CHAPTER 6

Office of Chief Operating Officer

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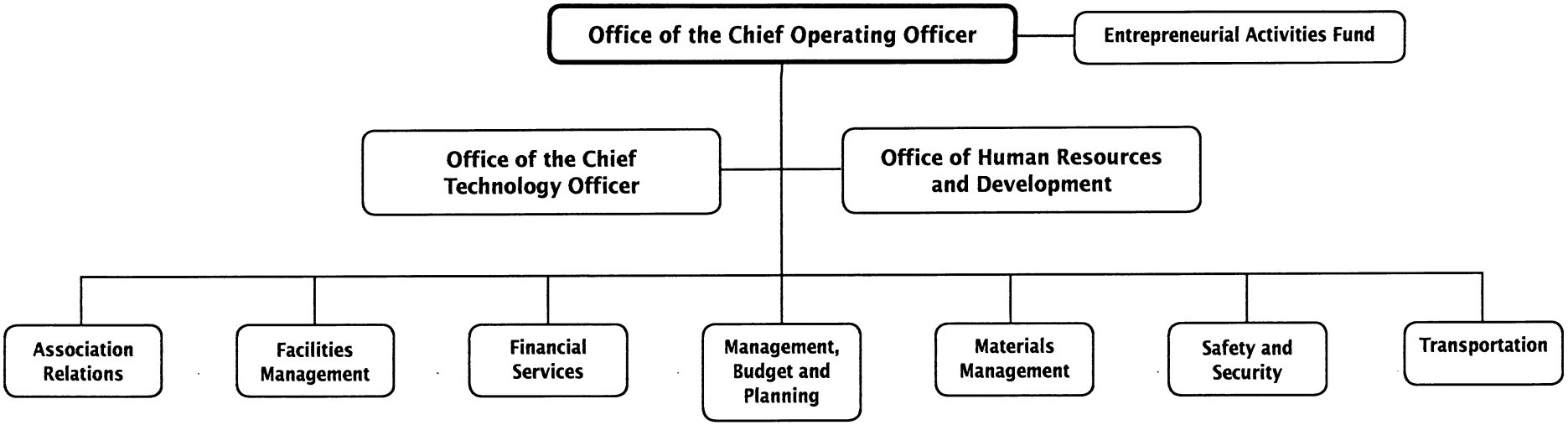
Office of the Chief Operating Officer
Summary of Resources
By Object of Expenditure

OBJECT OF EXPENDITURE	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	FY 2013 BUDGET	FY 2013 CHANGE
POSITIONS					
Administrative	34.000	35.000	36.000	35.000	(1.000)
Business/Operations Admin.	51.000	50.000	50.000	50.000	
Professional	2.000	2.000	2.000	2.000	
Supporting Services	4,170.273	4,175.173	4,175.173	4,177.673	2.500
TOTAL POSITIONS	**4,257.273**	**4,262.173**	**4,263.173**	**4,264.673**	**1.500**
01 SALARIES & WAGES					
Administrative	$4,471,056	$4,780,074	$4,780,074	$4,612,792	($167,282)
Business/Operations Admin.	4,526,586	4,655,839	4,655,839	4,640,868	(14,971)
Professional	232,720	222,405	222,405	232,721	10,316
Supporting Services	161,676,154	165,975,223	165,975,223	167,574,444	1,599,221
TOTAL POSITION DOLLARS	**170,906,516**	**175,633,541**	**175,633,541**	**177,060,825**	**1,427,284**
OTHER SALARIES					
Administrative					
Professional	385,336	954,562	954,562	845,766	(108,796)
Supporting Services	15,074,078	14,251,931	14,251,931	14,013,877	(238,054)
TOTAL OTHER SALARIES	**15,459,414**	**15,206,493**	**15,206,493**	**14,859,643**	**(346,850)**
TOTAL SALARIES AND WAGES	**186,365,930**	**190,840,034**	**190,840,034**	**191,920,468**	**1,080,434**
02 CONTRACTUAL SERVICES	**7,687,426**	**10,433,924**	**10,433,924**	**11,111,772**	**677,848**
03 SUPPLIES & MATERIALS	**36,865,430**	**37,773,930**	**37,773,930**	**40,226,650**	**2,452,720**
04 OTHER					
Local/Other Travel	258,343	309,372	309,372	303,398	(5,974)
Insur & Employee Benefits	445,612,894	461,302,845	461,252,845	480,571,498	19,318,653
Utilities	39,763,675	41,907,223	41,907,223	38,347,419	(3,559,804)
Miscellaneous	10,490,189	8,611,918	9,439,718	9,430,484	(9,234)
TOTAL OTHER	**496,125,101**	**512,131,358**	**512,909,158**	**528,652,799**	**15,743,641**
05 EQUIPMENT	**12,398,081**	**12,005,856**	**12,005,856**	**12,000,391**	**(5,465)**
GRAND TOTAL AMOUNTS	**$739,441,968**	**$763,185,102**	**$763,962,902**	**$783,912,080**	**$19,949,178**

Chief Operating Officer—Overview



F.T.E. Positions 4,264.673

(In addition, there are 66.5 Capital Budget positions, 21.0 from ICB, 27.0 funded by Trust Funds. There are 1,928.76 school-based positions shown on K–12 charts.)

Office of the Chief Operating Officer

Chief Operating Officer	1.0
Executive Assistant (P)	2.0
Director I (P)	2.0
Supervisor (O)	1.0
Business & Fiscal Administrator (I)	1.0
Instructional Specialist (B-D)	1.0
Administrative Services Manager III (19)	1.0
Copy Editor/Administrative Secretary I (17)	1.0
Administrative Services Manager (17)	1.0
Appeals/Transfer Control Assistant (16)	1.0
Administrative Secretary II (15)	1.0
Administrative Secretary I (14)	1.0
Secretary (12)	1.5

F.T.E. Positions 15.5

Office of the Chief Operating Officer—331

Larry A. Bowers, Chief Operating Officer 301-279-3626

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 implementing equitable practices and continuous improvement strategies.*

OCOO is committed to the tenets of the Organizational Culture of Respect compact developed among the Montgomery County Education Association, the Montgomery County Association of Administrators and Principals, the Montgomery County Business and Operations Administrators, the Service Employees International Union 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 OCOO are consistent with and reflect this organizational culture.

Major Functions

OCOO works at the direction of the superintendent of schools and in collaboration with the deputy superintendent of schools to ensure the implementation of the Board of Education's goals and academic priorities. 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 Montgomery County Public Schools (MCPS), and developed the Maryland State Department of Education's mandated five-year master plan for MCPS.

OCOO has overall responsibility for the Office of Human Resources and Development; 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 Appeals/Transfer Team; and the Athletics Unit. OCOO monitors each of its office, department, and division strategic plans to ensure that they are aligned to the MCPS strategic plan. OCOO works with each of its offices, departments, and divisions 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. All units have developed process maps and related Inputs, Guides, Outputs, and Enablers (IGOEs) for key processes under their responsibilities. Additionally, this office has primary responsibility for legal services, staffing of schools, and the Entrepreneurial Activities Fund. OCOO provides leadership and training in 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. OCOO also prepares items for 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.

OCOO is responsible for coordinating the development of the superintendent's operating and capital budgets and acts as a liaison with County Council and county government staff on budget and fiscal matters. Through its Department of Management, Budget, and Planning, 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.*

OCOO, through the Office of Human Resources and Development (OHRD) and with the leadership of the associate superintendent, recruits, selects, hires for equity and excellence, and works to retain the most qualified and productive employees to serve the diverse needs and expectations of the school system to achieve workforce excellence. In addition, processes are in place to ensure compliance with the *No Child Left Behind Act* of 2001 to have teachers and paraeducators designated "highly qualified." MCPS Careers was launched in FY 2011. MCPS Careers is a secure, Web based application designed to streamline processes, improve communication, reduce costs, assist managers, and current and potential employees with transparency and with equitable access to vacancies. This customized system standardizes the application process and provides increased Information about position vacancies. In addition, the Hiring for Excellence and Equity project is focused on transforming the selection and the orientation processes to ensure that every employee assumes 100 percent responsibility for the success of every student. This work is based on industry training that emphasizes the importance of bringing "onboard" employees who share the organization's core values, mission, vision, and goals.

OCOO, through the Department of School Safety and Security, works with all schools and facilities in developing and updating individual emergency crisis plans. The school district is revising emergency preparedness procedures in order to become compliant with the National Incident Management System. As a result, in lieu of code Red and Code Blue, emergency procedures will include the terms Lockdown, Evacuate, and Shelter. This makes responding to emergencies less complicated.

Due to budget constraints, the Student Resource Officer program has decreased from 29 to 6 officers working with our schools. A security initiative continues in

FY 2013 that includes the installation of digital cameras in all middle (36 completed) and high schools (10 completed).

Through the Department of Financial Services and the Division of Controller, the office manages the employee benefits programs, including health care, life insurance, retirement, workers' compensation, disability, and tax-sheltered annuity programs, continually seeking ways to contain costs. Payroll, leave accounting, and unemployment benefit functions also 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.

OHRD and the Office of the Chief Technology Officer implemented the e-Recruitment application, MCPS Careers, which reduces the time needed to fill positions and provides managers with greater access to applicant information. By eliminating paper-based processes and automating the transfer of data, this system enhances data reliability, decreases redundant data entry, and avoids potentially costly process delays. The offices also have continued development of the Financial Management System (FMS), which provides the budget, general ledger, and procurement data required to efficiently manage the financial operations of the school system. This system continues to improve efficiency and data quality and provides required reporting through automation of processes, online, real-time access, and financial best practices. FMS also provides an online ordering system, accounts payable, inventory, accounts receivable, grant and project accounting, and capital asset functionality. The school system's portal, *myMCPS*, was expanded to include the Instruction and Business centers, which provide administrators with a consolidated repository for information vital to the day-to-day operations of their buildings, with resources that include a document library, an updated financial manual, calendar of important events, and financial and staffing reports.

Through the Department of Facilities Management, 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, 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, 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, OCOO oversees preparation of long-range facility plans and the Capital Improvements Program.

In concert with the Department of Transportation, 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 bus operator/aide assignments, training, general personnel services, accounting, and fleet maintenance services.

Through the Division of Procurement, the Supply and Property Management Unit, the Division of Food and Nutrition Services, and Editorial, Graphics, and Publishing Services, the Department of Materials Management oversees a full service graphics and printing operation for schools and offices; 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; and provides nutritious, cost-effective meals to students and staff.

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

Work continues with the OCOO Leadership Team to develop and implement equitable practices in the workplace. These practices are aligned to the Framework for Equity and Excellence that has been incorporated in *Our Call to Action: Pursuit of Excellence*. Fostering an organizational culture of high expectations for all students requires equitable practices in all workplaces. It also requires the commitment to high expectations for all staff; cultural competence; and positive relationships with all students, staff, parents, and community members, regardless of race, ethnicity, or background. Office, department, and division staff have developed action plans to ensure the implementation of equitable practices throughout the ranks.

Trends and Accomplishments

Beginning in the summer of 2007, turmoil in the nation's housing market led to the deepest economic decline since the Great Depression. This period of economic turmoil and decline has come to be known as the "Great Recession." The trigger for the decline was

the bursting of a housing "bubble" that had devastating implications for banks holding large amounts of mortgage debt. Buyers who should not have qualified for mortgages defaulted on their loans and foreclosures escalated. This led to a credit crisis that has rippled through the economy and led to millions of jobs lost and a persistently high national unemployment rate, which was at 9.2 percent in June 2011. The credit crisis and related job losses led to unprecedented federal involvement to contain the financial meltdown and stimulate the economy. In addition to the banking crisis, huge losses in the stock market resulted in a steep reduction in the value of personal investments and retirement accounts, sharply reducing consumer spending patterns. Signs of an improving economy at the end of 2009 and beginning of 2010 led many economists to declare the recession—which officially began in December 2007—to be over in January 2010. However, full recovery, especially in terms of employment, is expected to be a very slow process. A reduction in labor mobility—the movement of people around the country for jobs—has been a byproduct of the bursting of the housing bubble. Many households now reside in homes with underwater mortgages where more is owed than the value of the property. This is constraining job searches and forcing many people to limit their efforts to the area where they currently reside. Labor mobility has been considered a signature strength of the U.S. economy in the past, and this situation is leading economists to worry that lack of mobility in itself will make economic recovery more difficult to achieve.

The impact of the recession has been less severe in Montgomery County, compared to other parts of the country. In June 2011, the Maryland unemployment rate was 7.0 percent and the Montgomery County unemployment rate was 5.2 percent. However, in Montgomery County, the 5.2 percent unemployment rate was well above the more typical rates of 2.5 to 3.5 percent. In addition, resident employment in the county has declined during the recession, from 502,959 in 2006 to 491,804 in 2011.

