

**Chapter 11**  

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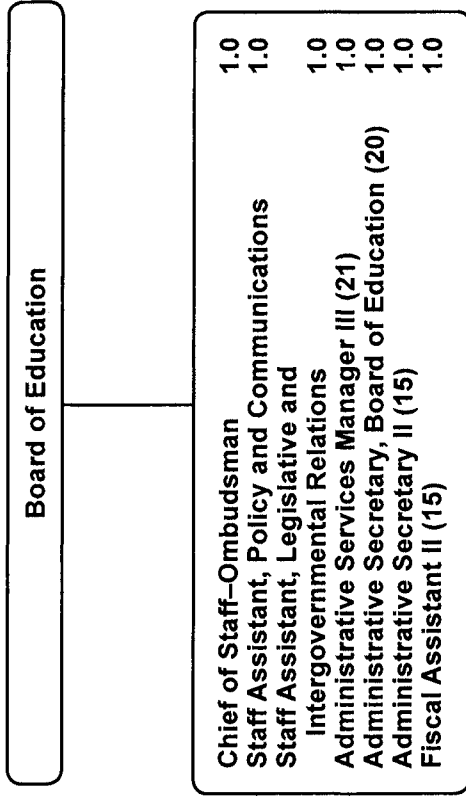
**Board of Education**  
**Office of the Superintendent of Schools**

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**Board of Education and Office of the Superintendent  
Summary of Resources  
By Object of Expenditure**

OBJECT OF EXPENDITURE	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 BUDGET	FY 2010 CHANGE
<b>POSITIONS</b>					
Administrative	6.000	5.000	5.000	5.000	
Business/Operations Admin.					
Professional					
Supporting Services	8.000	8.000	8.000	8.000	
<b>TOTAL POSITIONS</b>	<b>14.000</b>	<b>13.000</b>	<b>13.000</b>	<b>13.000</b>	
<b>01 SALARIES &amp; WAGES</b>					
Administrative	\$808,437	\$855,855	\$855,855	\$821,767	(\$34,088)
Business/Operations Admin.					
Professional					
Supporting Services	570,330	608,212	563,409	569,036	5,627
<b>TOTAL POSITION DOLLARS</b>	<b>1,378,767</b>	<b>1,464,067</b>	<b>1,419,264</b>	<b>1,390,803</b>	<b>(28,461)</b>
<b>OTHER SALARIES</b>					
Administrative					
Professional	154,513	133,500	133,500	133,500	
Supporting Services	5,119	6,919	51,722	3,919	(47,803)
<b>TOTAL OTHER SALARIES</b>	<b>159,632</b>	<b>140,419</b>	<b>185,222</b>	<b>137,419</b>	<b>(47,803)</b>
<b>TOTAL SALARIES AND WAGES</b>	<b>1,538,399</b>	<b>1,604,486</b>	<b>1,604,486</b>	<b>1,528,222</b>	<b>(76,264)</b>
<b>02 CONTRACTUAL SERVICES</b>	1,945	36,267	36,267	35,767	(500)
<b>03 SUPPLIES &amp; MATERIALS</b>	18,253	17,728	17,728	17,728	
<b>04 OTHER</b>					
Staff Dev & Travel	87,335	111,102	111,102	103,777	(7,325)
Insur & Fixed Charges					
Utilities					
Grants & Other	82,467	61,600	61,600	61,600	
<b>TOTAL OTHER</b>	<b>169,802</b>	<b>172,702</b>	<b>172,702</b>	<b>165,377</b>	<b>(7,325)</b>
<b>05 EQUIPMENT</b>	3,222	10,473	10,473	5,098	(5,375)
<b>GRAND TOTAL AMOUNTS</b>	<b>\$1,731,621</b>	<b>\$1,841,656</b>	<b>\$1,841,656</b>	<b>\$1,752,192</b>	<b>(\$89,464)</b>

# Board of Education



## Mission

The mission of the Board of Education is to provide leadership and oversight for a high-quality educational system with community-supported goals, policies, and resources committed to benefit our diverse student population. The Office of the Board of Education enables the elected Board to function as a cohesive and effective body in performing its responsibilities to adopt educational policy, ensure accountability, promote intergovernmental relations, and respond to community and student concerns.

