials		404	404	404	
Total Supplies & Materials	2,920	3,990	3,990	3,990	
04 Other					
Local Travel		1,727	1,727	1,865	138
Staff Development		4,195	4,195	4,195	
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	710,755	5,922	5,922	6,060	138
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$3,231,474	\$2,132,016	\$2,132,016	\$2,514,395	\$382,379

Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
1	Chief Operating Officer		1.000	1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	1.000	
1	P Director I				1.000	1.000	
2	P Director I		1.000	1.000	1.000	1.000	
1	P Executive Assistant		3.000	3.000	3.000	3.000	
1	N Coordinator					1.000	1.000
1	M Team Leader		1.000	1.000			
2	BD Instructional Specialist		1.000	1.000	1.000	1.000	
1	19 Admin Services Manager II		1.000	1.000	1.000	1.000	
1	17 Copy Editor/Admin Sec					1.000	1.000
1	17 Admin Services Manager I		1.000	1.000	1.000		(1.000)
2	16 Appls Trans Control Asst		1.000	1.000	1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
1	16 Allocations Assistant		1.000	1.000	1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
2	12 Secretary		2.500	2.500	2.500	2.500	
1	10 Office Assistant III					.500	.500
	Total Positions		16.500	16.500	16.500	18.000	1.500

Entrepreneurial Activities Fund

Instructional Specialist (B-D)	1.0
Printing Equipment Operator III (17)	1.0
Customer Services Specialist (16)	1.0
Fiscal Assistant I (13)	1.0
Bindery Equipment Operator I (11)	2.0
Supply Worker II (10)	2.0

Mission

The mission of the Entrepreneurial Activities Fund (EAF) is to provide supplemental funding to enable the school system to enhance its services and support the instructional program through the sale of MCPS expertise, services, and products.

Major Functions

The purpose of this activity is to serve as the main focal point to organize marketing efforts, identify and mobilize staff resources and expertise, plan and implement revenue-generating activities, and identify and secure the start-up capital necessary to expand the program with additional revenue-generating activities. Activities that have been moved into this fund include the Taylor Science Materials Center, Supply Warehouse, Printing and Graphic Services, Student Online Learning, and entrepreneurial activity development.

The Taylor Science Materials Center provides complete sets of science materials for MCPS teachers and students. Through bulk purchasing practices, the cost of providing an effective inquiry-based, hands-on, minds-on science program is significantly reduced. The center sells customized science kit materials and tools and manipulatives for assessment activity to school districts that are implementing similar science programs.

The Supply Warehouse Services operates a general supply warehouse that provides, through bulk purchases, quality school supplies to schools and offices in order to efficiently operate our instructional programs. Through technological advancements, the operating capacity of the supply warehouse activity increased, allowing this service to expand to other local governments and nonprofit organizations.

The Electronic Graphics and Publishing Services unit (EGPS) is a centrally-funded function that provides direct support to schools and offices. Products include classroom documents, exams, and instructional guides, as well as staff development, budget, regulatory and administrative publications required for effective MCPS operations. The EGPS entrepreneurial activities are directed toward local and county government agencies, nonprofit and commercial organizations, and the independent activities and parent teacher-association sponsored initiatives within MCPS schools. Revenue generated with this activity is used to improve efficiencies and capabilities within EGPS, reducing the annual operating budget requirements for the publishing needs of the school system.

The MCPS partnership with a private company has created a hand-held-based formative reading assessment for use by primary grade teachers. The private partner markets this product nationally to school systems interested in using technology-enhanced assessments to replace traditional paper-based assessments with state-of-the-art technology to monitor and analyze student performance. Administering the assessment electronically improves the process and accuracy of providing individual student data to teachers and principals to support teaching and learning.

Student Online Learning provides the opportunity for high school students to take courses outside of the traditional classroom setting. The primary goal of the Student Online Learning program is to provide all students in MCPS with the opportunity to enhance their educational experience through quality online courses. The program will receive revenue from student tuition for online courses, as well as the potential sale of MCPS developed online courses.

The development of additional entrepreneurial activities continues to be identified in areas of instructional and business services. Examples of possible products and services developed in support of the educational process include instructional curriculum guides, business and instructional software, video productions, and educational training services.

Trends and Accomplishments

With increasing competition for limited tax dollars for direct support to the educational program of the school system, it is important that MCPS explores creative ways to generate alternative sources of revenue while maintaining and improving the high-quality level of the instructional program. It also is anticipated that the activities in this fund will allow MCPS to move some expenditures out of the general fund so that they are not competing with limited tax dollars.

Major Mandate

This program must operate within the confines of appropriate federal, state, and county laws regarding taxing, funding, and expenditures for public sector activities of this nature.

Strategies

- Establish activities that, when fully implemented, will generate enough revenue that the activity will contribute to the enhancement of the instructional program.
- Market and sell only goods and services that are exemplary and reflect positively on the school system.

Performance Measures

Performance Measure: Taylor Science Materials Center—Profit and loss activity.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
107.7%	115.1%	117.0%

Explanation: This measure reflects the percentage of elementary science material center expenditures funded by the Entrepreneurial Fund.

Entrepreneurial Activities Fund—820/822/823

Mr. Larry A. Bowers, Chief Operating Officer

301-279-3626

Performance Measure: Supply Warehouse Services revenue activity.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
\$126,627	\$132,000	\$137,000

Explanation: This measure reflects the growth of supply warehouse sales through entrepreneurial activities and represents the funding shift of 2.0 supply worker positions from the Operating Budget.

Performance Measure: Graphics and Publishing—Annual revenue and percentage retained as profit and reinvestment.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
\$643,111	\$670,000	\$700,000
12%	15%	15%

Explanation: This measure reflects the gross revenue received and the percentage retained as cash surplus of dollars spent on equipment systems utilized to directly support the schools.

Budget Explanation—820/822/823

The FY 2009 request for this fund is \$1,561,075, a decrease of \$108,699 from the current FY 2008 budget of \$1,669,774. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$28,174

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$28,565. There is a decrease of \$391 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Realignments—(\$136,873)

FY 2009 Realignments—(\$136,873)

The budget includes realignments for FY 2009. A 1.0 coordinator position and \$116,210 and a .5 office assistant position and \$20,663 are realigned to the Office of the Chief Operating Officer where they are managed. There are realignments of \$500 in stipends, \$40,000 in consultants, \$2,688 in instructional materials, \$2,200 in local travel, \$4,000 in dues, registration and fees, and \$3,500 in non-capital equipment to professional part-time salaries of \$32,855, supporting services part-time salaries of \$5,688, travel out of \$10,000, and \$4,345 in employee benefits.

Entrepreneurial Activities Fund - 820/822/823

Larry A. Bowers, Chief Operating Officer

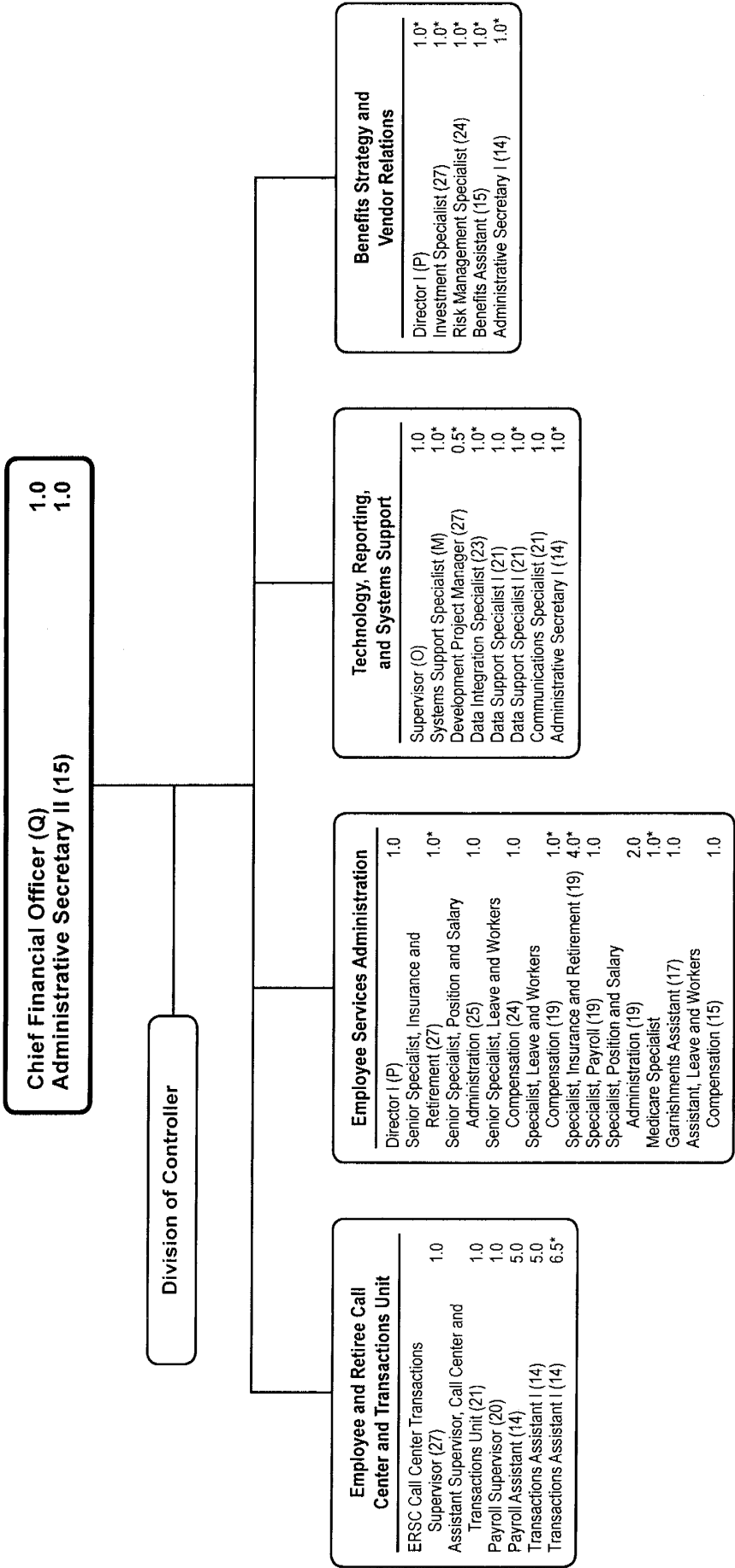
Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	9.500	9.500	9.500	8.000	(1.500)
Position Salaries	\$316,078	\$574,671	\$574,671	\$459,280	(\$115,391)
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends		20,500	20,500	20,000	(500)
Professional Part Time		72,145	72,145	105,000	32,855
Supporting Services Part Time		70,612	70,612	80,115	9,503
Other		57,535	57,535	60,412	2,877
Subtotal Other Salaries	288,798	220,792	220,792	265,527	44,735
Total Salaries & Wages	604,876	795,463	795,463	724,807	(70,656)
02 Contractual Services					
Consultants		50,000	50,000	10,000	(40,000)
Other Contractual		34,000	34,000	34,000	
Total Contractual Services	19,052	84,000	84,000	44,000	(40,000)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		218,000	218,000	215,312	(2,688)
Office					
Other Supplies & Materials		362,600	362,600	362,600	
Total Supplies & Materials	462,651	580,600	580,600	577,912	(2,688)
04 Other					
Local Travel		10,200	10,200	8,000	(2,200)
Staff Development		15,000	15,000	21,000	6,000
Insurance & Employee Benefits		138,134	138,134	142,479	4,345
Utilities					
Miscellaneous					
Total Other	162,498	163,334	163,334	171,479	8,145
05 Equipment					
Leased Equipment		18,977	18,977	18,977	
Other Equipment		27,400	27,400	23,900	(3,500)
Total Equipment	37,478	46,377	46,377	42,877	(3,500)
Grand Total	\$1,286,555	\$1,669,774	\$1,669,774	\$1,561,075	(\$108,699)

Entrepreneurial Activities Fund - 820/822/823

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
	820 Entrepreneurial Activities Fund						
81	N Coordinator		1.000	1.000	1.000		(1.000)
81	BD Instructional Specialist		1.000	1.000	1.000	1.000	
81	13 Fiscal Assistant I		1.000	1.000	1.000	1.000	
81	10 Office Assistant III		.500	.500	.500		(.500)
81	10 Supply Worker II Shift 1		2.000	2.000	2.000	2.000	
	Subtotal		5.500	5.500	5.500	4.000	(1.500)
	822 Printing Services						
81	17 Printing Equip Operator III		1.000	1.000	1.000	1.000	
81	16 Customer Services Spec		1.000	1.000	1.000	1.000	
81	11 Bindery Equip Operator I		2.000	2.000	2.000	2.000	
	Subtotal		4.000	4.000	4.000	4.000	
	Total Positions		9.500	9.500	9.500	8.000	(1.500)

Department of Financial Services



F. T.E. Positions 26.0
 (*In addition the chart above includes 23.0 positions funded by Trust Funds)

Mission

The mission of the Department of Financial Services is to ensure broad access to accurate and timely financial information using a fully integrated suite of business applications that include the Human Resources Information System (HRIS), the Financial Management System (FMS), and the Benefits Workstation Retirement System (BW) to provide high quality services to schools and employees, and to provide a comprehensive employee compensation and benefits, loss prevention, and risk management program that supports success for every student through the role of employee compensation and benefits in attracting and retaining highly qualified staff.

Major Functions

The Department of Financial Services coordinates the functions and operations of the Employee and Retiree Service Center (ERSC) and the Division of the Controller while maximizing the efficiency of departments that use the FMS and HRIS systems and creating cross-functional opportunities for process improvement. The integration of financial services improves productivity in data entry, reporting, and access to information that ultimately will result in increased effectiveness and expanded management information. The Division of Controller prepares the financial statements, provides for the internal controls of all accounting activities, processes accounting transactions, collects amounts owed to MCPS, makes all payments on behalf of MCPS, and coordinates system cash.

ERSC is a single point of contact for employees and retirees for information about compensation and benefits. It operates a call center, transactions unit, and a communications program; provides support for policy implementation; and provides continued expansion of the use of technology to improve service and efficiency.

The ERSC staff processes employee transactions to ensure effective use of the HRIS system. ERSC coordinates the activities of maintaining employee files, processing all employee transactions, collecting time and attendance information, producing paychecks, and administering leave and collecting related data. Changes in compensation, benefit offerings, and related administrative requirements due to new or amended laws and regulations or changes in negotiated agreements are communicated and implemented by ERSC staff.

Both the controller's office and ERSC provide information to schools, departments, and individuals regarding the business operations of MCPS through workshops, communications, and direct assistance. By providing assistance and support to schools and departments, staff members in the Department of Financial Services contribute to the efficient functioning of MCPS in support of the goals in *Our Call to Action: Pursuit of Excellence*. As the unit responsible for financial and employee data, the department has the depth of understanding of data to answer complex questions and provide consistent, accurate responses to data requests, surveys, and other required reporting.

Employee and Retiree Benefits

MCPS employees and retirees may choose to participate in medical, dental, prescription drug, vision, and life insurance plans. Medical plan options include three point-of-service (POS) plans and three health maintenance organization (HMO) options. Dental coverage includes a choice between a preferred dental option (PDO) plan with both in- and out-of-network benefit features and a dental maintenance organization (DMO). Employee life, dependent life, and optional life insurance programs are offered, and employees have the opportunity to participate in pretax flexible spending plans for qualifying medical and dependent care expenses. MCPS matches the first \$100 contributed to a medical flexible spending account as an incentive to employees to participate in this program.

The Benefits Strategy and Vendor Relations unit is responsible for the design and delivery of employee and retiree benefit programs and manages all aspects of contract and vendor relations associated with the benefit plans. The unit collaborates with ERSC staff to ensure that the benefit plans are administered according to contract and regulations, and that all stakeholders are operating from a common framework of understanding about the benefit plans. Staff is responsible for evaluating vendor performance; conducting ongoing financial monitoring, budget, and rate development; managing the competitive bid process; and measuring performance on an ongoing basis.

This unit prepares and disseminates information about plan provisions, maintains and analyzes statistical and demographic data, tracks plan utilization and expense data, remits monthly premiums to vendors, and oversees all benefit plan-related contracts. In addition, the unit manages periodic filings with the Internal Revenue Service to maintain qualified plan status and oversees banking and cash management arrangements for the employee benefit program. The unit also coordinates the MCPS retiree benefits with Medicare, particularly the Medicare Part D program where the MCPS retiree prescription benefit qualifies as an actuarially equivalent plan qualifying for subsidy payments from Medicare.

The investment and retirement function of this unit administers contracts related to the MCPS Employees Retirement and Pension Systems and the trust for Other Post Employment Benefits, oversees vendor relations with tax deferred annuity and deferred compensation carriers, serves as liaison to the Board of Investment Trustees, and monitors plan investment performance. The Risk Management function of this unit acts as the liaison with the Montgomery County self-insurance fund and oversees the MCPS loss prevention program.

Trends and Accomplishments

During FY 2007, MCPS implemented a replacement financial system, Oracle, using the services of an implementation partner, Bearing Point. The system went live on May 30, 2007, with early ordering of school supplies for school year 2007–2008. The rest of the system, consisting of General Ledger, Accounts Payable, Accounts Receivable, Grant Accounting, Projects, Fixed Assets, and Inventory, went into

production on July 1, 2007. The Budget module will be put into operation for the FY 2009 budget preparation cycle.

The number of MCPS employees and retirees continues to increase each year. The complexity of benefit programs and the compliance related to compensation and benefits also increase. It is anticipated that additional changes and mandates affecting accounting, human resource transactions, payroll processing, and employee and retiree benefit plans will occur. A priority of the centralized call center is the improvement of customer service provided to employees, retirees, and their families. Performance measurements include wait time, abandoned call volume, and duration of answered calls.

Containment of rising employee and retiree medical, dental, and prescription costs is an important focus of the Department of Financial Services. During FY 2007, the comprehensive employee and retiree communications program continued, using a variety of print media including active employee retirement statements, an expanded Web site, and employee presentations. This program educates employees about their compensation, benefits, and other related issues, such as retirement planning, leave, and workers' compensation. Employees are encouraged through the ERSC communication program to expand their knowledge of the retirement program and to increase retirement savings to supplement state and MCPS pension plans.

Improved communications to employees include better access to data regarding the employee's pay. To provide better service and increased information, the Department of Financial Services, in partnership with the Office of the Chief Technology Officer, implemented an ePaystub for employees during FY 2006. Electronic pay stubs are accessible by all employees from any computer with access to the Internet. Employees now can see additional details of their time reported by job, pay, and deductions in advance of pay day, permitting more timely resolution of questions. On March 2, 2007, paper pay advices were eliminated for all employees participating in direct deposit, saving more than \$60,000 per year in postage, paper, and handling.

The Department of Financial Services uses several computer systems to track data and provide information to schools, departments, employees, retirees, and other partners. The retirement system tracks service credit, contributions, and retirement benefits. The HRIS system is continually adapted and refined to address business needs and regulatory requirements. The department continues to reduce manual processing and improve services through the expanded use of technology. Cross training of staff continues, providing better service and greater efficiency.

During FY 2007, the Department of Financial Services continued to use a document imaging system, moving to electronic images of vendor, employee, and retiree forms, as well as correspondence. The system allows shared access to imaged forms, improving efficiency in the storage and retrieval of documents. Newly hired employees no longer have paper folders but have all forms stored electronically.

This also enhances the safety of the forms from water, fire, or other damage. Staff is developing processes to image historical employee and retiree forms. The Office of Human Resources also has implemented the same document imaging system, leveraging the lessons learned and foundation used by the Department of Financial Services.

Benefits Strategy and Vendor Relations

The cost of health insurance, including prescription plans, is a significant part of the MCPS budget, and this unit has initiated efforts to contain costs, educate employees and retirees to become better educated health care consumers, and provide high-quality health care at competitive prices. MCPS has taken the lead in working with other county agencies in joint procurement efforts that combine the purchasing power of the agencies that resulted in several million dollars of savings for each. In FY 2008, several county agencies joined together to competitively bid their pharmacy benefit management and health plans, with the results of that process to be reflected in vendor contracts effective January 1, 2008. Future joint efforts will focus on pooling stop-loss coverage and providing a single disease management program for all agency health plans. During FY 2007, the 403(b) and 457(b) plans were bid in an effort to reduce costs to employees and improve educational efforts. The number of vendors was reduced to nine effective on January 1, 2007, providing expanded communications and reduced investment fees to employees.

Major Mandates

- The overriding mandate is to comply with all federal and state laws and Board of Education policies regarding accounting, insurance, payroll, benefit plans, and investments, including generally accepted accounting standards, reporting requirements, income and other taxes, social security, fair labor standards, and supported projects procedures and requirements.
- Maryland law requires MCPS to have comprehensive liability insurance and workers' compensation coverage. This is provided through the Montgomery County Self-insurance Program.
- Maryland law requires insurers to provide prescription drug plans to cover contraceptives under the same terms as other drugs.
- Maryland law requires a fidelity bond for the superintendent and any employees who handle system funds.
- The *Consolidated Omnibus Budget Reconciliation Act of 1986* (COBRA) requires the continuation of group health insurance for active employees (and their dependents) who terminate or become disabled and are not eligible for retirement, as well as for dependents who no longer qualify under the Employee Benefit Plan.
- The *Health Insurance Portability and Accountability Act of 1996* (HIPAA) imposes many administrative obligations on employer-sponsored health plans, requiring certificates of coverage as well as termination of coverage under various circumstances. In FY 2003, HIPAA mandated significant administration requirements on

employers relative to the privacy of employee health benefits.

- Maryland law requires MCPS to provide parity in mental health benefits among various health plans. Historically, mental health benefits were limited or capped, but this requires all Maryland employer health plans to treat mental health expenses the same as any other medical expenses covered under the plan.
- Medicare Part D prescription plan coverage became available to eligible retirees on January 1, 2006. MCPS prescription coverage has been actuarially determined to be equivalent to the Medicare Part D program, and MCPS received the employer subsidy during FY 2007. MCPS has provided reporting and other data requirements, as required, and anticipates continued receipt of the subsidy.

Strategies

- Provide leadership on financial issues and requirements.
- Involve all levels of department staff in operation and process improvement.
- Involve all levels of department staff in planning and process improvement in the use of the new financial system.
- Provide communications to employees and retirees to help them become effective users of health insurance and prescription programs. Wellness and disease management programs are examples of services offered to encourage employees and retirees to be active partners in the use of health benefits and to select programs that meet their particular needs. Ongoing communications educate participants about available options and help them make educated choices as consumers of health care.
- Expand education efforts to ensure that employees understand the need to contribute to defined contributions plans to augment the benefits provided by the state- and county-sponsored defined benefit program.
- Continue cross-functional process review and improvements to increase coordination, accuracy, and efficiency of financial transactions.
- Expand training offerings to units and offices to facilitate adherence to procedures and use of management data.
- Use performance measure data to identify opportunities for process and training improvements.
- Expand a comprehensive communication plan to provide information and receive critical input concerning goals, functions, and issues.
- Rotate staff across tasks and ensure that these tasks are continually reassessed for effectiveness and efficiencies.

- Support management decision making through the use of reporting and analysis tools.
- Expand technical training for HRIS ongoing enhancements, software operations, and emerging methodologies.
- Explore additional technology solutions for improved information, efficiency, and service.

Performance Measures

Call Center Efficiency:

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
• Average wait time	58 sec.	55 sec.	50 sec.
• Average duration	3 min., 12 sec.	3 min.	2 min., 50 sec.
• Average volume/business day	343 calls	330 calls	320 calls
• Average wait/abandoned call	2 min., 14 sec.	2 min.	2 min.
• Percent of abandoned calls	8.5%	8%	7%
• Percent of calls answered within 1 min	75%	78%	80%
FY 2007 reflects initial year of call tracking and the impact on performance from the extra time to record call data. Call tracking will enable long term process improvement by identifying call types, demographics of callers, and document follow-up. Data will be used to target communications and self-service tools.			
• Percent of new teachers paid on first pay date	96%	98%	99%
• Year-to-year trend in growth rates of benefit costs compared to national averages	-0.3%	-1.0%	-1.0%
• Trend In growth rate of benefit costs compared to regional peers	+0.2%	-1.0%	-1.0%

Budget Explanation

Department of Financial Services—334

The FY 2009 request for this department is \$2,195,355, an increase of \$112,651 from the current FY 2008 budget of \$2,082,704. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$112,623

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$96,379. There is an increase of \$16,244 in continuing salary costs to reflect step or longevity increases for current employees.

Other—\$28

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$28 in this budget for FY 2009.

Budget Explanation

Insurance and Employee Benefits—333

The FY 2009 request for this unit is \$419,985,121, an increase of \$34,158,764 from the current FY 2008 budget of \$385,826,357. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$9,609,654

Currently there is a three year contract in place with the three bargaining units that include a 5.0 percent cost of living adjustment for FY 2009. These negotiated agreements with employee organizations increase retirement costs by \$2,999,726 and social security costs by \$5,066,223.

In addition to the negotiated agreements, there is an increase of \$574,104 in retirement costs and \$969,601 in social security costs for benefits related to continuing salary costs that reflect step or longevity increases for current employees.

Realignment—\$345,148

Due to various realignments that created additional positions or transferred funding from grants, the FY 2009 budget request contains an additional \$124,678 for social security benefits, \$146,648 for employee health benefits, and \$73,822 for retirement benefits.

Enrollment Changes—\$1,524,782

Based on current enrollment projections, budgeted salaries and positions related to student enrollment are projected to increase for FY 2009. Based on this projection, the FY 2009 budget contains increases for social security contributions of \$442,643, employee health benefits of \$820,046, and retirement contributions of \$262,093.

Employee Benefits—\$6,442,820

Between FY 2005 and FY 2008, health care costs for MCPS have been trending upward, but at a rate below national trends. For FY 2009, the trend continues upward. The budget for health care programs for active and retiree programs results in a \$7,450,922 increase, net of a projected increase of \$300,000 for Medicare Part D reimbursements. The primary cause of the increase is the continuation of inflation and rate adjustments for health services and prescription drugs.

Costs of providing other benefits related to flexible spending accounts and paid leave increase the budget by \$38,019.

Partially offsetting these amounts is a decrease in retirement contributions of \$951,458. This is based on the actuarial values and projected rates of returns on the assets in the trust fund. In addition, there is a \$94,663 decrease for social security contributions.

Self Insurance—(\$438,865)

The budget includes a decrease of \$438,865 for the county's self-insurance program. This decrease is the result of reductions in Worker's Compensation Insurance of \$182,270, fire insurance of \$152,980, and other insurance reductions of \$103,615.

Other—(\$4,005)

Due to other operational staffing changes besides enrollment growth, the budget request includes a \$4,005 net reduction in employee benefits. Reductions in health benefits of \$8,200 are partially offset by increases in retirement contributions of \$1,560 and social security contributions of \$2,635.

Other Post Employment Benefits

(OPEB)—\$16,060,000

Government Accounting Standards Board statement 45 (GASB 45) defines what is considered to be Generally Accepted Accounting Principles for governmental entities and how they should account for employee benefits. Based on the actuarial valuation of post employment benefits (other than pension benefits), the FY 2009 budget contains the second of a five year phase-in of added payments totaling \$80.3 million, with \$16.1 million in new contributions added to the budget to pay for future retiree benefits. Contributions are deposited in a trust fund authorized by the Board of Education to maximize investment return.

University Partnerships—\$148,967

The Office of Human Resources is engaged in partnership programs with George Washington University, the Johns Hopkins University, and the University of Maryland that are designed to assist in meeting the need for qualified teachers, especially in critical shortage areas. There is an increase of \$148,967 in the budget for employee benefits. Overall, the budget for the university partnerships is neutral, and there are offsetting amounts in other parts of the budget.

Improving Programs and Services—\$1,817,948

The total cost for employee benefits associated with program improvement initiatives to implement the organization's Strategic Plan for FY 2009 is \$1,817,948. This amount includes an increase in employee benefits of \$922,742, social security contributions of \$562,277, and retirement contributions of \$332,929.

Reductions—(\$1,347,685)

The MCPS budget includes over \$10 million in reductions. These reductions reduce employee benefits by \$1,347,685 and are allocated among health benefits, social security contributions, and retirement contributions.