The weak economy also is evident in the housing market. In Montgomery County, the median sale prices of new and existing homes went from $217,500 in 2000 to $444,000 in 2007 as the housing bubble drove up prices to unsustainable levels. Since 2007, a market correction and weakened demand have resulted in a decline in median sales price of housing to $350,000 in 2010. Another indicator of the weak housing market is the average number of days new and existing homes are on the market before being sold. Between 2002 and 2005, the average was less than 30 days. In 2008, the average peaked at 100 days. By 2010, the average had improved to 65 days before a housing sale; however, this still reflects a weak market.

Looking longer-term, Montgomery County and other Washington, DC area jurisdictions are expected to be negatively impacted by the recently adopted federal debt reduction legislation. Federal employment in the county numbered 43,000 in 2009. In addition, a large number of jobs in the county are associated with federal contracting and spending. These sectors of the local economy are likely to be adversely impacted by the substantial reductions in federal spending that will be phased in over the coming years.

MCPS enrollment grew by 6,319 students between 2007 and 2010. This upward trend is occurring despite a weak economy and housing market. The increase in enrollment is driven by increases in county births, movement of private school students into public schools, and more households staying put in the county as labor mobility has decreased. Annual births have topped 13,000 since 2000 and totaled 13,273 in 2010. Projections show annual births continuing to increase for the foreseeable future. Consequently, elementary school enrollment is increasing rapidly, with a gain of over 5,600 students projected by 2016–2017. Middle school enrollment also will increase substantially in the next six years, adding 4,000 students by 2016–2017. High school enrollment grows more modestly in the next six years—an increase of 626 students is projected by 2016–2017—but will swell significantly thereafter as the wave of students now in elementary and middle schools reaches high school age. Overall, MCPS enrollment is projected to increase from 146,582 in 2011 to 156,020 in 2017.

Race and ethnic diversity have been a hallmark of MCPS enrollment growth. The immigration 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 34 percent in 2011. All enrollment increases that have occurred since 1983 (over 53,000 more students) are attributable to growth in African American, Asian American, and Hispanic students. The Hispanic ethnic group is the fastest growing, and last year the number of Hispanic students exceeded the number of African American students for the first time.

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 30.7 percent in 2010, representing 44,231 students receiving assistance.

The growth and diversification of the school system continues to affect all aspects of work in 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 2012 Operating Budget is built on the Board of Education goals and academic priorities and provides money to maintain most program initiatives from *Our Call to Action: Pursuit of Excellence*. The FY 2012 Operating Budget was funded for a 4.4 percent decrease below the FY 2010 Operating Budget. However, without the addition of $79.5 million to reimburse the county government for debt service on school construction in FY 2010, the operating budget increase would have been only 0.8 percent, despite a budgeted enrollment increase of 2,809 students.

Major accomplishments in the area of school facilities include the completion of twelve major capital projects totaling 435,313 square feet of new construction and 84,066 square feet of modernization for school year 2011–2012.

However, increasing enrollment continues to place pressure on the school system's facilities. This year, enrollment is at 146,582 students, a 2,518 increase from last year. In the past three years, enrollment has increased by over 7,300 students. In addition to the need to address existing space shortages, additional enrollment is projected in the next six years. As a result, dependency on relocatable classrooms will increase to address the space needs.

The Board of Education aligns the budget and strategic planning processes by 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. As a result, the Board of Education continues to sponsor "community conversations" forums during the fall. This outreach effort results in significant feedback from stakeholders on issues involving the strategic plan and budget. To build on the success of the forums, the Board of Education has planned to continue this dialogue and seek input from a variety of community organizations and individuals through the MCPS website.

MCPS has adopted the Malcolm Baldrige Education Criteria for Performance Excellence as its model for continuous improvement. Leadership for this effort comes from 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. On November 23, 2010, President Barack Obama and former U.S. Secretary of Commerce Gary Locke named MCPS a 2010 recipient of the Malcolm Baldrige National Quality Award, the highest honor an American organization can receive for performance excellence through innovation, improvement, and visionary leadership. MCPS is only the sixth public school district ever to earn this prestigious award, and is by far the largest. In fact, MCPS has nearly seven times the number of students as the next largest district to have received the award.

MCPS is part of a project sponsored by the American Productivity and Quality Center (APQC) in Houston, Texas, which is a highly respected, internationally known organization providing research, benchmarking, training, and process improvement strategies to private and public companies across the globe as well as school districts across the United States. The project is entitled North Star, which assists school districts in becoming more process centered by using process management and improvement strategies. A process-centered organization is one in which everyone in the organization is focused on designing new processes to improve efficiency and effectiveness, while evaluating and refining existing processes to eliminate waste. The North Star project identified nine school districts in the United States to become "Hub" districts. A Hub is a district that has moved toward becoming a process-centered organization and can serve as a role model and trainer for other school districts (Spokes) in the immediate geographic region. MCPS was identified as one of the original nine "Hub" school districts in the US. There are now forty "Hub" districts throughout the US and APQC is planning to significantly increase that number. The Hub and Spokes model is being supported by APQC through four days of professional development on site and through Knowledge Transfer Sessions at APQC headquarters in Houston. The on-site training focused on using process management and improvement strategies to address major process initiatives in the district. MCPS selected the Seven Keys to College Readiness, Equity in MCPS, and Providing Service to Schools as our projects and was facilitated by an internationally known consultant. The Knowledge Transfer Sessions were designed to learn from the other Hub districts and identify best practices that can be replicated. MCPS now has processes in place that are guiding our work for these major initiatives. In addition, all offices, departments, and divisions have identified their key processes; mapped their key processes; used IGOEs to determine the interrelationship and interdependency of key processes across the district; and have begun identifying in-process and outcome measures to determine efficiency and effectiveness of key processes.

Major Mandates

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

Performance Measures

OCOO uses a family of measures with an equity lens to monitor the performance of its offices, departments, divisions, and units. The Family of Measures includes the following categories: Organizational Results, Financial Results, Customer Focus, and Workforce Excellence. Additionally, 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—331,798

The FY 2013 request for this office is $2,353,923, an increase of $98,124 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$66,920
There is an increase of $66,920 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—$65,000
Realignments are budgeted to address priority spending needs in this department. Based on prior spending trends, $65,000 is available for realignment from the elementary schools' budget to the Office of the Chief Operating Officer for contractual services.

Efficiencies and Reductions—($33,796)
There is a reduction of $33,796 in professional part-time salaries for funds used to support the Kennedy Cluster program.

Office of the Chief Operating Officer - 331/798

Larry A. Bowers, Chief Operating Officer

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	14.500	14.500	15.500	**15.500**	
Position Salaries	$1,553,663	$1,516,779	$1,516,779	**$1,583,699**	$66,920
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		60,889	60,889	**27,093**	(33,796)
Supporting Services Part Time		8,397	8,397	**8,397**	
Other		1,695	1,695	**1,695**	
Subtotal Other Salaries	18,861	70,981	70,981	**37,185**	(33,796)
Total Salaries & Wages	1,572,524	1,587,760	1,587,760	**1,620,884**	33,124
02 Contractual Services					
Consultants		2,500	2,500	**2,500**	
Other Contractual		583,327	583,327	**648,327**	65,000
Total Contractual Services	784,123	585,827	585,827	**650,827**	65,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,586	3,586	**3,586**	
Other Supplies & Materials		26,761	26,761	**26,761**	
Total Supplies & Materials	6,983	30,347	30,347	**30,347**	
04 Other					
Local/Other Travel		1,865	1,865	**1,865**	
Insur & Employee Benefits		50,000			
Utilities					
Miscellaneous			50,000	**50,000**	
Total Other	9,951	51,865	51,865	**51,865**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$2,373,581	$2,255,799	$2,255,799	**$2,353,923**	$98,124

Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 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**	
2	P	Director I		1.000	1.000	1.000	**1.000**	
1	P	Executive Assistant		2.000	2.000	2.000	**2.000**	
2	O	Supervisor				1.000	**1.000**	
1	I	Business & Fiscal Admin		1.000	1.000	1.000	**1.000**	
2	BD	Instructional Specialist		1.000	1.000	1.000	**1.000**	
1	19	Admin Services Mgr III		1.000	1.000	1.000	**1.000**	
1	17	Copy Editor/Admin Sec		1.000	1.000	1.000	**1.000**	
1	17	Admin Services Manager I			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				
2	15	Administrative Secretary II		1.000	1.000	1.000	**1.000**	
2	14	Administrative Secretary I		1.000	1.000	1.000	**1.000**	
2	12	Secretary		1.500	1.500	1.500	**1.500**	
	Total Positions			**14.500**	**14.500**	**15.500**	**15.500**	

Entrepreneurial Activities Fund

Instructional Specialist (B-D)	1.0
Applications Developer I (23)	1.0
Printing Equipment Operator III (17)	1.0
Customer Services Specialist (16)	1.0
Operations Assistant (14)	1.0
Fiscal Assistant I (13)	1.0
Bindery Equipment Operator I (11)	2.0
Truck Driver/Warehouse Worker Shift 1 (11)	4.0

F.T.E. Positions 12.0

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

Major Functions

The purpose of this fund 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, managing human resources transaction and professional development online, 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 reduced significantly. 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 Editorial, Graphics and Publishing Services unit (EGPS) is a centrally-funded function that provides direct support to schools and offices. Products include classroom documents and posters, examination booklets, diplomas, 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 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 handheld-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.

The Student e-Learning (formerly Student Online Learning) program provides the opportunity for high school students to take courses outside of the traditional classroom setting. The primary goal of the Student e-Learning program is to provide all students in MCPS with the opportunity to enhance their educational experience through quality online course and Web-enhanced classroom experiences. The program will receive revenue from student tuition for online courses and the sale and licensing of MCPS-developed online courses.

The Human Resources Online will provide an online system that will utilize automation, workflow, business rules, process metrics, and self-service applications to enable MCPS to continuously improve the development, efficiency, and management of its human resource processes. The system will replace manual, paper-based, inefficient processes with electronic transactions utilizing a reusable process library for greater control and flexibility.

The Professional Development Online (PDO) system incorporates a powerful registration component, course management, and electronic portfolio with automation of Mentor tracking and Tuition Reimbursement. PDO delivers customized reporting solutions to the Office of Human Resources and Development and streamlines complex processes such as payment for attending Tier 1 Training and tracking required course completion.

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 Mandates

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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
140%	161%	163%

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

Performance Measure: Supply Warehouse Services revenue activity.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
$194,902	$210,000	$230,000

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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
$448,288	$510,000	$530,000
18%	15%	15%

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

Budget Explanation Entrepreneurial Activities Fund—820/821/822/823/824/825/826/827/828

The FY 2013 request for this fund is $3,006,936, an increase of $184,488 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$28,817
There is an increase of $28,817 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—$136,713
There are a number of realignments budgeted to address priority spending needs within this fund. Specifically, there is $259,212 realigned among and between accounts budgeted within the fund. The realignments are neutral overall and reflect the actual costs and operations of these units. Furthermore, there is a realignment of $67,000 from the Entrepreneurial Activities Fund to the Division of Food and Nutrition Services to support additional costs for food supplies and materials in the division.

There also is a shift of $144,615 and 2.0 truck driver/warehouse worker positions and a 1.0 operations assistant position from the budget in the Department of Materials Management to this fund to reflect actual program functions within the operation. Due to the shift, the budget includes a realignment of $59,098 for employee benefits from the Department of Financial Services to this fund.

Other—$18,958
Due to projected changes in employee health benefit rates within the Entrepreneurial Activities Fund, the budget includes an increase of $18,958.