## Major Functions

As required by Maryland law, the Board maintains a “reasonably uniform” system of public schools designed to provide quality education and equal educational opportunity for all children.

Specifically, the Board determines, with the advice of the superintendent, the educational policies of the county school system. It also adopts, codifies, and makes available to the public the rules and regulations for conducting and managing the public schools. The execution of the Board’s functions is guided by its academic priorities as outlined in the Montgomery County Public Schools’ strategic plan, *Our Call to Action: Pursuit of Excellence*:

- Organize and optimize resources for improved academic results
- Align rigorous curriculum, delivery of instruction, and assessment for continuous improvement of student achievement
- Expand and deliver a literacy-based initiative from prekindergarten through Grade 12 to support student achievement
- Use student, staff, school, and system performance data to monitor and improve student achievement
- Foster and sustain systems that support and improve employee effectiveness, in partnerships with MCPS employee organizations
- Strengthen family-school relationships and continue to expand civic, business, and community partnerships that support improved student achievement
- Develop, pilot, and expand improvements in secondary content, instruction, and program that support students’ active engagement in learning

To carry out its duties, the Board usually meets twice each month, convening for one all-day meeting and one evening meeting. Other meetings may be held to hear appeals; review and act on budgets and facilities; preside over public hearings; meet with other elected officials and public bodies; host community forums; hold parent, student, and employee meetings; and hold local, state, and national association meetings.

The office works with the community and appropriate MCPS offices to address concerns related to school system decisions or actions. The office also researches and analyzes educational policies, practices, and budgets; coordinates

all appeals before the Board; and provides legislative and intergovernmental information and represents the Board’s positions on these matters. The office maintains all records of the Board and handles its correspondence, calendars, and meeting materials.

## Trends and Accomplishments

The Board of Education continues to lead Montgomery County Public Schools through an exciting but challenging era of increasing needs and limited resources. The Board’s actions are geared to devising innovative ways to address the complex needs of our ever-changing population, while maintaining the excellent quality of our school system. The office of the Board of Education supports the Board’s work, improves upon customer service to Board members and the community, ensures robust collaboration with key stakeholders, and allows for increased reporting, analysis, and communications capabilities. The Board is committed to constantly improving the school system’s educational practices in response to the community’s willingness to examine alternative models of delivering educational services. This year for instance, the Board shortened certain ceremonies, preferring to honor the events with resolutions. The business meetings are now tightly focused on fewer presentations, all closely aligned with the strategic plan. The evening meetings now start earlier at 5:30 p.m. and are now work sessions devoted to robust dialogue on key issues. Also, the Board changed the format of public comments to engage the community more in the items of the day’s agenda. The bulk of the public comments are now reserved for speakers who desire to comment on the meeting’s items of discussion. New push-to-talk microphones have been installed in the Board room and in the auditorium. This new equipment has virtually eliminated static and interference from cell phones, resulting in a distraction-free environment. These continuous improvement efforts are supported in part by the study of innovative educational programs and practices nationwide. Also, the Board continuously reviews, and adapts to, changes in education laws, bylaws, rules, regulations, and policies. What follows is a compendium of some of the Board’s actions in the past fiscal year:

- During the 2007–2008 school year, the Board of Education took action on the following 3 policies and received 19 comments from the public in response to the policies: Policy BCB, Student Board Member Election; Policy EEA, Student Transportation; Policy KEA, Political Campaigns and Political Materials. The Board of Education adopted Policy HDD, Designation of the Montgomery County Association of Administrative and Supervisory Personnel as Exclusive Representative of Noncertified Supervisory Employees. This policy memorializes the designation of the Montgomery County Association of Administrative and Supervisory Personnel (MCAASP) as the exclusive representative of noncertificated supervisory employees. The Board also rescinded the following seven policies: Policy KMC, Services Provided to Non-Profit Organizations -- was adopted in 1969 and was no longer reflective of relationships that MCPS has or

intends to have in the near future; Policy ISE, Summer School Graduation, Policy COA, Visitors to School During the School Day; and Policy DJC, Newspaper Advertising -- involved operational matters that do not rise to the level of a policy; Policy GGA, Duty Hours and Days -- was repetitive of the requirements contained in the Education Article of the Annotated Code of Maryland, as well the negotiated agreements with the respective unions; Policy CGA, Summer School -- was no longer necessary because Policy IEA, Framework and Structure of Early Childhood and Elementary Education, Policy IEB, Middle School Education, and Policy IED, Framework and Structure of High School Education, provide operational and instructional mandates for the regular school year that also apply to instructional opportunities provided during the summer months; Policy GFB, Temporary Reassignment of Administrative and Supervisory Personnel -- was subsumed by the enactment of Policy GAA, Positive Work Environment in a Self-Renewing Organization.