Selected Expenditure Information

Description	FY 2008 Budget	FY 2009 Budget	Change
Worker's Compensation	\$5,468,424	\$5,286,154	(\$182,270)
Social Security	95,540,360	102,220,713	6,680,353
Employee Benefit - Active	171,806,039	179,516,712	7,710,673
Employee Benefit - Retirees	37,310,767	38,359,298	1,048,531
Retirement	56,513,644	59,573,697	3,060,053
Unemployment Compensation	300,000	300,000	0
Other Post Employment Benefits	16,060,000	32,120,000	16,060,000
Other	<u>2,827,123</u>	<u>2,608,547</u>	<u>(218,576)</u>
Total	<u><u>\$385,826,357</u></u>	<u><u>\$419,985,121</u></u>	<u><u>\$34,158,764</u></u>

Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

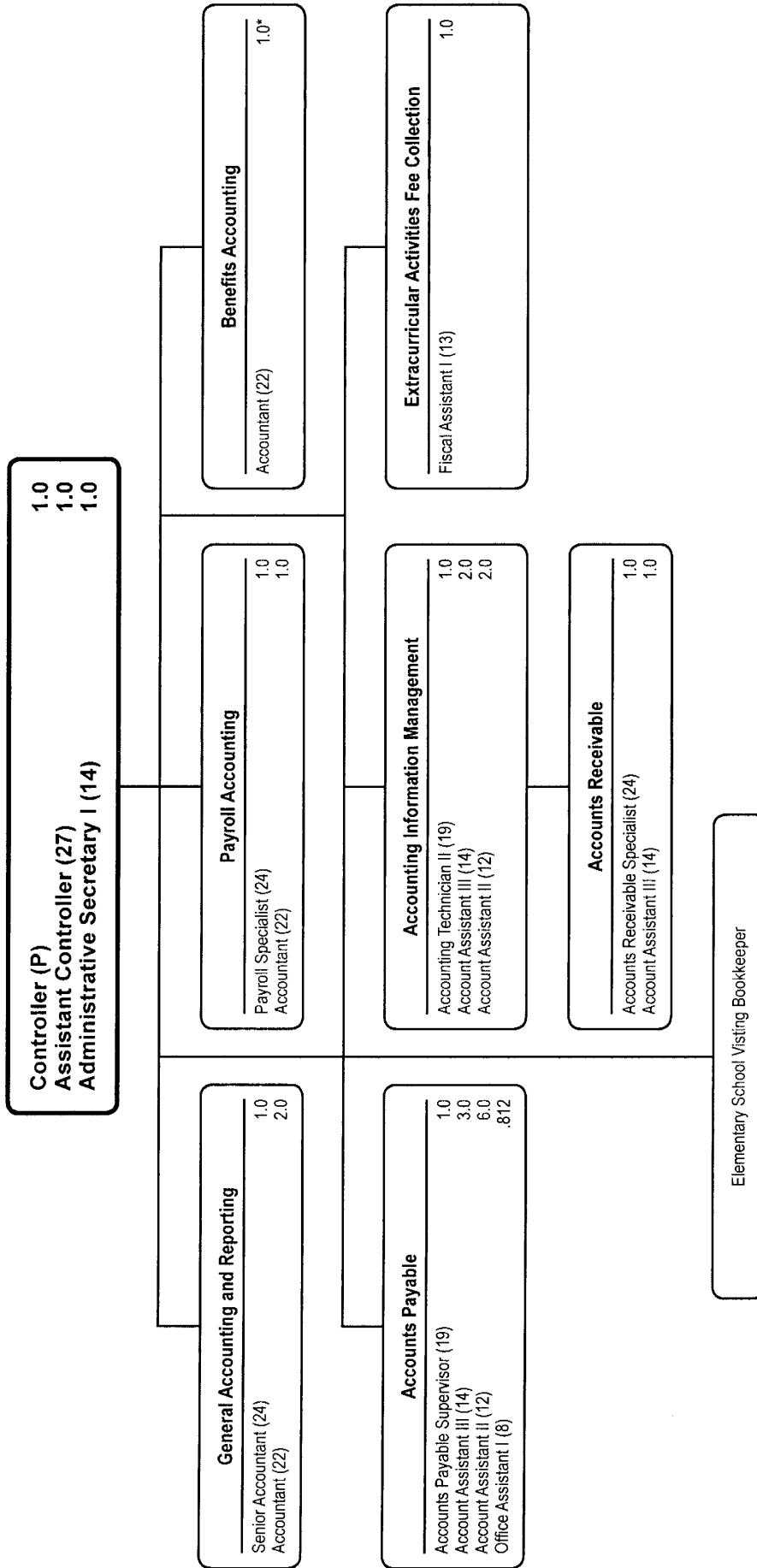
Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	26,000	26,000	26,000	26,000	
Position Salaries	\$1,708,430	\$1,853,515	\$1,853,515	\$1,963,262	\$109,747
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		36,485	36,485	38,309	1,824
Other		21,047	21,047	22,099	1,052
Subtotal Other Salaries	-710,334	57,532	57,532	60,408	2,876
Total Salaries & Wages	998,096	1,911,047	1,911,047	2,023,670	112,623
02 Contractual Services					
Consultants					
Other Contractual		19,560	19,560	19,560	
Total Contractual Services	15,211	19,560	19,560	19,560	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		23,022	23,022	23,022	
Other Supplies & Materials					
Total Supplies & Materials	42,302	23,022	23,022	23,022	
04 Other					
Local Travel		355	355	383	28
Staff Development		3,000	3,000	3,000	
Insurance & Employee Benefits		369,108,776	369,108,776	387,169,521	18,060,745
Utilities					
Miscellaneous		16,843,301	16,843,301	32,941,320	16,098,019
Total Other	351,012,867	385,955,432	385,955,432	420,114,224	34,158,792
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$352,068,476</u>	<u>\$387,909,061</u>	<u>\$387,909,061</u>	<u>\$422,180,476</u>	<u>\$34,271,415</u>

Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
1	Q Chief Financial Officer		1.000	1.000	1.000	1.000	
1	P Director I		1.000	1.000	1.000	1.000	
1	O Supervisor		1.000	1.000	1.000	1.000	
1	27 ERSC Call Ctr/Trans Supv		1.000	1.000	1.000	1.000	
1	25 Senior Spec. Salary Adm.		1.000	1.000	1.000	1.000	
1	24 Sr Spec Leave Admin/Wkrs Comp		1.000	1.000	1.000	1.000	
1	21 Assistant Supervisor, Call Ctr		1.000	1.000	1.000	1.000	
1	21 Comm Spec/Web Producer		1.000	1.000	1.000	1.000	
1	21 Data Support Specialist I		1.000	1.000	1.000	1.000	
1	20 Payroll Supervisor		1.000	1.000	1.000	1.000	
1	19 Specialist, Payroll		1.000	1.000	1.000	1.000	
1	19 Spec, Position/Salary Admin		2.000	2.000	2.000	2.000	
1	17 Garnishments Assistant		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	1.000	
1	14 Transactions Assistant I		5.000	5.000	5.000	5.000	
1	14 Payroll Assistant		5.000	5.000	5.000	5.000	
	Total Positions		26.000	26.000	26.000	26.000	

Division of Controller



F.T.E. Positions 26.812

(*In addition the chart includes a 1.0 position funded by Trust Funds)

Mission

The mission of the Division of Controller is to fulfill the accounting requirements of a diverse school system community with the highest quality performance through staff that is service-oriented, courteous, professional, committed to excellence, and committed to continuous improvement in support of *Our Call to Action: Pursuit of Excellence*.

Major Functions

The division is organized into seven units to support its major activities—general accounting and reporting, payroll accounting, benefits accounting, accounts receivable, accounts payable, systems management, and an extracurricular activities fee collection unit. Major activities include monitoring MCPS financial activity and procedures, preparing financial statements and statistical reports, reacting to changing trends in accounting principles and regulatory standards, providing timely financial data that assist managers in monitoring and controlling expenditures, and providing accounting support for the Employee Benefit Plan and the Retirement and Pension System.

Other division activities include controlling encumbrance activity; paying vendors; verifying authorizations and account classifications for all payments; preparing comprehensive annual federal and state reports; preparing audited financial statements for the MCPS Educational Foundation, a 501(c)(3) corporation; preparing the income tax and personal property tax statements for the foundation; providing effective management of the MCPS trust funds and foundation cash balances; collecting and monitoring payments of extracurricular activities fees; billing customers for services rendered by MCPS units; processing payroll tax withholdings and other deduction payments and related reports; monitoring the recording of salary encumbrances and expenditures; and providing wage-related information to customers and stakeholders.

The division manages the Visiting Bookkeepers (VB) program. The VB program provides general bookkeeping, reporting, and/or bank reconciliation services for all 130 elementary schools. The VB program enhances fiscal management of elementary school independent activities funds by providing bookkeeping services and offering training assistance. The program also provides assurance of consistent application of accounting procedures across all elementary schools and assists the Internal Audit Unit in performing its oversight responsibility.

Trends and Accomplishments

Systemwide growth in financial activity continues to affect the division work load. The division centrally assumes primary control responsibility for the Financial Management System (FMS) and its feeder systems. The division, through process review continuous improvement techniques, has made improvements to the work flow in the accounts payable unit. These work flow improvements allow the unit to manage an ever-increasing work load.

The major improvement initiative during FY 2007 was the implementation on July 1, 2007, of the new FMS, which replaced all existing functionality of its predecessor system. FMS functionality includes general ledger accounting and reporting, accounts payable, accounts receivable, grants management, fixed assets, and cash management. The division's existing document management system also was modified to function with the FMS so that the payment process continues to operate as a paperless environment.

The FMS implementation substantially improves MCPS financial process flows and has enabled the division to improve and expand services to customers and stakeholders. Transaction flows, including approvals, are now electronic-based rather than paper-based. Electronic flow of documents is more efficient and enables the tracking of document status and facilitates the measurement of process performance and efficiency. The division also has additional tools available that it is using to improve service delivery. For example, FMS has allowed the implementation of more efficient payment methods, using electronic payments to vendors and direct deposit for employee reimbursements.

The information needs of program managers; county, state, and federal government entities; and the general public are becoming more varied and complex. These changing needs had exceeded the capabilities of the previous accounting system. The FMS structure and reporting capabilities has the flexibility and tools the division has needed to meet the organization's information needs. Administrative, programmatic, and financial reporting capabilities allow customers to run reports when they are needed and to receive reports quickly in electronic formats. Especially interesting is the ability for the organization to simultaneously view financial data graphically, as well as in standard columnar format. Improvements in reporting will be ongoing as the organization and the division continues to expand the information-gathering capabilities of the FMS. The division will devote considerable time during FY 2008 to training and operational support for the FMS. The division also will participate in FMS Phase 2 activities. Phase 2 implementation includes the creation of Internet capabilities within the accounts receivable and employee reimbursements areas, and a pilot implementation of FMS to replace existing school Independent Activity Funds accounting systems at nine schools. The scheduled operational date for Phase 2 systems is December 3, 2007.

The division collaborates with the Department of Materials Management in the administration of the purchasing card program. This program enhances the efficiency for procurement of small purchases throughout the school system. Authorized staff make small, routine purchases effectively and expeditiously using purchasing cards. This program decreases processing time for small procurements and eliminates undue complexity for vendors.

MCPS has received the Association of School Business Officials International's (ASBO) Award of Excellence in Financial Reporting for excellence in the preparation and issuance of the FY 2006 Comprehensive Annual Financial Report (CAFR). This is the 27th time (26th consecutive) that MCPS

has received this prestigious award. The award, the highest recognition for school district financial operations offered by ASBO, is only presented to school systems that have met or exceeded the standards of the program.

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to MCPS for its CAFR for the fiscal year ended June 30, 2006. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized CAFR.

Customer focus plays an important role in the division's mission and strategic plan. Improving and expanding division products and services for customers and stakeholders consumes a major portion of our annual improvement efforts.

The division also provides opportunities to strengthen school financial management. The division maintains a chapter in the *Principals Handbook* on school financial management. Also, the division collaborates with the Office of Organizational Development to develop financial management training modules for principals, assistant principals, and other school-based fiscal staff.

Major Mandates

- Maryland law requires an annual audit by a certified public accountant, a comprehensive Annual Financial Report, state budget reports, and annual financial reports.
- Federal, state, and other grantor agencies require the submission of monthly, quarterly, semiannual, or annual reports for all grants received by MCPS.
- The federal Office of Management and Budget Circular A-133 requires annual audits and reports on all federal programs.
- Federal law requires the filing of Form W-2 employee wage and tax statements and Forms 1099 and 1099R tax reports for many vendors/contractors and terminated employees who receive payments.
- Federal and state laws require biweekly, monthly, quarterly, and annual reporting of income and social security taxes, employee earnings, unemployment insurance, and workers' compensation.

Strategies

- Evaluate accounting processes for opportunities to make process improvements, incorporating customer and stakeholder feedback, and potential for new products and services.
- Work to complete implementation of the new FMS Phase 2 modules receivables and iexpense and the schools' Independent Activity Funds pilot on December 3, 2007.
- Work with FMS documentation team to develop a financial procedures manual.
- Assure the division is functionally organized appropriately and logically to operate efficiently under the new FMS.

- Provide training opportunities that encourage and strengthen financial management skills of school-based fiscal staff.

Performance Measures

Performance Measure: Number of void checks per 1,000 checks issued.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
7	6	6

Explanation: Measure of the accuracy of payment processing.

Performance Measure: Average days required to pay invoices.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
Peak	18.4 days	18	18
Off-peak	4.9 days	4	4

Explanation: Measures the effectiveness and efficiency of the division's payment processing.

Budget Explanation

Division of Controller—332/155

The FY 2009 request for this division is \$1,674,685, an increase of \$37,720 from the current FY 2008 budget of \$1,636,965. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$37,680

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$77,893. There is a decrease of \$40,213 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

FY 2009 Realignment—\$0

The budget includes realignments for FY 2009. There is a realignment from office supplies of \$11,565 to offset increases in training support, clerical overtime, equipment rental, and bank fees for credit cards. There is a realignment of \$24,400 from indirect costs for grants to offset increases in local travel, travel and registration for staff development, and supporting services part-time salaries during peak periods.

Other—\$40

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$40 in this budget for FY 2009.

Division of Controller - 332/155

Robert J. Doody, Controller

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	26.812	26.812	26.812	26.812	
Position Salaries	\$1,580,114	\$1,697,702	\$1,697,702	\$1,740,373	\$42,671
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		16,986	16,986	34,635	17,649
Other		(109,454)	(109,454)	(139,429)	(29,975)
Subtotal Other Salaries	241,463	(92,468)	(92,468)	(104,794)	(12,326)
Total Salaries & Wages	1,821,577	1,605,234	1,605,234	1,635,579	30,345
02 Contractual Services					
Consultants					
Other Contractual		1,300	1,300	5,400	4,100
Total Contractual Services	10,507	1,300	1,300	5,400	4,100
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		27,831	27,831	16,266	(11,565)
Other Supplies & Materials					
Total Supplies & Materials	23,147	27,831	27,831	16,266	(11,565)
04 Other					
Local Travel				540	540
Staff Development		2,600	2,600	10,900	8,300
Insurance & Employee Benefits					
Utilities					
Miscellaneous				6,000	6,000
Total Other	5,796	2,600	2,600	17,440	14,840
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$1,861,027	\$1,636,965	\$1,636,965	\$1,674,685	\$37,720

Division of Controller - 332/155

Robert J. Doody, Controller

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
	332 Division of Controller						
1	P Controller		1.000	1.000	1.000	1.000	
1	27 Assistant Controller		1.000	1.000	1.000	1.000	
1	24 Payroll Specialist		1.000	1.000	1.000	1.000	
1	24 Accounts Receivable Specialist		1.000	1.000	1.000	1.000	
1	24 Senior Accountant		1.000	1.000	1.000	1.000	
1	22 Accountant		3.000	3.000	3.000	3.000	
1	19 Account Technician II		1.000	1.000	1.000	1.000	
1	19 Accounts Payable Supervisor		1.000	1.000	1.000	1.000	
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
1	14 Account Assistant III		6.000	6.000	6.000	6.000	
1	12 Account Assistant II		8.000	8.000	8.000	8.000	
1	8 Office Assistant I		.812	.812	.812	.812	
	Subtotal		25.812	25.812	25.812	25.812	
	155 Extra Curr Activity Fee Admin.						
2	13 Fiscal Assistant I		1.000	1.000	1.000	1.000	
	Subtotal		1.000	1.000	1.000	1.000	
	Total Positions		26.812	26.812	26.812	26.812	

Department of Association Relations

Director II	1.0
Coordinator (N)	1.0
Administrative Secretary II (15)	1.0

Mission

The mission of the Department of Association Relations is to establish and maintain productive relationships with employee unions, to enhance the school system's ability to provide the most effective education to students by negotiating and administering realistic and relevant union contracts, and to assist school system administrators in implementing union contracts and Board of Education policies and regulations.

Major Functions

The Department of Association Relations coordinates all employee relations activities with the unions that represent administrators, teachers, supporting services, and supporting services supervisory personnel. It conducts formal negotiations with the four recognized organizations on wages, hours, and other working conditions. It administers the negotiated agreements through regular contact with the employee organizations, handles informal complaints, provides advice to management on contract interpretations, oversees the grievance and administrative complaint procedures, represents the Board of Education in grievance hearings and arbitrations, and prepares cases for the State Board of Education or court action.

Specifically, the department is responsible for negotiating with the Montgomery County Education Association (MCEA), the Service Employees International Union (SEIU) Local 500, and the Montgomery County Association of Administrative and Supervisory Personnel (MCAASP). MCAASP represents administrative and supervisory personnel and noncertificated supervisory personnel in separate bargaining units. The department administers all four negotiated agreements, handles informal complaints and grievances, prepares and presents arbitration cases, and provides support and training to MCPS supervisors and administrators. The department also is responsible for processing any requests for recognition of additional bargaining units or challenges of existing exclusive representatives by competing organizations.

Trends and Accomplishments

Day-to-day contract administration continues to be a major focus. Formal employee grievances and administrative complaints have declined significantly in number since FY 2003. State legislative proposals related to labor relations require much time and attention from the department. The department's work was further impacted by recent state legislative actions that significantly changed the nature of negotiations. New MCPS program initiatives; federal laws affecting benefits and work rules; State Board of Education rulings on the scope of bargaining, economic trends, and comparability issues among school systems; government and the private sector also continue to impact this department work load. During FY 2007, MCPS successfully negotiated full three-year contracts with administrators (MCAASP), with supporting services employees (SEIU Local 500), and with teachers (MCEA) without impasse or mediation. Negotiations commenced in October 2006 and resulted in tentative

agreements in March 2007. The Board and the unions again used the interest-based approach to negotiations to arrive at the agreements. The agreements established a number of joint work groups to mutually explore issues and solutions. All three agreements provided for wages and benefits through FY 2009–2010. During FY 2007, the department processed a request for the formation of a new bargaining unit of supporting services supervisory employees who were previously unrepresented. The Board of Education approved the formation of the unit and recognized MCAASP as the exclusive representative of the unit. Negotiations on the initial negotiated agreement with this unit will occur during FY 2008.

Major Mandates

- The collective bargaining and contract administration responsibilities of this department are mandated by state law, which requires the Board of Education to negotiate wages, hours, and working conditions with its certificated and noncertificated employees, as well as to produce and administer the written agreements resulting from these negotiations.
- MCPS regulations establish the administrative complaint procedure for employees who want to pursue an issue that is not covered in the negotiated agreement.
- The Federal *Fair Labor Standards Act* (FLSA) and the *Family Medical Leave Act* (FMLA) regulate much of the relationship between MCPS and the employees, as administered by the Department of Association Relations.
- The negotiated agreements with the employee organizations establish grievance procedures and other aspects of the relationship between the department and the organizations.

Strategies

- Build on the interest-based training that was used during recent negotiations with the three existing unions and use the principles in relationships with the unions.
- Continually relate the efforts of this department to the goal of enhancing the education of all students.
- Continue to train and advise administrators in contract administration on a regular basis.
- Work closely with representatives of the four unions to resolve problems with minimal disruption.
- Provide support and training to labor management councils, joint work groups, and other labor/management cooperative groups.
- Negotiate a labor agreement with the new noncertificated supervisors bargaining unit, to be effective as soon as possible.
- Continue to investigate and respond to support services grievances at Step Two in a timely and effective manner.
- Continue to support the use of an alternative dispute resolution (ADR) process to address interpersonal problems between employees that are not covered by the contracts or laws.

Performance Measures

Performance Measure: Number of supporting services grievances and administrative complaints filed.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
52	50	45

Explanation: This measure reflects the amount of time and energy devoted by school system administrators to addressing possible contract and/or regulation violations related to supporting services employees. It also is an indication, along with the third performance measure (below), either of the degree to which school system administrators are failing to apply the contract and MCPS policies and regulations appropriately and/or the degree to which the union and/or employees are challenging administrative decisions without good reason.

Performance Measure: Number of teacher grievances and administrative complaints filed.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
14	15	15

Explanation: This measure reflects the amount of time devoted to addressing possible contract and/or regulation violations related to teachers and other certificated personnel. It also is an indication, along with the third performance measure (below), either of the degree to which school system administrators are failing to apply the contract and MCPS policies and regulations appropriately and/or the degree to which the union and/or employees are challenging administrative decisions without good reason.

Performance Measure: Number and percent of completed supporting services grievances and administrative complaints awarded in favor of the grievant/complainant or settled by providing remedy to the grievant/complainant.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
10 (24%)	15 (30%)	14 (30%)

Explanation: This measure reflects the degree to which there are actual violations of the contracts or regulations, or problems existing, which justify adjustments being made through the appeals processes. It also may reflect the manner in which the grievance process is being used.

Performance Measure: Number and percent of completed teacher grievances and administrative complaints awarded in favor of the grievant/complainant or settled by providing remedy to the grievant/complainant.

FY 2007 Actual	FY 2007 Estimate	FY 2008 Recommended
3 (30%)	5 (33%)	5 (33%)

Explanation: This measure reflects the degree to which there are actual violations of the contracts or regulations, or problems existing which justify adjustments being made through the appeals processes. It also may reflect the manner in which the grievance process is being used.

**Budget Explanation
Department of Association
Relations—661**

The FY 2009 request for this department is \$373,196, an increase of \$40,618 from the current FY 2008 budget of \$332,578. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$23,340

The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$14,878. There is an increase of \$8,462 in continuing salary costs to reflect step or longevity increases for current employees.

FY 2009 Realignment—\$0

The budget includes realignments for FY 2009. There is a realignment of \$25,000 from professional part-time salaries and \$50,000 from association relations expenses to create a 1.0 coordinator position.

Other—\$17,278

An additional \$17,000 is budgeted for salary for the coordinator position. Also, \$100 is added to contractual maintenance for the maintenance of copy and fax machines.

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$178 in this budget for FY 2009.

Department of Association Relations - 661

Donald P. Kopp, Director II

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	2.000	2.000	2.000	3.000	1.000
Position Salaries	\$176,094	\$195,387	\$195,387	\$310,644	\$115,257
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		25,000	25,000		(25,000)
Supporting Services Part Time		1,651	1,651	1,734	83
Other					
Subtotal Other Salaries	21,061	26,651	26,651	1,734	(24,917)
Total Salaries & Wages	197,155	222,038	222,038	312,378	90,340
02 Contractual Services					
Consultants					
Other Contractual		102,500	102,500	52,600	(49,900)
Total Contractual Services	47,455	102,500	102,500	52,600	(49,900)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,185	5,185	5,185	
Other Supplies & Materials					
Total Supplies & Materials	3,113	5,185	5,185	5,185	
04 Other					
Local Travel		355	355	533	178
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,500	2,500	2,500	
Total Other	960	2,855	2,855	3,033	178
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$248,683	\$332,578	\$332,578	\$373,196	\$40,618

Department of Association Relations - 661

Donald P. Kopp, Director II

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
1	Director II		1.000	1.000	1.000	1.000	
1	N Coordinator					1.000	1.000
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
	Total Positions		2.000	2.000	2.000	3.000	1.000

Department of Management, Budget and Planning

Director II (Q)	1.0
Supervisor (O)	1.0
Grants Specialist (27)	1.0
Management and Budget Specialist III (27)	1.0
Management and Budget Specialist II (26)	3.0
Applications Developer II (25)	1.0
Management and Budget Specialist I (24)	3.0
Grants Assistant (15)	1.0
Administrative Secretary II (15)	1.0
Fiscal Assistant II (15)	0.5
Administrative Secretary I (14)	1.0

Mission

The mission of the Department of Management, Budget, and Planning (DMBP) is to plan, develop, secure, and manage fiscal resources by providing timely, objective, and accurate information to decision makers to support the education of students.

Major Functions

The Department of Management, Budget, and Planning develops long-range planning tools, prepares and administers the annual operating budget, and facilitates grant applications and administration upon acquisition of grant funds.

The department staff monitors and analyzes demographic, economic, and fiscal data and trends to provide guidance on potential revenues and expenditures. Staff works closely with state officials to monitor state education funding and develop financing alternatives; assist executive staff and program managers as they develop long-range strategic program and budget plans; and communicate planning data and information both within the organization and to the public through a variety of publications, forums, and presentations.

The department staff also provides tools, guidance, and fiscal analysis to help program managers prepare their annual operating budget requests. Staff organizes and participates in budget reviews and helps to present and communicate public and staff priorities for resource allocation. Based on executive staff and Board of Education decisions, the department prepares, produces, and facilitates the adoption of both the superintendent's recommended and the Board of Education's operating budget requests. The department staff projects salary and other continuing costs, responds to requests for budget-related information, and works closely with county government, County Council, and state government staff on budget matters.

Staff monitors, analyzes, and controls expenditures to implement budget decisions, regularly reviews the financial condition of each unit, resolves fiscal problems for schools and units, and recommends management initiatives to improve efficiency and effectiveness and maintain fiscal control. As part of its management function, the department coordinates activities among departments and offers fiscal and management tools and assistance to evaluate and improve their operations and present them more effectively to the public. Working with the Office of Human Resources and the Department of Financial Services, the department staff monitors and reviews the management of position changes, ensuring efficient implementation of budget initiatives and improved fiscal control.

The department staff also assists in obtaining additional financial resources from individuals, foundations, corporations, government, and other entities to support identified school system priorities. To that end, the department advises MCPS decision makers about grant and philanthropic opportunities, develops relationships with potential funding sources, reviews draft proposals, and ensures that high

quality grant proposals and requests for funding are submitted on time. As a result of grant seeking efforts that the department coordinated, MCPS received nearly 90 percent of the competitive grants for which it applied in FY 2007.

The office staff also provides grant-related technical assistance and training to staff of individual schools and maintains a Web site that contains information about grant programs and links to additional information about grant seeking. The department helps obtain Board of Education and other required approvals for proposals. Once funding is obtained, the department monitors grant expenditures to ensure that they follow project plans and grantor requirements.

Each year the County Council makes a lump-sum appropriation for anticipated grant projects to be funded from non-county sources. This appropriation allows the Board of Education to approve projects less than \$200,000 each subsequent to the adoption of the annual budget without having to request supplemental appropriations from the Council. The Board advises the County Council and the county executive of each approved project in writing.

Trends and Accomplishments

Continuing fiscal constraints amid rising demands for improved educational quality have increased public awareness of fiscal policy and budget decisions as major public policy elements for public schools. Decision makers have placed an increasing emphasis on long-range fiscal planning. Passage of the federal *No Child Left Behind Act* and the Maryland *Bridge to Excellence in Public Schools Act* has transformed educational funding issues. The MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, defines long-term school system goals and links those goals to measures of accountability and strategies to improve instruction. The priority goal of the department is to align the operating budget with the long-range MCPS strategic plan.

Competition for public funds and higher expectations for accountability have placed a premium on improving communication about program missions and goals, and clearly explaining budget proposals to a wider audience. Public participation in the budget process has grown rapidly and involved stakeholders and other citizens in making budget recommendations. The department's goal is to clarify and show the interrelationships among all budget publications.

During FY 2007, significant improvements occurred in operating budget preparation. The department prepared the operating budget by continuing to strengthen the zero-based budgeting process used to align the operating budget with strategic planning priorities. Improved projection techniques provided more comprehensive and accurate estimates of financial resources and requirements much earlier in the process. This enabled a clear budget strategy to be developed earlier in the fiscal year. The budget development process also included unprecedented participation by the representatives of employee organizations and a thorough review of the "base" budget of each office.

The budget development process included strengthened public outreach. DMBP staff coordinated preparation of a community leadership meeting held in September and an “open mike” public forum in October 2006. With more than 100 citizens attending the forum, this process strengthened awareness of the MCPS strategic plan, involved many stakeholders in the budget development process, and contributed to proposals that became initiatives in the FY 2008 Operating Budget. For the FY 2009 Operating Budget, staff has worked to increase public input to the budgeting process, including two public forums in different sections of the county, increased formal involvement of the Montgomery County Council of PTAs (MCCPTA), and other multimedia forms of public outreach.

DMBP staff also made several important technical improvements in the budget publication. The FY 2006 Operating Budget incorporated a comprehensive program budget, which included the entire budget in identified programs. The FY 2007 Operating Budget included an automated Personnel Complement that accompanied the Program Budget. This improvement enables citizens to understand all resources devoted to each individual program. Automation was the result of extensive staff work to tie BMA personnel information to Human Resources Information System (HRIS) data. The FY 2008 Operating Budget included a modified Program Budget, the format of which included for the first time a crosswalk between the Program Budget, the MCPS strategic plan, and the regular operating budget (management budget) document to facilitate access to the connections between these publications. In addition, more material, including statistical charts, was posted to the MCPS Web site to allow publication of more up-to-date information.

The FY 2008 operating budget included specific performance targets and measures for almost all MCPS units. These performance measures were carefully scrutinized by the Board of Education as it reviewed the budget. DMBP staff also completed more comparative budget analyses, including available Maryland statewide data and Washington metropolitan area information.

FY 2007 concluded with the adoption of an operating budget for FY 2008 that funded 99.7 percent of the Board of Education's request, an increase of \$133.1 million (7.2 percent). The approved budget includes \$15.1 million of new and expanded initiatives, including comprehensive middle school reform, support for special education through hours-based staffing, and an increase of 15 elementary school assistant principals. As a result of extensive public review of MCPS priorities, there was continued community acceptance of MCPS budget changes as well as an appreciation for the extensive review of the base budget through the zero-based processes. Community stakeholders expressed a desire for more easily understandable budget publications, which will be a major priority next year.

As a result of budget administration processes, there was no requirement for categorical transfers at the end of FY 2007.

MCPS was able to realize a total of \$12.3 million in savings, \$7.3 million of which was used to help fund the FY 2008 Operating Budget.

DMBP staff took a leading responsibility for position management and control. New procedures were developed and personnel data corrected. Improvements in data reliability have made it possible to automate use of HRIS position data as the basis for the FY 2007 budget load and completed reconciliation of FY 2007 budget and personnel budget databases.

DMBP staff coordinated the preparation of sections of the MCPS Master Plan involving financial data and federal grant submissions. This included coordination of involvement of nonpublic schools as required by federal law.

Other special projects were completed or continued in such areas as special education, prekindergarten programs, Title I, transportation, grants administration, revenue, charter schools, and employee benefits. DMBP, along with other units, did considerable preparatory work on the new financial management system, implementation of which began in FY 2008.

Major Mandates

- Maryland law requires MCPS to prepare an annual budget by category and submit it to the county executive and County Council.
- Board of Education Policy DAA, *Fiscal Responsibility and Control*, requires procedures to ensure fiscal responsibility and control of all MCPS funds. The Board of Education and the County Council impose strict limits regarding permissible transfers among state categories of expenditure.
- DMBP must obtain Board of Education approval to receive and expend grant funds and County Council approval for supplemental appropriations of grant revenue.
- Each year the County Council provides a lump-sum appropriation under the Provision for Future Supported Projects to allow the Board of Education to approve additional projects that are identified subsequent to the adoption of the annual budget. The Council established the provision because it was considered the most effective way to handle eligible projects. The provision is administered in accordance with Board of Education and County Council policies and procedures.

Strategies

- Implement zero-based budgeting process to align all resources with approved strategic plans.
- Organize the budget planning, preparation, and administration process to ensure that resources are aligned with the MCPS strategic plan.
- Maintain consistency of position management to maintain tighter fiscal control of position authorization.
- Develop the long-range fiscal planning process, including improved six-year revenue and expenditure projections,

so that the operating budget becomes a tool for supporting the goals of the MCPS strategic plan.

- Expand staff and citizen participation in the budget development process to ensure that budget planning reflects the needs and priorities of customers and stakeholders.
- Improve communications within the office and with customers and stakeholders to promote greater understanding of budget procedures and proposals.
- Respond to changes in federal and state funding patterns to comply with mandates and maximize available resources in line with strategic plans.
- Improve the quality and timeliness of grant applications to maximize non-tax revenue.
- Improve the quality of budgetary and financial planning tools available to program managers for budget development and fiscal monitoring using available technology effectively.
- Use the capability of the Financial Management System to provide timely and useful data as effectively as possible to provide decision makers with the highest quality information and analysis.
- Continually evaluate and redesign work process improvements in collaboration with customers and stakeholders.
- Improve staff competencies through the new professional growth process.
- Develop program measurements to ensure that the department maximizes the value of its resources and supplies a high-quality product to its customers.