Entrepreneurial Activities Fund - 820/821/822/823/824/825/826/827/828

Larry A. Bowers, Chief Operating Officer

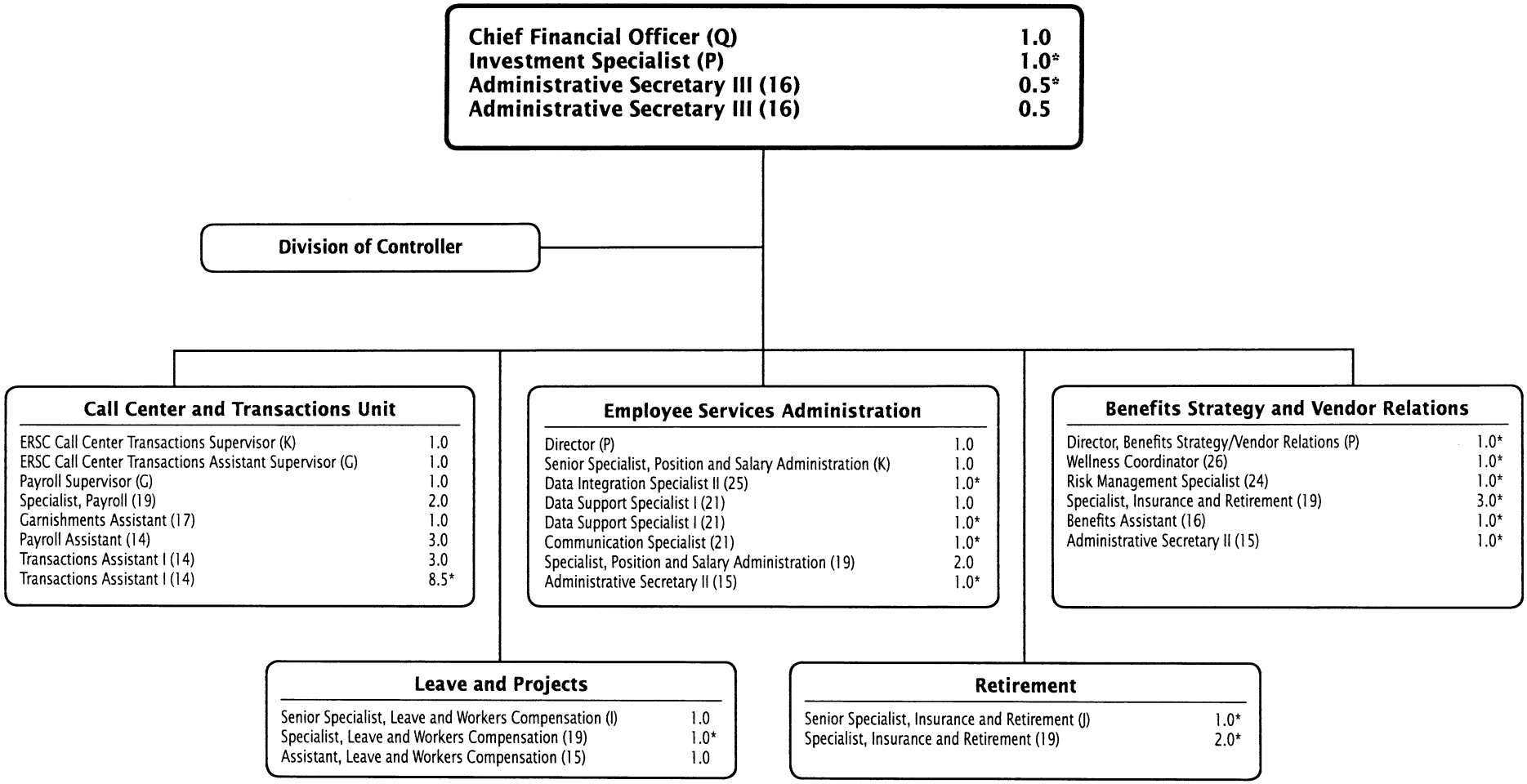
Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	9.000	9.000	9.000	**12.000**	3.000
Position Salaries	$563,274	$545,314	$545,314	**$715,416**	$170,102
Other Salaries					
Summer Employment					
Professional Substitutes		513,907	513,907	**303,907**	(210,000)
Stipends		64,430	64,430	**64,430**	
Professional Part Time		298,137	298,137	**253,137**	(45,000)
Supporting Services Part Time		20,657	20,657	**20,657**	
Other		35,612	35,612	**48,716**	13,104
Subtotal Other Salaries	356,836	932,743	932,743	**690,847**	(241,896)
Total Salaries & Wages	920,110	1,478,057	1,478,057	**1,406,263**	(71,794)
02 Contractual Services					
Consultants		34,520	34,520	**34,520**	
Other Contractual		474,000	474,000	**523,000**	49,000
Total Contractual Services	338,650	508,520	508,520	**557,520**	49,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		335,317	335,317	**455,317**	120,000
Office					
Other Supplies & Materials		211,483	211,483	**223,991**	12,508
Total Supplies & Materials	497,011	546,800	546,800	**679,308**	132,508
04 Other					
Local/Other Travel		12,864	12,864	**12,649**	(215)
Insur & Employee Benefits		249,830	249,830	**316,216**	66,386
Utilities					
Miscellaneous					
Total Other	233,372	262,694	262,694	**328,865**	66,171
05 Equipment					
Leased Equipment		18,977	18,977	**14,980**	(3,997)
Other Equipment		7,400	7,400	**20,000**	12,600
Total Equipment	25,000	26,377	26,377	**34,980**	8,603
Grand Total	$2,014,143	$2,822,448	$2,822,448	**$3,006,936**	$184,488

Entrepreneurial Activities Fund - 820/821/822/823/824/825/826/827/828

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
	820 Entrepreneurial Activities Fund						
81	BD Instructional Specialist		1.000	1.000	1.000	**1.000**	
81	14 Operations Assistant					**1.000**	1.000
81	13 Fiscal Assistant I		1.000	1.000	1.000	**1.000**	
81	11 Truck Drive/Whr Wkr Shift 1		2.000	2.000	2.000	**4.000**	2.000
	Subtotal		**4.000**	**4.000**	**4.000**	**7.000**	**3.000**
	822 Printing Services						
81	17 Printing Equip Operator III		1.000	1.000	1.000	**1.000**	
81	16 Customer Service 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**	
	823 Student Online Learning						
81	23 Applications Developer I		1.000	1.000	1.000	**1.000**	
	Subtotal		**1.000**	**1.000**	**1.000**	**1.000**	
	Total Positions		**9.000**	**9.000**	**9.000**	**12.000**	**3.000**

Department of Financial Services



F.T.E. Positions 20.5

(*In addition, the chart above includes 26.0* 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 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 Montgomery County Public Schools (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 and administration of employee programs such as leave, salary administration, and workforce reporting. 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.

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 Division of the Controller 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 plans and three health maintenance organization options. Dental coverage includes a choice between a preferred dental option plan with both in- and out-of-network benefit features and a dental maintenance organization. Employee life, dependent life, and optional life insurance programs are offered, and employees have the opportunity to participate in pre-tax 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 for which 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

While the number of MCPS employees has decreased, the number of retirees continues to increase each year. The complexity of benefit programs and the compliance requirements related to compensation and benefits also increase. In Fiscal Year 2011, the state of Maryland changed the pension plan for teachers, dramatically affecting the pension benefits for new teachers hired on or after July 1, 2011.

In addition, MCPS, in discussion with its employee and retirees associations, changed retiree health benefits, moving to a three tier system, based on years of MCPS service. These changes are expected to save MCPS approximately $5 million in Other Post-Employment Benefits (OPEB) contributions for FY 2012. During FY 2010, the *Affordable Health Care Act of 2010 (AHCA)* was enacted. MCPS extended medical and prescription coverage to approximately 900 newly eligible dependents as a result. It is anticipated that additional changes and mandates affecting accounting, human resource transactions, payroll processing, and employee and retiree benefit plans will occur as a result of AHCA. The 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. In 2010, MCPS partnered with Kaiser Permanente to offer MCPS on the Move, a competition targeted at elementary school staff designed to increase employee wellness through increased activity and nutritional awareness. In the first year, more than 5,000 employees participated, logging more than 137,000 hours of documented exercise. An almost immediate impact on health care cost trends was seen. In 2011, the program expanded to include secondary schools and central services staff members.

During FY 2010, a pharmacy claims and rebate audit was conducted. This external audit reviewed claims processing as well as contractually required rebates to the prescription plan based on vendor contracts. While large savings are not anticipated, the claims audit was a prudent process to ensure that plan provisions are being followed and contractual obligations of the vendor are being met. The results of this audit were very positive in that both claims processing and rebate payments were found to be processed accurately. No significant recoveries were achieved.

During FY 2010, the comprehensive employee and retiree communications program was expanded with the introduction of the first webinar formats including moderated (live) webinars on topics related to leave. The communications program uses a variety of media including active employee retirement statements, an expanded website, 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.

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. HRIS 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 2011, 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 which enhances the safety of the forms from water, fire, or other damage. Staff members have been imaging historical employee and retiree forms, reducing the paper stored by more than 2 million documents, completing the conversion of all employee and retiree records to electronic format. As a result, storage space is being significantly reduced. The Office of Human Resources and Development also has implemented the same document imaging system, leveraging the lessons learned and foundation used by the Department of Financial Services.

During FY 2011, work was completed on the Applicant Tracking System (ATS). This system benefits both internal and external applicants for positions by offering online application for positions. In the long-term, the system will impact the coordination and workflow from the Office of Human Resources and Development to the Employee and Retiree Service Center as data is gathered that will support the timely and accurate processing of newly hired employees and employees changing positions or work schedule.

During FY 2011 the first employee self-service applications were introduced. Employees could enroll in flexible spending accounts online during open season, resulting in elimination of almost 5,000 manual transactions. Further, employees were able to update their race

and ethnicity data in compliance with new federal and state reporting requirements through an online application. Work is currently under way to develop an online update of direct deposit changes, providing automation to approximately 10,000 changes per year. Work continues to improve processing of transactions on the Human Resources Online (HRO) system. In FY 2012, the HRO system continued to electronically route some human resource transactions for processing linking ATS with HRIS. This enabled more efficient processing of new hire transactions. Expansion of the system to additional transaction processing is ongoing. Ultimately, the system is expected to move many human resources transactions to electronic workflows, integrating with ATS for newly hired or transferring employees.

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 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 2010, several county agencies joined together to competitively bid their health plans, with the results of that process to be reflected in vendor contracts effective January 1, 2011. A wellness coordinator position was created to lead efforts to improve the health of employees and retirees by leveraging the disease management features of the health plans and coordination of activities with community partners. The wellness coordinator has taken the lead on the MCPS on the Move program, which was expanded systemwide during FY 2012.

During FY 2010, the 403(b) and 457(b) plans were bid in an effort to reduce costs to employees. Anticipated benefits to employees through reduced fees are $250,000 for FY 2011 and $500,000 for fiscal years beyond due to the January 1 implementation of the new contracts. During FY 2009, a common remitter function was implemented, providing a central source of information for employees and supporting compliance with Internal Revenue Service regulations applying to 403(b) plans, which took effect on January 1, 2009.

Major Mandates

- The overriding mandate is to comply with all federal and state laws and the 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 of schools and any employees who handle system funds.
- The *Consolidated Omnibus Budget Reconciliation Act* of 1986 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 $4.6 million of employer subsidy during FY 2010. MCPS has provided reporting and other data requirements, as required, and anticipates continued receipt of the subsidy.
- The *Affordable Health Care Act of 2010* has dramatically changed the requirements for employer-sponsored health plans. Regulations still are being issued to clarify requirements such as extension of coverage of dependents to age 26, and coverage of preventive care and mental health benefits, MCPS has submitted an application for reimbursement under the retiree major medical provisions of the bill and awaits notification of reimbursements.

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 and human resource 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 ongoing HRIS enhancements, software operations, and emerging methodologies
- Explore additional technology solutions for improved information, efficiency, and service

Performance Measures

Call Center Efficiency:

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
Average wait time	47 sec.	45 sec.	45 sec.
Average duration	3 min., 26 sec.	3 min., 20 sec.	3 min., 20 sec.
Average volume/business day	248 calls	240 calls	240 calls
Average wait/abandoned call	1 min., 42 sec.	2 min.	2 min.
Percent of abandoned calls	4.7%	4.6%	4.5%
Percent of calls answered within 1 minute	79.1%	80%	80%

Transaction processing efficiency:

Percent of new teachers paid on first pay date	99.8%	99.9%	99.9%
Year-to-year trend in growth rates of benefit costs compared to national averages	-4.62%	-1.0%	-1.0%
Trend in growth rate of benefit costs compared to regional peers	-4.14%	-1.0%	-1.0%

Explanation: These two measures compare the rate of increase in costs for employee and retiree health benefits (medical, prescription, dental, and vision programs) compared to other organizations, either in the region or the nation. The rate of increase in costs is a measure of the effectiveness of the program administration and design. Differences in costs may be a result of a state-mandated coverage that is different from other parts of the country, so the regional comparison is important.

Budget Explanation
Department of Financial Services—334

The FY 2013 request for this department is $1,627,849 a decrease of $175,359 from the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—($39,753)
There is a decrease of $39,753 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Realignments—$2,889
Realignments are budgeted to address priority spending needs in this department. There is a technical realignment of $2,889 from employee benefits to part-time salaries.

Efficiencies and Reductions—($138,495)
There is a reduction of $138,495 and a 1.0 administrator on special assignment position. Staff in other MCPS units will be required to provide technological support for the department's projects.