- To ensure that the Board's voice is heard on statewide funding and legislative issues relevant to the needs of MCPS students and staff, the Board adopts a legislative platform each year prior to the legislative session of the Maryland General Assembly. The legislative platform is shared with community stakeholders and elected officials in Montgomery County and across the state and is the basis for Board positions on legislation proposed throughout the legislative session. The 2007 special session provided for the phasing in of the Geographic Cost of Education Index (GCEI) over the next 2 years. Of the 28 bills supported by the Board during the regular 2008 session, 14 were enacted.
- During FY 2008, the Board adjudicated 117 appeals. Sixty-five were related to student suspension, expulsions, teacher dismissals, early entrance to kindergarten, admission to highly gifted centers, and complaints from the public; 52 were for transfers and consortia assignments. In addition, the Office of the Board of Education handled an average of 12 complaints per month made to the ombudsman, which were received through telephone calls, written correspondence, and walk-in visits. The ombudsman cases involved school-related issues clustered around curricula concerns (class/grade placement, graduation requirements, and curriculum), student behavior (suspension, discipline, and bullying), or school operations (dismissal, maintenance, and safety and security); enrollment issues mainly related to determinations of residency; human resources issues mainly related to concerns about hiring practices; special education issues concerned with program placement; and transportation issues clustered around transporting students other than to their home school.
- For the past four years, the Board has implemented a process for public involvement in the MCPS strategic plan and operating budget. This process greatly enhances

public involvement in long-range strategic issues and emphasizes 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. This process has also involved a heavy emphasis on bilingual support through the use of bilingual support staff and translation equipment. Input from community members is constantly being analyzed and collated and the results shared with the Board and community members. As a result of this enhanced process for community involvement, community members from varied experiences and backgrounds have offered invaluable input into the update of the strategic plan and alignment of the budget with the strategic plan initiatives.

The Board performs its functions as a committee of the whole and through the work of the following standing committees: Policy, Communications and Public Engagement, Fiscal Management, Special Populations, and Strategic Planning. These committees all work in alignment with their individual charters and the strategic plan to further the mission of the Board of Education in providing leadership and oversight of the school system.

### **Major Mandates**

- The Board is required to carry out Maryland's education laws and the bylaws, rules, regulations, and policies of the State Board of Education.
- It also adopts, codifies, and makes available to the public policies and regulations for the conduct and management of the county public schools.

### **Strategies**

- The Office of the Board of Education will continue to support the Board in its work of monitoring and reviewing:
- MCPS activities and programs to ensure that they are consistent with the Board's action areas. This will be done through appropriate research and consultation with the Office of the Superintendent of Schools.
- The long-range plans to achieve the MCPS vision for the future, the five goals necessary to reach that vision, and the academic priorities identified to guide specific actions to achieve the goals.
- These activities will be accomplished through increased and effective collaboration with the superintendent and staff and through the use of appropriate technologies. The Board office will continue to seek ways to expand outreach to the community and improve upon two-way communication between the Board and the community. In the coming year, the office will place an increased emphasis on data gathering and information sharing and using the data to ensure that the work of the office is aligned with the Board's strategic plan.

**Budget Explanation**

**Board of Education—711**

The FY 2010 request for this office is \$1,056,226, a decrease of \$2,637 from the current FY 2009 budget of \$1,058,863. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—(\$2,637)*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is a decrease of \$2,637 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