Performance Measures

Performance Measure: Total categorical variance between budget and actual expenditures.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
0.5%	0.4 %	0.3%

Explanation: This measure describes shifts of funds between state categories of expenditure as a measure of budgeting accuracy.

Performance Measure: Cost of unit per \$1,000 of operating budget.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
\$0.64	\$0.63	\$0.62

Explanation: This measures the efficiency of expenditures on budget preparation and administration.

Performance Measure: Percentage of budget preparation deadlines met.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
86%	90%	90%

Explanation: This measures ability to implement an effective budget preparation process.

Performance Measure: Percent of grant application funding received.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
80.4%	75%	80%

Explanation: This measures success in obtaining grant revenue.

**Budget Explanation
Department of Management,
Budget and Planning—336/949**

The FY 2009 request for this department is \$1,310,514, an increase of \$69,306 from the current FY 2008 budget of \$1,241,208. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$69,205
The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$60,843. There is an increase of \$8,362 in continuing salary costs to reflect step or longevity increases for current employees.

FY 2008 Realignment—\$0
There are realignments that have been approved for the current year that will continue into FY 2009. To reflect the actual operations of the department, there is a realignment of a .5 management and budget specialist I position and a .5 management and budget specialist II position between the department and the Title I grant.

Other—\$101
The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$101 in this budget for FY 2009.

**Budget Explanation
Provision for Future Supported
Projects—999**

The FY 2009 request for this provision is \$9,084,573. This is a decrease of \$147,136 from the FY 2008 budget of \$9,231,709. The funds were shifted from the provision to offset increases in revenue from new grants.

Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director II

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	14.500	14.500	14.500	14.500	
Position Salaries	\$1,133,277	\$1,246,185	\$1,246,185	\$1,315,155	\$68,970
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		2,199	2,199	2,199	
Supporting Services Part Time		4,693	4,693	4,928	235
Other		(42,508)	(42,508)	(42,508)	
Subtotal Other Salaries		(35,616)	(35,616)	(35,381)	235
Total Salaries & Wages	1,133,277	1,210,569	1,210,569	1,279,774	69,205
02 Contractual Services					
Consultants					
Other Contractual		1,280	1,280	1,280	
Total Contractual Services	5,841	1,280	1,280	1,280	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,317	7,317	7,317	
Other Supplies & Materials					
Total Supplies & Materials	6,593	7,317	7,317	7,317	
04 Other					
Local Travel		1,258	1,258	1,359	101
Staff Development					
Insurance & Employee Benefits		16,197	16,197	16,197	
Utilities					
Miscellaneous		4,587	4,587	4,587	
Total Other	14,424	22,042	22,042	22,143	101
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$1,160,135</u>	<u>\$1,241,208</u>	<u>\$1,241,208</u>	<u>\$1,310,514</u>	<u>\$69,306</u>

Provision for Future Supported Projects - 999

Dr. Marshall C. Spatz, Director II

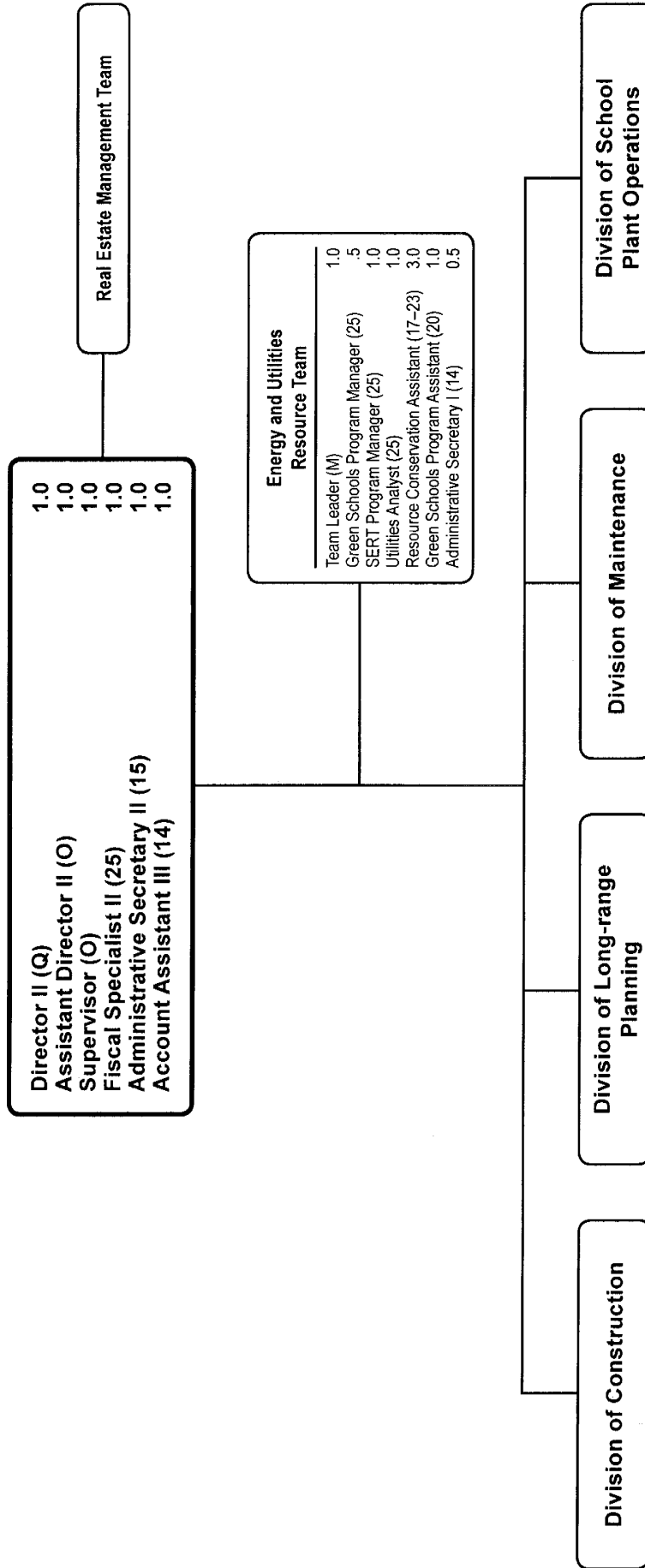
Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		4,785,098	4,701,877	4,701,877	
Subtotal Other Salaries	8,189,879	4,785,098	4,701,877	4,701,877	
Total Salaries & Wages	8,189,879	4,785,098	4,701,877	4,701,877	
02 Contractual Services					
Consultants					
Other Contractual		814,065	795,772	795,772	
Total Contractual Services	2,530,915	814,065	795,772	795,772	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		1,065,951	1,033,402	1,033,402	
Total Supplies & Materials	1,859,265	1,065,951	1,033,402	1,033,402	
04 Other					
Local Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,566,595	2,553,522	2,553,522	
Total Other	2,511,153	2,566,595	2,553,522	2,553,522	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment	526,919				
Grand Total	\$15,618,131	\$9,231,709	\$9,084,573	\$9,084,573	

Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director II

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
	336 Dept. of Management, Budget & Plan.						
1	Q Director II		1.000	1.000	1.000	1.000	
1	O Supervisor		1.000	1.000	1.000	1.000	
1	27 Grants Specialist		1.000	1.000	1.000	1.000	
1	27 Management & Budget Spec III		1.000	1.000	1.000	1.000	
1	26 Management & Budget Spec II		2.500	2.500	2.500	3.000	.500
1	25 Applications Developer II		1.000	1.000	1.000	1.000	
1	24 Management & Budget Spec I		3.000	3.000	3.000	2.500	(.500)
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
1	15 Grants Assistant		1.000	1.000	1.000	1.000	
1	15 Fiscal Assistant II		.500	.500	.500	.500	
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
	Subtotal		14.000	14.000	14.000	14.000	
	949 Comprehensive Admin. - Title I						
1	26 Management & Budget Spec II		.500	.500	.500		(.500)
1	24 Management & Budget Spec I					.500	.500
	Subtotal		.500	.500	.500	.500	
	Total Positions		14.500	14.500	14.500	14.500	

Department of Facilities Management



Mission

The mission of the Department of Facilities Management (DFM) is to create and maintain high quality public facilities for learning through staff dedicated to excellence and continuous improvement.

Major Functions

The department is responsible for the following functional areas:

- Facility Design and Construction
- Building Operations and Maintenance
- Capital Programming and Long-range Planning
- Real Estate Management
- Safety Management Services
- Utility Management and Resource Conservation Services
- Environmental Management Services

To support *Our Call To Action: Pursuit of Excellence*, the department is organized into four divisions and three teams to provide assistance to the Office of School Performance (OSP), ensure that quality business services and products are provided to support student learning, and measure performance in a manner that promotes continuous improvement and provides accountability for resources allocated to the department.

The functions of DFM are aligned with the MCPS Strategic Plan goal of providing quality business services that are essential to ensure student learning and success through the following activities:

Ensuring adequate facilities are available for student enrollment

The Division of Long-range Planning develops plans to address changes in enrollment and instructional programs through development of high quality data analysis, planning strategies, and long-range facility plans. Division staff collaborates with other MCPS staff and school communities in the development of educational specifications, facilitates community involvement in the school boundary change process, and facilitates instructional program placements. The division also maintains school boundary information and makes data available to the public and other governmental users.

The Division of Construction manages the construction of new schools, the modernization of aging facilities, relocatable classroom placements, replacement of heating and air-conditioning systems, vehicular/pedestrian access improvements, and accessibility improvements for individuals with disabilities to ensure facilities are completed when needed.

Ensuring a safe and healthy learning environment in facilities

The Division of School Plant Operations assists OSP with the allocation of building services staffing, develops standards and productivity measures, provides technical assistance on work techniques and product usage, evaluates overall building service performance, evaluates employee performance in collaboration with school administration, purchases equipment/supplies, provides on-the-job training, and assists with outside usage of school buildings.

The Division of Maintenance manages maintenance services and personnel in a cost effective manner, develops maintenance productivity and measurement standards, and jointly with OSP evaluates performance of personnel and service delivery. The Division of Maintenance also manages the Environmental Safety and Indoor Air Quality (IAQ) Team. This team conducts indoor air quality assessments, identifies and implements indoor air quality improvements, develops comprehensive building maintenance plans for schools, performs preventative and routine maintenance, trains school-based staff on preventive and routine maintenance procedures/practices, and ensures that programs are in place at MCPS facilities to comply with life safety, hazardous material, and OSHA requirements.

The Safety Management Services Team assists schools, departments, and offices in addressing safety concerns and ensures programs are in place to comply with OSHA, MOSH, NFPA, and CPSC requirements and guidelines for MCPS schools and facilities.

Conserving resources and improving efficiency to maximize funding available for educational programs

The Real Estate Management Team ensures that building space is used efficiently to support instructional programs, negotiates and manages tenant leases, assists with the development of countywide master plans, acquires and manages future school sites, and generates revenue through joint tenant agreements that are used to offset county funded expenditures.

The Energy Resources Team manages energy costs for all schools, develops programs to improve school energy efficiency, operates and maintains computerized control systems for school mechanical systems, and supports other units with real time facility operating data and diagnostics.

The department is committed to realigning resources and improving services through systematic reviews of key business processes to ensure that best practices are utilized to deliver services so that OSP and schools get the support needed for student and school success.

Trends and Accomplishments

This department will continue to be challenged to provide classrooms to accommodate changing enrollments and meet new state capacity requirements while maintaining and updating older facilities to meet diverse educational program needs. The increasing complexity of construction projects resulting from completing major work while buildings are

occupied will require a high level of coordinated planning and deployment of resources to ensure projects are completed in a cost-effective manner with a limited impact on learning.

Over the past few years, electricity and natural gas prices have increased dramatically. This trend has required staff to aggressively pursue resource conservation measures. During FY 2007, a collaboration work group of school administrators, bargaining unit representatives, and facilities staff developed proposals for several new resource conservation initiatives that are currently being implemented. These initiatives are reducing energy consumption and minimizing the impact of more expensive utilities. In conjunction with the new conservation initiatives, the department's Green Schools Program will be expanding its focus to include additional schools in advanced resource conservation and environmental stewardship efforts. This program has been recognized as cutting edge, both nationally and locally, and most recently was awarded the Maryland Energy Administration's annual designation as the Best Energy Conservation Program in the state. In the past year, the department has shifted its electricity procurement methodology to a wholesale market strategy. A comprehensive risk management plan and procedures have been developed. The implementation of this plan has allowed the department to establish a wholesale electricity account, purchase forward contracts to stabilize the price into the next two years, and reduce the average unit price that is paid for electricity.

The department will continue to implement its management plans to improve quality, efficiency, and cost-effective delivery of service through emphasis on strategies that reduce construction costs without sacrificing quality, increase maintenance/operation productivity, and focus on real estate management practices that maximize revenue. The department also will continue to emphasize conservation projects and efforts, including integrating energy management controls with network interface to provide greater accessibility for school and department staff. These efforts will become more important as available resources decrease due to declining tax revenues.

The major accomplishments of the department for 2007–2008 include the successful opening of a modernized middle school and a new elementary school, classroom additions to two elementary schools and two high schools, and gymnasium additions to four elementary schools. Facilities staff also completed more than 150 planned maintenance projects to modify existing facilities and replace major facility components, relocated or placed 75 relocatable classrooms during the summer of 2007 as well as decommissioning 82 units that were no longer needed, developed comprehensive building maintenance plans, and is scheduled to provide annual preventive maintenance services at more than 58 facilities during the 2007–2008 school year. The department is projected to produce over \$2.625 million in rental revenue in FY 2008 through the real estate management operation. The major capital and maintenance work that the department was responsible for resulted in expenditures of

approximately \$255 million in FY 2007. The department also plans to open a modernized high school and a modernized elementary school at the winter break during FY 2008.

Major Mandates

- The *Americans with Disabilities Act* of 1990 requires school districts to modify facilities to improve access for people with disabilities. Since 1978, this department has received capital funds to retrofit and modify facilities to accommodate individuals with disabilities.
- The *Asbestos Hazard Emergency Response Act* (AHERA) contains a wide range of requirements for handling asbestos-containing materials in school buildings that are being modernized or repaired. Stringent standards dictate how asbestos must be inspected, documented, maintained, repaired, handled, and removed.
- The 1990 *Clean Air Act* requires the conversion or replacement of any air-conditioning equipment that uses ozone-depleting refrigerants. The *Lead Contamination Control Act* of 1988 requires testing for lead-containing materials, such as paint, and control and abatement procedures to control possible lead contamination.
- The OSHA/MOSH *Bloodborne Pathogens Standard* (29 CFR 1910.1030) regarding exposure control procedures.
- The OSHA/MOSH *Employee Right-to-Know Hazardous Materials Standard* regarding proper use and storage of hazardous chemicals.
- The ASTM and CPSC guidelines for playground equipment and ground cover (safety surfacing).
- There are an estimated 100 federal and state laws, local ordinances, licensing reviews, building codes, and fire-safety codes with which MCPS must comply. The cost of implementing these requirements is funded through the capital and operating budgets. A considerable amount of staff time and effort is expended on compliance.
- Maintaining ventilation rates to meet good indoor air quality standards will require that the department collaborate with other units, school staff, and communities to ensure building equipment is properly maintained and operated. This initiative is necessary to create classroom environments that promote successful learning.
- The increasing complexity of constructing new facilities or modernizations with students remaining on site requires new methods for monitoring construction activities to ensure a safe learning environment while the construction work is being completed. Also, the increasing capital budget needs, construction price increases, and decline in funding for major improvements will require that the department search for new techniques and strategies to ensure capital funds are effectively utilized.
- In FY 2004, the County Council mandated that all county agencies would be required to file an Environmental Action Plan (EAP). This mandate will require the department to identify measures as part of annual budget plans to comply with countywide practices for resource conservation and environmental stewardship. The MCPS EAP includes several capital budget initiatives for energy

conservation pilots, such as ground source heat pump systems. It also includes a High Performance Green Building Plan that outlines a program to develop green standards for building designs and apply for Leadership in Energy and Environmental Design certification.

- During FY 2004, elevated lead levels in water were discovered in public facilities throughout the Washington Metropolitan Area. This precipitated extensive testing of the water in MCPS facilities to identify problem areas and implement corrective measures where needed. Remediation efforts started in FY 2006 and will continue through the current school year.
- State and local authorities continue to establish more stringent restrictions for special protection areas, such as wetlands and stream valley buffers. These restrictions have prevented MCPS from developing certain properties for facility improvements or as potential new school sites and will require that more expensive strategies be pursued for future improvements.
- In FY 2005, a legislative statute was approved that requires the state to establish licensing provisions for employees responsible for operating low pressure boilers. This will increase the level of training that is required for building service staff assigned to elementary schools.
- In FY 2005, the state increased the goal for Minority Business Enterprise (MBE) subcontracting on school construction to 25 percent with sub-goals for certain MBE categories. Given the limited number of qualified minority owned firms that typically bid school construction work in the Washington Metropolitan Area, this increase will continue to challenge the department's ability to meet state goals.
- In FY 2006, a state legislative bill was adopted that requires automatic electronic defibrillators be available, along with trained personnel, for all high school athletic events. This unfunded mandate will require that MCPS provide annual training and maintenance resources to continue the program.

Strategies

As part of the periodic update of the department's strategic plan, staff is focusing on customer responsiveness, energy conservation programs, and improving business practices to increase productivity. To support these strategies, the departmental leadership team is implementing plans to link unit Web sites to give customers easy access to information and service delivery, using an online survey to obtain service feedback from principals, establishing a customer advisory group that meets periodically to discuss service delivery and related issues, establishing program guidelines for cyclical improvement reviews of all major department processes, and implementing resource conservation strategies developed by a collaboration work group.

Performance Measures

Performance Measure: Thousands of energy consumption units (BTU) per facility square footage.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
61.8	61.1	59.7

This measures utility consumption efficiency by tracking total energy use per building square footage.

Performance Measure: Return on funds utilized to support resource conservation programs.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
2.2	2.4	2.4

This measures the effectiveness and efficiency of energy savings programs.

Performance Measure: Percentage of bloodborne pathogen training completed to meet federal/state safety requirements.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
100%	100%	100%

Explanation: This measures the level of required safety training being provided.

Performance Measure: Percentage of business processes scheduled for review for improvement strategies that were completed.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
100%	100%	100%

Explanation: This measures compliance with department's multi-year plan to systematically review all major business processes.

Budget Explanation

The current FY 2008 budget for this department is changed from the budget adopted by the Board of Education on June 12, 2007. The change is a result of the realignment of \$11,359 from the energy program to the supporting services part-time salaries account to provide for additional staff in the Green Schools Program.

The FY 2009 request for this department is \$47,103,003, a decrease of \$437,340 from the current FY 2008 budget of \$47,540,343. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$86,945
The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$57,341. There is an increase of \$29,604 in continuing salary costs to reflect step or longevity increases for current employees.

Department of Facilities Management—321/324/325/326

Joseph J. Lavorgna, Acting Director II

240-314-1060

FY 2009 Realignments—(\$284,358)

Funds are realigned from within this department's budget to create a 1.0 account assistant II position. An amount of \$37,000 is realigned from a stipend account to a contractual account to allow for the hiring of consultants to perform evaluations of schools' energy savings efforts for the Green Schools Program.

To align resources where they are managed 3.0 heating service worker positions and 3.0 heating mechanic I positions are realigned from the Department of Facilities Management to the Division of Maintenance. The net change to the department is a decrease of 6.0 positions and \$284,358.

New Schools—\$462,643

With the expanded square footage at renovated schools, it is projected that \$462,643 is needed to fund additional utilities costs. This includes \$298,564 for electricity, \$151,127 for natural gas, and \$12,952 for water and sewer.

Other—\$297,430

Included in the budget is a \$93,834 increase for utilities expense. This is based on projected rates and usage for electricity, heating oil, natural gas, propane, and water and sewer. Propane rates are projected to increase by six percent, heating oil rates are projected to increase by five percent, and water and sewer rates are projected to increase by three percent. Electricity rates are projected to decrease by five percent and natural gas rates are projected to decrease by one percent.

Other increases include a rate increase for the rental of relocatable classrooms totaling \$220,224. Recertification and training for staff on the use of automatic external

defibrillators (AEDs) and replacement of the AED pads and batteries is projected to cost \$57,975. This is partially offset by a reduction of a 1.0 green schools program manager and \$86,926 due to the position being moved to the Capital Improvements Program. Other increases will fund higher payments for contractual services for telephones totaling \$3,100, an increase in health care supplies totaling \$1,880, and an increase of \$7,072 for the replacement of a staff vehicle.

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$271 in this budget for FY 2009.

Reductions—(\$1,000,000)

Restricting Air-Conditioning During Peak Load Hours—(\$250,000)

During the period of June 16th through August 15th, the air conditioning will be turned off 75 minutes earlier, resulting in projected savings of \$250,000. This reduces kilowatt hours and associated charges for that period and generates savings in the measured Peak Load Contribution that is attributed to the facility for the year.

Energy Savings from System Wide Lighting Technology Upgrades—(\$750,000)

There is a reduction of \$750,000 in projected electricity costs through application of new technologies and lighting upgrades. The changes are beneficial to current services and allow the funding of higher priority program needs.

UTILITIES					
	FY 2008 BUDGETED AMOUNT	FY 2008 BUDGETED RATE	FY 2009 REQUESTED AMOUNT	FY 2009 REQUESTED RATE	INC/(DEC) FY 09-FY 08 AMOUNT
Electricity	\$ 28,899,245	\$ 0.1415	\$ 28,621,113	\$ 0.1345	\$ (278,132)
Fuel Oil #2	862,236	2.10	594,500	2.20	(267,736)
Natural Gas	9,695,542	1.50	10,105,812	1.48	410,270
Propane	67,410	1.80	71,155	1.90	3,745
Water and Sewer	2,231,034	4.74	2,458,214	4.88	227,180
Total	\$ 41,755,467		\$ 41,850,794		\$ 95,327

Department of Facilities Management - 321/324/325/326

Joseph J. Lavorgna, Acting Director II

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	19.000	20.000	20.000	14.000	(6.000)
Position Salaries	\$1,107,373	\$1,477,015	\$1,477,015	\$1,192,108	(\$284,907)
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends		37,000	37,000	21,100	(15,900)
Professional Part Time					
Supporting Services Part Time			11,359	11,927	568
Other					
Subtotal Other Salaries			48,359	33,027	(15,332)
Total Salaries & Wages	1,116,763	1,514,015	1,525,374	1,225,135	(300,239)
02 Contractual Services					
Consultants					
Other Contractual		39,483	39,483	79,583	40,100
Total Contractual Services	32,456	39,483	39,483	79,583	40,100
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,000	1,000	1,000	
Other Supplies & Materials		21,100	21,100	59,855	38,755
Total Supplies & Materials	333,959	22,100	22,100	60,855	38,755
04 Other					
Local Travel		3,387	3,387	3,658	271
Staff Development		500	500	500	
Insurance & Employee Benefits					
Utilities		41,407,673	41,407,673	41,819,791	412,118
Miscellaneous		4,518,085	4,506,726	3,871,309	(635,417)
Total Other	41,270,632	45,929,645	45,918,286	45,695,258	(223,028)
05 Equipment					
Leased Equipment					
Other Equipment		35,100	35,100	42,172	7,072
Total Equipment	53,018	35,100	35,100	42,172	7,072
Grand Total	<u>\$42,806,828</u>	<u>\$47,540,343</u>	<u>\$47,540,343</u>	<u>\$47,103,003</u>	<u>(\$437,340)</u>

Department of Facilities Management - 321/324/325/326

Joseph J. Lavorgna, Acting Director II

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
1	Q Director II		1.000	1.000	1.000	1.000	
10	O Assistant Director II		1.000	1.000	1.000	1.000	
10	O Supervisor		1.000	1.000	1.000	1.000	
10	M Team Leader		1.000	1.000	1.000	1.000	
10	25 Fiscal Specialist II		1.000	1.000	1.000	1.000	
10	25 Utilities Analyst		1.000	1.000	1.000	1.000	
10	25 SERT Program Manager			1.000	1.000	1.000	
10	25 Green Schools Prog Mgr		1.500	1.500	1.500	.500	(1.000)
10	23 Resource Conservation Asst		3.000	3.000	3.000	3.000	
10	20 Green Schools Prog Asst		1.000	1.000	1.000	1.000	
10	16 Heating Mechanic I		3.000	3.000	3.000		(3.000)
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
10	15 Data Control Technician II		.500				
10	14 Administrative Secretary I			.500	.500	.500	
10	14 Account Assistant III					1.000	1.000
10	10 Heating Service Worker		3.000	3.000	3.000		(3.000)
	Total Positions		19.000	20.000	20.000	14.000	(6.000)

Real Estate Management Fund

Team Leader (M)	1.0
Site Administration Specialist (25)	1.0*
Data Systems Operator II (15)	0.5
Fiscal Assistant II (15)	1.0
Building Services Manager II (12)	2.0
Secretary (12)	1.0
Building Services Assistant Manager I (10)	1.0

F.T.E. Positions 6.5
(*In addition, there is a 1.0
Capital Budget position
shown on this chart)

Mission

The mission of the Real Estate Management Team is to effectively manage the real estate interests of the Montgomery County Public Schools (MCPS), including space and leasing management, site acquisition for construction and future inventory, disposition of excess land, right-of-way grants, joint-use agreements, and other real property interests that will retain and improve the quality of public school facilities.

Major Functions

The team members support space management, site acquisition, and budget/administration activities. Team members participate on multi-agency committees to plan for future school and child care needs, resolve problems, and identify new revenue sources. These include the Maryland-National Capital Park and Planning Commission Development Review Committee, the Interagency Coordinating Board's Child Care Committee, and the Montgomery County Telecommunications Transmission Facility Coordinating Group.

Team members consult with school and central office staff on the need for additional space for school programs and administrative use, develop proposals to lease space, and identify surplus MCPS space that can be made available on a leased basis for complementary child care tenant programs and others as appropriate. Team members also assist principals with identifying and selecting high-quality child care programs for their schools, and monitor customer satisfaction and tenant compliance throughout the term of the lease, as well as review applications and negotiate fees for approved cellular tower installations on school sites.

Team members identify, negotiate, and acquire sites for future schools through dedication or by purchase. Inventoried school sites that have not been identified for immediate construction are advertised and leased for agricultural or recreational purposes, producing revenue and eliminating the cost of their maintenance. Team members also resolve school property boundary issues and coordinate the review and approval of license agreements and memoranda of understanding with local and bi-county agencies for use of portions of school sites. Team members oversee the Adopt-a-Field Program, which saves the Board of Education the costs of maintaining athletic fields by having private groups pay for maintenance in exchange for exclusive use during non-school hours.

Team members forecast revenues and expenses for each budget cycle to ensure that the fund remains self-supporting. They monitor tenants for lease compliance and survey customers for satisfaction on a regular basis.

Trends and Accomplishments

Smaller class size initiatives continues to impact the availability of space that MCPS can make available for before and after the school day child care programs, as well as programs that complement early childhood education. Space that has been rented to child care providers in previous years has had

to be retrieved for instructional use, at the same time the need for top quality child care services is growing. Expansion of all-day kindergarten has eliminated the need for complementary kindergarten programs.

Countywide land use master plans continue to permit expansion of residential development, while in-fill development occurs in older areas of the county. The students generated from housing growth and younger families moving into older, established neighborhoods have led to the need for additional sites, retrieval and reopening of closed schools, and relocating administrative staff. In older areas of the county, team members will seek opportunities to expand smaller school sites to accommodate current school programming and identify suitable sites in newly developing areas.

Accomplishments in FY 2007 include successfully working with county and municipal leaders to finalize a land exchange for more effective use of an elementary school in the City of Gaithersburg and negotiating a land acquisition for assemblage with Paint Branch High School. Team members hosted a Site Selection Advisory Committee, which recommended retrieval of a surplus school site approved by the Board of Education for a new Watkins Mills Middle School #2. Team members also facilitated the relocation of administrative staff and ancillary programs to alternate locations. In addition, they negotiated numerous right-of-way grants in connection with utility and road improvements. Several cellular tower leases were executed at various sites throughout the county. The unit's effective management of the revenue and expenses associated with the department's leasing operations created sufficient net earnings to reduce a portion of the operating budget funds needed to rent space for administrative functions that cannot be housed in schools or at the Carver Educational Services Center.

Major Mandates

- The school community seeks objective measures to determine the quality of on-site child-care providers. Team members encourage tenant child-care providers to obtain professional designation in the National Association for the Education of Young Children (NAEYC) for preschool care or the National School Age Care Alliance (NSACA) for before- and after-school care. The Maryland State Department of Education also has developed a certification program that is available to qualify vendors at a lower cost. The Board policy and regulation for joint occupancy of MCPS facilities (ECM and ECM-RA) set forth the procedures and criteria for leasing surplus school space.
- Board Policy ECN, *Telecommunications Transmission Facilities*, sets forth the criteria for evaluating applications for the installation of private telecommunication facilities on school land.
- Board Policy FAA, *Long-Range Educational Facilities Planning*, sets forth the criteria for school site size and the process for site selection. Team members comply with the State Public School Construction Program to obtain Board of Public Works approval to acquire, modify, or dispose of school sites.

Real Estate Management Fund—850

Joseph J. Lavorgna, Acting Director II

240-314-1060

- County land use master plans are regularly amended, requiring review for projected school and administrative needs. The Shady Grove Sector Plan now under review has caused a need to reassess the Boardis service park for potential relocation. Other master plans may cause the need to identify additional sites or retrieve closed facilities.

Strategies

- Maintain a database of potential clients and leasing rates to ensure available space is aggressively marketed and net revenue from rents is maximized.
- Work closely with school principals to ensure surplus space is used effectively and nontraditional approaches to space management are explored to support programs that promote student achievement.
- Monitor lease agreements to ensure compliance.
- Work closely with county agency staff to identify and acquire school sites during land use master planning and later preliminary subdivision application stages to ensure an adequate number of school sites to meet the needs of the public school construction program.
- Coordinate with school principals to identify suitable locations for telecommunications facilities that will not impact school programming, while providing a shared revenue source for the fund and cluster schools.

Performance Measures

Performance Measure: The Real Estate Management Fund maintains self-supporting balances.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
Revenues	\$2,625,031	\$2,063,135	\$2,404,368
Expenses	\$2,926,350	\$2,313,251	\$2,404,368
Net Income (\$ 301,319) (\$ 240,416)			\$ ----- 0 -----

Explanation: This measures ability to balance revenues and expenses. In FY 2007 and FY 2008, a decision was made to allow spending to exceed revenues collected and spend a portion of net assets to further supplement the Department of Facilities Management operating budget for office rents. Remaining net assets exceed 20 percent of projected income for FY 2009 to use for unforeseen circumstances, with Board approval.