Budget Explanation
Insurance and Employee Benefits—333

The FY 2013 request for employee benefits is $467,687,882, an increase of $23,265,623 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$952,261
There is an increase of $557,368 for social security benefits and a $394,893 increase for retirement benefits related to continuing salary costs including step or longevity increases for current employees.

Realignment—$92,757
Realignments are budgeted to address priority spending needs for the organization. Due to the need to realign funds to create additional position and non-position salaries within specific organizational units, there is an increase in social security contributions of $21,039, employee health benefits of $54,765, and retirement contributions of $16,953.

Grant Shifts—$152,948
Due to funding changes and program needs, 4.25 positions are shifted from grant funding to local funding. This results in additional employee health benefits of $93,861, social security contributions of $34,584, and retirement contributions of $24,503.

Enrollment Changes—$3,107,334
Based on current enrollment projections, budgeted salaries and positions related to changes in student enrollment are projected to increase for FY 2013. Based on this projection, the FY 2013 budget contains increases for social security contributions of $713,078, employee health benefits of $1,898,610, and retirement contributions of $495,646.

New Schools/Space—$255,996
Benefits associated with staffing one new elementary school requires an increase of $255,996 in employee benefits. This amount includes increases for employee health benefits of $157,098, social security contributions of $57,886, and retirement contributions of $41,012.

Employee Health Benefits—$12,999,924
Health care costs for MCPS continue to trend upward, but still at a somewhat lower rate than previous years and national trends. The projected trend for FY 2013 results in the need to increase employee health care programs for both active and retirees by $12,999,924. The primary cause of the increase is the continuation of inflation and rate adjustments for health services and prescription drugs. Medicare Part D reimbursements are projected to be at the same level as FY 2012.

Retirement Contributions—$6,910,894
Retirement contributions increase the budget by $6,910,894 based on actuarial values and projected rates of returns on the assets in the fund. In FY 2011, the Board of Education approved changes to pension contributions that reduced the MCPS pension costs by increasing the employee contribution for the locally-funded "core" benefit from five percent to seven percent of salaries.

Other—$218,174
Due to operational staffing changes other than those related to enrollment growth, the budget includes an increase of $227,929 for social security contributions, $51,913 for employee health benefits, $13,553 for retirement contributions, and a $75,221 reduction in other employee benefits

Self—Insurance—($764,469)
The budget includes a significant decrease of $764,469 in contributions to the county's self-insurance program. This decrease is primarily due to improved cash flow and increasing by one year the time needed to restore the reserves to adequate levels for the various types of insurance products. These reserves have been underfunded in previous years causing significant increases for both FY 2011 and FY 2012.

Specific decreases include lower amounts for Worker's Compensation Insurance of $708,149, fire insurance of $38,007, and lower amounts for other insurance items such as excess liability and insurance on physical plant and equipment of $18,313.

Efficiencies and Reductions—($660,196)
The FY 2013 budget includes reductions totaling $8.1 million. As a result, there is a $660,196 reduction in employee benefits associated with the elimination of 23.4 positions and part-time salaries. This includes reductions in employee health benefits of $350,774, social security contributions of $217,849, and retirement contributions of $91,573.

Selected Expenditure Information

Description	FY 2012 Current Budget	FY 2013 Budget	Change
Worker's Compensation	$11,964,212	$11,256,063	($708,149)
Social Security	98,871,839	100,265,874	1,394,035
Employee Benefit - Active	215,479,233	229,232,564	13,753,331
Employee Benefit - Retirees	48,105,935	49,258,001	1,152,066
Retirement and Administrative Fees	65,442,044	73,247,925	7,805,881
Unemployment Compensation	300,000	300,000	0
Other	4,258,996	4,127,455	(131,541)
Total	$444,422,259	$467,687,882	$23,265,623

Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	22.500	21.500	21.500	**20.500**	(1.000)
Position Salaries	$1,817,110	$1,762,227	$1,762,227	**$1,583,979**	($178,248)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		1,111	1,111	**4,000**	2,889
Subtotal Other Salaries	-754,217	1,111	1,111	**4,000**	2,889
Total Salaries & Wages	1,062,893	1,763,338	1,763,338	**1,587,979**	(175,359)
02 Contractual Services					
Consultants					
Other Contractual		19,560	19,560	**19,560**	
Total Contractual Services	16,516	19,560	19,560	**19,560**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		17,727	17,727	**17,727**	
Other Supplies & Materials					
Total Supplies & Materials	26,377	17,727	17,727	**17,727**	
04 Other					
Local/Other Travel		2,583	2,583	**2,583**	
Insur & Employee Benefits		444,322,259	444,322,259	**467,587,882**	23,265,623
Utilities					
Miscellaneous		100,000	100,000	**100,000**	
Total Other	416,761,721	444,424,842	444,424,842	**467,690,465**	23,265,623
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$417,867,507	$446,225,467	$446,225,467	**$469,315,731**	$23,090,264

Education Jobs Fund - 935

Susanne G. DeGraba, Chief Financial Officer

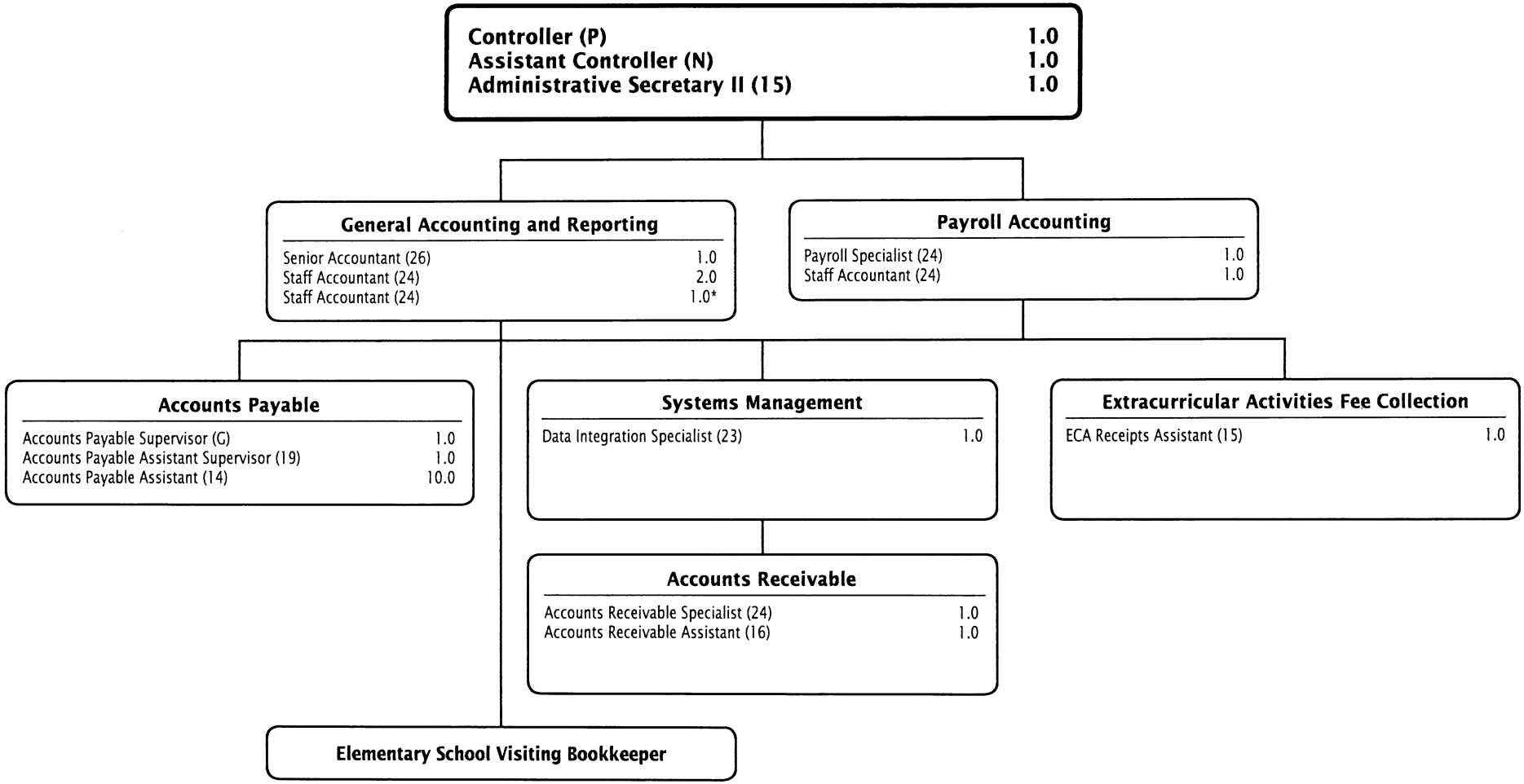
Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages					
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/Other Travel					
Insur & Employee Benefits		4,377,655	4,377,655		(4,377,655)
Utilities					
Miscellaneous					
Total Other	17,510,621	4,377,655	4,377,655		(4,377,655)
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$17,510,621	$4,377,655	$4,377,655		($4,377,655)

Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 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	P	Administrator Spec Assign		1.000	1.000	1.000		(1.000)
1	K	Sr Spec Pos & Sal Admin		1.000	1.000	1.000	**1.000**	
1	K	ERSC Call Ctr/Transaction Supv		1.000	1.000	1.000	**1.000**	
1	I	Sr Spec Leave/Wkrs Com		1.000	1.000	1.000	**1.000**	
1	G	Payroll Supervisor		1.000	1.000	1.000	**1.000**	
1	G	ERSC Call Ctr/Trans Asst Supv		1.000	1.000	1.000	**1.000**	
1	21	Comm Spec/Web Producer		1.000				
1	21	Data Support Specialist I		1.000	1.000	1.000	**1.000**	
1	19	Specialist, Payroll		2.000	2.000	2.000	**2.000**	
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	16	Administrative Secretary III				.500	**.500**	
1	15	Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	**1.000**	
1	14	Transactions Assistant I		3.500	3.500	3.000	**3.000**	
1	14	Payroll Assistant		3.000	3.000	3.000	**3.000**	
	Total Positions			**22.500**	**21.500**	**21.500**	**20.500**	**(1.000)**

Division of Controller



F.T.E. Positions 24.0

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

Division of Controller—332/155

Robert J. Doody, Controller 301-279-3115

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 continuous improvement in support of Our Call to Action: Pursuit of Excellence.*

Major Functions

The Division of Controller is organized into six units to support its major activities—general accounting and reporting, payroll 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; administering the purchasing card program and monitoring purchasing card activity; 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 operating accounts, 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 of Controller administers the Visiting Bookkeepers (VB) program. The VB program provides general bookkeeping, reporting, and/or bank reconciliation services for all 131 elementary schools and five special centers. The VB program enhances fiscal management of elementary school independent activities funds by providing bookkeeping services and offering training assistance. The program also assures 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 reviewed continuous improvement techniques, has enhanced the work flow in the accounts payable and the accounts receivable units. These work flow improvements allow the units to manage an ever-increasing work load.

FMS functionality managed by the division includes general ledger accounting and reporting, accounts payable, accounts receivable, grants management, fixed assets, and cash management. The division's document management system functions with FMS so that the payment process operates as a paperless environment. During 2011, the division expanded the document management system to incorporate storage of accounts receivable and payroll accounting documents.

FMS 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 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 available additional tools 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. During 2011, electronic payments, as a percent of all payments made, increased from 16 percent to 24 percent.

The information needs of program managers, county, state, and federal government entities, and the general public are 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. The ability to simultaneously view financial data graphically, as well as in standard columnar format, is particularly valuable to principals and leadership. Improvements in reporting will be ongoing as the organization and the division continue to expand the information-gathering capabilities of the FMS.

The division devoted considerable time during FY 2011 to training and operational support for the FMS. Individual and group training and orientation sessions were provided throughout the year for schools and central office personnel. The division maintains a leadership role in evaluating and adapting the procure-to-pay process in response to stakeholder input. During FY 2011, the division worked with the Department of Instructional Technology to update the FMS user guides and to develop

FMS training webinars. Development of specialized FMS training webinars will continue during FY 2012.

The Division of Controller continues to benefit from FMS modules designed to enhance Internet capabilities. The iExpense module enables employees to enter their monthly mileage expense reports over the Internet. Over 400 MCPS suppliers actively are using the iSupplier module to directly access FMS to review invoice and payment information and to directly enter billing information in FMS. The iStore module enables parents to quickly pay extracurricular activity fees by credit card over the Internet. Over 7,000 parents pay extracurricular activities fees online. The iReceivable module allows customers to view and pay amounts owed to MCPS through the Internet.

The Division of Controller 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 makes small, routine purchases effectively and expeditiously using purchasing cards. This program decreases processing time for small procurements and eliminates undue complexity for vendors. The division provides card management, activity reporting, and transaction monitoring.