# Board of Education - 711

## Roland Ikheloa, Chief of Staff - Ombudsman

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	8.000	7.000	7.000	7.000	
Position Salaries	\$670,128	\$715,616	\$715,616	\$712,979	(\$2,637)
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		133,500	133,500	133,500	
Supporting Services Part Time					
Other		2,540	2,540	2,540	
Subtotal Other Salaries	157,837	136,040	136,040	136,040	
<b>Total Salaries &amp; Wages</b>	827,965	851,656	851,656	849,019	(2,637)
<b>02 Contractual Services</b>					
Consultants		35,000	35,000	35,000	
Other Contractual					
<b>Total Contractual Services</b>	1,650	35,000	35,000	35,000	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,228	7,228	7,228	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	6,686	7,228	7,228	7,228	
<b>04 Other</b>					
Local Travel		14,361	14,361	14,361	
Staff Development		83,920	83,920	83,920	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		61,600	61,600	61,600	
<b>Total Other</b>	167,653	159,881	159,881	159,881	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		5,098	5,098	5,098	
<b>Total Equipment</b>	3,222	5,098	5,098	5,098	
<b>Grand Total</b>	<u>\$1,007,176</u>	<u>\$1,058,863</u>	<u>\$1,058,863</u>	<u>\$1,056,226</u>	<u>(\$2,637)</u>

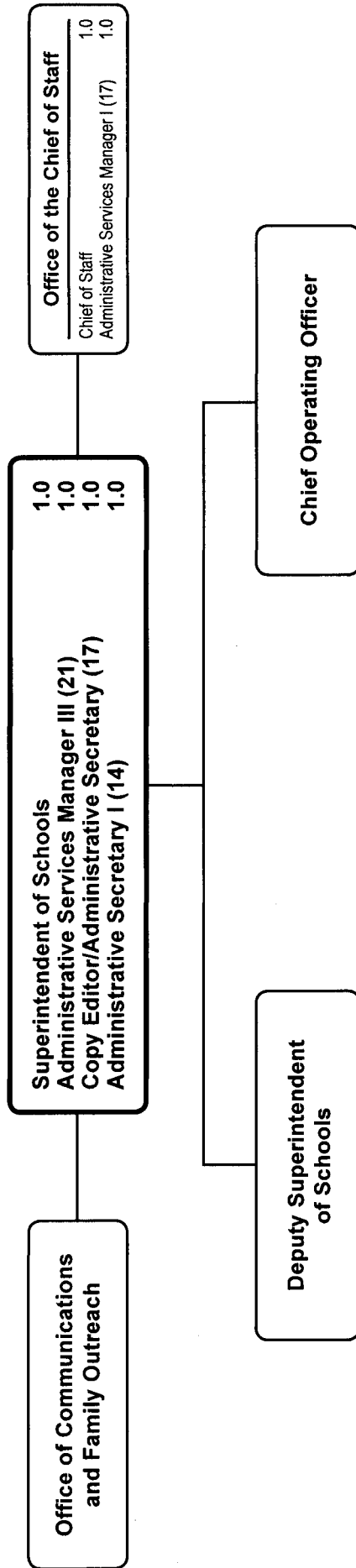
# Board of Education - 711

Roland Ikheloa, Chief of Staff - Ombudsman

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
1	Chief of Staff		1.000	1.000	1.000	<b>1.000</b>	
1	P Staff Assistant		3.000	2.000	2.000	<b>2.000</b>	
1	21 Admin Services Mgr III		1.000	1.000	1.000	<b>1.000</b>	
1	20 Admin Secretary to the Board		1.000	1.000	1.000	<b>1.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
1	15 Fiscal Assistant II		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>8.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	



# Office of the Superintendent of Schools



## Mission

The mission of the Office of the Superintendent of Schools is to provide high quality educational leadership in attaining excellence in teaching and learning in the Montgomery County Public Schools.

## Major Functions

The superintendent supports the policies and academic priorities of the Board of Education and has overall responsibility for the attainment of rigorous standards of performance for students and employees. The superintendent leads educational initiatives designed to improve achievement for all students from prekindergarten through Grade 12, ensure quality teaching and accountability, and provide the highest level of resources necessary to engage students and their parents in the learning community of their schools and provide students with the academic credentials necessary in a global society.

The superintendent directs the academic and administrative functions of the school system and provides leadership in the implementation of the Board of Education's strategic plan, *Our Call to Action: Pursuit of Excellence*, the annual operating budget; the six-year capital improvements program; and other initiatives. The superintendent's duties and responsibilities include those identified by law, and by the policies and decisions of the Board of Education, and administrative regulations governing the operation of the school system. The superintendent leads the work of all schools and offices through an executive staff, with the primary assistance of the chief operating officer and the deputy superintendent of schools. Personnel in the superintendent's immediate office include the chief of staff, the director of the Office of Communications and Family Outreach, and support professionals.