Performance Measure: Principal survey indicates satisfaction with services provided by child care tenants who operate as joint occupants at many elementary schools.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
98%	98%	98%

Explanation: This measures the effectiveness of the team in supporting quality child care programs that foster future student success.

Budget Explanation Real Estate Management Fund—850

The current FY 2008 budget for this fund is changed from the budget adopted by the Board of Education on June 12, 2007. The change is a result of the realignment of \$13,940 from clerical overtime salaries to fund a 0.5 secretary position.

The FY 2009 request for this fund is \$2,549,103, an increase of \$231,150 from the current FY 2008 budget of \$2,317,953. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$34,021

The negotiated agreements with employee organizations increase the salary costs of employees in this fund by \$26,516. There is an increase of \$7,505 in continuing salary costs to reflect step or longevity increases for current employees.

Other—\$197,129

There is a decrease of \$52,872 in office rental expense in order to stay within limitations of projected revenue. There is a \$55,910 increase in revenue sharing payments to schools due to new cell towers. An additional \$87,724 is budgeted for utilities due to an increase of square footage of tenant-occupied space.

There is an \$18,860 reduction in the budget for relocatable classrooms due to a reduction in child care services. An additional \$84,757 is budgeted for a 1.0 building service manager II position and a 1.0 building service assistant manager position to serve tenant needs. Adjustments to employee benefits require an increase in the budget of \$40,197.

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$273 in this budget for FY 2009.

Real Estate Management Fund - 850

Joseph J. Lavorgna, Acting Director II

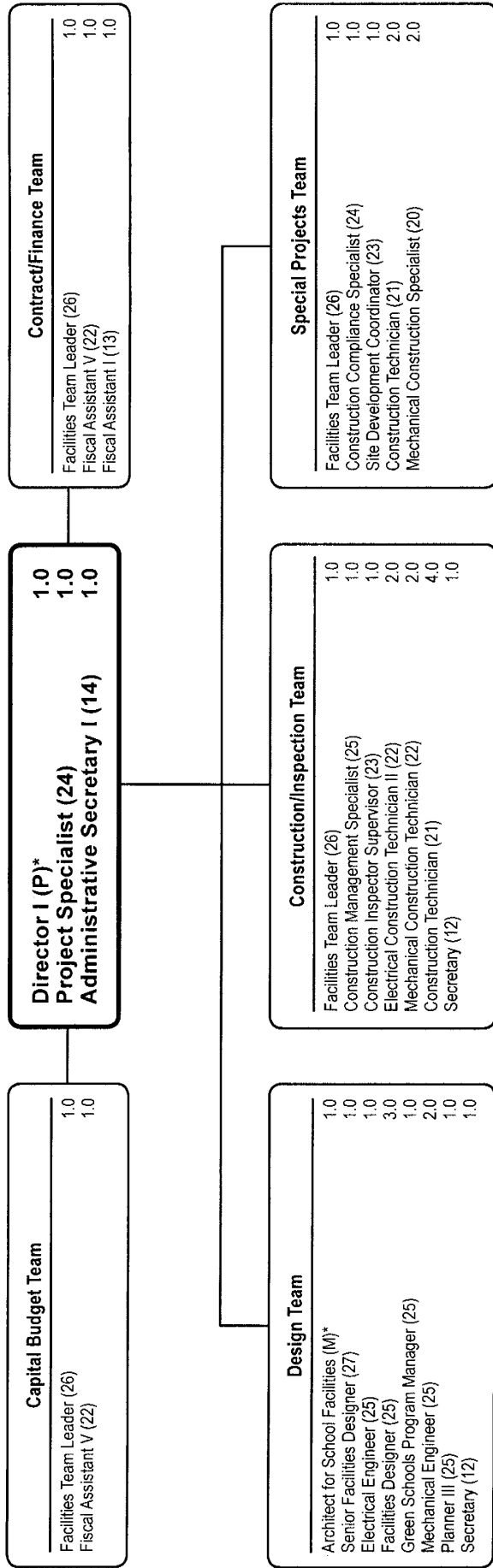
Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	3.500	4.000	4.500	6.500	2.000
Position Salaries	\$254,507	\$264,803	\$278,743	\$389,559	\$110,816
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		83,412	83,412	87,583	4,171
Other		89,760	75,820	79,611	3,791
Subtotal Other Salaries	131,309	173,172	159,232	167,194	7,962
Total Salaries & Wages	385,816	437,975	437,975	556,753	118,778
02 Contractual Services					
Consultants					
Other Contractual		46,055	46,055	46,055	
Total Contractual Services	77,220	46,055	46,055	46,055	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,700	5,700	5,700	
Other Supplies & Materials		66,163	66,163	66,163	
Total Supplies & Materials	9,987	71,863	71,863	71,863	
04 Other					
Local Travel		3,420	3,420	3,693	273
Staff Development		2,000	2,000	2,000	
Insurance & Employee Benefits		91,299	91,299	131,496	40,197
Utilities		148,100	148,100	235,824	87,724
Miscellaneous		1,507,541	1,507,541	1,491,719	(15,822)
Total Other	2,422,208	1,752,360	1,752,360	1,864,732	112,372
05 Equipment					
Leased Equipment					
Other Equipment		9,700	9,700	9,700	
Total Equipment	1,362	9,700	9,700	9,700	
Grand Total	\$2,896,593	\$2,317,953	\$2,317,953	\$2,549,103	\$231,150

Real Estate Management Fund - 850

Joseph J. Lavorgna, Acting Director II

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
51	M Team Leader		1.000	1.000	1.000	1.000	
51	15 Data Systems Operator II		.500	.500	.500	.500	
51	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
51	12 Secretary			.500	1.000	1.000	
51	12 Building Service Manager II		1.000	1.000	1.000	2.000	1.000
51	10 Build Svcs Asst Mgr I- Shf2					1.000	1.000
	Total Positions		3.500	4.000	4.500	6.500	2.000

Division of Construction



*F.T.E. Positions 2.0
(In addition, there are 36.0 Capital Budget positions shown on this chart)

Mission

The mission of the Division of Construction is to efficiently manage planning, design, and construction processes to provide quality learning environments.

Major Functions

This division coordinates the development of the six-year Capital Improvements Program (CIP) in conjunction with the Division of Long-range Planning, and manages facilities planning, design, and construction activities for capital projects through five teams, each of which is responsible for specific activities.

The Capital Budget and Planning Team works closely with school communities and the superintendent to develop the six-year state and local CIP for Board approval. Once adopted by the Board, the planning team prepares any documentation required by other local and state elected officials for review and approval.

The Design Team procures architectural/engineering services, coordinates design activities with consultants and project stakeholders, secures approvals for plans and specifications from outside agencies, and coordinates construction bidding. The team also assists with the capital budget process by preparing cost estimates and expenditure requirements for capital projects.

The Special Projects Team implements relocatable classroom moves, plans and constructs special capital projects, such as accessibility modifications for individuals with disabilities, improved safe vehicular/pedestrian access to school sites, and systemic HVAC replacements.

The Construction Inspection Team administers projects during the construction phase to ensure that work complies with plans and specifications and is completed on time.

The Fiscal Management Team manages spending for capital projects, initiates and reviews payments for completed work, and ensures that contracts comply with federal, state, and local government requirements, as well as monitoring and reporting Minority Business Enterprise participation. The team also is responsible for outreach efforts to support minority businesses as part of the effort to achieve the Board of Education's goal of 25 percent Minority Business Enterprise participation in construction related activities.

Trends and Accomplishments

Construction costs continued to escalate in the Washington Metropolitan Area due to a combination of circumstances—cost increases for raw materials, shortage of skilled labor, and the high volume of construction activity throughout the region. Even though the commercial construction market is stable and the residential market has weakened, there has been a continued increase in the number of public projects to meet the need for schools, transportation, and federal government infrastructure. With construction prices increasing

and growing demands on county tax revenue, the division must intensify efforts to control costs and streamline operations to ensure the most effective use of available funds and manpower. Emphasis will be placed on improving current practices to control cost, such as feasibility planning, repeated designs, lifecycle cost analysis, value engineering, constructability analysis, and effective management of building processes.

Another trend affecting the unit is the increasing complexity of planning a major facility project. The time required to complete the architectural design and obtain approval from the various permitting agencies has increased significantly due to regulatory and procedural requirements. The division has implemented an increased timeframe for architectural planning and construction on certain projects as part of the FY 2009–2014 CIP to allow for improved planning and design.

In FY 2007, the Division of Construction successfully completed the following construction projects:

1. Modernization of Parkland Middle School
2. Additions to Fields Road, Sligo Creek, and Weller Road elementary schools and Albert Einstein and Sherwood high schools
3. Reopening of Arcola Elementary School
4. Gymnasium additions to Bel Pre, Burning Tree, Fairland, and Thurgood Marshall elementary schools
5. Various improvements to Northwood High School.

In FY 2008, the following projects will be under construction:

1. Modernization of Bells Mill, Cashell, College Gardens, and Galway elementary schools; Francis Scott Key Middle School; and Walter Johnson High School
2. Additions to Ashburton, Fallsmead, Farmland, Luxmanor, Stedwick, Travilah, Washington Grove, and Wayside elementary schools and Thomas W. Pyle and Westland middle schools
3. Replacement of Richard Montgomery High School
4. New Clarksburg Elementary School #8
5. Gymnasium additions to Brookhaven, Cloverly, Meadow Hall, Stonegate, and Strathmore elementary schools

As part of the FY 2007 and FY 2008 capital budgets, 13 major capital projects have been funded for architectural planning and 20 feasibility studies are under way for future projects.

The division also provides design and management oversight of countywide CIP projects including Americans with Disabilities Act (ADA) compliance retrofits, fire safety code upgrades, HVAC replacements, improved (safe) access to schools, and relocatable classrooms.

Major Mandates

- The Division of Construction must comply with local, state, and federal codes in designing and building facilities. These codes include federal requirements in the *Americans with Disabilities Act*; the *Asbestos Hazard Emergency Response Act*; state environmental codes; bidding statutes; funding reimbursements/payment requirements for projects funded by the Interagency Agency for School Construction; and Montgomery County building, storm water management, and fire/safety codes.
- There are 14 codes and regulations that require the employment of people who are licensed to perform professional and technical services, such as professional architects, engineers, electricians, and plumbers. These codes/regulations impose requirements to ensure that new facilities are constructed in compliance with federal, state, and local statutes.

Strategies

- Utilize the continuous improvement process to periodically analyze and evaluate work processes.
- Involve all stakeholders in the process to ensure customer expectations and needs are incorporated in the improvement process.
- Develop an information database that is easily accessible and available to customers on the status of Division of Construction activities and processes utilized to plan and construct capital projects.
- Explore and implement alternative construction delivery systems and other value-added measures to ensure cost control, quality products, and timely completion.
- Deploy team approaches to eliminate single-point responsibilities and develop contingency plans.
- Enhance organizational staffing and structure to increase efficiency and maintain quality of work.

Performance Measures

Customer Focus

Performance Measure: Customer satisfaction with a major capital project (Rating scale 1 to 5).

FY 2007	FY 2008	FY 2009
Actual	Estimate	Recommended
4.2	4.2	4.5

Explanation: This measures the building principal and staff satisfaction with the design and construction processes.

Employee Focus

Performance Measure: Employee satisfaction survey of division staff (Rating scale 1 to 5).

FY 2007	FY 2008	FY 2009
Actual	Estimate	Recommended
4.0	4.1	4.5

Explanation: This measures the division's staff' satisfaction with the work environment.

Financial Results

Performance Measure: Average project change order percentage.

FY 2007	FY 2008	FY 2009
Actual	Estimate	Recommended
2.9%	3.9%	3.5%

Explanation: This measures the accuracy of the contract plans and number of owner changes during construction.

Performance Measure: Construction cost per square foot.

FY 2007	FY 2008	FY 2009
Actual	Estimate	Recommended
\$238.00	\$258.00	\$265.00

Explanation: This measures the cost effectiveness of building designs used to meet program requirements and building standards.

Organizational Results

Performance Measure: Timely completion of major capital projects.

FY 2007	FY 2008	FY 2009
Actual	Estimate	Recommended
100%	97%	100%

Explanation: This measures the timely completion of design and construction projects and variance of bid costs versus project budgets.

**Budget Explanation
Division of Construction—322**

The FY 2009 request for this division is \$254,556, an increase of \$11,127 from the current FY 2008 budget of \$243,429. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$11,127

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$12,122. There is a decrease of \$995 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Division of Construction - 322

James Song, Director I

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	2.000	2.000	2.000	2.000	
Position Salaries	\$223,346	\$243,429	\$243,429	\$254,556	\$11,127
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	223,346	243,429	243,429	254,556	11,127
02 Contractual Services					
Consultants					
Other Contractual					
Total Contractual Services					
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials					
Total Supplies & Materials					
04 Other					
Local Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other					
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$223,346</u>	<u>\$243,429</u>	<u>\$243,429</u>	<u>\$254,556</u>	<u>\$11,127</u>

Division of Construction - 322

Mr. James Song, Director I

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
1	P Director I		1.000	1.000	1.000	1.000	
1	M Architect - School Facilities		1.000	1.000	1.000	1.000	
	Total Positions		2.000	2.000	2.000	2.000	

Division of Long-range Planning

Director I (P)	1.0
Coordinator GIS Services (26)	1.0
Senior Facilities Planner (26)	1.0
Administrative Secretary I (14)	1.0
Boundary Information Specialist (13)	1.0

Mission

The mission of the Division of Long-range Planning is to prepare decision makers and the community to address changes in enrollment and instructional programs through development of high quality data analysis, planning strategies, and long-range facility plans.

Major Functions

In order to support *Our Call to Action: Pursuit of Excellence*, the Strategic Plan for the Montgomery County Public Schools (MCPS), the Division of Long-range Planning is focused on ensuring adequate school facilities are available in the future. To accomplish this, the division performs six main functions—developing demographic analyses and projecting student enrollment; developing strategies and long-range facility plans to meet capacity and instructional program needs; coordinating publication of the six-year Capital Improvements Program (CIP) and the Educational Facilities Master Plan; developing school boundaries and student choice consortia; maintaining accurate school boundary information and disseminating this information; and representing MCPS interests in county land use planning and growth policy.

Division staff develops enrollment projections for the system as a whole, for special programs, and for each school. These projections include annual enrollments for the six-year CIP, and for 10 and 15 years into the future. Enrollment projections are prepared each fall and updated each spring. These projections are critical to the formulation of the operating budget and capital improvements program. Accurate enrollment projections ensure sufficient funding is requested to meet student needs and that limited resources are allocated wisely.

Based on enrollment projections and analysis of individual school facility utilizations, staff develops plans to address school space needs. A variety of planning strategies are utilized, including relocatable classrooms for interim use, boundary changes, student choice consortia, and construction of new schools and additions.

In addition, staff includes modernization of older schools, technology modernization, and countywide systemic projects in CIP planning. Staff works closely with school communities and the superintendent to develop a recommended six-year CIP for Board of Education review and approval. Once adopted by the Board, staff prepares any documentation required by elected officials for review and approval of the Board's CIP request. After adoption by the County Council, staff publishes the Educational Facilities Master Plan for submission to the Maryland State Department of Education for review and comment.

Division staff implements approved capital and non-capital planning actions by collaborating with school communities and other MCPS staff to develop educational specifications, facilitate boundary changes and student choice consortia studies, and determine instructional program placements—including special education programs, prekindergarten

programs, ESOL centers, gifted and talented centers, language immersion centers, and others.

Division staff is responsible for maintaining accurate school boundaries and making this information available to the public online and in map books that are published periodically. In addition, staff provides a telephone boundary information service that provides callers with official school assignments for specific addresses. The primary customers of this boundary service are school staff, members of the real estate community, and the general public.

Division staff conducts research on demographic trends and planning issues, participates in county master plan processes, and prepares the “schools test” for the county's growth policy. Staff monitors the local economy and housing market to support forecasting and long-range planning.

Trends and Accomplishments

Trends

Major trends impacting the mission of the Division of Long-range Planning include changing enrollment levels, increased student race/ethnic and language diversity, a strong economy, a volatile housing market, space requirements needed to implement the federal *No Child Left Behind Act of 2001*, and the state *Bridge to Excellence in Public Schools Act of 2002* (full-day kindergarten in all elementary schools and prekindergarten opportunities for all disadvantaged children), a phased roll-back of kindergarten entry age, recalculation of elementary school capacities to reflect class-size initiatives and improved staffing levels, recalculation of middle school capacities to reflect program operations, aging facilities, increased construction costs, increased focus on county land use planning, and growth management.

The number of resident births has topped 13,000 in Montgomery County since 2000. Despite a recent dip in enrollment, rising births will impact enrollments in the long term, and will keep pressure on MCPS to add capacity in the future. A strong local economy has generated substantial migration of households to the county, the construction of new housing, turnover of existing homes, and in some cases, multiple occupancy of residences. Over the past 20 years, significant enrollment increases have occurred in parts of the county with large subdivisions under development, and in established neighborhoods where young families with children have moved into existing housing and the demographic composition has changed.

Elementary school enrollment has decreased in recent years, but is projected to increase again in the next few years as a direct result of recent increases in births. Middle school enrollment also has decreased in recent years, but is projected to increase again after 2010 as a result of the larger elementary school populations. High school enrollment will decrease in the next few years, and then increase again around the year 2015 as the next wave of students moves through MCPS. Overall, total MCPS enrollment has reached a plateau that will change very little over the next six years.

In a coordinated effort to address student performance, student-to-teacher ratios have been reduced at the elementary school level. Elementary schools were staffed at a ratio of approximately 23:1 in FY 2007. Focus elementary schools have even lower staffing ratios, with full-day kindergarten at 15:1 and Grades 1 and 2 at 17:1. Smaller class sizes have increased space needs throughout the county. Relocatable classrooms continue to be an important interim measure to meet the space needs from enrollment increases and class size reduction efforts. With enrollment reaching a plateau, the reduction in the number of relocatable classrooms is an important objective. In FY 2006, the peak of relocatable usage, there were 719 units in use. In FY 2007, the number of units was 608, and in FY 2008 the number of units is 527.

Accomplishments

In FY 2007, the Division of Long-range Planning pursued its mission through a range of planning activities, highlighted by the adoption of the FY 2008 Capital Budget and Amended FY 2007–2012 CIP that includes \$1.212 billion in expenditures over the six-year period. Division staff developed and facilitated the review process for this CIP. This CIP provided an increase in expenditures of approximately \$39 million from the previously approved CIP. This increase enabled all capital projects to remain on schedule while adding a limited number of amendments to the program.

In the fall of 2006, division staff worked with the superintendent, Executive Staff, Board of Education members, and the community in the recommendation and adoption of boundaries for the opening in August 2007 of Arcola Elementary School. Subsequently, division staff provided support for implementing these boundary changes to principals of affected schools and to Department of Transportation staff. At the request of the Board of Education, in the winter 2006–2007, division staff conducted a comprehensive review of schools with noncontiguous service areas (“island assignments”).

During the 2006–2007 school year, division staff co-chaired the “High School Facility and Program Workgroup.” This group is developing recommendations to operationalize best practices at high schools and to update educational specifications to support these practices. In addition, division staff completed four educational specifications for CIP projects and coordinated planning activities for the modernizations at Walter Johnson and Paint Branch high schools. Division staff also worked with the Montgomery County Department of Health and Human Services in planning School-based Wellness Centers, Linkages to Learning sites, and childcare facilities in schools.

In spring 2007, division staff provided support to the Board of Education Policy Committee in their review of Policy FAA, Long-Range Educational Facilities Planning. This review found that the policy has been appropriately implemented and has achieved its desired outcomes. Also in spring 2007, staff facilitated a boundary process to review the middle school assignment of the Hampshire Greens community. This resulted in Board of Education action to reassign this

community from Francis Scott Key Middle School to Briggs Chaney Middle School in 2007–2008.

Division enrollment forecasts for FY 2007 were quite accurate, with total enrollment 1.6 percent below projection. In addition, 70 percent of all schools fell within 5 percent of their projected enrollment. Division staff presented demographic profiles and associated information to advise MCPS officials of school system and county trends. The division worked closely with school principals and community superintendents to revise school enrollment forecasts for FY 2008 staffing allocations. An accelerated schedule for the forecast revision, staffing allocations, and relocatable classroom placement decisions has improved services to schools. In addition, a new approach to adjusting enrollment forecasts after they have been published provided more information to refine staffing levels.

Division staff worked with county officials on a comprehensive review of the county growth policy and schools test. In addition, division staff worked with officials from the cities of Gaithersburg and Rockville as they implemented school adequacy tests as part of their own adequate public facilities ordinances. Division staff worked closely with county and city planning officials to coordinate master plans with school site needs and facility planning activities. Plans under review included the Shady Grove, Twinbrook, and White Flint sector plans. Division staff also represented MCPS in the review of long-range planning for the I-270 corridor. Division staff also participated in the site selection process for a new middle school in the Watkins Mill Cluster.

Division staff continued development of a new Oracle-based facility planning database. This application will enhance planning capabilities and data reliability. Although not yet fully operational, this new application was utilized for the first time in production of the facilities master plan in June 2007. In addition, division staff upgraded the school system’s Geographic Information System (GIS). The GIS is integral to the maintenance of school boundary information, boundary studies, and accurate registration of students. Division staff worked with MCPS staff to develop the Online Administrative Student Information System (OASIS) student database application to integrate county address information and school assignment information in OASIS.

Division staff responded to a high volume of requests for boundary information. The school boundary line responds to an increasingly diverse population of non-English speakers. The ability of staff to speak Spanish greatly enhances this service. Use of the division’s Web-based school assignment locator continues to grow each year and features new enhancements regularly. In addition, the division published new boundary map books for the 2006–2007 school year.

Major Mandates

- Section 5-306 of the Education Article, Annotated Code of Maryland, requires MCPS to prepare a six-year CIP annually and submit it to the county executive and County Council.

- The Rules, Regulations, and Procedures for Administration of the School Construction Program adopted by the State Board of Public Works requires that MCPS prepare, submit, and annually amend its educational facilities master plan. Under the State School Construction Program, MCPS also is required to submit its annual and subsequent five-year CIP.
- Section 302 (Amended 1996) of the Montgomery County Charter requires MCPS to prepare a biennial CIP and submit it to the county executive and County Council by December 1st for odd-numbered fiscal year requests, and amendments for even-numbered fiscal year requests.
- The Montgomery County Government Growth Policy requires MCPS to annually provide enrollment projections, school capacities, and the Board of Education-requested capital improvements for incorporation in the Growth Policy.
- Board of Education Policy FAA, *Long-range Educational Facilities Planning*, requires MCPS facility planning to incorporate educational program objectives, goals of the quality integrated education policy, and extensive public involvement.
- The federal *No Child Left Behind Act of 2001* and the state *Bridge to Excellence in Public Schools Act of 2002* require that space be available in high-performing schools to allow students in under-performing federal Title I schools to transfer. The state legislation requires that space be provided for full-day kindergarten in all elementary schools, and space for disadvantaged students to participate in prekindergarten classes.

Strategies

- Continually improve processes to identify and understand the needs of our customers and stakeholders.
- Continuously improve communication tools to enable external customers and stakeholders to understand planning issues and activities.
- Maintain and improve the division's information system.
- Routinely assess division planning processes, staff workloads, and staff strengths in the context of the strategic plan.
- Foster an environment where staff is empowered to exercise personal leadership and team work is encouraged.
- Research and identify emerging trends that may impact school system facility planning and the division mission.
- Maintain relationships with communities to better engage these groups in understanding division planning processes.
- Incorporate school system program initiatives and consideration of multi-purpose use of schools in facilities planning processes.
- Continuously assess work practices in light of new technologies, staff capabilities, and customer needs.
- Take every opportunity to recognize employee contributions.

Performance Measures

Performance Measure: Enrollment forecast accuracy of countywide one-year forecast.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
98.4%	99.5%	99.5%

Explanation: The accuracy of the countywide enrollment projections is critical to the development of the overall operating and capital budgets.

Performance Measure: Enrollment forecast accuracy of countywide six-year forecast.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
98.1%	98.0%	98.0%

Explanation: The accuracy of the six-year forecast is critical to the development of long-range facility plans for the CIP and for multiyear operating budgets.

Performance Measure: Enrollment forecast accuracy of individual school's one-year forecast.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
70.3%	80.0%	80.0%

Explanation: The accuracy of individual school forecasts is critical to operating and capital budget decisions regarding distribution of resources (e.g., staffing, supplies, and relocatable classrooms).

Performance Measure: Community involvement in planning "opportunity to participate."

FY 2007 Actual	FY 2007 Estimate	FY 2008 Recommended
93.0%	95.0%	95.0%

Explanation: Measuring participants' sense of opportunity to participate in division advisory committees provides valuable feedback on perceptions of access to MCPS processes.

Performance Measure: Community involvement in planning "ideas respected and thoughts represented."

FY 2007 Actual	FY 2007 Estimate	FY 2008 Recommended
93.0%	95.0%	95.0%

Explanation: Measuring representation and respect for participant activity in division advisory committees provides valuable feedback on issues that are important in the community and need to be considered by MCPS decision makers.

Budget Explanation

Division of Long-range Planning—335

The FY 2009 request for this division is \$457,640, an increase of \$10,535 from the current FY 2008 budget of \$447,105. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$10,363

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$20,426. There is a decrease of \$10,063 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

FY 2009 Realignment—\$0

The budget includes realignments for FY 2009. There is a realignment of \$2,500 from geographical information system supplies to offset an increase in contractual maintenance for equipment. Also, \$4,000 is realigned from the lease/purchase account to offset increase in supporting services part-time salaries, contractual services, and local travel.

Other—\$172

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$172 in this budget for FY 2009.

Division of Long-range Planning - 335

Bruce Crispell, Director I

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	5.000	5.000	5.000	5.000	
Position Salaries	\$345,525	\$417,038	\$417,038	\$427,326	\$10,288
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time				1,575	1,575
Other					
Subtotal Other Salaries	1,354			1,575	1,575
Total Salaries & Wages	346,879	417,038	417,038	428,901	11,863
02 Contractual Services					
Consultants					
Other Contractual		9,000	9,000	13,500	4,500
Total Contractual Services	6,808	9,000	9,000	13,500	4,500
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,333	3,333	3,333	
Other Supplies & Materials		12,077	12,077	9,577	(2,500)
Total Supplies & Materials	6,613	15,410	15,410	12,910	(2,500)
04 Other					
Local Travel		1,657	1,657	2,329	672
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	3,097	1,657	1,657	2,329	672
05 Equipment					
Leased Equipment		4,000	4,000		(4,000)
Other Equipment					
Total Equipment		4,000	4,000		(4,000)
Grand Total	\$363,397	\$447,105	\$447,105	\$457,640	\$10,535

Division of Long-range Planning - 335

Bruce Crispell, Director I

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
1	P Director I		1.000	1.000	1.000	1.000	
1	26 Coordinator GIS Services		1.000	1.000	1.000	1.000	
1	26 Sr. Facilities Planner		1.000	1.000	1.000	1.000	
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
1	13 Boundary Information Spec		1.000	1.000	1.000	1.000	
	Total Positions		5.000	5.000	5.000	5.000	

Division of Maintenance

Director I (P) 1.0
Assistant Director I (N) 1.0
Maintenance Training and Safety Specialist (21) 1.0
Fiscal Assistant IV (18) 1.0
Administrative Secretary I (14) 1.0

Maintenance Office Supervisor (15) 1.0
 Account Assistant II (12) 3.0

Heavy Equipment Shop

General Maintenance Central Supervisor (19) 1.0
 Automotive Technician II (19) 2.0
 Automotive Technician I (17) 2.0
 Small Equipment Mechanic (16) 3.0
 Maintenance Welder (15) 2.0
 Equipment Operator (12) 4.0
 Compactor Truck Operator (11) 1.0
 General Maintenance Worker II (9) 1.0
 Trash Service Worker (9) 1.0
 General Maintenance Worker I (7) 2.0

Materials Fabrication and Rigging Shop

Material Fabrication/Rigging Supervisor (18) 1.0
 Paint Specialist (17) 1.0
 Cabinet Maker (15) 1.0
 Mason (15) 2.0
 Maintenance Painter II (14) 1.0
 Maintenance Painter I (13) 2.0
 Plasterer (13) 1.0
 Reupholster/Seamster II (13) 2.0
 Materials Fabrication Worker (12) 4.0

PLAR/Contract Office

PLAR/Contracting Supervisor (25) 1.0
 PLAR/Contracting Assistant Supervisor (22) 1.0*
 Roof Construction Specialist (22) 1.0
 Project Designer (20) 1.0*
 Bldg. & Grounds Contracts Assistant (18) 3.0
 Bldg. & Grounds Contracts Assistant (18) 3.0*
 Buyer Assistant II (14) 1.0*
 Fire Safety Compliance Tech. (14) 1.0
 Secretary (12) 1.0

Electronics Shop

Electronics Technician Supervisor II (20) 1.0
 Electronics Technician Supervisor I (19) 1.0
 Electronics Technician II (18) 3.0
 Electronics Technician I (17) 15.0
 Office Machines Technician (16) 1.0

Industrial Equipment Repair

Industrial Equipment Supervisor (18) 1.0
 Electric Motor Mechanic (17) 1.0
 Equipment Mechanic (17) 1.0
 Tool Mechanic (15) 2.0

Energy Management

Energy Management Supervisor (24) 1.0
 Energy Management Specialist (22) 4.0
 Energy Management Specialist (22) 1.0*
 Resource Conservation Assistant (17-23) 1.0*
 Resource Conservation Assistant (17-23) 2.5
 Customer Service Specialist (19) 1.0
 Heating Mechanic I (16) 3.0
 Heating Service Worker (10) 3.0

Automation Center

IT Systems Specialist I (25) 1.0
 Maintenance Automation Specialist (24) 1.0
 Account Assistant II (12) 1.0

Asbestos Abatement/Pest Control

Environmental Health Specialist (23) 1.0*
 Environmental Design Assistant (20) 1.0*
 Environmental Abatement Supervisor (19) 1.0*
 Environmental Abatement Technician (16) 6.0*
 Water Treatment Tester (14) 2.0
 Data Systems Operator (13) 1.0*
 Pest Control Worker (12) 4.0

Maintenance Depots

Maintenance/Facility Area Manager (25) 3.0
 Maintenance/Facility Area Assistant Manager (23) 3.0
 Electrician Area Supervisor (19) 3.0
 HVAC/Refrigeration Area Supervisor (19) 3.0
 Carpentry Area Supervisor (18) 3.0
 Plumber Area Supervisor (18) 3.0
 Boiler Mechanic II (18) 3.0
 General Maintenance Area Supervisor (18) 3.0
 HVAC Mechanic II (18) 14.0
 Carpentry Assistant Area Supervisor (17) 3.0
 Heating Boiler Mechanic (17) 9.0
 HVAC Mechanic I Shift I (17) 3.0
 Maintenance Electrician II (17) 3.0
 Maintenance Refrigeration Mechanic (17) 3.0
 General Maintenance Supervisor (16) 3.0
 Maintenance Carpenter II (16) 3.0
 Maintenance Plumber (16) 15.0
 Heating Mechanic I (16) 3.0
 Maintenance Electrician I (16) 18.0

Floor Covering Mechanic (15) 6.0
 Gas Mechanic (15) 3.0
 Glazier (15) 6.0
 Maintenance Carpenter I (15) 27.0
 Roof Mechanic (15) 6.0
 Firebrick Repairer (14) 3.0
 Maintenance Painter II (14) 2.0
 Sheet Metal Mechanic (14) 3.0
 General Maintenance Worker III (13) 9.0
 Locksmith (13) 5.0
 Maintenance Painter I (13) 6.0
 HVAC Apprentice (12) 4.0
 Secretary (12) 3.0
 Compactor Truck Operator (11) 3.0
 Heating Service Worker (10) 3.0
 General Maintenance Worker II (9) 33.0
 Roof Maintenance Worker (9) 3.0
 Trash Service Worker (9) 3.0
 Office Assistant I (8) 1.5
 General Maintenance Worker I (7) 15.0
 General Maintenance Positions (-) 5.0

Environmental Services IAQ

Team Leader (M) 3.0
 Environmental Safety Specialist (23) 2.0*
 IAQ/PM Team Leader (18) 2.0
 Recycling Specialist (18) 1.0
 IAQ HVAC Mechanic I (17) 4.0
 IAQ Electrician (16) 1.0
 IAQ Technician I (15) 6.0
 Secretary (12) 1.0*

F.T.E. Positions 367.0

(*In addition the chart above includes 20.5 positions funded through the Capital Budget and .5 FTE funded though ICB/CUPF)

Mission

The mission of the Division of Maintenance is to contribute to student success by working as a team to provide high quality facilities support, including maintenance and repair, environmental services, capital asset replacements, and automated energy management.