MCPS has received the Association of School Business Officials (ASBO) Award of Excellence in Financial Reporting for excellence in the preparation and issuance of the FY 2010 Comprehensive Annual Financial Report (CAFR). This is the 30th consecutive year 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.

For the seventh consecutive year, 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 ending in June 30, 2010. 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.

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 *American Recovery and Reinvestment Act of 2009* (ARRA) requires MCPS to file comprehensive quarterly reports on how federal stimulus funds have been used and have met the overall goals of the ARRA.
- The federal Office of Management and Budget Circular A-133 requires annual audits and reports on all federal programs.
- Maryland law requires MCPS to maintain for public Internet access a searchable funding accountability and transparency database of supplier payment information.
- 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 business processes for opportunities to make process improvements, incorporating customer and stakeholder feedback and potential for new products and services
- Work with the Department of Instructional Technology to update the FMS user guides and develop training webinars
- Assure the division is functionally organized appropriately and logically to operate efficiently under the FMS enterprise system
- Provide training opportunities that encourage and strengthen financial management skills of school-based fiscal staff

Performance Measures

Performance Measure: Invoice to payment days.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
15 days	15	15

Explanation: Measure of the efficiency of the division's payment process.

Performance Measure: Percent of payments voided.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
0.2%	0.2%	0.2%

Explanation: A quality measure of the accuracy of invoice and payment processing. MCPS measures favorably in comparison to the benchmark of 1.12 percent developed in 2008 member survey by the Council of the Great City Schools.

Performance Measure: Number of invoices processed monthly per full-time equivalent (FTE) employee.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
833 invoices	840	840

Explanation: An efficiency measure of the division's payment process. The division measures favorably in comparison to the benchmark of 755 invoices per FTE in a 2008 member survey by the Council of the Great City Schools.

Performance Measure: Percent of supplier invoices received electronically.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
24 percent	27	27

Explanation: Measures the success of the division in promoting supplier electronic presentation of invoices. Processing electronic invoices is more economical for MCPS.

Budget Explanation
Division of Controller—332/100/155

The FY 2013 request for this division is $1,572,173, a decrease of $24,530 from the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—($17,448)
There is a decrease of $17,448 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Other—$45,000
There is an increase of $45,000 to support operational costs that were previously supported by indirect costs from grants.

Efficiencies and Reductions—($52,082)
There is a reduction of $52,082 resulting from the elimination of a 1.0 accounts payable assistant position. Other staff members within the division will be required to maintain current processing services. However, bill paying procedures may be delayed as a result of losing this position.

Division of Controller - 332/100/155

Robert J. Doody, Controller

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	25.000	25.000	25.000	**24.000**	(1.000)
Position Salaries	$1,667,648	$1,691,263	$1,691,263	**$1,621,733**	($69,530)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		14,335	14,335	**14,335**	
Other		(138,406)	(138,406)	**(93,406)**	45,000
Subtotal Other Salaries	114,359	(124,071)	(124,071)	**(79,071)**	45,000
Total Salaries & Wages	1,782,007	1,567,192	1,567,192	**1,542,662**	(24,530)
02 Contractual Services					
Consultants					
Other Contractual		4,900	4,900	**4,900**	
Total Contractual Services	4,187	4,900	4,900	**4,900**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		14,571	14,571	**14,571**	
Other Supplies & Materials					
Total Supplies & Materials	24,793	14,571	14,571	**14,571**	
04 Other					
Local/Other Travel		1,040	1,040	**1,040**	
Insur & Employee Benefits					
Utilities					
Miscellaneous		9,000	9,000	**9,000**	
Total Other	14,230	10,040	10,040	**10,040**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$1,825,217	$1,596,703	$1,596,703	**$1,572,173**	($24,530)

Division of Controller - 332/155/100

Robert J. Doody, Controller

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
	332 Division of Controller						
1	P Controller		1.000	1.000	1.000	**1.000**	
1	N Assistant Controller			1.000	1.000	**1.000**	
1	K Assistant Controller		1.000				
1	G Accounts Payable Supervisor		1.000	1.000	1.000	**1.000**	
1	26 Senior Accountant		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 Staff Accountant		3.000	3.000	3.000	**3.000**	
1	23 Data Integration Specialist		1.000	1.000	1.000	**1.000**	
1	19 Accts Payable Asst Supervisor		1.000	1.000	1.000	**1.000**	
1	16 Accounts Receivable Assistant		1.000	1.000	1.000	**1.000**	
1	15 Administrative Secretary II		1.000	1.000	1.000	**1.000**	
1	14 Accounts Payable Assistant		11.000	11.000	11.000	**10.000**	(1.000)
	Subtotal		**24.000**	**24.000**	**24.000**	**23.000**	**(1.000)**
	155 Extra Curr Activity Fee Admin.						
2	15 ECA Receipts Assistant		1.000	1.000	1.000	**1.000**	
	Subtotal		**1.000**	**1.000**	**1.000**	**1.000**	
	Total Positions		**25.000**	**25.000**	**25.000**	**24.000**	**(1.000)**

Department of Association Relations

Director II	1.0
Administrative Secretary III (16)	1.0

F.T.E. Positions 2.0

Department of Association Relations—661

Stanislaw (Stan) S. Damas, Director II 301-279-3511

Mission *The mission of the Department of Association Relations is to establish and maintain productive relationships with the three employee associations, 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 (DAR) coordinates all employee relations activities with the associations that represent administrators/principals, teachers, supporting services employees, 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 associations, handles informal complaints, provides advice to management on contract interpretations, oversees the grievance and administrative complaint procedures, represents the Montgomery County Board of Education in grievance hearings and arbitrations, and prepares cases for the Maryland State Board of Education or court action.

Specifically, DAR is responsible for negotiating with the Montgomery County Education Association (MCEA), the Service Employees International Union Local 500 (SEIU Local 500), and the Montgomery County Association of Administrators and Principals (MCAAP). MCAAP represents administrative and supervisory personnel and noncertificated supporting services supervisory personnel (MCAAP/MCBOA) 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 decreased to 98 for FY 2011, roughly in line with the previous six fiscal years. The number of grievances actually declined by 15 but this was offset by an increase in administrative complaints. The increase in complaints involved largely complex employment situations requiring significant department attention. During 2011, two cases proceeded to arbitration on employee dismissal subjects. Both decisions upheld the actions of the district. The department's work was further impacted by recent state legislative actions that significantly changed the nature of negotiations by the creation of a Public School Labor Relations Board, which is expected to reshape school district labor relations. New MCPS program initiatives, federal laws affecting benefits and work rules, and state changes affecting the scope and process of bargaining, economic trends, and comparability issues among school systems, government, and the private sector also continue to impact this department's work load. During FY 2010, MCPS successfully negotiated four-year contracts through 2014 with administrators (MCAAP/MCBOA), with supporting services employees (SEIU Local 500), and with teachers (MCEA) without impasse or mediation. The Board and the associations 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. These groups are now in operation, adding to the department work load. All agreements provided for a freeze on wages and benefits through FY 2012. During FY 2012, negotiations will occur with all bargaining units concerning the economic terms of the Agreements for FY 2012 and up to two noneconomic items for each party with each group.

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* and the *Family Medical Leave Act* 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

- Continually relate the efforts of this department to the goal of enhancing the education of all students
- Build on the interest-based training that was used during recent negotiations with the three existing associations and use the principles in relationships with the associations
- Continue to train and advise administrators in contract administration on a regular basis

- Work closely with representatives of the four bargaining units to resolve problems with minimal disruption
- Provide support, facilitation, and training to labor management councils, joint work groups, and other labor/management cooperative groups
- 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 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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
63	60	50

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 employee association and/or employees are challenging administrative decisions without good reason.

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
17	15	10

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 employee association 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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
15 (24%)	11 (18%)	10 (20%)

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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
2(12%)	1(7%)	1 (10%)

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 2013 request for this department is $285,921, an increase of $3,238 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$17,372
There is an increase of $17,372 for continuing salary costs to reflect step or longevity increases for current employees.

Efficiencies and Reductions—($14,134)
There is a reduction of $14,134 for expenses related to negotiations, grievances, and legal expenses.

Department of Association Relations - 661

Stan Damas, Director II

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	2.000	2.000	2.000	**2.000**	
Position Salaries	$210,175	$208,163	$208,163	**$225,535**	$17,372
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		15,000	15,000	**15,000**	
Supporting Services Part Time		800	800	**800**	
Other					
Subtotal Other Salaries	38,429	15,800	15,800	**15,800**	
Total Salaries & Wages	248,604	223,963	223,963	**241,335**	17,372
02 Contractual Services					
Consultants					
Other Contractual		52,820	52,820	**38,686**	(14,134)
Total Contractual Services	85,177	52,820	52,820	**38,686**	(14,134)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,000	3,000	**3,000**	
Other Supplies & Materials					
Total Supplies & Materials	723	3,000	3,000	**3,000**	
04 Other					
Local/Other Travel		400	400	**400**	
Insur & Employee Benefits					
Utilities					
Miscellaneous		2,500	2,500	**2,500**	
Total Other	1,623	2,900	2,900	**2,900**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$336,127	$282,683	$282,683	**$285,921**	$3,238

Department of Association Relations - 661

Stan Damas, Director II

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
1	Director II		1.000	1.000	1.000	**1.000**	
1	16 Administrative Secretary III		1.000	1.000	1.000	**1.000**	
	Total Positions		**2.000**	**2.000**	**2.000**	**2.000**	

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)	2.0
Administrative Secretary III (16)	1.0
Fiscal Assistant II (15)	0.75
Administrative Secretary I (14)	0.50

F.T.E. Positions 12.25

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 (DMBP) develops long-range planning tools, prepares and administers the annual operating budget, and facilitates grant applications and administration upon acquisition of grant funds.

DMBP 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; assists executive staff and program managers as they develop long-range strategic program and budget plans; and communicates planning data and information both within the organization and to the public through a variety of publications, forums, and presentations.

DMBP 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, DMBP prepares, produces, and facilitates the adoption of both the superintendent's recommended budget and the Board of Education's operating budget request. DMBP 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, DMBP 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 Development and the Department of Financial Services, DMBP staff monitors and reviews the management of position changes, ensuring efficient implementation of budget initiatives and improved fiscal control.

DMBP staff also assists in obtaining additional financial resources from individuals, foundations, corporations, government agencies, and other entities to support identified school system priorities. To that end, DMBP advises Montgomery County Public Schools (MCPS) decision makers about grant and philanthropic opportunities, develops relationships with potential funding sources, reviews draft proposal applications, and ensures that high-quality grant proposals and requests for funding are submitted on time. As a result of grant-seeking efforts that DMBP coordinated, MCPS received more than 80 percent of the competitive grants for which it applied in FY 2011.

DMBP staff also provides grant-related technical assistance and training to staff of individual schools and maintains a website that contains information about grant programs and links to additional information about grant seeking. The department helps obtain the Board of Education's approval 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 of 2001* and the *Maryland Bridge to Excellence in Public Schools Act of 2002* 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.

During FY 2011, the persistent national and regional economic crisis shaped the operating budget process. It became clear that new or expanded initiatives to address academic priorities could not be funded with anticipated resources. Instead, the budget process emphasized the development of reduction alternatives. Negotiations with employee associations paralleled review of potential budget reductions through the well-established Program Efficiency, Abandonment, and Redirection process.

Significant changes in state aid and federal stimulus revenue increased attention to federal and state

fiscal issues and to the required local contribution. For FY 2011, Montgomery County received a waiver that permitted a reduction of $138 million in the required local contribution. Most federal stimulus aid terminated after FY 2011. Increased state aid replaced most of the reduced federal aid for FY 2012. For FY 2012, however, local contribution decreased by $45 million and fell short of minimum state requirements. This resulted in the probable assessment of a $26 million penalty in the loss of increased state aid to be assessed in FY 2013.

Higher expectations for fiscal and program accountability have placed a premium on improving communication about program missions and goals and clearly explaining budget issues and decisions to a wider audience. Public participation in the budget process has grown rapidly and involved stakeholders and other citizens in making budget recommendations. DMBP's goal is to clarify and show the interrelationships among all budget publications.

During FY 2011, significant improvements occurred in operating budget preparation. DMBP 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 superintendent of schools identified potential budget reductions as a way of informing the public and obtaining valuable feedback on the possible consequences. DMBP played an increased role in analyzing state and local revenue trends and agency expenditure patterns. The budget development process also included unprecedented participation by the representatives of employee and parent organizations and a thorough review of the "base" budget of each office. For FY 2012, DMBP staff made presentations on the budget process for the Parent Academy, involving many parents directly for the first time in the budget process, especially many who do not speak English.