The Superintendent supports the responsibilities and functions of the Board as both superintendent and secretary-treasurer. The superintendent works closely with the president and vice president of the Board and provides the Board with guidance and counsel on matters of educational and public policy, academic standards and accountability, public funding, personnel, land use, and legal matters. His leadership team and office personnel work collaboratively with the Board's own office staff to develop thorough responses to inquiries and requests, prepare meeting documents, and successfully complete the business of the Board.

The superintendent also works closely with the leaders of parent and employee organizations; federal, state, and local officials; business leaders; civic and community representatives; and leaders of professional associations, universities, and organizations focused on school reform and improvement. These efforts reflect the public partnership the superintendent maintains in the implementation of effective strategies to improve teaching and learning.

## Trends and Accomplishments

Strategic academic and organizational initiatives, building on a foundation set in 1999, continue to place the school system among the very best in the United States. These include ongoing improvements in teaching and learning, curriculum design and content, employee skills and expertise, programs and services for students with special needs, measures of progress and accountability, technology, parent and community outreach, and communications. MCPS continues to be a model district for others engaged in reforming their educational practices. School leaders from across the nation and around the world travel to MCPS to learn about the work taking place here to increase academic rigor and close the achievement gap.

Improvements in early childhood and elementary education have resulted in substantial progress in student achievement on state and county measures of academic performance, including the enrollment in advanced mathematics of more than half of all students in Grade 5. Education Week featured the Board of Education's unique differential funding strategy in a district profile and highlighted the success MCPS has experienced in closing the achievement gap. Ongoing improvements in middle school, including reforms based on more rigorous and inclusive academic programs, are under way, with 77 percent of all eighth grade students taking algebra, up from about 68 percent the previous year. Changes in high school have resulted in unprecedented levels of student achievement on national measures of academic rigor, including the Advanced Placement (AP) and International Baccalaureate programs. All eligible high schools have been rated by *Newsweek* as among the best in America in each of the magazine's five national rankings (2003, 2005, 2006, 2007 and 2008). In 2008, MCPS was the only district in the nation with six schools named in the top 100 on *Newsweek's* list. The performance of high school graduates on the SAT and ACT continue to significantly outpace the nation and the state.

The priority of closing the achievement gap by race and ethnicity while simultaneously raising standards for all students remains a significant challenge for the system and a central component for all initiatives. Of special focus is the underachievement of African American and Hispanic students, who represent more than 40 percent of the overall enrollment. In December 2007, The Washington Post reported that MCPS is one of only two districts in America (the other being New York City) with more than 1,000 African American students scoring a 3 or better on at least one AP exam. The Panasonic Foundation published a 16-page case study hailing MCPS as a national model for its work to close the achievement gap.

These efforts coincide with priorities for improving achievement for students with disabilities, students with limited English proficiency, and students challenged by poverty, mobility, homelessness, and immigration. The number of students living in poverty increased last year by 3,600 students and there were 1,100 more children enrolled for whom English was not their primary language. More than 17,000

students receive services for disabilities and 14,700 students receive assistance through the English for Speakers of Other Languages Program (ESOL), nearly half of the entire state enrollment of ESOL students. Approximately 139,000 children attend schools in the system, the 16th largest enrollment in the nation.

These initiatives and other increases in the costs of education, particularly in recruiting and maintaining a high quality workforce, are challenges affecting the school system's ability to sustain ongoing programs and services. The demand for high quality public education is a priority in Montgomery County and remains a key element in measuring the county's quality of life. These measures enhance the continued progress of individual schools, the continued improvement in systemwide student achievement, and the overall excellence of more than 21,000 women and men who work in the system as educators and support staff.

The implementation of the federal *No Child Left Behind Act* and the Maryland Bridge to Excellence in Public Education Act are but two of the major factors affecting school improvement, standards, and accountability in the school system. These federal and state initiatives were preceded by the Board of Education's adoption of the *Our Call to Action* in 1999 and the strategic plan, which is revised annually.