Major Functions

The division utilizes a limited staff of supervisory and administrative personnel to plan, program, and manage four major functional areas of support for all MCPS facilities—maintenance and repairs, environmental services, capital asset replacements, and automated energy management. These varied services are coordinated and performed by three regional maintenance depots (Bethesda, Clarksburg, and Randolph) and one central depot (Shady Grove).

The division performs a wide variety of maintenance and repair services and some preventive maintenance services at all MCPS facilities. It makes repairs to building components and systems in the areas of heating, ventilation, and air conditioning (HVAC), electrical, plumbing, and carpentry. It provides general maintenance services such as grass cutting for large fields, snow and ice removal for driveways and parking lots, and hauling and excavation services. The division performs facility-related environmental services such as indoor air quality (IAQ) and related preventive maintenance for HVAC systems, fire and life safety compliance, recycling, trash removal, hazardous waste management and disposal, integrated pest management services, water quality testing for HVAC systems, and underground storage tank management and removal. It also employs trained and licensed specialists to remove and dispose of asbestos-containing materials when required by regulations. The Planned Lifecycle Asset Replacement (PLAR) and Contracting section plans, programs, coordinates, and manages contracted projects to refurbish or replace facility equipment and building components such as, but not limited to, asphalt and concrete surfaces, building roofs, fire safety systems, restrooms, carpet and floor tile, doors and windows, bleachers and grandstands, boilers and water heaters, and air conditioning systems. The Automated Energy Management section operates and maintains computerized controls for heating and cooling systems. The division also coordinates requirements for contracted maintenance and repair services for elevators, heating and air conditioning systems, and other building systems and components that are beyond the capabilities of in-house personnel.

Trends and Accomplishments

The Division of Maintenance continues to experience growing demand for services resulting from (1) increases in the number, size, age, and utilization rates of school facilities; (2) compliance with regulations and responses to customer requests related to indoor air quality, environmental protection, fire protection, school security, and emergency preparedness; (3) increased complexity of computer-controlled HVAC and related mechanical systems; and (4) property damage caused by weather events and acts of vandalism.

Mandatory requirements to comply with federal, state, and county regulations pertaining to environmental protection and fire and life safety continue to present fiscal challenges to the division. When problems arise, suspected violations occur, or new mandates are implemented on short notice, immediate corrective action must be implemented. Additionally, restrictions on the use of pesticides have increased the costs of environmental protection and pest control services.

Aging facilities and extensive, after-hours utilization of schools are major contributors to higher breakdown rates for HVAC equipment. Additionally, growth in student enrollment in recent years has resulted in continued dependence on relocatable classrooms, which require more maintenance than permanent facilities.

During the past five fiscal years (FY 2003 through FY 2007), the amount of building space maintained by the Division of Maintenance grew by more than 1.7 million square feet, or about 8.0 percent, for a total of about 22.9 million square feet. The addition of new schools and other modernization projects, offset by some reductions in the number of relocatable classrooms, has contributed to the significant increase in facilities to be maintained. During this same five-year period, the number of work orders received annually has grown from about 48,000 to over 63,000. However, the number of employees who perform maintenance and repair work orders has remained nearly unchanged. Growing demand for service and vacancy rates in maintenance positions that vary from 5.0 percent to 8.0 percent combine to reduce the ability of the division to respond to customer needs. The challenges of the growing demand and limited staffing extend beyond that of maintenance and repair. In the area of IAQ, annually increasing requests for unplanned air quality investigations and remediation projects have reduced the IAQ teams' ability to perform their other major functions of preparing building maintenance plans and providing scheduled inspections and preventive maintenance services.

Real growth in maintenance workload, the large number of relocatable classrooms, and heavy after-hours utilization of schools contribute to increased demand for maintenance-related services. Constrained staffing and persistent vacancies limit abilities to respond to management and operational demands. Finally, annual budgets for maintenance supplies, contracted maintenance, and vehicle operations have historically not kept up with annual growth in the actual costs of these commodities and services.

In spite of significant challenges and constraints, the Division of Maintenance has continued to improve its work processes and levels of production through implementation of various initiatives and professional development of the workforce.

- The division is still in a multiyear process of implementing a “get to excellence plan” to improve business efficiencies based on “lean” management concepts. Included in this initiative are ongoing enhancements to the computerized maintenance management system (called “Maximo”) to expand supervisors' and managers' capabilities to process

and monitor work orders, track and control inventory, and provide short- and long-term management of facility assets. The enhancements also include user-friendly, Web-based access to allow customers to more easily request work and to monitor work order status and history.

- The division is continuing to improve its Internet Web site to provide more information to schools and staff on maintenance organization, capabilities, services, procedures, and points of contact for assistance.
- The division is continuing a five-year-old initiative of conducting annual in-house training for first line supervisors, managers, staff, and other interested employees in an effort to improve the quality of leadership and levels of professionalism and production. In conjunction with cyclic professional development training, the director also provides annual briefings to employees to review performance; share information; and discuss priorities, expectations, and special subjects of interest.
- The division has improved its procedures for interviewing and selecting candidates to fill vacant positions and for ensuring fair and equitable job competition on a "level playing field."
- The division has implemented a state-approved apprenticeship program for four HVAC mechanic trainees. This four-year training program will help the division improve long-term management of vacancies in this critical skilled trade and, as a result, improve service to customers.
- The division fosters employee ownership of the strategic business plan by involving them in periodic updates of the plan and by providing all employees with copies of updated plans. During FY 2008, the division will append the plan to its Internet Web site so that it can be viewed by all customers and stakeholders.

The collective and measurable successes of these various initiatives include increased production, a steady backlog of work in spite of growing demand, improved levels of employee morale and job satisfaction, no individual employee grievances in FY 2006 and FY 2007, improved employee perceptions of their leaders, and stable levels of customer satisfaction. In summary, the Division of Maintenance continues to contribute to student success by effectively employing its available resources to meet the maintenance and related service needs of a growing facilities inventory.

Major Mandates

Mandated work for the division includes the following:

- Semiannually test all fire suppression systems in kitchens (state and county regulations).
- Semiannually inspect all roofs and provide reports to the state of Maryland
- Semiannually conduct inspections and update management plans for asbestos abatement in more than 95 facilities (Asbestos Hazard Emergency Response Act).

- Annually test and certify more than 200 fire alarm and sprinkler systems in all schools and administrative facilities (Montgomery County Fire Code and National Fire Protection Association Life Safety Code).
- Annually inspect and service more than 2,000 fire extinguishers (Montgomery County Fire Code and National Fire Protection Association Life Safety Code).
- Annually inspect and test more than 160 elevators (state of Maryland).
- Annually inspect and certify more than 950 back-flow plumbing valves. Perform overhauls of selected items every three to five years (state and county regulations).
- Annually perform integrated pest management in over 200 facilities; maintain records and provide required notifications of pest control applications (state of Maryland).
- Annually recycle 50 percent of the total waste stream generated by schools (Montgomery County goal).

Strategies

- Sustain an information campaign to ensure that customers and stakeholders understand and appreciate the division's mission, functions, capabilities, business processes, and procedures.
- Continue to develop and control business and service delivery processes and procedures in order to improve productivity, efficiency, and customer service.
- Continue to implement and sustain programs to recruit, develop, and retain employees in order to reduce turnover and vacancies and to promote long-term organizational stability.

Performance Measures

Performance Measure: Customer Satisfaction (Scale: 1/Poor to 5/Excellent).

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
3.9	4.0	4.1

Explanation: The Baldrige National Quality program suggests that standards of service quality should be customer-driven. Therefore, the level of customer satisfaction is a core performance measure for delivery of maintenance and repair services. Performance information for FY 2007 is based on April 2007 survey responses from 126 schools that reported levels of satisfaction with both the timeliness and quality of maintenance and repair services.

Division of Maintenance—323/338/339/972

Roy L. Higgins, Director I

301-840-8107

Performance Measure: Total number of maintenance work orders completed during the fiscal year (Scale: Actual Total).

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
58,745	60,000	61,000

Explanation: The total number of maintenance work orders completed is a direct measure of completed work effort in support of customer schools and facilities. Documented annual increases in work output occurred from FY 2003 to FY 2006, with consistent growth in the major trade areas (e.g., carpentry, electrical, general maintenance, HVAC, and plumbing). Levels of demand and production stabilized somewhat in FY 2007. Increased output by the same size work force indicates improvements in production efficiencies.

Performance Measure: Employee Satisfaction (Scale: 1/Poor to 5/Excellent).

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
3.7	3.8	3.9

Explanation: Levels of productivity and efficiency in an organization are closely related to how employees feel about their workplace environment, wages and benefits, the quality of supervision, and opportunities for professional development and career advancement. Employee satisfaction levels for FY 2007 are based on surveys performed in September 2006 as part of the director's annual workforce briefings. Four years of employee satisfaction data show an upward trend in results.

Budget Explanation Division of Maintenance— 323/338/339/972

The current FY 2008 budget for this division is changed from the budget adopted by the Board of Education on June 12, 2007. The change is a result of the realignment of funds within this division's budget to create a 1.0 maintenance training and safety specialist position.

The FY 2009 request for this division is \$32,111,894, an increase of \$1,951,514 from the current FY 2008 budget of \$30,160,380. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$1,352,609
The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$1,089,479. There is an increase of \$263,130 in continuing salary costs to reflect step or longevity increases for current employees.

Realignments—\$284,358

FY 2008 Realignments—\$0

There are realignments that have been approved for the current year that will continue into FY 2009. Due to growing fiscal demands in the division, a 1.0 maintenance painter II position is being realigned to a 1.0 fiscal assistant IV position. As a result of reclassification studies, 12.0 maintenance plumber I positions are being realigned to maintenance plumber positions, 6.0 boiler mechanic I positions are being realigned to heating boiler mechanic positions, and 11.0 HVAC/mechanic I positions are being realigned to HVAC mechanic II positions.

There are several budget neutral realignments within the Maintenance Apprenticeship Program. A total of \$36,750 is realigned from contractual services and \$40,000 from program supplies to stipends, training support, and technical/special fees. These realignments reflect the actual costs and operations of the program.

FY 2009 Realignments—\$284,358

The budget includes realignments for FY 2009. To align resources where they are managed, 3.0 heating service worker positions and 3.0 heating mechanic I positions are realigned from the Department of Facilities Management to the Division of Maintenance. The net change to the division is an increase of 6.0 positions and \$284,358 dollars. In addition, funds from other maintenance resources are being realigned to create 5.0 new positions.

Inflation—\$64,364

Applying an inflation factor of 3 percent increases the budget for general maintenance supplies by \$64,364.

Other—\$250,183

An additional \$50,000 is budgeted for contractual maintenance, \$150,000 for general maintenance supplies, \$20,000 for vehicle operating costs, \$20,000 for grounds care, and \$10,000 for telecommunications. These increases are needed to reflect the actual costs and operations of the division.

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$183 in this budget for FY 2009

Division of Maintenance - 323/338/339/972

Roy Higgins, Director I

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	352.000	355.000	356.000	367.000	11.000
Position Salaries	\$18,381,590	\$20,475,348	\$20,475,349	\$22,074,140	\$1,598,791
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends			26,000	26,000	
Professional Part Time					
Supporting Services Part Time		104,800	104,800	110,040	5,240
Other		658,725	658,724	691,660	32,936
Subtotal Other Salaries	611,712	763,525	789,524	827,700	38,176
Total Salaries & Wages	18,993,302	21,238,873	21,264,873	22,901,840	1,636,967
02 Contractual Services					
Consultants		21,755	21,755	21,755	
Other Contractual		2,999,686	2,963,686	3,013,686	50,000
Total Contractual Services	3,420,451	3,021,441	2,985,441	3,035,441	50,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		582	582	582	
Other Supplies & Materials		2,411,832	2,371,832	2,606,196	234,364
Total Supplies & Materials	2,501,304	2,412,414	2,372,414	2,606,778	234,364
04 Other					
Local Travel		2,291	2,291	2,474	183
Staff Development		11,015	61,015	61,015	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,396,225	2,396,225	2,426,225	30,000
Total Other	2,407,170	2,409,531	2,459,531	2,489,714	30,183
05 Equipment					
Leased Equipment		736,561	736,561	736,561	
Other Equipment		341,560	341,560	341,560	
Total Equipment	1,088,914	1,078,121	1,078,121	1,078,121	
Grand Total	\$28,411,141	\$30,160,380	\$30,160,380	\$32,111,894	\$1,951,514

Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
	323 Division of Maintenance						
11	P Director I		1.000	1.000	1.000	1.000	
11	N Assistant Director I		1.000	1.000	1.000	1.000	
11	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
11	25 Maintenance/Facility Area Mgr		3.000	3.000	3.000	3.000	
11	25 PLAR Contracting Supervisor		1.000	1.000	1.000	1.000	
11	24 Energy Mgt Supervisor		1.000	1.000	1.000	1.000	
11	24 Maintenance Automation Spec		1.000	1.000	1.000	1.000	
11	23 Resource Conservation Asst		2.500	2.500	2.500	2.500	
11	23 Maint/Facility Area Asst Mgr		3.000	3.000	3.000	3.000	
11	22 Energy Management Spec		4.000	4.000	4.000	4.000	
11	22 Roof Construction Specialist		1.000	1.000	1.000	1.000	
11	21 Training and Safety Specialist				1.000	1.000	
11	20 Electronic Technician Supv II		1.000	1.000	1.000	1.000	
11	19 Energy Mgt Customer Svc Spec		1.000	1.000	1.000	1.000	
11	19 General Maint Central Supv		1.000	1.000	1.000	1.000	
11	19 Electrician Area Supervisor		3.000	3.000	3.000	3.000	
11	19 Electronic Technician Supv I		1.000	1.000	1.000	1.000	
11	19 HVAC Refrigerator Area Supv		3.000	3.000	3.000	3.000	
11	19 Auto Technican II Shift 1		2.000	2.000	2.000	2.000	
11	18 Fiscal Assistant IV					1.000	1.000
11	18 Carpentry Area Supervisor		3.000	3.000	3.000	3.000	
11	18 Plumber Area Supervisor		3.000	3.000	3.000	3.000	
11	18 General Maintenance Area Supv		3.000	3.000	3.000	8.000	5.000
11	18 Boiler Mechanic II		3.000	3.000	3.000	3.000	
11	18 Recycling Specialist		1.000	1.000	1.000	1.000	
11	18 Build. & Ground Cont. Ass		3.000	3.000	3.000	3.000	
11	18 Material Fabrication Sup		1.000	1.000	1.000	1.000	
11	18 Electronic Technician II		3.000	3.000	3.000	3.000	
11	18 Industrial Equipment Supv		1.000	1.000	1.000	1.000	
11	18 HVAC Mechanic II Shift 1		3.000	3.000	3.000	14.000	11.000
11	17 Carpentry Asst Area Supv		3.000	3.000	3.000	3.000	
11	17 Heating Boiler Mechanic		3.000	3.000	3.000	9.000	6.000
11	17 Maintenance Electrician II		3.000	3.000	3.000	3.000	
11	17 Electric Motor Mechanic		1.000	1.000	1.000	1.000	
11	17 Electronic Technician I		15.000	15.000	15.000	15.000	
11	17 Paint Specialist		1.000	1.000	1.000	1.000	
11	17 Equipment Mechanic		1.000	1.000	1.000	1.000	
11	17 Refrigerator Maint Mechanic		3.000	3.000	3.000	3.000	
11	17 HVAC Mechanic I Shift 1		14.000	14.000	14.000	3.000	(11.000)
11	17 Auto Technican I Shift 1		2.000	2.000	2.000	2.000	
11	16 Maintenance Carpenter II		3.000	3.000	3.000	3.000	
11	16 Heating Mechanic I		3.000	3.000	3.000	6.000	3.000

Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

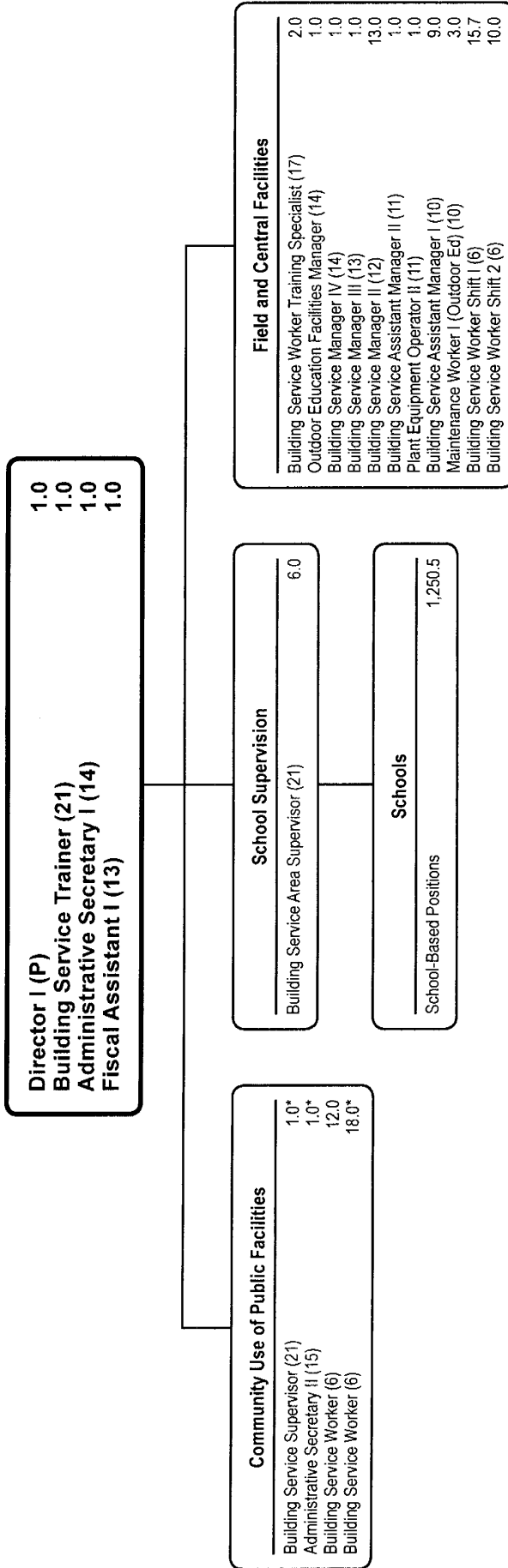
CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
	323 Division of Maintenance						
11	16 Maintenance Plumber		3.000	3.000	3.000	15.000	12.000
11	16 General Maintenance Supervisor		3.000	3.000	3.000	3.000	
11	16 Maintenance Electrician I		18.000	18.000	18.000	18.000	
11	16 Office Machine Technician		1.000	1.000	1.000	1.000	
11	16 Small Equipment Mechanic		3.000	3.000	3.000	3.000	
11	15 Supervisor		1.000	1.000	1.000	1.000	
11	15 Maintenance Carpenter I		27.000	27.000	27.000	27.000	
11	15 Floor Covering Mechanic		6.000	6.000	6.000	6.000	
11	15 Roof Mechanic		6.000	6.000	6.000	6.000	
11	15 Glazier		6.000	6.000	6.000	6.000	
11	15 Maintenance Plumber I		12.000	12.000	12.000		(12.000)
11	15 Boiler Mechanic I		6.000	6.000	6.000		(6.000)
11	15 Tool Mechanic		2.000	2.000	2.000	2.000	
11	15 Cabinet Maker		1.000	1.000	1.000	1.000	
11	15 Maintenance Welder		2.000	2.000	2.000	2.000	
11	15 Mason		2.000	2.000	2.000	2.000	
11	15 Gas Mechanic		3.000	3.000	3.000	3.000	
11	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
11	14 Sheet Metal Mechanic		3.000	3.000	3.000	3.000	
11	14 Maintenance Painter II		4.000	4.000	4.000	3.000	(1.000)
11	14 Water Treatment Tester		2.000	2.000	2.000	2.000	
11	14 Fire Safety Compliance Tech.		1.000	1.000	1.000	1.000	
11	14 Firebrick Repairer		3.000	3.000	3.000	3.000	
11	13 General Maintenance Worker III		9.000	9.000	9.000	9.000	
11	13 Locksmith		5.000	5.000	5.000	5.000	
11	13 Reupholsterer Seamster II		2.000	2.000	2.000	2.000	
11	13 Plasterer		1.000	1.000	1.000	1.000	
11	13 Maintenance Painter I		8.000	8.000	8.000	8.000	
11	12 Secretary		4.000	4.000	4.000	4.000	
11	12 Account Assistant II		4.000	4.000	4.000	4.000	
11	12 Equipment Operator		4.000	4.000	4.000	4.000	
11	12 Pest Control Worker Shift 1		4.000	4.000	4.000	4.000	
11	12 Materials Fabrication Worker		4.000	4.000	4.000	4.000	
11	11 Compactor Truck Operator		4.000	4.000	4.000	4.000	
11	10 Heating Service Worker		3.000	3.000	3.000	6.000	3.000
11	9 General Maintenance Worker II		34.000	34.000	34.000	34.000	
11	9 Roof Maintenance Worker		3.000	3.000	3.000	3.000	
11	9 Trash Service Worker		4.000	4.000	4.000	4.000	
11	8 Office Assistant I		1.500	1.500	1.500	1.500	
11	7 General Maintenance Worker I		17.000	17.000	17.000	17.000	
	Subtotal		335.000	335.000	336.000	347.000	11.000

Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
	338 Indoor Air Quality						
11	M Team Leader		3.000	3.000	3.000	3.000	
11	18 Indoor Air Quality Team Ldr		2.000	2.000	2.000	2.000	
11	17 HVAC Mechanic I Shift 2		4.000	4.000	4.000	4.000	
11	16 Indoor Air Qual Electrician		1.000	1.000	1.000	1.000	
11	15 Indoor Air Quality Tech I		6.000	6.000	6.000	6.000	
	Subtotal		16.000	16.000	16.000	16.000	
	339 Maintenance Apprenticeship Program						
3	BD Instructional Specialist		1.000				
11	12 HVAC Apprentice					4.000	4.000
3	12 HVAC Apprentice			4.000	4.000		(4.000)
	Subtotal		1.000	4.000	4.000	4.000	
	Total Positions		352.000	355.000	356.000	367.000	11.000

Division of School Plant Operations



F.T.E. Positions 1,330.2

(*Chart includes 1,250.5 school-based positions shown on K-12 chart. In addition, there are 20.0 positions funded by ICB.)

Mission

The mission of the Division of School Plant Operations (SPO) is to provide building services with qualified people to ensure a clean, safe, comfortable, and attractive facility environment that is conducive to health and learning by using efficient, effective techniques and materials.

Major Functions

The division maintains the cleanliness of school facilities by supervising and training building service staff, conducting formal inspections of all buildings, managing the inventory of cleaning supplies, and maintaining effective cleaning equipment.

The division directs school-based staff that provides cleaning, grounds care, minor maintenance, and systems monitoring at all schools and facilities. The division trains building service staff on proper building and equipment maintenance. Building service supervisors visit schools frequently for formal and informal inspections, training, and staff counseling to ensure that quality standards are maintained.

The division also schedules and provides building service workers and supervision for community activities in schools, and represents MCPS on various committees of the county's Office of Community Use of Public Facilities.

The division administers funds for housekeeping supplies, equipment, and materials. The division also arranges for repairing and maintaining cleaning equipment.

Trends and Accomplishments

The division faces many challenges, including an increasing number of staff with limited English speaking skills, indoor air quality issues, the increasing complexity of building operating systems, providing support for the increasing demand for administrative space, increasing position vacancy rates for critical night leader positions, and increased use of facilities by the public, as well as extended school-year programs. To comply with a new state regulation, SPO employees who oversee the operation of boilers in schools are required to possess a stationary engineer's license. SPO works with the Office of Human Resources and training staff to ensure that over 500 employees are trained, licensed, and available to work at schools.

To improve the effectiveness and efficiency of staff and equipment, the division analyzed facility needs and trained staff in systematic team cleaning techniques. The division promoted workforce excellence by training staff in the competency-based Supporting Services Professional Growth System. The division also certified employees in basic building service skills, supervisory and leadership, boiler, air conditioning, and other plant equipment operations.

To reduce the environmental impact of facility services on student and staff productivity and to improve operational efficiency, division staff modified operational processes and adopted environmentally responsible standards for purchases of cleaning products and equipment. Staff

implemented a comprehensive Healthy, High Performance Cleaning Program that will ensure that sustainable operations are maintained at all facilities.

Major Mandates

- The division must comply with a number of federal, state, and county mandated programs. These include the *Resource Conservation and Recovery Act (RCRA)* which requires that burned-out fluorescent and HID lamps be considered hazardous waste; the *Comprehensive Environment Response, Compensation and Liability Act (CERCLA)*, which requires special disposal of PCB-containing lamp ballasts; and the *Hazardous and Toxic Substances Act* which requires that toxic substances, such as PCBs, be disposed of according to federal regulations. The division is required to ensure that all building service employees are trained in the following programs:

- Asbestos Awareness
- Bloodborne Pathogens
- Boiler Operations
- Confined Space
- Crisis Preparedness and Response
- Electrical Safety/Lockout/Tag-out
- Fire Inspection Regulations
- Hazard Assessment
- Hazardous Chemicals/Employee Right-to-Know

Strategies

- Building service staff will receive training and be certified as competent in performing effective evaluations, maximizing the efficiency of staff schedules, proper operation and maintenance of mechanical systems, systematic team cleaning, basic cleaning methods, and other building services.
- The frequency and intensity of school inspections and routine visits to schools will be increased to ensure that quality standards are met and to assist staff in aggressively managing and reducing air quality problems.
- A joint collaboration council of customers and stakeholders will be created to improve business relationships, coordinate facility use, and maximize productivity.

Performance Measures

Performance Measure: Organizational results-building inspections meeting standard.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
99%	99%	99%

Explanation: This measures the quality of custodial operations/cleanliness.

Division of School Plant Operations—327/328/329/330

Dianne Jones, Director I

240-314-1075

Performance Measure: Customer satisfaction.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
83%	84%	84.5%

Explanation: This measures the level of satisfaction of customers with SPO services.

Performance Measure: Employee Focus—Absenteeism.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
92.8%	93%	93.5%

Explanation: This measures the number of employees at work as a percentage of total days available to work.

Budget Explanation Division of School Plant Operations— 327/328/329/330

The FY 2009 request for this division is \$58,072,334, an increase of \$2,878,624 from the current FY 2008 budget of 55,193,710. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$2,869,002

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$2,663,488. There is an increase of \$205,514 in continuing salary costs to reflect step or longevity increases for current employees.

New Schools—\$400,997

With the expanded square footage at renovated schools, the budget contains an increase of 11.0 positions and \$400,997. The increase includes \$368,778 to fund 11.0 building service worker positions. Increases are needed for custodial supplies of \$23,836, air filters of \$4,558, and uniforms of \$3,825.

Inflation—\$51,655

Applying an inflation factor of 3 percent increases the budget for custodial supplies, uniform supplies, and air conditioning filters by 51,655.

Other—(\$443,030)

There is a decrease of \$448,000 in the budget for a one-time improvement budgeted in FY 2008 that provided burnishers to approximately 160 schools.

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$4,970 in this budget for FY 2009.