The budget development process included strengthened public outreach. DMBP participated in the design of outreach tools, including the questionnaire and background information used at public meetings and on the website. The public community roundtables, Special Education Staffing Plan Committee, and other forms of outreach provided an opportunity for residents to participate more fully in the budget process. The process increased awareness of the MCPS strategic plan and involved many stakeholders in the budget development process. Leaders of each of the employee associations and Montgomery County Council of Parent Teacher Associations participated fully throughout the budget development process, reviewing each budget submissions, making their own proposals using the same process used by staff, and increasing their understanding of budget issues. DMBP staff participated in preparation for two community roundtables held in October 2010. Both the county executive and Council officials lauded MCPS' efforts to involve stakeholders and attempted to copy the MCPS approach.

DMBP staff also made several important improvements in budget publications designed to make the operating budget more transparent and understandable to the public. 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 budget personnel information to Human Resources Information System 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. For FY 2009, an Operating Budget Summary was published for the first time. It provided citizens and decision makers with concise information on budget decisions in the recommended operating budget. For FY 2010, the Operating Budget in Brief provided citizens and decision-makers with concise information on budget decisions in the recommended operating budget. For FY 2011, printing of budget publications was largely curtailed, replaced by improved web access through a searchable budget publication database that enables readers to quickly locate needed information. In addition to promptly posting budget documents, the website includes a section of frequently asked questions. Website visitors may ask individual budget questions. Community stakeholders expressed appreciation of more transparent and easily understandable budget publications.

The FY 2012 operating budget included specific performance targets and measures for most 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. This comparative data proved vital in the successful application for the Baldrige Quality Management Award.

Board of Education consideration and adoption of the FY 2012 operating budget included a detailed examination of major policy issues in making budget decisions. Goals during review of the FY 2013 operating budget include more systematic and detailed involvement of the members of the Board earlier in the budget development process.

FY 2011 concluded with the adoption of the FY 2012 operating budget, which was $17.4 million (0.8 percent) lower than the FY 2011 budget. The County Council funded 94.6 percent of the Board of Education's request. The approved FY 2012 operating budget totals $2,086,786,613. The local contribution declined by $45.0 million (3.2%), despite a budgeted enrollment increase of 3,400 students.

DMBP staff provided leadership for the hiring freeze and comprehensive expenditure restrictions implemented in October 2010. The Freeze Committee considered hundreds of requests for exceptions and met weekly to review requests. In general, the recommendations of the Freeze Committee were adopted and provided consistent expectations to offices. As a result of this effort, expenditure savings of $17.2 million were achieved to provide a net of $21.4 million in savings.

DMBP staff took a leading responsibility for position management and control. New procedures were developed and personnel data confirmed. Improved cooperation with the Department of Financial Services and the Office of Human Resources and Development facilitated the many personnel changes that became effective during FY 2011. A cooperative project with the Office of Curriculum and Instructional Programs has contributed to simplifying position control processes.

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. MCPS was awarded a $5 million multi-year Investing in Innovation grant, as part of the *American Recovery and Reinvestment Act of 2009*, to facilitate and expand the elementary integrated curriculum.

Other special projects were completed or continued in such areas as special education, charter schools, professional growth systems, partnership programs, compensation, Title I, transportation, grants administration, federal grants, financial systems, revenue, and employee benefits.

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

- Organize the budget planning, preparation, and administration process to ensure that resources are aligned with the MCPS strategic plan
- 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
- Implement zero-based budgeting process, scrutinizing all accounts to align all resources with approved strategic plans
- Maintain consistency of position management to maintain tighter fiscal control of position authorization
- 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 to comply with mandates and maximize available resources in line with strategic plans
- Improve the quality 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
- Improve use of 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 processes in collaboration with customers and stakeholders
- Improve staff competencies through the professional growth process.
- Develop performance measurements to ensure that the department maximizes the value of its resources and supplies a high-quality product to its customers
- Develop a departmental action plan to improve equitable practices in the workplace

Performance Measures

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
0.0%	0.3%	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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
$0.67	$0.63	$0.61

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

Performance Measure: Percentage of budget preparation deadlines met.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
86%	90%	90%

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

Performance Measure: Percent of grant application funding received.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
91%	85%	90%

Explanation: This measures success in obtaining grant revenue.

Budget Explanation Department of Management, Budget, & Planning—336

The FY 2013 request for this department is $1,305,833, an increase of $50,967 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$50,967
There is an increase of $50,967 for continuing salary costs to reflect step or longevity increases for current employees.

Budget Explanation Title I Grant—949

The FY 2013 request for this grant is $65,508, an increase of $769 from the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$769
There is an increase of $769 for continuing salary costs to reflect step or longevity increases for current employees.

Project's Funding History

	FY 2012 Projected 7/1/11	FY 2012 Received 11/30/11	FY 2013 Projected 7/1/12
Federal	$64,739	$64,739	$65,508
State			
Other			
County			
Total	$64,739	$64,739	$65,508

Budget Explanation Provision for Future Supported Projects—999

The FY 2013 request for the Provision is $9,448,354. There is no change from the current FY 2012 budget.

Project's Funding History

	FY 2012 Projected 7/1/11	FY 2012 Received 11/30/11	FY 2013 Projected 7/1/12
Federal			
State			
Other	$9,448,354	$9,448,354	$9,448,354
County			
Total	$9,448,354	$9,448,354	$9,448,354

Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director II

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	13.250	12.250	12.250	**12.250**	
Position Salaries	$1,177,646	$1,129,223	$1,129,223	**$1,100,615**	($28,608)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		2,199	2,199	**2,199**	
Supporting Services Part Time		3,353	3,353	**3,353**	
Other		165,471	165,471	**245,815**	80,344
Subtotal Other Salaries	294,120	171,023	171,023	**251,367**	80,344
Total Salaries & Wages	1,471,766	1,300,246	1,300,246	**1,351,982**	51,736
02 Contractual Services					
Consultants					
Other Contractual		905	905	**905**	
Total Contractual Services	780	905	905	**905**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,824	3,824	**3,824**	
Other Supplies & Materials					
Total Supplies & Materials	2,756	3,824	3,824	**3,824**	
04 Other					
Local/Other Travel		759	759	**759**	
Insur & Employee Benefits		11,934	11,934	**11,934**	
Utilities					
Miscellaneous		1,937	1,937	**1,937**	
Total Other	17,256	14,630	14,630	**14,630**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$1,492,558	$1,319,605	$1,319,605	**$1,371,341**	$51,736

Provision for Future Supported Projects - 999

Dr. Marshall C. Spatz, Director II

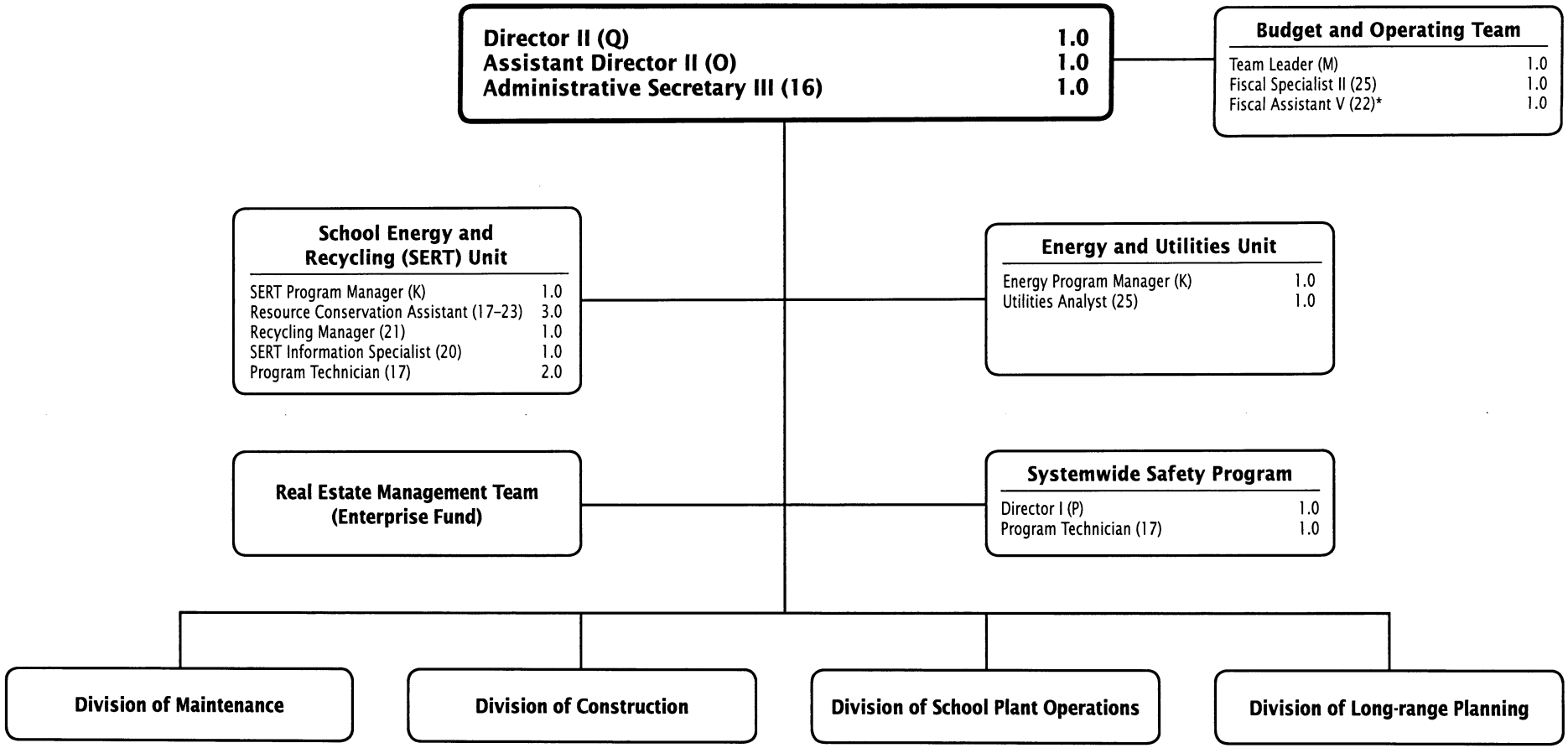
Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		5,365,402	5,365,402	**5,365,402**	
Subtotal Other Salaries	3,929,107	5,365,402	5,365,402	**5,365,402**	
Total Salaries & Wages	3,929,107	5,365,402	5,365,402	**5,365,402**	
02 Contractual Services					
Consultants					
Other Contractual		797,285	797,285	**797,285**	
Total Contractual Services	750,671	797,285	797,285	**797,285**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		934,685	934,685	**934,685**	
Total Supplies & Materials	1,107,100	934,685	934,685	**934,685**	
04 Other					
Local/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous		2,350,384	2,350,384	**2,350,384**	
Total Other	1,890,961	2,350,384	2,350,384	**2,350,384**	
05 Equipment					
Leased Equipment					
Other Equipment		598	598	**598**	
Total Equipment	108,380	598	598	**598**	
Grand Total	$7,786,219	$9,448,354	$9,448,354	**$9,448,354**	

Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director II

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 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	**2.500**	
1	25 Applications Developer II		1.000	1.000	1.000	**1.000**	
1	24 Management & Budget Spec I		2.000	2.000	2.000	**2.000**	
1	16 Administrative Secretary III		1.000	1.000	1.000	**1.000**	
1	15 Grants Assistant		1.000				
1	15 Fiscal Assistant II		.750	.750	.750	**.750**	
1	14 Administrative Secretary I		.500	.500	.500	**.500**	
	Subtotal		**12.750**	**11.750**	**11.750**	**11.750**	
	949 Comprehensive Admin. - Title I						
1	26 Management & Budget Spec II		.500	.500	.500	**.500**	
	Subtotal		**.500**	**.500**	**.500**	**.500**	
	Total Positions		**13.250**	**12.250**	**12.250**	**12.250**	

Department of Facilities Management



F.T.E. Positions 17.0

(*In addition, there is a 1.0 Capital Budget position shown on this chart)

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 of Facilities Management (DFM) is responsible for the following functional areas:

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

To support the Montgomery County Public Schools (MCPS) strategic plan, *Our Call To Action: Pursuit of Excellence*, the department is organized into four divisions and four 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 high-quality business services that are essential to the educational success of students 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 Systemwide Safety Programs unit oversees MCPS safety programs and assists schools, departments, and offices to ensure safety programs are in place and safety issues are addressed to comply with safety and health regulations. The unit also ensures compliance with safety training requirements mandated by the Federal Occupational Safety and Health Administration (OSHA); Maryland Occupational Safety and Health Administration (MOSHA); National Fire Protection Association life safety code; Montgomery County fire code requirements; and Consumer Product Safety Commission (CPSC) guidelines and American Society of Testing and Materials (ASTM) requirements for safe playgrounds and play equipment at all MCPS schools and facilities.