Comprehensive planning strategies to design and implement the operating budget—based on the Malcolm Baldrige Criteria for Performance Excellence, with significant involvement of parents, employees, students, and other stakeholders—have been recognized repeatedly, including the 2005 U.S. Senate Productivity Award for Maryland. MCPS is the only large school system in the nation to receive a state productivity award, which measured system operations against corporate benchmarks. In 2006, the system was a finalist for the Baldrige National Quality Award. The system's financial practices consistently receive recognition for excellence in financial reporting from the Government Financial Officers Association. These experiences are used as benchmarks for other school districts through the American Productivity and Quality Center in Houston. Forbes magazine also named the school system as one of the top five in the nation for delivering high academic performance at a relatively low cost.

## Major Mandates

The Office of the Superintendent of Schools administers the school system in accordance with the Education Article of the Annotated Code of Maryland, the bylaws of the Maryland State Board of Education as found in the Code of Maryland Regulations, and the policies and decisions of the Montgomery County Board of Education.

## Strategies

- Continue to lead the intentional transformation of schools through strategic improvements, reforms, services, and innovations designed to achieve the academic priorities of the Board of Education.
- Continue to require high levels of achievement for all students, rigorous standards of performance by all employees, and effective collaboration with parents and other stakeholders in the improvement of public education in Montgomery County.
- Continue to improve and implement the strategic plan, develop responsive operating and capital budget recommendations, and ensure successful deployment of resources for continuous school improvement.
- Ensure fidelity of implementation for all Board of Education policies and decisions, as well as public accountability for student performance and organizational effectiveness.
- Continue to benchmark with other school systems and organizations about academic improvements, cost savings, strategic planning, information management, and evaluation and assessment practices.
- Assure the timely and responsive dissemination of student performance data to improve instruction, to assess student progress and instructional programs, and to engage parent involvement in teaching and learning with their children.

## Budget Explanation Office of the Superintendent of Schools—611

The FY 2010 request for this office is \$695,966, a decrease of \$86,827 from the current FY 2009 budget of \$782,793. An explanation of this change follows.

### *Continuing and Negotiated Salary Costs—(\$25,824)*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is a decrease of \$25,824 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

### *Reductions—(\$61,003)*

Reductions for FY 2010 in this budget are as follows:

*Supporting services part-time salaries—(\$47,803)*

*Furniture and equipment—(\$5,375)*

*Local travel—(\$5,500)*

*Contractual services—(\$500)*

*Travel out—(\$625)*

*Dues, registration, fees—(\$1,200)*

# Office of the Superintendent of Schools - 611

Dr. Jerry D. Weast, Superintendent of Schools

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	6,000	6,000	6,000	<b>6,000</b>	
Position Salaries	\$708,639	\$748,451	\$703,648	<b>\$677,824</b>	(\$25,824)
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		4,379	49,182	<b>1,379</b>	(47,803)
Other					
Subtotal Other Salaries	1,795	4,379	49,182	<b>1,379</b>	(47,803)
<b>Total Salaries &amp; Wages</b>	710,434	752,830	752,830	<b>679,203</b>	(73,627)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,267	1,267	<b>767</b>	(500)
<b>Total Contractual Services</b>	295	1,267	1,267	<b>767</b>	(500)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,500	10,500	<b>10,500</b>	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	11,567	10,500	10,500	<b>10,500</b>	
<b>04 Other</b>					
Local Travel		6,221	6,221	<b>721</b>	(5,500)
Staff Development		6,600	6,600	<b>4,775</b>	(1,825)
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	2,149	12,821	12,821	<b>5,496</b>	(7,325)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		5,375	5,375		(5,375)
<b>Total Equipment</b>		5,375	5,375		(5,375)
<b>Grand Total</b>	<b>\$724,445</b>	<b>\$782,793</b>	<b>\$782,793</b>	<b>\$695,966</b>	<b>(\$86,827)</b>

# Office of the Superintendent of Schools - 611

Dr. Jerry D. Weast, Superintendent of Schools

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
1	Superintendent of Schools		1.000	1.000	1.000	<b>1.000</b>	
1	Chief of Staff		1.000	1.000	1.000	<b>1.000</b>	
1	21 Admin Services Mgr III		1.000	1.000	1.000	<b>1.000</b>	
1	17 Copy Editor/Admin Sec		1.000	1.000	1.000	<b>1.000</b>	
1	17 Admin Services Manager I		1.000	1.000	1.000	<b>1.000</b>	
1	14 Administrative Secretary I		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	