Division of School Plant Operations - 329/327/328/330

Dianne Jones, Director I

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	1,304.700	1,319.200	1,319.200	1,330.200	11.000
Position Salaries	\$47,533,123	\$51,821,744	\$51,821,744	\$55,016,612	\$3,194,868
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		366,095	366,095	384,399	18,304
Other		492,166	492,166	516,774	24,608
Subtotal Other Salaries	1,183,966	858,261	858,261	901,173	42,912
Total Salaries & Wages	48,717,089	52,680,005	52,680,005	55,917,785	3,237,780
02 Contractual Services					
Consultants					
Other Contractual		102,128	102,128	102,128	
Total Contractual Services	174,312	102,128	102,128	102,128	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		717	717	717	
Other Supplies & Materials		1,738,884	1,738,884	1,822,758	83,874
Total Supplies & Materials	1,652,353	1,739,601	1,739,601	1,823,475	83,874
04 Other					
Local Travel		62,209	62,209	67,179	4,970
Staff Development					
Insurance & Employee Benefits					
Utilities		11,000	11,000	11,000	
Miscellaneous		10,000	10,000	10,000	
Total Other	120,940	83,209	83,209	88,179	4,970
05 Equipment					
Leased Equipment		44,366	44,366	44,366	
Other Equipment		544,401	544,401	96,401	(448,000)
Total Equipment	92,191	588,767	588,767	140,767	(448,000)
Grand Total	<u>\$50,756,885</u>	<u>\$55,193,710</u>	<u>\$55,193,710</u>	<u>\$58,072,334</u>	<u>\$2,878,624</u>

Division of School Plant Operations - 329/327/328/330

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
329 Field and Central Facilities							
10	P Director I		1.000	1.000	1.000	1.000	
10	21 Building Service Area Supv		6.000	6.000	6.000	6.000	
10	21 Building Service Trainer		1.000	1.000	1.000	1.000	
10	17 Building Service Training Spec		2.000	2.000	2.000	2.000	
10	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
10	14 Outdoor Ed Facilities Manager		1.000	1.000	1.000	1.000	
10	14 Building Service Manager IV		1.000	1.000	1.000	1.000	
10	13 Fiscal Assistant I		1.000	1.000	1.000	1.000	
10	13 Building Service Manager III		1.000	1.000	1.000	1.000	
10	12 Building Service Manager II		13.000	13.000	13.000	13.000	
10	11 Plant Equipment Operator II		1.000	1.000	1.000	1.000	
10	11 Build Svc Asst Mgr. II-Shf 2		1.000	1.000	1.000	1.000	
10	10 Outdoor Ed Main Wrkr I Shft 2		3.000	3.000	3.000	3.000	
10	10 Build Svcs Asst Mgr I- Shf2		9.000	9.000	9.000	9.000	
10	6 Building Svc Wrkr Shft 1		27.700	27.700	27.700	27.700	
10	6 Building Svc Wrkr Shft 2		10.000	10.000	10.000	10.000	
Subtotal			79.700	79.700	79.700	79.700	
327 Elementary Plant Operations							
10	15 Building Service Manager V		1.000				
10	13 Building Service Manager III		80.000	83.000	83.000	83.000	
10	12 Building Service Manager II		49.000	47.000	47.000	47.000	
10	11 Build Svc Asst Mgr. II-Shf 2		56.000	57.000	57.000	57.000	
10	10 Plant Equipment Operator I		1.000	1.000	1.000	1.000	
10	10 Build Svcs Asst Mgr I- Shf2		73.000	73.000	73.000	73.000	
10	6 Building Svc Wrkr Shft 1		234.000	248.500	248.500	259.000	10.500
10	6 Building Svc Wrkr Shft 2		41.000	34.000	34.000	34.000	
Subtotal			535.000	543.500	543.500	554.000	10.500
328 Secondary Plant Operations							
10	16 Building Service Manager VI		1.000	1.000	1.000	1.000	
10	15 Building Service Manager V		21.000	22.000	22.000	22.000	
10	14 Build Svc Asst MgrIV-Shf2		4.000	4.000	4.000	4.000	
10	14 Building Service Manager IV		2.000	1.000	1.000	1.000	
10	13 Building Service Manager III		39.000	39.000	39.000	39.000	
10	12 Build Svc Asst Mgr III-Shf2		23.000	23.000	23.000	23.000	
10	11 Plant Equipment Operator II		25.000	25.000	25.000	25.000	
10	11 Build Svc Asst Mgr. II-Shf 2		35.000	35.000	35.000	35.000	
10	10 Plant Equipment Operator I		38.000	38.000	38.000	38.000	
10	10 Build Svcs Asst Mgr I- Shf2		1.000	1.000	1.000	1.000	
10	6 Building Svc Wrkr Shft 1		258.500	273.500	273.500	274.000	.500

Division of School Plant Operations - 329/327/328/330

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
	328 Secondary Plant Operations						
10	6 Building Svc Wrkr Shft 2		220.000	211.000	211.000	211.000	
	Subtotal		667.500	673.500	673.500	674.000	.500
	330 Special/alternative Prgs. Plant Ops.						
10	13 Building Service Manager III		2.000	2.000	2.000	2.000	
10	12 Building Service Manager II		5.000	5.000	5.000	5.000	
10	10 Plant Equipment Operator I		1.000	1.000	1.000	1.000	
10	10 Build Svcs Asst Mgr I- Shf2		7.000	7.000	7.000	7.000	
10	6 Building Svc Wrkr Shft 1		5.500	5.500	5.500	5.500	
10	6 Building Svc Wrkr Shft 2		2.000	2.000	2.000	2.000	
	Subtotal		22.500	22.500	22.500	22.500	
	Total Positions		1,304.700	1,319.200	1,319.200	1,330.200	11.000

Department of Transportation

Director II (Q)	1.0
Assistant Director II (O)	1.0
Fiscal Specialist I (24)	1.0
Administrative Secretary II (15)	1.0
Transportation Special Assistant (14)	1.0
Office Assistant III (10)	1.0

Fleet Maintenance	
Auto Repair Supervisor III (27)	1.0
Auto Repair Supervisor II (23)	1.0
Auto Parts Supervisor (23)	1.0
Auto Repair Supervisor I (22)	4.0
Auto Technician I (19)	2.0
Auto Technician II (19/ND)	10.0
Fiscal Assistant IV (18)	1.0
Auto Technician I (17)	21.0
Auto Technician I (17/ND)	33.0
Auto Parts Assistant (13)	1.0
Auto Parts Assistant (13/ND)	1.0
Tire Repairer (13)	2.0
Satellite Parts Assistant (12)	4.0
Secretary (12)	1.0
Auto Technician Apprentice (11)	3.0
Auto Technician Apprentice (11/ND)	4.0
Service Writer (11)	2.0
Account Assistant I (10)	2.0
Office Assistant III (10)	1.0
Auto Service Worker (9)	4.0
Auto Service Worker (9/ND)	9.0
Office Assistant I (8)	1.0
Fueling Assistant (6)	5.0

Bus Operations	
Bus Operations Manager (27)	1.0
Transportation Depot Manager (25)	6.0
Transportation Cluster Manager (19)	20.0
Transportation Dispatcher (19)	5.0
Transportation Cluster Supervisor (18)	5.0
Bus Route Supervisor (16)	65.0
Bus Radio Operator (10 Month) (14)	17.0
Bus Operator II (10 Month) (13)	3.0
Secretary (12)	7.0
Transportation Time and Attendance Assistant (12)	6.0
Bus Operator I (10 Month) (11)	1,038.26
Bus Operator I (Head Start) (10 Month) (11)	14.8
Bus Attendant (SPED) (10 Month) (7)	393.69

Transportation Support	
IT Systems Engineer (27)	1.0
Supervisor (27)	1.0
Database Administrator II (25)	1.0
IT Systems Specialist (25)	2.0
Transportation Administrative Service Manager (25)	1.0
Transportation Specialist (25)	1.0
Senior Routing Specialist (23)	1.0
Route/Program Specialist (21)	1.0
Transportation Assignment Specialist (20)	1.0
Regional Router (18)	2.0
Transportation Assistant Supervisor (SPED) (18)	1.0
Employee Process Coordinator (17)	1.0
Transportation Router (16)	4.0
Account Assistant III (14)	3.0
Secretary (12)	2.0

Safety Training	
Safety & Staff Development Manager (25)	1.0
Transportation Safety Trainer II (15)	4.0
Transportation Safety Trainer I (12)	14.0
Secretary (12)	1.0

Mission

The mission of the Department of Transportation (DOT) is to provide safe, timely, and efficient transportation that contributes to a positive learning environment through staff committed to excellence and continuous improvement.

Major Functions

The Department of Transportation is responsible for the operation of regular and special program bus service for eligible students, vehicle maintenance and repair, employee recruiting and training, and transportation administrative services.

Bus operations provide transportation services for approximately 96,000 students daily. Ridership is composed of two categories—regular education (from within school boundaries) and countywide education (from beyond school boundaries and across clusters). Currently, 91,000 students ride regular education buses, with an additional 5,000 attending programs such as prekindergarten and Head Start and students who are in homeless situations, Cooperative Work Experience, Career and Technology Education, Outdoor Education, magnet programs, and special education programs. An additional 3,000 students are transported daily to and from after-school activities.

The Fleet Maintenance Unit manages vehicle maintenance and repair facilities, provides fuel distribution, and repairs 1,273 buses and 760 other Montgomery County Public Schools (MCPS) vehicles. Most repair services are provided by the five parking/repair facilities. Some specialized services are contracted out. Every effort is made to purchase new buses or retrofit the current fleet with the latest technology in safety and devices that meet the highest safety, energy, and pollution control standards available.

The department staff oversees route planning; manages employee assignments; and manages planning, training, personnel services, accounting, and related services to more than 2,100 permanent and temporary employees. Human resource services managed within the department include advertising and recruiting; hiring; pre-employment record checks; safety training; and maintenance of licensing, certification, and medical record assessments. Post-accident, random, and reasonable suspicion drug testing programs required by federal law also are administered.

Trends and Accomplishments

Student transportation is provided in a constantly changing environment, including increasing traffic congestion; growth and expansion of residential developments and roadways; and constantly changing demographics of student enrollment in regular, special, and alternative transportation programs.

Opening new and modernized schools, implementing consortium school enrollment plans, transporting magnet program students, and transporting students to holding sites during school renovations continue to place high demands on transportation service. Numerous new and expanded services for

students with disabilities and ever changing federal, state, and local requirements broaden transportation requirements. Initiatives such as alternative educational programs, career/technology initiatives, the *McKinney Vento Act* requiring transportation of homeless students to their school of origin, the requirements of the *No Child Left Behind Act* requiring cross-attendance area busing at parental request; and implementation of clean air efforts have significantly increased demands on already constrained resources.

The department continues to facilitate the rapid deployment of new bus operators by renewed authorization from the state of Maryland to conduct MVA driver record checks and commercial drivers' license testing on MCPS premises. The training and employment plan is aimed at employee retention, with the overall goal of reducing training and recruiting needs and costs.

Bus operator and attendant training and retention also are facilitated by ongoing cooperative activities with SEIU Local 500 that focus on professional growth. The systemwide bidding system for mid-day and other extra work developed jointly between SEIU Local 500 and DOT has improved the seniority-based work-hours alignment and has recently been modified to improve assignment stability and service to customers.

Student safety improved, as evidenced by a continued decrease in the number of preventable bus accidents per million miles driven—2.86 in FY 2005, 2.43 FY 2006, and 2.12 in FY 2007.

The Department of Transportation is committed to reducing pollution from its school buses with the purchase of biodiesel fuel, installing equipment on older buses to reduce pollution, and purchasing new buses with technology to decrease pollution. The department procured biodiesel blended fuel for use at the Bethesda Depot during 2007 and plans to expand the use of biodiesel blended fuel at other depots during the current school year. During fiscal years 2006 and 2007, the Maryland Department of Environment awarded a grant to MCPS for \$306,500. The proceeds of the grant were used for the installation of diesel oxidation catalysts on 234 MCPS school buses during FY 2006 and 17 MCPS school buses during FY 2007. The exhaust enhancements will decrease 58.9 tons of carbon dioxide pollution, 8.1 tons of hydrocarbons pollution, .21 of a ton of particle matter pollution, and 4 tons of nitrogen oxides pollution from MCPS school buses. In addition, MCPS purchased 131 new school buses equipped with diesel particulate filters. The diesel particulate filter is a device to remove at least 85 percent of the soot from the exhaust of a diesel engine. The pollution reduction will provide for a healthier environment for Montgomery County citizens.

Bus routing for special and regular education programs is performed through the use of the Computer Assisted Routing Transportation System (CARTS). This system assists in achieving efficiencies in routing and scheduling, provides the basis for route audits, and ensures that bus operators are appropriately paid for their routes. Use of the departmentally

developed Transportation Information Management System (TIMS) software has automated the maintenance of employee training records, state reporting requirements, payroll, and other administrative functions, and continues to improve efficiency. Continued development of TIMS will add greater control and monitoring of resources. Implementation of the FASTER software system continues to provide improved inventory control for bus parts, and gives management analytical tools to improve the efficiency of vehicle repairs for the 2,033 vehicles owned by MCPS.

This year, the department will continue its focus on the Ride by the Rules campaign which was initiated two years ago. The campaign is aimed at focusing the attention of school administrators, parents, students, and transportation staff on the importance of good conduct while riding to and from school on buses. Delivering every student safe, ready to learn, and free of fear of intimidation or discomfort while riding buses is a primary focus of the department and school administrators.

This year begins the second year of a four-year phase-in of a new management structure which improves the management to employee ratio from 1:80 to 1:20. This is a major enhancement for the department, aimed at increased supervision of bus operators and attendants and increased accountability. Other goals of the initiative include support for the Ride by the Rules campaign and a management structure capable of supporting the Supporting Services Professional Growth System initiatives. This change also will enhance the department's Customer Delight initiative. Implementation in the first year at the Clarksburg Depot proved to be very successful with very positive responses/comments from customers and staff.

The department's Customer Delight initiative continues to focus efforts on improving service to its customers; increasing accountability; and incorporating Baldrige standards by emphasizing fair, compassionate, and respectful treatment of all students, staff, parents, and other customers. This year, the department will focus on a "Delight Through Foresight" plan, which will encourage staff to anticipate customer needs and proactively address them to prevent issues from arising and to increase service to customers. The department continues to be a model for customer service.

A good maintenance program for school buses is a vital part of providing safe and efficient transportation to students. During FY 2007, DOT spent \$3.4 million on bus parts and tires. The cost of bus parts continues to increase at a rate higher than inflation, as buses with more expensive electronic components are purchased.

Energy commodities have fluctuated dramatically recently. Prices were affected by destabilization of oil markets, Hurricane Katrina, world demand, the discovery of massive oil fields in the Gulf of Mexico, and refinery production failures. Also impacting price stability is the new federal requirement for the use of ultra-low-sulfur diesel fuel in all highway diesel engines by January 2007. Price fluctuations during FY 2007 ranged from \$1.96 to \$2.70 per gallon. The average

cost of a gallon of diesel fuel for last school year was \$2.245. Each penny of change represents a \$33,000 fluctuation in annual costs to the department. Identifying a reasonable cost projection is proving to be difficult. During the 2006–2007 school year, DOT purchased 3.25 million gallons of diesel fuel.

Major Mandates

- Federal law requires that special education students be provided free transportation to and from school. The *McKinney Vento Act* requires transportation of homeless students to their school of origin, at parent request, regardless of distance or cost. The *No Child Left Behind Act* similarly requires cross-attendance area busing, at parental request, for those attending under-performing Title I schools. In addition, MCPS has agreed to provide transportation to students in Foster Care to their school of origin on a pilot basis.
- Maryland regulations impose pre-service and in-service training requirements and limits preventable accidents in order to maintain certification and/or licensing standards for school bus operators. State regulations also require three safety and one preventative maintenance inspection annually on all buses used to transport students, and all buses over a specific age be retired, regardless of mileage or condition, unless a waiver is granted by the Maryland State Department of Education.
- Federal and state regulations require pre-employment, reasonable cause, random, and post-accident drug and alcohol testing for all school bus operators.
- Board of Education policy requires the provision of transportation services (using central-point pickups) for the following programs—magnet, Global Ecology, elementary and middle school gifted and talented, French Immersion, Spanish Immersion, International Baccalaureate, and alternative programs. Board policy also establishes maximum walking distance to and from school for regular education. Transportation is provided for students who live beyond maximum walking distances or if walking is unsafe.
- New federal clean air requirements stiffen emission standards for bus engines manufactured after January 2007. This has increased bus purchase costs, and requires added training for bus operators and maintenance personnel.

Strategies

- Strengthen existing and develop new communication processes to improve the exchange of information between internal and external customers.
- Develop management strategies that encourage collaboration, involve stakeholders, and analyze performance data for the purpose of becoming a better department. These strategies should anticipate changing customer and stakeholder needs and modify goals as needed, recognize and reward employees for outstanding performance, and ensure periodic evaluation of performance.

- Continually assess and improve technology tools of the department and utilize industrywide technology and benchmarks. Develop integrated data systems and automated processes.
- Use multiple feedback and survey strategies to identify stakeholder needs and to measure department performance.
- Provide professional growth training that improves performance in current assignment and prepares employees for promotional opportunities.
- Continue emphasis on the Customer Delight program that emphasizes exceeding customer expectations and informs customers of progress and outcome of requests and concerns and handling all matters in a professional and competent manner.
- Train all employees to provide a safe, secure, and positive environment that fosters learning in schools and within the department.

Performance Measures

Performance Measure: Number of preventable accidents per million miles.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
2.1	3.0	3.0

Explanation: A measure of the delivery of safe transportation services is the preventable accident rate.

Performance Measure: Ensure satisfactory performance by having no more than a 7.0 percent absence rate for bus operators and attendants.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
9.4	9.0	8.5

Explanation: Satisfactory customer service requires bus operators and attendants, with regular knowledge of routes and the students they serve, to be at work daily. Substitutes, while skilled as drivers, cannot replace the personal touch and knowledge of the regular operator and/or attendant.

Performance Measure: Every route has an appropriately configured bus available every day (i.e., 95 percent of the fleet is available for service daily)

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
94.6%	95%	95%

Explanation: While spare buses are available to fill in for buses out of service, the mix of specialized equipment and the geographical distribution of the spare fleet cannot ensure the timely availability of buses at each depot. The measure of timely service and customer satisfaction is directly related to the bus being available each morning.

Performance Measure: 98 percent of buses arrive at each school between 5 and 20 minutes before the morning bell; 85 percent arrive within 5 minutes of the afternoon bell; and no buses arrive later than 20 minutes after the afternoon bell at each school.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
98%/85%	98%/85%	98%/85%

Explanation: On-time service is the key to establishing an efficient learning environment. School staff needs to be assured that children arrive in time to participate in learning activities. Similarly, parents need to have a predictable and consistent expectation of their student's arrival at home.

Performance Measure: 98 percent of parents and students, when surveyed, rate transportation as satisfactory or better.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
90%/81%	95%/83%	96%/84%

Explanation: Customer satisfaction is measured through the annual MCPS Parent and Student Survey. Scores of three or more on a five-point scale indicate general satisfaction with transportation services. Scores of five indicate delight. The goal of the department is to score at least 50 percent of responses in the delight category.

Budget Explanation

The current FY 2008 budget for this department is changed from the budget adopted by the Board of Education on June 12, 2007. The change is a result of the realignment of \$29,654 and 2.5 bus operator I positions and \$27,932 and 2.5 bus operator I permanent substitute positions to 5.0 bus route supervisor positions.

The FY 2009 request for this department is \$90,950,729, an increase of \$7,129,074 from the current FY 2008 budget of \$83,821,655. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$6,165,781
The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$3,239,210. There is an increase of \$2,926,571 in continuing salary costs to reflect step or longevity increases for current employees.

Realignments—\$0
FY 2008 Realignments—\$0
There is a realignment that has been approved for the current year that will continue into FY 2009. There is a realignment of a \$33,705 and 1.0 auto service worker shift II position to a 1.0 auto tech apprentice shift II position.

FY 2009 Realignments—\$0

The budget includes several budget neutral realignments for FY 2009. There is a realignment of \$199,751 and 5.0 bus operator II positions to create 5.0 radio bus operator positions. To align funds with program needs, \$206,117 is realigned from bus parts to bus tires, bus fuel, and bus equipment replacement.

There are realignments for the next phase of the bus route supervisory model. There are realignments of \$313,660 and 10.0 bus operator I positions and \$272,960 and 10.0 bus operator I permanent substitute positions to create 20.0 bus route supervisor positions. Additional realignments for the bus route supervisory model include \$453,873 and 7.0 transportation cluster supervisors realigned to 5.0 transportation cluster manager positions and 2.0 transportation dispatcher positions.

Bus Replacements—\$547,421

The department's budget reflects a roll-off of \$658,344 in lease payments on buses purchased in FY 2002. Offsetting this reduction is a \$1,205,765 increase for the lease/purchase of 103 buses to replace those that have reached the end of their normal service and to purchase additional buses as part of the multiyear replacement plan. This results in a net increase of \$547,421 to the budget.

Bus Fuel—\$718,681

Based on higher costs for diesel fuel, \$718,681 is added to the budget. The budgeted rate for diesel fuel is being increased from \$2.50 per gallon to \$2.75 per gallon.

Other—\$439,999

An additional \$305,457 is budgeted for the bus route supervisory model. Salaries are being increased by \$286,000 for bus route supervisors over and above the amounts realigned for these positions due to the higher cost of the reconstituted positions. Other increases include \$14,880 for rental equipment, \$2,910 for local travel, and \$1,667 for training support.

The budget is increased by \$31,140 for the purchase of four staff vehicles. An additional \$100,000 is budgeted to rent space and provide security for parking school buses.

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$3,402 in this budget for FY 2009.

Insurance—\$34,968

There is a projected increase of \$34,968 for insurance based on projected claims and reserve requirements. Insurance for MCPS is provided under the county's Self-Insurance Program.

Improving Programs and Services—\$51,689

There is an increase to the budget for the expansion of Middle School Reform. The budget is increased by \$32,324 for premium rate overtime for bus operators, \$844 for contractual services, \$1,267 for bus repairs, \$863 for bus tires, \$11,215 for bus fuel, and \$5,176 for bus parts resulting in a net increase to the budget of 51,689.

Reductions—(\$829,465)

Bus Replacement Savings—(\$593,789)

Reductions are necessary in the budget to fund higher priority program needs. There is a reduction to the budget from not replacing 45 buses earlier than required by state law as part of the multiyear replacement plan. No state waivers will be necessary to continue using these buses. The budget for bus equipment replacement is reduced by \$668,309 and the budget for bus parts is increased by \$74,520 resulting in a net reduction to the budget of \$593,789.

Route Review Savings—(\$235,676)

There is a reduction to the budget through efficiencies in bus route assignments, including a reduction of special routes due to more special education students attending home schools. This includes a reduction of \$174,529 and 4.0 bus operator I positions and 2.82 bus attendant positions, \$12,217 for substitute bus operators, \$1,476 for bus repair, and \$47,454 for bus parts, bus fuel and shop supplies resulting in a net reduction of \$235,676 to the budget.

Selected Expenditure Information			
Operation and Maintenance of Buses and Vehicles			
Description	FY 2008 Budget	FY 2009 Budget	Change
Diesel Fuel	\$7,111,062	\$7,889,618	\$778,556
Bus Parts	3,488,053	3,350,834	(137,219)
Tires and Tubes	511,295	513,093	1,798
Indirect Shop Supplies	295,506	294,484	(1,022)
Service Vehicle Parts and Fuel	419,416	419,416	0
Total	\$ 11,825,332	\$ 12,467,445	\$ 642,113

LEASE / PURCHASE OF BUSES

PURPOSE	Fiscal Year Purchased	TYPE			Total
		36 Passenger	48 Passenger	69/57 Passenger	
Growth / New Programs	1998		17	9	26
Growth / New Programs	1999	8	10	9	27
Growth / New Programs	2000		15	13	28
Growth / New Programs	2001	4	5	15	24
Growth / New Programs	2002	8	7	8	23
Growth / New Programs	2003		6	1	7
Growth / New Programs	2004		5	19	24
Growth / New Programs	2005		30		30
Growth / New Programs	2006		9	17	26
Growth / New Programs	2007		12		12
Growth / New Programs	2008			13	13
Growth / New Programs	2009				
Replacement	1998	10	16	54	80
Replacement	1999	13	38	42	93
Replacement	2000	46	11	37	94
Replacement	2001	4	9	91	104
Replacement	2002	10	8	84	102
Replacement	2003		10	38	48
Replacement	2004		1	11	12
Replacement	2005		33	17	50
Replacement	2006		26	69	95
Replacement	2007		12	78	90
Replacement	2008		112	5	117
Replacement	2009		27	31	58
Total		103	419	661	1183

Department of Transportation - 344

John L. Matthews, Director II

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	1,750.330	1,751.570	1,751.570	1,744.750	(6.820)
Position Salaries	\$49,992,189	\$57,531,976	\$57,531,976	\$63,608,050	\$6,076,074
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,769,597	1,769,597	1,845,249	75,652
Other		2,233,874	2,233,874	2,379,507	145,633
Subtotal Other Salaries	6,996,940	4,003,471	4,003,471	4,224,756	221,285
Total Salaries & Wages	56,989,129	61,535,447	61,535,447	67,832,806	6,297,359
02 Contractual Services					
Consultants					
Other Contractual		1,287,911	1,287,911	1,386,601	98,690
Total Contractual Services	1,308,702	1,287,911	1,287,911	1,386,601	98,690
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		52,876	52,876	52,876	
Other Supplies & Materials		11,874,113	11,874,113	12,516,226	642,113
Total Supplies & Materials	10,603,854	11,926,989	11,926,989	12,569,102	642,113
04 Other					
Local Travel		29,667	29,667	45,979	16,312
Staff Development		33,342	33,342	35,009	1,667
Insurance & Employee Benefits		548,011	548,011	582,979	34,968
Utilities					
Miscellaneous		213,448	213,448	203,448	(10,000)
Total Other	889,920	824,468	824,468	867,415	42,947
05 Equipment					
Leased Equipment		47,072	47,072	88,897	41,825
Other Equipment		8,199,768	8,199,768	8,205,908	6,140
Total Equipment	8,966,876	8,246,840	8,246,840	8,294,805	47,965
Grand Total	<u>\$78,758,481</u>	<u>\$83,821,655</u>	<u>\$83,821,655</u>	<u>\$90,950,729</u>	<u>\$7,129,074</u>

Department of Transportation - 344

John L. Matthews, Director II

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
9	Q Director II		1.000	1.000	1.000	1.000	
9	O Assistant Director II		1.000	1.000	1.000	1.000	
9	27 Supervisor		1.000	1.000	1.000	1.000	
9	27 IT Systems Engineer			1.000	1.000	1.000	
9	27 Auto Repair Supervisor III		1.000	1.000	1.000	1.000	
9	27 Bus Operations Manager		1.000	1.000	1.000	1.000	
9	25 IT Systems Specialist		2.000	2.000	2.000	2.000	
9	25 Database Administrator II			1.000	1.000	1.000	
9	25 Safety & Staff Dev Manager		1.000	1.000	1.000	1.000	
9	25 Transportation Specialist		1.000	1.000	1.000	1.000	
9	25 Transportation Depot Mgr		6.000	6.000	6.000	6.000	
9	25 Transport Admin Svcs Mgr		1.000	1.000	1.000	1.000	
9	24 Fiscal Specialist I		1.000	1.000	1.000	1.000	
9	23 Auto Repair Supervisor II		1.000	1.000	1.000	1.000	
9	23 Auto Parts Supervisor		1.000	1.000	1.000	1.000	
9	23 Senior Routing Specialist		1.000	1.000	1.000	1.000	
9	23 Transportation Info Spec		1.000				
9	22 Auto Repair Supv I		4.000	4.000	4.000	4.000	
9	21 Data Support Specialist I		1.000				
9	21 Route/Program Specialist		1.000	1.000	1.000	1.000	
9	20 Transportation Assignment Spec		1.000	1.000	1.000	1.000	
9	19 Auto Technican II Shift 1		2.000	2.000	2.000	2.000	
9	19 Auto Technican II Shift 2		5.000	5.000	5.000	5.000	
9	19 Auto Technican II Shift 3		5.000	5.000	5.000	5.000	
9	19 Transportation Dispatcher		3.000	3.000	3.000	5.000	2.000
9	19 Transportation Cluster Mgr		15.000	15.000	15.000	20.000	5.000
9	18 Fiscal Assistant IV		1.000	1.000	1.000	1.000	
9	18 Transportation Asst Supv		1.000	1.000	1.000	1.000	
9	18 Transport Cluster Supervisor		12.000	12.000	12.000	5.000	(7.000)
9	18 Regional Router		2.000	2.000	2.000	2.000	
9	17 Employment Process Coordinator		1.000	1.000	1.000	1.000	
9	17 Auto Technican I Shift 1		21.000	21.000	21.000	21.000	
9	17 Auto Technican I Shift 2		17.000	17.000	17.000	17.000	
9	17 Auto Technican I Shift 3		16.000	16.000	16.000	16.000	
9	16 Bus Route Supervisor		40.000	40.000	45.000	65.000	20.000
9	16 Transportation Router		4.000	4.000	4.000	4.000	
9	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
9	15 Transport Safety Trainer II		4.000	4.000	4.000	4.000	
9	14 Account Assistant III		3.000	3.000	3.000	3.000	
9	14 Transport Special Assistant		1.000	1.000	1.000	1.000	
9	14 Radio Bus Operator	X	12.000	12.000	12.000	17.000	5.000
9	13 Tire Repairer		2.000	2.000	2.000	2.000	
9	13 Auto Parts Asst Shift 1		1.000	1.000	1.000	1.000	

Department of Transportation - 344

John L. Matthews, Director II

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
9	13 Auto Parts Asst Shift 2		1.000	1.000	1.000	1.000	
9	13 Bus Operator II	X	8.000	8.000	8.000	3.000	(5.000)
9	12 Secretary		11.000	11.000	11.000	11.000	
9	12 Satellite Parts Asst Shift I		4.000	4.000	4.000	4.000	
9	12 Transport Time/Attend Asst		6.000	6.000	6.000	6.000	
9	12 Transport Safety Trainer I		14.000	14.000	14.000	14.000	
9	11 Service Writer		2.000	2.000	2.000	2.000	
9	11 Auto Tech Apprentice Shift 1		3.000	3.000	3.000	3.000	
9	11 Auto Tech Apprentice Shift 2		2.000	2.000	2.000	3.000	1.000
9	11 Auto Tech Apprentice Shift 3		1.000	1.000	1.000	1.000	
9	11 Bus Operator I	X	1,022.080	1,027.080	1,024.580	1,010.580	(14.000)
9	11 Bus Operator I Perm Sub	X	54.980	54.980	52.480	42.480	(10.000)
9	10 Office Assistant III		2.000	2.000	2.000	2.000	
9	10 Account Assistant I		2.000	2.000	2.000	2.000	
9	9 Auto Service Worker Shift 1		4.000	4.000	4.000	4.000	
9	9 Auto Service Worker Shift 2		5.000	5.000	5.000	4.000	(1.000)
9	9 Auto Service Worker Shift 3		5.000	5.000	5.000	5.000	
9	8 Office Assistant I		1.000	1.000	1.000	1.000	
9	7 Bus Attendant Spec Ed	X	400.270	396.510	396.510	393.690	(2.820)
9	6 Transportation Fueling Asst		5.000	5.000	5.000	5.000	
	Total Positions		1,750.330	1,751.570	1,751.570	1,744.750	(6.820)

Field Trip Fund

Senior Field Trip Coordinator (18)	1.0
Account Assistant III (14)	1.0
Field Trip Assistant (10)	2.0

Field Trip Fund—830

John L. Matthews, Director II

301-840-8140

Mission

The mission of the Field Trip Enterprise Fund is to provide supplemental transportation services for field trips and extracurricular activities in support of the instructional programs on a cost-recovery basis.