The Division of School Plant Operations assists the Office of School Performance 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 contributes to student success by working as a team to provide a high-quality learning environment through facility maintenance and repair services, environmental services, capital asset replacement services, and automated energy management services. The division's environmental services include an Indoor Air Quality team that 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 works closely with the Systemwide Safety Programs unit to ensure that programs and procedures are in place to comply with safety requirements, life safety and fire code requirements, electrical lockout/tagout requirements, hazardous material disposal, use, and storage requirements, and other safety requirements at MCPS 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 and Utilities team focuses on energy strategies and utility management functions to monitor and manage energy costs for all schools. The team develops programs to improve school energy efficiency, initiates innovative strategies such as purchase power

agreements for solar photovoltaic systems, and supports other units with real-time facility operating data and diagnostics.

The School Energy and Recycling Team (SERT) significantly reduces energy consumption and increases recycling rates systemwide through providing training and education; incentives, recognition, and award programs for conservation; accessible energy and recycling data; individual school programs for energy and environmental investigation-based learning opportunities; assistance and management of energy-efficiency programs and initiatives; and conservation operations and procedures. Students participate in school-based programs that encourage environmental stewardship and provide financial incentives to their schools for conservation and recycling efforts. 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 increasing enrollments and meet new state capacity requirements while maintaining and updating older facilities to meet diverse educational program needs. The increasing complexity of environmental regulations and building permit processes, coupled with the difficulty of 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 the learning environment.

Over the past several years, utility prices have continued to be volatile. This trend requires the department to aggressively pursue resource conservation measures. The Energy and Utilities Team and SERT are tasked as the lead units in responding to this challenge. These teams have established an impressive record of developing and implementing several innovative energy saving initiatives. The Energy and Utilities Team developed a solicitation that resulted in an agreement with a major solar energy corporation to install large-scale photovoltaic (PV) systems on several county schools. Under a power purchase agreement, MCPS agrees to buy the power produced by the solar energy system without providing any up-front cost. The contractor finances, owns, and operates the PV systems. The agreement provides fixed-rate electricity at below market prices for 20 years. By hosting the solar PV systems, MCPS facilitates the local production of clean, renewable energy that reduces the stress on the local electric infrastructure and the need for additional interstate transmission lines. MCPS is the first school system in the region to have large production scale solar PV systems installed. A total of eight schools have received solar PV systems that are providing between 20 and 40 percent of the electricity requirements of the host school during the peak hours of 10:00 a.m. to 2:00 p.m. Another important initiative is the procurement of electricity on the wholesale market. By having access to the wholesale market, MCPS is able to purchase future blocks of power through competitive bidding in a very timely and strategic manner. Through this initiative, MCPS has been able to manage market volatility by locking the electricity rates for portions of its power requirements for up to five years. MCPS developed and adheres to a comprehensive risk management plan. This wholesale purchasing initiative has allowed MCPS to take advantage of a significant reduction in electricity rates as reflected by a significant drop in the electricity budget request. Most recently, MCPS has transitioned its natural gas procurement to a similar wholesale and is projecting a significant reduction in unit price as a result. A series of energy conservation retrofits and procedures were developed based on collaboration of a work group comprising school administrators, bargaining unit representatives, and energy and SERT program staff. These retrofits included replacing over 500,000 fluorescent lamps with higher-efficiency lamps with longer life, replacing outdoor lighting mechanical time clocks with much more reliable electronic time clocks, installing highly efficient indirect lighting fixtures in computer classrooms, and installing task lamps on teachers' desks. These initiatives have been pursued over the last four years and are complete. The estimated cost avoidance from these retrofits exceeds $1.6 million. These initiatives are reducing energy consumption and minimizing the impact of more expensive utilities.

Prompted by very expensive electric capacity charges that are assessed in the Washington, DC metropolitan area, DFM units and divisions developed a program, Peak Load Management (PLM), to manage peak electrical demand at MCPS facilities. These charges are most likely to be set during the critical, summer afternoon hours. This period of summer coincides with the MCPS summer break and provides an ideal opportunity to minimize MCPS's exposure to these very expensive capacity charges. The program uses energy management systems to curtail central plant chillers and pumps to many facilities during the critical hour each weekday. SERT "energy sweepers" simultaneously patrol facilities to turn off unnecessary lights and plug loads. During the summer of 2008, the program successfully reduced Peak Load Contribution charges by 20 percent, avoiding $624,000 in the following year's utility costs.

During the summer of 2009, PLM was extended to all facilities through installation of advanced electric meters that record electricity consumption in 15-minute intervals. Performance of schools at the critical hours was reviewed on a weekly basis by MCPS energy personnel for compliance with PLM directives. Where

compliance was not achieved or other scheduling problems were observed, corrective measures were undertaken and tracked through a database system.

Results from the 2009 program were highly successful with direct cost avoidance of $1.7 million. This program has been improved and refined in 2010 and 2011 with the cost avoidance approaching $2 million per year. In conjunction with these energy strategy initiatives, the direction of the SERT program has been expanded to include all schools in exciting energy conservation and recycling behavior efforts. The SERT program has restructured its financial incentive awards to encourage greater participation in both energy conservation and recycling efforts of students and staff in schools, and expanded recognition and awards to supporting divisions and departments that support and contribute to energy conservation and recycling programs. Centralized training through Professional Development Online is available to staff along with opportunities for student and staff training onsite at schools to increase awareness, recycling rates, and energy savings.

The department will continue to implement its management plans to improve quality, safety, 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. In addition, the department will continue to expand its focus to emphasize safety in the workplace and learning environments through injury prevention/reduction and safety compliance training programs.

The major accomplishments of the department for 2010 includes the successful completion of the modernization of Walter Johnson High School, including an artificial turf stadium field, the reopening of two modernized elementary schools, and four elementary school classroom additions. Facilities staff also completed more than 241 planned maintenance/improvement projects, and has worked with schools, departments, and offices in meeting compliance with safety and health regulations and reducing accidents/injuries in the workplace. The department produced $2.668 million in rental revenue in FY 2010 through the real estate management operation.

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* 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 General Duty Clause requires each employer to furnish each employee with a place of employment that is free from recognized hazards that cause or are likely to cause death or serious physical harm. Each employer and employee is required to comply with occupational safety and health standards under OSHA.
- The OSHA/MOSH Bloodborne Pathogens Standard (29 CFR 1910.1030) regarding exposure control procedures
- The OSHA/MOSH Hazard Communication (Employee Right-to-Know) Standard (29 CFR 1910.1200) regarding proper use, storage, and labeling of hazardous chemicals
- The OSHA Control of Hazardous Energy (Lockout/Tagout) Standard (29 CFR 1910.147) regarding when machines and equipment are being serviced lockout/tagout procedures be followed to safeguard against inadvertently starting up of equipment that could result in injury
- The ASTM regulations and CPSC guidelines regulate play equipment and playground safety surfacing.
- The Maryland Automated External Defibrillators (AEDs) in High Schools Program regulation requires AEDS and CPR/AED trained staff at each high school and athletic event, including ongoing maintenance and training requirements.
- 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.

- In 2009, all new and modernized MCPS buildings are required to be designed to meet the Leadership in Energy and Environmental Design (LEED) standard of silver or an equivalent rating system. While many of the design improvements are cost effective, there is a reporting and record-keeping regime that adds significant costs to each project.
- In 2010, all MCPS construction projects involving stormwater management will be required to comply with new state of Maryland stormwater management. Two significant changes will substantially increase site costs of MCPS projects: (1) the overall stormwater discharge must approximate what would be discharged if the same site was undeveloped forest, and (2) environmental site design strategies must be used to the "maximum extent practicable" prior to the use of conventional stormwater management structures.
- In 2011, the Washington Suburban Sanitary Commission (WSSC), prompted by a consent decree with the U.S. Department of Justice and the Environmental Protection Agency, implemented a comprehensive Fats, Oils, and Grease (FOG) program that involved inspecting all MCPS facilities for compliance with a new plumbing code that requires substantial upgrades to keep FOG from entering the sanitary sewer system. These inspections produced a large number of notices of violation. To comply with the changes to the WSSC code, a multiyear capital improvement program will be needed to install and improve grease abatement systems. In addition, a much more frequent maintenance schedule for FOG devices and inspection schedule requires significant staff and operating funds to be devoted to WSSC compliance efforts.
- The increasing complexity of constructing new facilities or modernizations with students remaining onsite 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 LEED 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 2005, the Office of the County Executive adopted Executive Regulation 15-04AM (superseding Executive Regulation 109-92AM), mandating that all residential and commercial businesses comply with the recycling regulations outlined in Section 3(C)(3). This regulation requires the school system to recycle paper, commingled materials, yard trim, and scrap metal items. It also includes the submission of a waste reduction and recycling plan demonstrating how MCPS facilities will recycle and reduce the amount of solid waste going to disposal facilities, with a goal of 50 percent annually and an annual report on waste reduction and recycling activities. This increases the need for recycling collection, systemwide infrastructure, training for building services staff and teachers, and programs to stimulate, encourage, and enforce recycling.
- In the 2009 legislative session, the Maryland General Assembly passed House Bill 1290, Environment-Recycling-Public Schools Plans, which adds a requirement for schools to address their strategy for the collection, processing, marketing, and disposition of recyclable materials from public schools. In addition, Section 9-1703(g) of the Environment Article, Annotated Code of Maryland, requires that a county shall revise its recycling plan by October 1, 2010, to address the new requirements. The intent of the legislation is to require recycling in all publicly schools.
- 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 subgoals 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 law was adopted that requires automatic electronic defibrillators be available, along with trained personnel, for all high school athletic events. This unfunded mandate requires MCPS to 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 websites 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 2011 Actual	FY 2012 Estimated	FY 2013 Recommended
59.6	57.0	56.5

Explanation: 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 2011 Actual	FY 2012 Estimated	FY 2013 Recommended
$3.5 million	$4.5 million	$4.6 million

Explanation: This measures the effectiveness and efficiency of energy savings programs.

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

FY 2011 Actual	FY 2012 Estimated	FY 2013 Recommended
100%	100%	100%

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

Budget Explanation Department of Facilities Management—321/311/315/324/325/326

The FY 2013 request for this department is $44,233,270, a decrease of $3,195,719 from the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$52,056
There is an increase of $52,056 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—($37,923)
Realignments are budgeted to address priority spending needs in this department. There is a realignment of $8,296 from the Division of School Plant Operations to this department to support the ongoing lease payment for two department vehicles. Also, there is a technical realignment of $149,530 from the Department of Professional Growth Systems in the Office of Human Resources Development to this department associated with the Festival facility rental costs. In addition, there is a realignment of $195,749 to the Real Estate Management Fund to support the ongoing costs associated with building rentals.

New Schools/Space—$285,190
There is an increase of $285,190 for electric expenses related to additional square footage and modernized elementary and secondary schools. The primary increase in utility costs relates to the opening of the Downcounty Consortium Elementary School #29 in FY 2013.

Other—($3,291,921)
The budget includes a decrease of $3,665,243 in utility costs. This is based on projected rates and usage for electricity, heating oil, natural gas, propane, and water and sewer. Electric rates are expected to decrease by 8 percent, resulting in a decrease of $2,255,721, while natural gas rates are expected to decrease by 21 percent, resulting in a decrease of $1,547,174 to the budget. Heating oil and propane costs are expected to decrease by $63,186. WSSC rates are projected to increase by 5 percent in FY 2013, resulting in a $200,838 increase for water and sewer costs.

Furthermore, there is an increase of $373,322 in the budget for the replacement of relocatable classrooms.

Efficiencies and Reductions—($203,121)
There is a reduction of $100,000 for the online safety program training course. The course will be funded in the Department of Financial Services budget for FY 2013. There is a reduction of $103,121 in the budget for supplies in the School Energy and Recycling Team (SERT) unit. It is expected that there will be adequate funds in the budget for recycling supplies in FY 2013.