Major Functions

The Field Trip Enterprise Fund is dedicated to supporting the transportation of students for school field trips, extracurricular activities, summer recreation programs, and other Board-approved programs on a reimbursable basis. Transportation services are made available to other governmental agencies, day care providers, and nonprofit organizations whose goals and objectives are compatible with those of the Montgomery County Public Schools and support the growth and success of all children in Montgomery County.

Collaboration with other agencies and businesses is essential so that they may successfully plan their programs and budgets and sustain outside programs and services.

Annual contracts with day care providers are negotiated to ensure student transportation across school boundaries.

Trends and Accomplishments

Growth in programs and a continuing increase in demands create a significant mid-day need for buses. Mid-day programs and the limited field trip operating window reduce the availability of buses to support field trips. These actions, coupled with the increased use of field trip services, have required efficient use of the bus fleet. In FY 2007, more than 27,000 field trips and extracurricular trips were taken.

The Department of Transportation teamed with the Office of the Chief Technology Officer and is working to identify replacement software that tracks field trips and extracurricular trips. A new Web-based Field Trip request software package is being sought. Team members met with customers and stakeholders to review current processes and identify needed improvements to meet the goals of a new field trip application during the 2008 fiscal year.

Major Mandates

- The Department of Transportation provides field trip transportation service in accordance with all Code of Maryland Regulations (COMAR) and Board of Education policies regarding transportation services.
- The fund also supports verification of safety compliance for carriers on the approved carrier list that provides field trip transportation services to schools on a contractual basis.

Strategies

- Ensure safety for all customers and stakeholders while on field trips.
- Implement a cost accounting system to monitor and project cost reimbursements.
- Develop management strategies that encourage collaboration, address stakeholder interests, and analyze performance data for the purpose of providing the highest level of field trip service possible.
- Anticipate changing customer and stakeholder needs to modify field trip performance.
- Ensure periodic evaluation of enterprise fund account performance.

Performance Measure

Performance Measure: Number of Field Trips Provided.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
27,315	27,500	27,600

Budget Explanation Field Trip Fund—830

The FY 2009 request for this fund is \$2,199,661, an increase of \$120,323 from the current FY 2008 budget of \$2,079,338. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$66,370

The negotiated agreements with employee organizations increase the salary costs of employees in this fund by \$64,983. There is an increase of \$1,387 in continuing salary costs to reflect step or longevity increases for current employees.

Other—\$53,953

An additional \$36,750 is budgeted for a 1.0 account assistant III position to assist with the billing of field trips to the schools. To reflect the costs and operations of the fund, the budget for office supplies is increased by \$500 and the budget for local travel is increased by \$50. Adjustments to employee benefits require an increase in the budget of \$16,649.

The IRS has increased the local travel mileage reimbursement rate for 2008 resulting in an increase of \$4 in this budget for FY 2009.

Field Trip Fund - 830

John L. Matthews, Director II

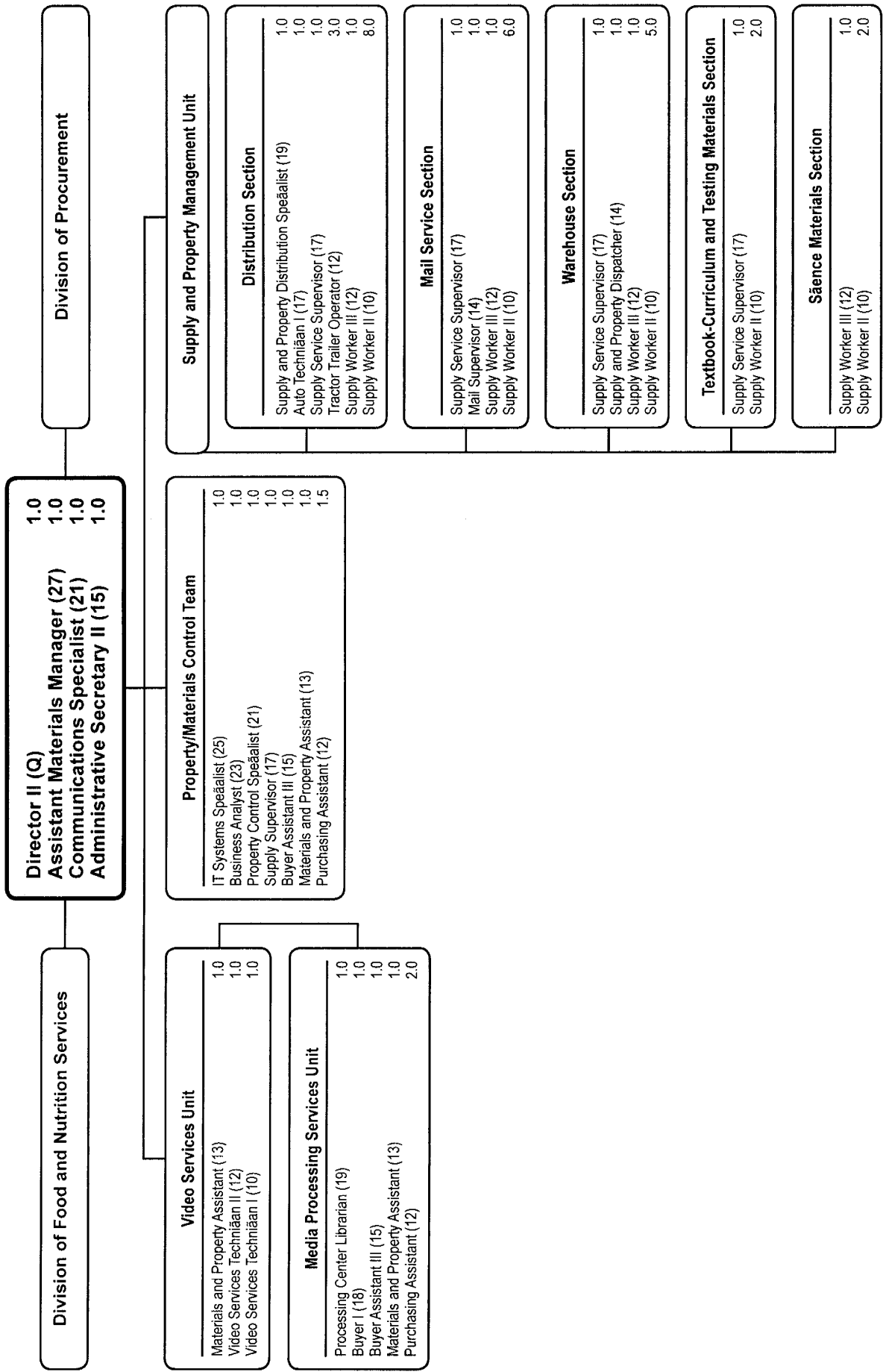
Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	3.000	3.000	3.000	4.000	1.000
Position Salaries	\$151,958	\$147,418	\$147,418	\$194,835	\$47,417
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		575,884	575,884	604,678	28,794
Other		538,173	538,173	565,082	26,909
Subtotal Other Salaries	953,052	1,114,057	1,114,057	1,169,760	55,703
Total Salaries & Wages	1,105,010	1,261,475	1,261,475	1,364,595	103,120
02 Contractual Services					
Consultants					
Other Contractual		76,411	76,411	76,411	
Total Contractual Services	48,865	76,411	76,411	76,411	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		597,388	597,388	597,888	500
Total Supplies & Materials	342,943	597,388	597,388	597,888	500
04 Other					
Local Travel				54	54
Staff Development					
Insurance & Employee Benefits		142,459	142,459	159,108	16,649
Utilities					
Miscellaneous					
Total Other	115,433	142,459	142,459	159,162	16,703
05 Equipment					
Leased Equipment					
Other Equipment		1,605	1,605	1,605	
Total Equipment	11,594	1,605	1,605	1,605	
Grand Total	<u>\$1,623,845</u>	<u>\$2,079,338</u>	<u>\$2,079,338</u>	<u>\$2,199,661</u>	<u>\$120,323</u>

Field Trip Fund - 830

John L. Matthews, Director II

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
71	18 Sr Field Trip Coordinator		1.000	1.000	1.000	1.000	
71	14 Account Assistant III					1.000	1.000
71	10 Field Trip Assistant	X	2.000	2.000	2.000	2.000	
	Total Positions		3.000	3.000	3.000	4.000	1.000

Department of Materials Management



F.T.E. Positions 58.5

Mission

The mission of the Department of Materials Management (DMM) is to economically facilitate the delivery of approved quality products, resources, and services in an environment of cooperation, integrity, and excellence to the Montgomery County Public Schools (MCPS) and the community.

Major Functions

To support the strategic plan of the school system, the department is organized into two divisions and two teams to efficiently deliver the resources and services required of all instructional programs. DMM accomplishes its mission by listening to its customer needs and requirement expectations, formulating strategies to successfully meet targeted goals and benchmark best practices in the supply chain industry.

The Division of Food and Nutrition Services provides high quality and nutritious meals in a cost effective and efficient operation. The division administers five child nutrition programs, a central production facility, and a food warehouse and distribution center. It also provides nutrition education and support to schools and various community groups.

The Division of Procurement purchases goods and services through contract awards to vendors who meet product specifications. Vendor performance and product quality are monitored to ensure maximum customer satisfaction.

The Supply and Property Management Unit manages a warehouse and distribution network that provides the necessary textbooks, classroom and office supplies, science kits, furniture, equipment, and test materials to MCPS schools and offices.

The Instructional and Library Material Processing Unit maintains a database of approved textbooks and library and instructional materials. It also circulates videos requested by teachers for classroom use. School library media purchases are processed centrally to ensure uniformity, facilitate systematic cataloging of records, and save time for school staffs.

Trends and Accomplishments

The demand on the department's logistical network continues to grow as the number of instructional programs and schools increases. The county's increased traffic congestion challenges staff to maintain the delivery and support functions essential to instructional programs. Over the past five years, there has been a 47 percent increase in logistical support requests, and a 41 percent increase in supplies and textbooks delivered.

To meet the needs of customers during FY 2007, DMM continued implementation of the customer feedback system through the use of customized focus groups. The uniqueness of this program is that the focus groups are conducted at schools where customers are able to communicate directly with DMM about any product, service, or program provided by the department. Customer expectations and needs are

explored in detail, facilitating future enhancements to programs and services.

The Department of Materials Management and the Department of Communications developed a program that provides copying services to schools. This program, Copy-Plus, was initiated with the express purpose of reducing the burden on school-based staff preparing document copies for classroom instruction, homework materials, and student assessments. Over 52 million copies were provided by this program that equates to a savings of over 17,300 hours of school staff time efficiency.

DMM implemented a new online ordering system within the new Financial Management System (FMS) that provided new methods for purchasing, ordering, and inventory management. During the first 14 days of operation, FMS processed over 200,000 requisition lines for supplies, textbooks, furniture, and equipment required by the instructional programs for the FY 2008 opening of schools.

One major goal is continued development of programs that shift school administrative tasks to DMM, resulting in improving the instructional time efficiency of school staff. In FY 2008, DMM will explore the development of an instructional materials tracking database. The Video Services Reservation System will be implemented on the DMM Intranet, improving the delivery of instructional products. The continued success in strengthening the rigor of the department's program depends on the continuity of goals from MCPS to the department, functional units, and individual staff members. Reporting enhancements within FMS will be developed to provide accurate, timely data to financial managers.

Major Mandates

State law requires MCPS to advertise for sealed bids for material, equipment, and supplies that cost more than \$25,000.

Strategies

- Expand and strengthen the customer service communication management system to inform customers on an ongoing basis.
- Develop and improve work processes using technology to simplify doing business with DMM for instructional materials orders, procurement system, and warehouse system.
- Develop additional reports within the new financial system to provide timely, accurate data for financial managers.
- Expand use of focus groups to obtain valuable customer feedback on products and services.

Performance Measures

Performance Measure: Warehouse supply orders with original line fill-rate greater than 98 percent.

FY 2007	FY 2008	FY 2009
Actual	Estimate	Recommended
98.4%	98.5%	98.6%

Explanation: This measure reflects the outcome of shipping supply orders with a product completion rate of 98 percent or greater.

Performance Measure: Mail services cost to process each piece of mail.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
\$0.15	\$0.151	\$0.152

Explanation: This measure reflects the efficiency of the mail service operation in processing output.

Budget Explanation—351/352/354/355

The FY 2009 request for this department is \$6,014,365, an increase of \$58,640 from the current FY 2008 budget of \$5,955,725. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$25,489

The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$190,525. There is a decrease of \$165,036 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

FY 2009 Realignment—\$0

The budget includes realignments for FY 2009. There are realignments of 2.0 materials assistant positions and \$100,768, a 1.0 data support position and \$76,561, a 1.0 supply worker position and \$47,457, supporting services part-time salaries of \$25,279, and program supplies of \$2,605 to create a 1.0 IT systems specialist position at \$66,128, a 1.0 buyer assistant position at \$57,294, 1.5 purchasing assistant positions at \$61,403 and a 1.0 supply supervisor at \$67,845.

Other—\$33,151

An additional \$33,151 is budgeted for increased postage costs.

Department of Materials Management - 351/352/354/355

Giles Benson, Director II

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	60.000	58.000	58.000	58.500	.500
Position Salaries	\$2,982,957	\$3,183,286	\$3,183,286	\$3,198,478	\$15,192
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		110,935	110,935	110,935	
Supporting Services Part Time		755,667	755,667	766,907	11,240
Other		33,247	33,247	34,909	1,662
Subtotal Other Salaries	1,629,077	899,849	899,849	912,751	12,902
Total Salaries & Wages	4,612,034	4,083,135	4,083,135	4,111,229	28,094
02 Contractual Services					
Consultants					
Other Contractual		61,708	61,708	61,708	
Total Contractual Services	61,386	61,708	61,708	61,708	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		50,235	50,235	50,235	
Office					
Other Supplies & Materials		697,319	697,319	727,865	30,546
Total Supplies & Materials	777,970	747,554	747,554	778,100	30,546
04 Other					
Local Travel		1,291	1,291	1,291	
Staff Development		1,336	1,336	1,336	
Insurance & Employee Benefits					
Utilities		18,400	18,400	18,400	
Miscellaneous		156,495	156,495	156,495	
Total Other	227,059	177,522	177,522	177,522	
05 Equipment					
Leased Equipment		784,846	784,846	784,846	
Other Equipment		100,960	100,960	100,960	
Total Equipment	1,548,953	885,806	885,806	885,806	
Grand Total	\$7,227,402	\$5,955,725	\$5,955,725	\$6,014,365	\$58,640

Department of Materials Management - 351/352/354/355

Giles Benson, Director II

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
	351 Department of Materials Management						
1	Q Director II		1.000	1.000	1.000	1.000	
1	27 Assistant Materials Mgr			1.000	1.000	1.000	
1	23 Data Support Specialist II		1.000				
1	23 Supply Services Specialist		1.000				
1	21 Comm Spec/Web Producer			1.000	1.000	1.000	
1	16 Communications Assistant		1.000				
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
	Subtotal		5.000	4.000	4.000	4.000	
	352 Supply and Property Management Unit						
10	25 IT Systems Specialist					1.000	1.000
10	23 Business Analyst			1.000	1.000	1.000	
10	21 Property Control Specialist		1.000	1.000	1.000	1.000	
10	21 Data Support Specialist I		1.000	1.000	1.000		(1.000)
10	19 Supply/Property Distrib Spec		1.000	1.000	1.000	1.000	
10	17 Auto Technican I Shift 1		1.000	1.000	1.000	1.000	
10	17 Supply Svcs Supv Shift 1		3.000	4.000	4.000	5.000	1.000
10	15 Buyer Assistant III					1.000	1.000
10	14 Mail Supervisor		1.000	1.000	1.000	1.000	
10	14 Supply Property Dispatcher		2.000	1.000	1.000	1.000	
10	13 Fiscal Assistant I		1.000				
10	13 Materials & Property Assistant		3.000	3.000	3.000	1.000	(2.000)
10	12 Purchasing Assistant					1.500	1.500
10	12 Supply Worker III		4.000	5.000	5.000	4.000	(1.000)
10	12 Tractor Trailer Operator		3.000	3.000	3.000	3.000	
10	10 Supply Worker II Shift 1		25.000	23.000	23.000	23.000	
	Subtotal		46.000	45.000	45.000	45.500	.500
	354 Media Processing Services Unit						
2	19 Processing Center Librarian		1.000	1.000	1.000	1.000	
2	18 Buyer I		1.000	1.000	1.000	1.000	
2	15 Buyer Assistant III		1.000	1.000	1.000	1.000	
2	13 Materials & Property Assistant		1.000	1.000	1.000	1.000	
2	12 Purchasing Assistant		2.000	2.000	2.000	2.000	
	Subtotal		6.000	6.000	6.000	6.000	
	355 Video Services Unit						
2	13 Materials & Property Assistant		1.000	1.000	1.000	1.000	
2	12 Video Services Technician II		1.000	1.000	1.000	1.000	

Department of Materials Management - 351/352/354/355

Giles Benson, Director II

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
	355 Video Services Unit						
2	10 Video Services Technician I		1.000	1.000	1.000	1.000	
	Subtotal		3.000	3.000	3.000	3.000	
	Total Positions		60.000	58.000	58.000	58.500	.500

Division of Procurement

Buyer Team America	
Director I (P)	1.0
Senior Buyer (25)	1.0
Business Analyst (23)	1.0
Buyer II (22)	2.0
Buyer I (18)	3.0
Buyer Assistant III (15)	1.0
Buyer Assistant II (14)	1.0
Materials and Property Assistant (13)	1.0
Purchasing Assistant (12)	1.0

Mission

The mission of the Division of Procurement is to provide the highest quality goods and services at optimum cost, based on all dollars spent. From a strategic perspective, this translates to leading and managing suppliers and supplier relations for goods and services in support of the mission and vision of the Montgomery County Public Schools (MCPS).

Major Functions

The division’s key services include the following:

- Administration and oversight of the MCPS purchasing function (pre-award)
- Administration and oversight of the MCPS contract administration function (post-award)

The purchasing function involves the acquisition of supplies, equipment, materials, and services for schools, offices, departments, and divisions. This includes a review of descriptive requirements, specifications and statements of work, determination of methods of source selection, strategic supplier sourcing, value analysis, pre-solicitation conferences, award recommendation, preparation of purchase orders and contracts, and follow-up/expediting to ensure timely delivery.

The procurement staff also engages in contract administration, a function that focuses on activities following the award of contracts to ensure that MCPS is obtaining optimum value based on all dollars spent. These activities include preparing formal contract agreements, monitoring and documenting contractor performance, coordinating the contractor dispute and resolution process, approving and tracking changes and adjustments to contracts, dealing with discrepancies or deficiencies in contracts, tracking contract terms to ensure continuity of services, and ensuring improvement of supplier quality.

Trends and Accomplishments

With the advent of new forces that continually drive the supply environment, such as economic globalization, technology innovation, increased competition, higher demands for increased revenue streams, and tighter control over costs, the traditional mode of purchasing is no longer effective in today’s organizations. In order to accommodate a new paradigm shift, procurement departments are beginning to move outside of their traditional roles as facilitators to value creators—helping organizations obtain value and improved business results through strategic procurement.

The next-generation procurement organizations are placing their focus on strategic sourcing initiatives and modifying their perspective to align its execution with the needs and desires of their customers. The leading edge of strategic sourcing includes organizations that are capable of designing and developing procurement strategies that are aligned with customer product/service needs and tightly linked to the overall business strategy. This, in turn, drives a collaborative and systematic process that enables the procurement

function to reduce organizational spending while increasing quality and service levels.

In FY 2008, the Division of Procurement staff will aim to significantly reduce total delivered costs for goods and services by engaging in strategic sourcing practices. This will be accomplished through strategic sourcing initiatives featuring a narrow, high-performance supply base and a selection, contracting, and monitoring process that is highly disciplined. By engaging in effective strategic sourcing, the division will greatly improve its ability to buy goods and services at the lowest total delivered cost (not just price); consolidate purchasing power; develop tighter buyer-supplier relationships; realign business processes, work, and information flow; and improve teamwork and purchasing skills.

Major Mandates

State law requires MCPS to advertise for sealed bids for material, equipment, and supplies that cost more than \$25,000.

Strategies

- Expand the use of strategic sourcing efforts to ensure optimum value based on all dollars spent.
- Develop and improve business processes and workflow by using enabling technology to handle the day-to-day tactical aspects of business so that more time can be spent on value-added activities.
- Expand the use of focus groups to obtain valuable customer feedback on products and services.
- Develop and implement procurement training for customers, focusing on the fundamental aspects of requisitioning goods and services and getting the most out of the procurement process.

Performance Measures

Performance Measure 1: Number of material transactions.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
Number of paper purchase orders	20,550	12,000	6,000
Number of online purchase orders	28,179	35,000	37,000
Number of warehouse line orders	175,183	185,000	195,000
Number of purchasing card transactions	34,072	39,000	42,000

Explanation: This measure reflects the shift from paper to technology-assisted orders.

Division of Procurement—353

Philip J. McGaughey, Jr., Director I

301-251-2654

Performance Measure 2: Procurement cost to process \$100 of goods and services.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
\$0.46	\$0.46	\$0.45

Explanation: This measurement reflects the efficiency of purchasing as a ratio of procurement budget costs to the value of purchased goods and services.

Budget Explanation—353

The FY 2009 request for this division is \$900,923 a decrease of \$15,168 from the current FY 2008 budget of \$916,091. An explanation of this change follows.

Continuing and Negotiated Salary Costs—(\$15,168)

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$42,077. There is a decrease of \$57,245 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Division of Procurement - 353

Philip McGaughey, Director I

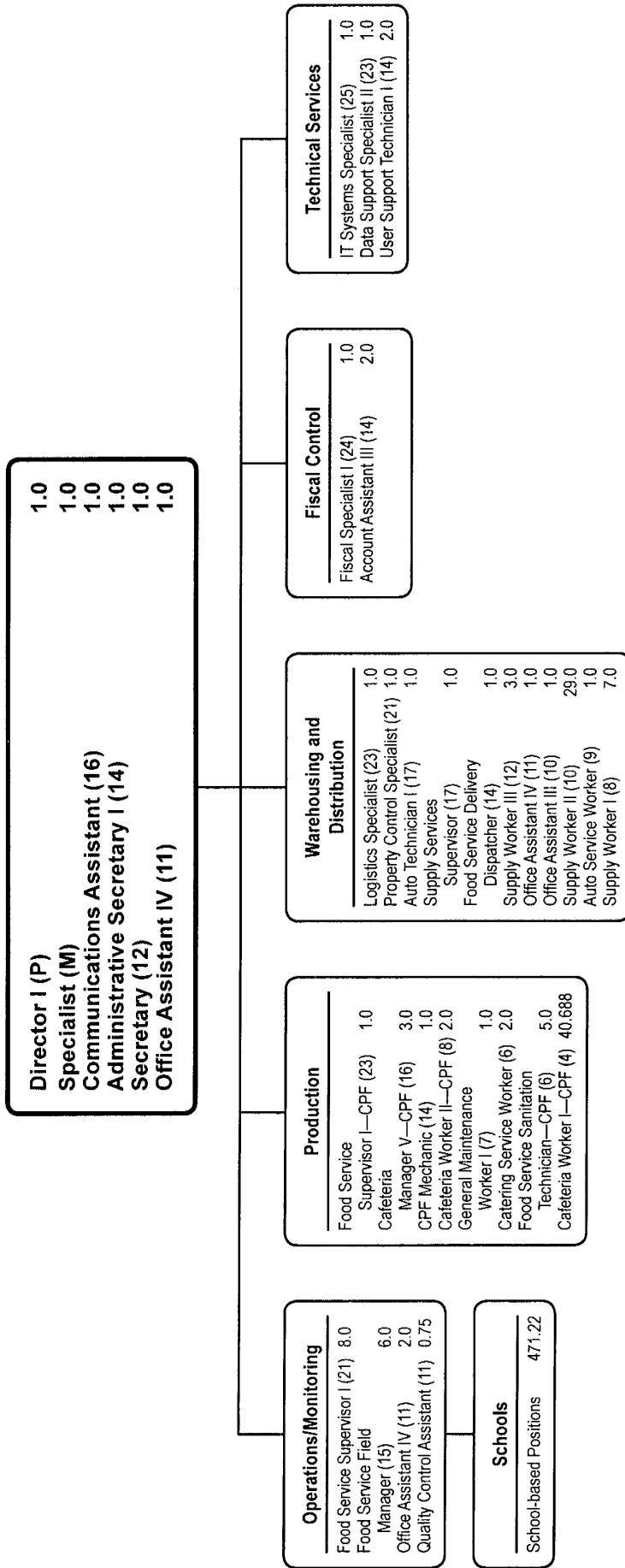
Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	11.000	12.000	12.000	12.000	
Position Salaries	\$740,018	\$898,711	\$898,711	\$883,543	(\$15,168)
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	740,018	898,711	898,711	883,543	(15,168)
02 Contractual Services					
Consultants					
Other Contractual		5,650	5,650	5,650	
Total Contractual Services	4,519	5,650	5,650	5,650	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		4,286	4,286	4,286	
Other Supplies & Materials					
Total Supplies & Materials	4,279	4,286	4,286	4,286	
04 Other					
Local Travel		944	944	944	
Staff Development		6,500	6,500	6,500	
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	5,551	7,444	7,444	7,444	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$754,367	\$916,091	\$916,091	\$900,923	(\$15,168)

Division of Procurement - 353

Philip McGaughey, Director I

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
1	P Director I		1.000	1.000	1.000	1.000	
1	25 Senior Buyer		1.000	1.000	1.000	1.000	
1	23 Business Analyst			1.000	1.000	1.000	
1	22 Buyer II		2.000	2.000	2.000	2.000	
1	18 Buyer I		3.000	3.000	3.000	3.000	
1	15 Buyer Assistant III		1.000	1.000	1.000	1.000	
1	14 Buyer Assistant II		1.000	1.000	1.000	1.000	
1	13 Materials & Property Assistant		1.000	1.000	1.000	1.000	
1	12 Purchasing Assistant		1.000	1.000	1.000	1.000	
	Total Positions		11.000	12.000	12.000	12.000	

Division of Food and Nutrition Services



F.T.E. Positions 604.66
 (Includes 471.22 school-based positions shown on K-12 charts)

Mission

The mission of the Division of Food and Nutrition Services is to provide a variety of appealing, high quality, and nutritious meals in a cost effective and efficient operation. Dedicated employees empowered to promote Success for Every Student serve meals in an innovative learning environment, respectful of each student's needs and differences.

Major Functions

The division administers five child nutrition programs, a central production facility, and a food warehouse and distribution center. It also provides nutrition education and support to schools and various community groups.

The division provides breakfast and lunch in all school cafeterias, the Lathrop E. Smith Center, and the Carver Educational Services Center. Additionally, the division actively supports the Maryland Meals for Achievement program that provides breakfast, at no charge, to all students in the classrooms of 29 schools. It administers the free and reduced-price meals program for students, provides meals to low-income children during the summer, and monitors the meal service in licensed family day care homes. The division also provides an after-school snack program to students up to the age of 18 in school-based programs. It provides nutrition education services and meals to the county senior citizen nutrition program, nonprofit day care centers, and after-school programs.

The division coordinates nutrition education initiatives with school administrators, staff, parents, and communities to fully develop the "Team Nutrition" concept and strengthen the classroom/cafeteria connection. Montgomery County Public Schools (MCPS) Policy JPG: *Wellness: Physical and Nutritional Health*, is fully implemented and embraced by all schools. The division has oversight of the systemwide vending contract for all schools and offices.

The central production facility processes food for the nutrition programs. It provides catering to school system and county agency functions that generate revenue and help keep meal costs affordable for students.

The food service warehouse receives, stores, and distributes food and supplies to schools, nonprofit organizations, and county government agencies. The division determines food and equipment specifications, purchases supplies and materials, maintains its data support systems, and plans kitchen design processes. It approves and pays invoices for goods received and federal and state claim reimbursements.

Trends and Accomplishments

There is a continuing increase in the number of school breakfasts and lunches served to MCPS students. This is due not only to increasing enrollment, but also to the division's marketing efforts. The county's changing economics and demographics are creating a change in the number of students eligible for free and reduced-price meals. In FY 2006, the free and reduced-priced meal application changed from

an individual student application to a household application. Beginning with the 2006-2007 school year, the meal benefit application is preprinted with student information. The form has been revised, with input from stakeholders, for ease of completion. In FY 2007, 24.6 percent of the student population was eligible to participate in the free and reduced-priced meals program.

MCPS continues to plan menus to provide well-balanced, nutritious, and affordable meals that students like and help ensure that they are ready to learn. Menus are planned to provide a variety of offerings and meet the varied needs of our customers. Students and staff are accepting the lower-fat and vegetarian options that are part of the daily offerings in school cafeterias. Focus groups are held with parents and students at the elementary, middle, and high school levels to hear their perceptions and feedback on the meal quality, value, and customer service provided by the division's staff. Program changes, when possible, are implemented based on the responses. Cafeteria managers share their best practices at training meetings.

The division has been actively addressing the childhood overweight and obesity epidemic through collaboration with the nutrition and physical education programs. The division has fully implemented the nutritional requirements adopted by the Board of Education in the a la carte program and supports the schools' implementation by working directly with the various companies providing vending services. The staff in the division also has been involved in community forums relating to childhood obesity.

The division staff collaborates with school staff and the community to provide a coordinated approach that empowers students to make healthy food choices and become more physically active. Successful initiatives focus on efforts to improve the health of our students by increasing their awareness of the impact of good nutrition and regular physical activity. Staff members of the division are active members of the School Health Council and MCPS Action for Healthy Kids, as well as Maryland Action for Healthy Kids.

The division has been an active participant in the Maryland Meals for Achievement (MMFA) project. In 1998, there was one school participating. Participation in MMFA increased to two schools in 1999, to eight in 2000, 12 in 2001, 13 in 2002, 14 in 2003, 13 in 2004 and 2005, 16 in 2006, 23 in 2007, and 29 in 2008. Breakfast is served in the classrooms of these schools to all students at no cost. Evaluators report that test scores in MMFA schools improve significantly more than in matched comparison schools. Evaluations of the schools participating statewide showed that tardiness and disciplinary suspensions decreased significantly following the start of MMFA. Teachers and administrators overwhelmingly report that the program has a positive impact on the learning environment and on student behavior.

A fully integrated software system encompasses all operations. It includes a point-of-sale meals system that manages student accounts and links all schools to the central office. This transmits current student database information,

Division of Food and Nutrition Services—810

Kathleen C. Lazor, R.D., Director I

301-840-8100

including free and reduced-price meal eligibility, directly to cafeteria managers and eliminates the overt identification of students. It also allows for quick accounting and resource management. Adults are able to electronically place money on students' accounts using mylunchmoney.com.

Centralized and automated food service operations keep food cost well below the industry standard. In FY 2007, food cost was 34 percent of revenues compared to industry standard of 45 percent.

The division operates as an enterprise fund and maintains a fiscally sound program. The *National School Lunch Act* requires the division to operate at a break-even point. The revenue from meal sales and other services must meet anticipated expenses. Expenses, such as negotiated salaries and employee benefits, are increasing the division's base cost structure. A fund balance policy statement has been reviewed by the County Council.

Major Mandates

- The National School Lunch and School Breakfast programs require a provision of free and reduced-price meals to eligible students.
- The summer feeding program ensures that low-income students receive nutritious meals during summer school and summer recreation programs.

Strategies

- Utilize the Six Sigma model for planning, management, and evaluation of processes to improve its products, resources, and services.
- Utilize benchmarking to remain competitive in the food service market and to develop training programs.
- Design innovative mechanisms or forums to promote sharing information and exchanging ideas on improving products and services (customer surveys, focus groups, interactive Web page).
- Monitor performance measures to ensure goals are met.

Performance Measures

Performance Measure: Elementary lunch participation reaches 60 percent of enrollment by FY 2010

FY 2007	FY 2008	FY 2009
Actual	Estimate	Recommended
55%	56.5%	58%

Explanation: This measures customer satisfaction at the elementary school level.

Performance Measure: Secondary school meal revenue increases at least 5 percent annually through FY 2010 compared to enrollment.

FY 2007	FY 2008	FY 2009
Actual	Estimate	Recommended
3%	4%	5%

Explanation: This measures customer satisfaction at the secondary school level.

Performance Measure: Labor cost (as reflected in salary costs) will remain below the industry average of 32 percent.

FY 2007	FY 2008	FY 2009
Actual	Estimate	Recommended
32.3%	31.7%	31.4%

Explanation: This is an organizational effectiveness measurement for labor cost efficiency.

Budget Explanation—810

The FY 2009 request for this division is \$46,841,144, an increase of \$123,990 from the current FY 2008 budget of \$46,717,154. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$915,427

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$921,912. There is a decrease of \$6,485 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Enrollment Changes—\$161,392

There are 2.0 cafeteria manager positions and \$84,770 and a 1.0 satellite manager position and \$32,180 added to the budget to reflect the increase in hours to support the increased meal participation at the secondary school levels and the increase in the number of Maryland Meals for Achievement in-classroom breakfast program. Employee benefits are increased by \$44,442.

Other—(\$952,829)

Food and consumables costs for this division continue to increase with inflation, agricultural market fluctuations, and increasing fuel costs. However, these costs as projected for the FY 2008 year were not realized due to economies experienced in purchasing and changes to the program. As a result, the budget is reduced overall by \$952,829 without endangering a satisfactory fund balance in this self-supporting fund. The reductions for food and disposables of \$677,095 are shown on the chart below. There are other reductions of \$154,371 in contractual services, \$644,828 for lease payments that end in FY 2008, and \$47,814 in substitutes. Offsetting these reductions are increases in employee benefits by \$438,094, clerical overtime by \$3,891, supporting services part-time salaries of \$29,980, dues, fees and registration by \$50, local travel by \$2,176, and equipment by \$97,089.

Division of Food and Nutrition Services—810

Kathleen C. Lazor, R.D., Director I

301-840-8100

Selected Expenditure Information

Supplies and Materials for Food Services

Description	FY 2008 Budget	FY 2009 Budget	Change
Meat, Fish, and Poultry	\$3,776,915	3,526,915	(250,000)
Fruits and Vegetables	1,624,356	2,252,704	628,348
Dairy Products	3,176,159	2,752,769	(423,390)
Groceries	3,284,197	3,284,197	—
Bakery Goods	1,332,406	1,440,270	107,864
Ice Cream	458,603	235,214	(223,389)
Disposables	2,243,695	1,870,305	(373,390)
Other	401,598	258,460	(143,138)
Total	<u>\$16,297,929</u>	<u>\$15,620,834</u>	<u>\$(677,095)</u>

Division of Food and Nutrition Services - 810

Kathleen C. Lazor, Director I

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	600.780	601.660	601.660	604.660	3.000
Position Salaries	\$15,783,176	\$17,559,333	\$17,559,333	\$18,553,522	\$994,189
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		737,551	737,551	755,702	18,151
Other		40,146	40,146	46,240	6,094
Subtotal Other Salaries	734,378	777,697	777,697	801,942	24,245
Total Salaries & Wages	16,517,554	18,337,030	18,337,030	19,355,464	1,018,434
02 Contractual Services					
Consultants					
Other Contractual		981,859	981,859	827,488	(154,371)
Total Contractual Services	748,000	981,859	981,859	827,488	(154,371)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		16,330,929	16,330,929	15,653,834	(677,095)
Total Supplies & Materials	12,241,316	16,330,929	16,330,929	15,653,834	(677,095)
04 Other					
Local Travel		118,885	118,885	121,061	2,176
Staff Development		35,600	35,600	35,650	50
Insurance & Employee Benefits		9,654,248	9,654,248	10,136,783	482,535
Utilities					
Miscellaneous		795,000	795,000	165,000	(630,000)
Total Other	9,714,599	10,603,733	10,603,733	10,458,494	(145,239)
05 Equipment					
Leased Equipment		274,998	274,998	260,170	(14,828)
Other Equipment		188,605	188,605	285,694	97,089
Total Equipment	412,489	463,603	463,603	545,864	82,261
Grand Total	\$39,633,958	\$46,717,154	\$46,717,154	\$46,841,144	\$123,990

Division of Food and Nutrition Services - 810

Kathleen C. Lazor, Director I

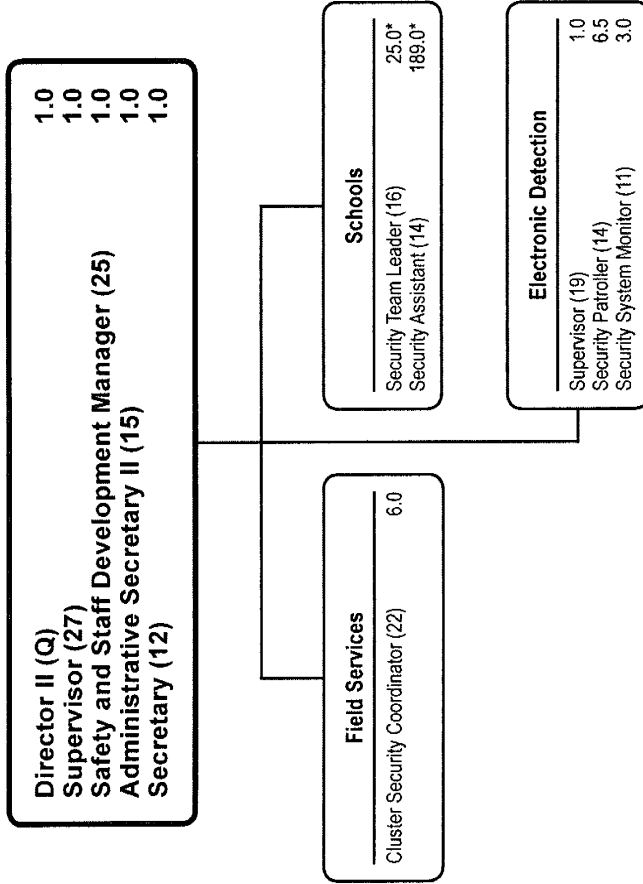
CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
61	P Director I		1.000	1.000	1.000	1.000	
61	M Specialist		1.000	1.000	1.000	1.000	
61	25 IT Systems Specialist					1.000	1.000
61	24 Fiscal Specialist I		1.000	1.000	1.000	1.000	
61	23 Logistics Specialist		1.000	1.000	1.000	1.000	
61	23 Data Support Specialist II		1.000	1.000	1.000	1.000	
61	23 Food Service Supv I CPF		1.000	1.000	1.000	1.000	
61	21 Property Control Specialist		1.000	1.000	1.000	1.000	
61	21 Food Service Supervisor I		8.000	8.000	8.000	8.000	
61	18 IT Systems Technician		1.000	1.000	1.000		(1.000)
61	17 Auto Technican I Shift 1		1.000	1.000	1.000	1.000	
61	17 Supply Svcs Supv Shift 1		1.000	1.000	1.000	1.000	
61	16 Communications Assistant		1.000	1.000	1.000	1.000	
61	16 Cafeteria Manager V CPF	X	1.000	1.000	1.000	1.000	
61	16 Cafeteria Manager V CPF		2.000	2.000	2.000	2.000	
61	15 Cafeteria Manager IV	X	40.000	35.000	35.000	36.000	1.000
61	15 Cafeteria Manager IV		3.000	3.000	3.000	3.000	
61	15 Food Service Field Manager		6.000	6.000	6.000	6.000	
61	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
61	14 Account Assistant III		2.000	2.000	2.000	2.000	
61	14 User Support Technician I		2.000	2.000	2.000	2.000	
61	14 Cafeteria Manager III	X	12.000	18.000	18.000	19.000	1.000
61	14 CPF Mechanic		1.000	1.000	1.000	1.000	
61	14 Food Svc Delivery Dispatcher		1.000	1.000	1.000	1.000	
61	13 Cafeteria Manager II	X	5.750	4.750	4.750	4.750	
61	13 Cafeteria Manager II 9 mo		1.000	1.000	1.000	1.000	
61	12 Secretary		1.000	1.000	1.000	1.000	
61	12 Cafeteria Manager I	X	4.000	4.000	4.000	4.000	
61	12 Supply Worker III		2.000	2.000	2.000	2.000	
61	12 Supply Worker III Shift 3		1.000	1.000	1.000	1.000	
61	11 Office Assistant IV		3.000	3.000	3.000	3.000	
61	11 Office Assistant IV CPF	X	1.000	1.000	1.000	1.000	
61	11 Quality Control Assistant	X	.750	.750	.750	.750	
61	10 Office Assistant III		1.000	1.000	1.000	1.000	
61	10 Food Svc Satellite Mgr II	X	54.630	54.760	54.760	55.760	1.000
61	10 Supply Worker II Shift 1	X	7.000	7.000	7.000	7.000	
61	10 Supply Worker II Shift 1		16.000	16.000	16.000	16.000	
61	10 Supply Worker II Shift 3		6.000	6.000	6.000	6.000	
61	9 Auto Service Worker Shift 1		1.000	1.000	1.000	1.000	
61	8 Cafeteria Worker II	X	1.000	1.000	1.000	1.000	
61	8 Cafeteria Worker II		1.000	1.000	1.000	1.000	
61	8 Cafeteria Worker II CPF	X	2.000	2.000	2.000	2.000	
61	8 Food Svc Satellite Mgr I	X	46.250	47.000	47.000	47.000	

Division of Food and Nutrition Services - 810

Kathleen C. Lazor, Director I

CAT		DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
61	8	Supply Worker I	X	5.000	5.000	5.000	5.000	
61	8	Supply Worker I		2.000	2.000	2.000	2.000	
61	7	Cafeteria Perm Substitute	X	21.500	21.500	21.500	21.500	
61	7	General Maintenance Worker I		1.000	1.000	1.000	1.000	
61	6	Catering Services Worker	X	2.000	2.000	2.000	2.000	
61	6	Food Svc Sanit Tech CPF	X	4.000	4.000	4.000	4.000	
61	6	Food Svc Sanit Tech CPF		1.000	1.000	1.000	1.000	
61	4	Cafeteria Worker I 9 mo		87.500	89.000	89.000	89.000	
61	4	Cafeteria Worker I	X	186.712	185.212	185.212	185.212	
61	4	Cafeteria Worker I		4.000	4.000	4.000	4.000	
61	4	Cafeteria Wkr I CPF	X	40.688	40.688	40.688	40.688	
		Total Positions		600.780	601.660	601.660	604.660	3.000

Department of School Safety and Security



F.T.E. Positions 21.5

(*In addition, there are 214.0 school-based positions shown here and in K-12 Instruction (Chapter 1), Chapter 7, and Office of Special Education and Student Services (Chapter 4) charts)

Mission

The mission of the Department of School Safety and Security is ensuring a safe and secure learning and working environment for students and staff through partnerships with the school community and public safety partners; providing support, resources, and training to all schools and facilities; and using technology to provide the highest level of service in supporting the common goal of Success for Every Student.

Major Functions

The department provides 24-hour security services for the Montgomery County Public Schools. The department staff members have built and maintained close liaisons with local, state, and federal law enforcement agencies and school administrators. The department works closely with school administrators to ensure the proper supervision of security personnel assigned to secondary schools and other facilities.

Department staff members design, develop, and conduct safety and security training programs for all security staff, school-based administrators, plant operations staff, transportation staff, new teachers, and others on request. They provide emergency response to critical incidents, assess serious incident needs, and provide necessary security resources. Security staff members respond to critical incidents and evacuations that occur in schools and facilities. Department staff are continually reviewing and assessing the preparedness of the school-based staff to react in a crisis situation.

Department staff members perform site evaluations and review construction plans for safety and security concerns in new and modernization construction projects. They also provide security support and perform security assessments for all existing schools and facilities. Department staff members investigate and recommend corrective action regarding security issues. They work with schools and facilities to develop their individual comprehensive emergency/crisis plan.

Trends and Accomplishments

In light of the national attention drawn to school security as a result of tragic incidents around the country, security staff is trained and expected to be prepared to help school administrators manage crisis or emergency situations. Principals rely on the ability of school-based security team leaders and assistants to respond to incidents of violence, drug/alcohol use and possession, property damage, and theft committed by students during the school day. Security staff is called upon to provide insight regarding the condition of a student suspected to be under the influence of drugs or alcohol. With an increasingly diverse student population, security staff must be prepared to communicate effectively with students of different cultural and ethnic backgrounds.

Security staff is mindful of the loss/crime prevention responsibility of their jobs. A multi-faceted safety and security program is critical to creating a safe and secure learning environment and protecting school system assets.

Working in partnership, the Montgomery County Department of Police and the Montgomery County Public Schools have an Educational Facilities Officer program. This program dedicates sworn Montgomery County police officers to work with schools. These officers are trained in emergency preparedness, crisis management, the concepts of community policing, and problem solving. The Department of School Safety and Security is the designated liaison between the school system and the police department for the program. Department staff closely works with the educational facilities officers and their assigned schools to coordinate services.

Accomplishments include training security staff in current legislation and law that apply to their school-related responsibilities. Staff also received training in substance abuse intervention and referral assistance strategies. School-based security staff are trained and certified in First Responder First Aid and CPR. Department staff continues to play an integral part in the development of local comprehensive school emergency/crisis plans. Staff has provided emergency/crisis preparedness training to more than 5,000 school system employees and more than 250 private school administrators and staff. Enhanced crisis preparedness training has been developed and delivered to many staff members who have completed the basic course. Training content constantly is updated to reflect the latest trends and information available from local, state, and federal sources. Administrators, along with the members of their on-site emergency team, are required to attend the crisis preparedness training during the 2007–2008 school year if they have not already done so.

MCPS continues to utilize a comprehensive school system emergency response plan (ERP) under the structure and foundation of the Incident Command System. The MCPS emergency response team consists of approximately 75 members who have been trained in emergency/crisis management. Emergency response team members have participated in several school-based emergency/crisis tabletop simulation exercises to test the components of the ERP and the school system's ability to respond and manage an emergency/crisis. In August 2007, MCPS participated in a full functional exercise for emergency preparedness with several county agencies. The MCPS Emergency Response Plan and the local school emergency/crisis plan are aligned with the Montgomery County Emergency Operations Plan, allowing for a seamless integration and coordination of response to an emergency/crisis. As a result of the investment in training, security team members are better prepared to assist principals and school-based staff in providing a safe and secure learning and working environment and respond to critical incidents. Staff conducts site assessments at all schools and makes recommendations to principals to enhance the safety and security of those facilities. Security staff reviews requests for additional closed-circuit television (CCTV) equipment and two-way radio equipment, coordinates the use of private radio codes, assists in the design of CCTV systems, and makes recommendations on the use of other security related equipment.

The U.S. Department of Education has recognized MCPS as one of the top school districts in the nation for crisis preparedness.

All high schools utilize the CCTV systems with a pilot program under way to include middle schools. Department staff is working with the Office of the Chief Technology Officer and the Department of Facilities Management to identify available technology that will enhance the efficiency and effectiveness of these CCTV systems.

The department continues to coordinate the school system's identification (ID) card initiative for high school students and staff and all nonschool-based employees. Staff works with principals to facilitate producing ID cards in conjunction with the school's yearbook provider and to support their ID card efforts. These kinds of partnerships have strengthened the department's relationships with principals and other administrators. Laws, regulations, and procedural guidelines for individual safety require the department staff to work with administrators, parents, students, public safety, and the community to ensure a safe learning and working environment. Department staff will continue to respond and assist in resolving critical incidents involving the school system.

The department completed a Memorandum of Understanding (MOU) between Montgomery County Public Schools, Montgomery County Department of Police and Montgomery County States Attorney's Office. The MOU establishes a working protocol for reporting, investigating, and information sharing among the agencies when dealing with specific felony related crimes that occur on school property. The MOU also sets protocols for sharing of information related to the specified reportable offenses when they occur in our community and involve our students. The MOU went into effect on October 18, 2006.

Major Mandates

The Education Article, Section 7-303, of the Annotated Code of Maryland mandates the reporting of arrests of students to the local school superintendent for more than 25 specific serious crimes. The department is the official designee of the superintendent to receive this information. Information immediately is reported to the student's principal. Department staff has been given the assignment of following up on arrests reported each year.

Strategies

- Develop mechanisms and guidelines to disseminate information to customers and stakeholders.
- Identify training needs and develop courses designed to enhance emergency/crisis preparedness and safety/security.
- Provide technology and mechanisms to assist school-based security staff and administrators in establishing a safe and secure learning and working environment.
- Promote training of security staff and school personnel in improved safety and security techniques.

- Actively involve customers and stakeholders in the development of resources and the design and delivery of security services.
- Maintain and enhance the department's Web page.
- Meet with stakeholders and public safety personnel pertaining to safety and security issues and concerns.

Performance Measures

Performance Measure: Number of emergency/crisis districtwide preparedness training sessions.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
31	25	34

Explanation: Number of sessions linked to districtwide emergency/crisis preparedness training needs.

Performance Measure: Percentage of school-based On-Site Emergency Team (OSET) members that receive formal emergency/crisis preparedness training and have the awareness and knowledge of MCPS emergency/crisis procedures.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
57%	85%	100%

Explanation: Percentage of OSET staff who has completed the course/class and are knowledgeable about MCPS emergency/crisis procedures. Percentages reflect annual turnover of school-based staff.

Performance Measure: Percentage of customer satisfaction with emergency/crisis preparedness training.

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
93%	90%	100%

Explanation: Based post-training customer evaluation surveys.

Budget Explanation Department of School Safety and Security—337

The FY 2009 request for this department is \$1,819,005, an increase of \$12,604 from the current FY 2008 budget of \$1,806,401. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$69,440

The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$80,621. There is a decrease of \$11,181 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

FY 2009 Realignment—\$0

The budget includes realignments for FY 2009. There is a realignment of \$338 from local travel and \$115 from dues, registrations, and fees to contractual services for the maintenance of office equipment.

Reductions—(\$56,848)

CESC Security Monitor Position—(\$56,848)

Reductions are needed in the budget to fund higher priority program needs. There is a reduction of a 1.0 security monitor position for Carver Education Services Center (CESC). This reduction will have no direct impact on other units, and the department will identify other ways to maintain a safe and secure working environment at CESC.

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	22,500	22,500	22,500	21,500	(1,000)
Position Salaries	\$1,282,959	\$1,476,164	\$1,476,164	\$1,481,399	\$5,235
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		118,940	118,940	124,887	5,947
Other		28,195	28,195	29,605	1,410
Subtotal Other Salaries	208,342	147,135	147,135	154,492	7,357
Total Salaries & Wages	1,491,301	1,623,299	1,623,299	1,635,891	12,592
02 Contractual Services					
Consultants					
Other Contractual		80,522	80,522	80,987	465
Total Contractual Services	81,746	80,522	80,522	80,987	465
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,605	3,605	3,605	
Other Supplies & Materials		63,078	63,078	63,078	
Total Supplies & Materials	26,838	66,683	66,683	66,683	
04 Other					
Local Travel		500	500	162	(338)
Staff Development		4,465	4,465	4,350	(115)
Insurance & Employee Benefits					
Utilities					
Miscellaneous		500	500	500	
Total Other	10,026	5,465	5,465	5,012	(453)
05 Equipment					
Leased Equipment		25,432	25,432	25,432	
Other Equipment		5,000	5,000	5,000	
Total Equipment	31,484	30,432	30,432	30,432	
Grand Total	\$1,641,395	\$1,806,401	\$1,806,401	\$1,819,005	\$12,604

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
10	Q Director II		1.000	1.000	1.000	1.000	
10	O Assistant Director II		1.000				
10	27 Supervisor			1.000	1.000	1.000	
10	25 Safety & Staff Dev Manager			1.000	1.000	1.000	
10	23 Staff Development Spec		1.000				
10	22 Cluster Security Coordinator		6.000	6.000	6.000	6.000	
10	19 Supv Electronic Detection		1.000	1.000	1.000	1.000	
10	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
10	14 Security Patroller Shift 1		1.000	1.000	1.000	1.000	
10	14 Security Patroller Shift 2		3.500	3.500	3.500	3.500	
10	14 Security Patroller Shift 3		2.000	2.000	2.000	2.000	
10	12 Secretary		1.000	1.000	1.000	1.000	
10	12 CESC Security Monitor		1.000	1.000	1.000		(1.000)
10	11 Security Sys Monitor Shft 2		2.000	2.000	2.000	2.000	
10	11 Security Sys Monitor Shift 3		1.000	1.000	1.000	1.000	
	Total Positions		22.500	22.500	22.500	21.500	(1.000)

Department of Reporting and Regulatory Accountability

Supervisor (O)	1.0
Reports Specialist II	1.0
Data Integration Specialist (23)	1.0
Reports Specialist (22)	1.0
Administrative Secretary II (15)	1.0
Administrative Secretary I (14)	1.0
Data Entry Operator	0.5
Policy and Records	
Instructional Specialist (B-D)	1.0
Records Management Supervisor (22)	1.0
Policy and Forms Specialist (22)	1.0
Office Assistant IV (11)	3.0
Research Specialist	0.625

Mission

The mission of the Department of Reporting and Regulatory Accountability (DRRA) is to provide accurate reporting, efficient regulatory processes and accountability for the allocation and use of resources that support a high-quality education and ensure success for every student. Based on federal, state, and local mandates, the mission also includes developing governance guidelines and monitoring compliance.

Major Functions

A major function of DRRA is compliance with federal, state, and local reporting requirements. The DRRA provides infrastructure support for collecting and sharing data, monitors data to ensure accuracy, verifies and transmits data reports, and serves as a resource for the system and the community for ad hoc student data requests. Additionally, DRRA produces a formal report on *Our Call to Action, Pursuit of Excellence*.

A second major function of DRRA is policy and regulation development and revision. The Policy and Records Unit (PR) coordinates and manages revisions to and codification of policies and regulations; provides technical assistance to responsible offices, departments, divisions, and external stakeholders for reviewing, updating, and revising policies and regulations; and monitors, reviews, and analyzes state and federal legislation to ensure alignment between Montgomery County Public Schools (MCPS) policies and regulations and local, state, and federal laws. PR publishes MCPS policies and regulations, both in paper form and electronically.

A third major function of DRRA is records management. PR is responsible for the creation, maintenance, and retention of student records. PR monitors and implements state requirements for maintenance of student records, ensures the timely and accurate entry of information into a student's electronic and paper record, and maintains records in accordance with appropriate laws. Additionally, PR administers a systemwide forms management and control program that ensures accurate and consistent data collection.

Trends and Accomplishments

DRRA has consistently met the 1) increased need for access to and collection of data to support initiatives related to Our Call to Action; 2) increased policy and regulatory requirements related to federal, state, and local mandates; 3) increased demands by both internal and external stakeholders for accountability data; 4) increased need to collect, create, and share essential data to support the work of organizational units within MCPS; and 5) increased demand for internal financial controls, monitoring, and compliance.

During the 2006–2007 school year, the units in DRRA produced many products in support of the MCPS mission, vision, and goals.

- Creation of numerous federal- and state-mandated reports, including Maryland Model for School Readiness, Prekindergarten Experience, MSDE Survey of Limited English Proficient/Immigrant Students, and NCLB High Quality Teacher Report.
- Design, development, and production of the *Annual Report on Our Call to Action*.
- Revisions to eight policies.
- Revisions to 17 policy exhibits.
- Revision of one policy to comply with court order.
- Revisions to 20 regulations; development of four regulations.
- Creation of and revisions to 125 MCPS forms.
- Development of comprehensive student recordkeepers manual.

Major Mandates

- Implementing a comprehensive Board of Education policy development process, as well as the management of the publication of the Policies and Regulations Handbook.
- Coordinating a comprehensive review of all MCPS policies and regulations to ensure compliance with federal, state, and local law; conformity between practice and policy or regulatory language; alignment with Board of Education goals and initiatives with relevant current research; and with related policies and regulations.
- Monitoring student records maintenance in accordance with provisions in Code of Maryland Regulations (COMAR) 13A.08.02 and Annotated Code of Maryland, Article 54, and managing the changing state requirements for enrollment for the purposes of calculating basic aid.
- Certifying that students completing the appropriate requirements will receive a state diploma, certificate of merit, or certificate of completion (COMAR 13A.03.02).
- Preparing and submitting Annual Civil Rights and Equal Employment Opportunity Commission (EEOC) reports, as required by the federal government, and student accounting reports required by the state, including attendance, enrollment, entries, and withdrawals.

Strategies

- Collaborate with multiple stakeholders, including principals and school record keepers, to implement state record-keeping procedures.
- Collaborate with all MCPS offices and external stakeholders in the development and revision of policies and regulations.

Performance Measures

Performance Measure: DRRA will complete ad hoc student data requests

FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
49	50	50

Explanation: DRRA is receiving an increasing number of ad hoc requests for student data as the system has moved to increased data-driven decision making and accountability.

Performance Measurement: Increase the provision of technical assistance to school staff in the areas of enrollment procedures, attendance practices and procedures, and immunization compliance.

	FY 2007 Actual	FY 2008 Estimate	FY 2009 Recommended
Sessions provided:			
High Schools	10	10	10
Middle Schools	8	8	8
Elementary Schools	4	4	4

Explanation: Technical assistance is provided to help record keepers understand the procedures that must be followed in order for MCPS to have student records that will stand up to MSDE audit requirements. While MCPS performed well on the last MSDE audit, the addition of new requirements, new school staff, and the potential financial consequences to the school system require that more staff time be devoted to providing technical assistance in these areas.

**Budget Explanation
Department of Reporting and
Regulatory Accountability—621/622**

The FY 2009 request for this department is \$1,062,151, an increase of \$28,089 from the current FY 2008 budget of \$1,034,062. An explanation of this change follows.

Continuing and Negotiated Salary Costs—\$38,889

The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$47,663. There is a decrease of \$8,774 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

FY 2009 Realignments—(\$10,800)

The budget includes realignments among and between units under the Department of Reporting and Regulatory Accountability for FY 2009 to align funds with program needs. There are realignments decreasing supporting services part-time salaries by \$62,847, decreasing professional part-time salaries by \$27,848, and reducing a 1.0 director I position at \$129,336, to create a 1.0 reports specialist II position at \$105,389, a 0.5 data entry operator position at \$19,602, a 0.625 research specialist position at \$40,973, and a 1.0 office assistant IV position at \$43,267. A 1.0 supervisor position is also realigned from Policy and Records to this department to serve changing program needs.

Dept. Report & Regulatory Account. - 621/622

Stephanie P. Williams, Acting Director

Description	FY 2007 Actual	FY 2008 Budget	FY 2008 Current	FY 2009 Request	FY 2009 Change
01 Salaries & Wages					
Total Positions (FTE)	11,000	11,000	11,000	13,125	2,125
Position Salaries	\$723,327	\$869,086	\$869,086	\$987,220	\$118,134
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		27,848	27,848		(27,848)
Supporting Services Part Time		75,855	75,855	13,658	(62,197)
Other					
Subtotal Other Salaries	134,380	103,703	103,703	13,658	(90,045)
Total Salaries & Wages	857,707	972,789	972,789	1,000,878	28,089
02 Contractual Services					
Consultants					
Other Contractual		30,740	30,740	30,740	
Total Contractual Services	29,977	30,740	30,740	30,740	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		13,154	13,154	13,154	
Total Supplies & Materials	10,674	13,154	13,154	13,154	
04 Other					
Local Travel		2,977	2,977	2,977	
Staff Development		2,546	2,546	2,546	
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	5,657	5,523	5,523	5,523	
05 Equipment					
Leased Equipment		7,200	7,200	7,200	
Other Equipment		4,656	4,656	4,656	
Total Equipment	17,856	11,856	11,856	11,856	
Grand Total	\$921,871	\$1,034,062	\$1,034,062	\$1,062,151	\$28,089

Dept. Report & Regulatory Account. - 621/622

Stephanie P. Williams, Acting Director

CAT	DESCRIPTION	10 Mon	FY 2007 ACTUAL	FY 2008 BUDGET	FY 2008 CURRENT	FY 2009 REQUEST	FY 2009 CHANGE
	621 Dept. Report & Regulatory Account.						
1	P Director I		1.000	1.000	1.000		(1.000)
1	O Supervisor					1.000	1.000
1	Reports Specialist II					1.000	1.000
1	23 Data Integration Spec		1.000	1.000	1.000	1.000	
1	22 Reports Specialist		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
1	Data Entry Operator					.500	.500
	Subtotal		5.000	5.000	5.000	6.500	1.500
	622 Policy and Records Unit						
1	O Supervisor		1.000	1.000	1.000		(1.000)
1	BD Instructional Specialist		1.000	1.000	1.000	1.000	
1	22 Records Mgmt Supervisor		1.000	1.000	1.000	1.000	
1	22 Policy & Forms Specialist		1.000	1.000	1.000	1.000	
1	11 Office Assistant IV		2.000	2.000	2.000	3.000	1.000
1	Research Specialist					.625	.625
	Subtotal		6.000	6.000	6.000	6.625	.625
	Total Positions		11.000	11.000	11.000	13.125	2.125