UTILITIES

	FY 2012 CURRENT BUDGET	FY 2012 RATE	FY 2013 REQUESTED AMOUNT	FY 2013 REQUESTED RATE	INC/(DEC) FY 13 - FY 12 AMOUNT
Electricity [1]	$ 29,137,221	$ 0.1377	$ 27,132,910	$ 0.1273	$ (2,004,311)
Fuel Oil #2	194,500	2.50	155,998	2.94	(38,502)
Natural Gas	8,801,172	1.45	7,250,604	1.15	(1,550,568)
Propane	103,500	2.30	78,870	2.21	(24,630)
Water and Sewer	3,459,479	6.90	3,697,437	7.27	237,958
Total [2]	$ 41,695,872		$ 38,315,819		$ (3,380,053)

Electricity [1] - Amounts do not include Energy Awards Program of $444,646

Department of Facilities Management - 321/311/315/324/325/326

James C. Song, Director II

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	17.000	17.000	17.000	**17.000**	
Position Salaries	$1,357,040	$1,436,971	$1,436,971	**$1,489,027**	$52,056
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries	27,708				
Total Salaries & Wages	1,384,748	1,436,971	1,436,971	**1,489,027**	52,056
02 Contractual Services					
Consultants					
Other Contractual		990,958	990,958	**944,739**	(46,219)
Total Contractual Services	14,674	990,958	990,958	**944,739**	(46,219)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,000	1,000	**1,000**	
Other Supplies & Materials		46,417	46,417	**173,296**	126,879
Total Supplies & Materials	31,950	47,417	47,417	**174,296**	126,879
04 Other					
Local/Other Travel		858	858	**2,558**	1,700
Insur & Employee Benefits					
Utilities		41,695,872	41,695,872	**38,315,819**	(3,380,053)
Miscellaneous		3,251,209	3,251,209	**3,292,831**	41,622
Total Other	14,879,762	44,947,939	44,947,939	**41,611,208**	(3,336,731)
05 Equipment					
Leased Equipment					
Other Equipment		5,704	5,704	**14,000**	8,296
Total Equipment		5,704	5,704	**14,000**	8,296
Grand Total	$16,311,134	$47,428,989	$47,428,989	**$44,233,270**	($3,195,719)

State Fiscal Stabilization Fund - 901

James C. Song, Director II

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages					
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/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	29,261,214				
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$29,261,214				

Department of Facilities Management - 321/311/315/324/325/326

James C. Song, Director II

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
1	Q	Director II		1.000	1.000	1.000	**1.000**	
10	P	Director I		1.000	1.000	1.000	**1.000**	
10	O	Assistant Director II		1.000	1.000	1.000	**1.000**	
10	M	Team Leader		1.000	1.000	1.000	**1.000**	
10	K	Energy Program Manager		1.000	1.000	1.000	**1.000**	
10	K	SERT Program Manager		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	23	Resource Conservation Asst		3.000	3.000	3.000	**3.000**	
10	21	Recycling Manager		1.000	1.000	1.000	**1.000**	
10	20	SERT Information Specialist		1.000	1.000	1.000	**1.000**	
10	17	Program Technician		3.000	3.000	3.000	**3.000**	
1	16	Administrative Secretary III		1.000	1.000	1.000	**1.000**	
	Total Positions			**17.000**	**17.000**	**17.000**	**17.000**	

Real Estate Management Fund

Team Leader (M)	1.0
Site Administration Specialist (25)	1.0*
Fiscal Assistant IV (18)	1.0
Data Systems Operator II (15)	0.5
Building Services Manager II (12)	2.0
Secretary (12)	1.0
Building Services Assistant Manager I (10)	1.0
Building Services Worker (6)	0.5

F.T.E. Positions 7.0

(*In addition, there is a 1.0 Capital Budget position shown on this chart)

Mission *The mission of the Real Estate Management (REM) Fund team is to effectively manage the real estate interests of 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

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

Team members consult with school and central services 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. They coordinate requests for installation of telecommunications towers and related facilities reviewing applications and negotiating fees for approved cellular tower installations on school sites.

Team members identify, negotiate, and acquire sites for future schools through dedication or by purchase. Team members collaborate with developers to provide safe pedestrian access to schools at no cost. 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 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 cost 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 on a regular basis for lease compliance and survey customers for satisfaction.

Trends and Accomplishments

Increasing enrollment impacts the availability of space that MCPS can make available for child-care programs, particularly 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. Where space permits, some schools are seeking preschool programs to increase kindergarten readiness. Others are seeking programs for infants and toddlers to aid school staff retention and community support.

Countywide land use master plans, such as White Flint, Wheaton, and Gaithersburg West, continue to permit expansion of residential development, while in-fill development occurs in older areas of the county. 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 of administrative staff. In newly developing areas of the county, such as Clarksburg, school sites are slated for dedication at no cost to the Board of Education. Staff will continue to monitor progress through subdivision review and platting to assure timely site conveyance by deed. 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. Staff continues to work in partnership with the Maryland Transit Administration and local planning agencies to manage the impacts of the Purple Line, the Corridor Cities Transitway, and the extensions of both Mid-county Highway and Observation Drive to determine remedies where Board of Education land may be impacted at three school sites. The Smart Growth Initiative championed by the Montgomery County Government in support of the Shady Grove Master Plan will impact infrastructure facilities. Food services and school maintenance facilities will relocate to a new county service park on Snouffer School Road, while the search continues for alternate locations to house school bus maintenance and storage. Sites are needed for Infrastructure projects such as a new materials management warehouse and student automobile repair shop in the Gaithersburg vicinity.

Accomplishments in FY 2011 include acquisition of a 9.3-acre elementary school site in Clarksburg, successfully coordinating the procurement of a new office space consolidation lease at 45 West Gude Drive that will allow the Board to terminate more costly leases at four other locations. We have commitments for elementary school site dedications in the White Flint, Gaithersburg West, and Fairland master plan areas of the county. REM staff conducted site selections for a new middle school in the

Bethesda-Chevy Chase Cluster, an Upcounty Elementary School Holding Facility, and a potential Northwest Cluster elementary school. Currently, staff is negotiating a land swap with the Maryland-National Park and Planning Commission at William H. Farquhar Middle School on Batchelor's Forest Road in Olney. REM staff coordinated with school staff, county community use staff, and partner athletic organizations on stadium field agreements which provided funds for installation of artificial turf at two newly modernized high schools. In addition, they negotiated numerous right-of-way grants in support of school construction including connection with utility, road improvement, and forest conservation easements. REM staff continues to offer future sites for agricultural or recreation as a productive interim use for maintenance savings. Seven cellular tower leases were executed at various schools. 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 Carver Educational Services Center.

Major Mandates

- The school community seeks objective measures to determine the quality of onsite child-care providers. Team members encourage tenant child-care providers to obtain professional designation in the National Association for the Education of Young Children for preschool care or the National School Age Care Alliance 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 of Education Policy ECN, *Telecommunications Transmission Facilities*, sets forth the criteria for evaluating applications for the installation of private telecommunication facilities on school land.
- Board of Education 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.
- County land use master plans are regularly amended, requiring review for projected school and administrative needs. The amended Shady Grove Sector Plan has caused a need to reassess the Board's service park for potential relocation. Other master plan amendments, such as White Flint, Wheaton, and Gaithersburg West during this past fiscal year, indicated the need to identify additional sites or retrieve closed facilities.
- Newly amended laws regarding forest conservation and stormwater management may indicate the need to acquire real property rights to provide for tree save and reduce impermeable surfaces in support of new and modernized school projects.

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 non-traditional approaches to space management are explored to support programs that promote student achievement
- Monitor lease agreements, memoranda of understanding, Adopt-a-Field 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
- Monitor school property boundaries to Identify and remove encroachments as needed

Performance Measures

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

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
Revenues	$2,812,240	$2,875,618	$2,828,454
Expenses	$2,732,333	$3,156,369	$3,534,917
Net Income	$79,907	$ (280,751)	$ (706,463)

Explanation: This measures the ability to balance revenues and expenses. In FY 2010, the fund was budgeted to expend more funds than current revenues in order to reduce fund net assets. This was done by shifting a greater share of office rent expenses to the fund away from the Department of Facilities Management budget. However, it appears that we will not meet projected revenues for 2012 exceeded projections due to a greater number of fewer telecommunication tower leases being executed, yielding a net income and no loss which will further reduce of net assets. A reduction in available space for child care caused by increasing public school enrollments will continue to affect joint-occupancy income. In FY 2012, expenses are expected again to exceed revenues in order to take advantage of net assets and pay a greater proportion of office rental space in support of the department. The recommendation for

FY 2013 is to maintain levels of expenditures, thus benefiting the department, increasing contractual services to make improvements to tenanted facilities, and using fund net assets to balance projected revenue shortfalls.

Budget Explanation
Real Estate Management Fund—850

The FY 2013 request for this fund is $3,520,603, an increase of $254,173 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—($15,576)
There is decrease of $15,576 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Realignment—$269,749
There are a number of realignments budgeted to address priority spending needs within this fund. Specifically, there is $289,311 realigned among and between accounts budgeted within the fund. Also, there is a realignment of $13,906 from part-time salaries to create a 0.5 building service worker position within the fund. The realignments are neutral overall and are being made to reflect the actual costs and operations of this fund. In addition, there is a realignment of $74,000 from the Field Trip Fund to the Real Estate Management Fund to support costs associated with building rentals. Furthermore, there is a realignment of $195,749 from the Department of Facilities Management to the Real Estate Management Fund to support the building rental costs for the 45 West Gude Drive facility.

Real Estate Management Fund - 850

James C. Song, Director II

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	6.500	6.500	6.500	**7.000**	.500
Position Salaries	$389,689	$401,167	$401,167	**$401,298**	$131
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		87,583	87,583	**73,677**	(13,906)
Other		80,011	80,011	**80,011**	
Subtotal Other Salaries	34,210	167,594	167,594	**153,688**	(13,906)
Total Salaries & Wages	423,899	568,761	568,761	**554,986**	(13,775)
02 Contractual Services					
Consultants					
Other Contractual		1,766,122	1,766,122	**2,304,222**	538,100
Total Contractual Services	99,626	1,766,122	1,766,122	**2,304,222**	538,100
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,700	5,700	**5,700**	
Other Supplies & Materials		66,163	66,163	**42,604**	(23,559)
Total Supplies & Materials	15,375	71,863	71,863	**48,304**	(23,559)
04 Other					
Local/Other Travel		3,693	3,693	**3,693**	
Insur & Employee Benefits		140,115	140,115	**138,314**	(1,801)
Utilities		181,951	181,951		(181,951)
Miscellaneous		524,225	524,225	**442,225**	(82,000)
Total Other	1,944,168	849,984	849,984	**584,232**	(265,752)
05 Equipment					
Leased Equipment				**19,159**	19,159
Other Equipment		9,700	9,700	**9,700**	
Total Equipment	355,638	9,700	9,700	**28,859**	19,159
Grand Total	$2,838,706	$3,266,430	$3,266,430	**$3,520,603**	$254,173

Real Estate Management Fund - 850

James C. Song, Director II

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
51	M	Team Leader		1.000	1.000	1.000	**1.000**	
51	18	Fiscal Assistant IV			1.000	1.000	**1.000**	
51	15	Data Systems Operator II		.500	.500	.500	**.500**	
51	15	Fiscal Assistant II		1.000				
51	12	Secretary		1.000	1.000	1.000	**1.000**	
51	12	Building Service Manager II		2.000	2.000	2.000	**2.000**	
51	10	Build Svcs Asst Mgr I Shft 2		1.000	1.000	1.000	**1.000**	
51	6	Building Service Wkr Shft 1					**.500**	.500
	Total Positions			**6.500**	**6.500**	**6.500**	**7.000**	**.500**

Division of Construction

Director I (P)*	**1.0**
Assistant to the Director (K)	**1.0**
Project Specialist (24)	**1.0**
Administrative Secretary II (15)	**1.0**

Contract/Finance Team

Facilities Team Leader (K)	1.0
Fiscal Assistant V (22)	1.0
Fiscal Assistant IV (18)	1.0
Fiscal Assistant I (13)	1.0

Design Team

Architect for School Facilities (M)*	1.0
Senior Facilities Designer (27)	1.0
LEED Program Manager (26)	1.0
Electrical Engineer (25)	1.0
Facilities Designer (25)	4.0
Mechanical Engineer (25)	1.0
Site Development Coordinator (23)	1.0
Project Designer (20)	1.0
Secretary (12)	1.0

Construction/Inspection Team

Facilities Team Leader (K)	1.0
Construction Management Specialist (25)	1.0
Construction Inspector Supervisor (23)	1.0
Electrical Construction Technician II (22)	2.0
Mechanical Construction Technician (22)	2.0
Construction Technician (21)	4.0
Secretary (12)	1.0

Special Projects Team

Facilities Team Leader (K)	1.0
Mechanical Engineer (25)	1.0
Commissioning Coordinator (23)	1.0
EMS Specialist (22)	1.0
Construction Technician (21)	2.0
Mechanical Construction Specialist (20)	3.0
Building and Grounds Contract Assistant (18)	1.0

*F.T.E. Positions 2.0

(In addition, there are 40.0 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 of schools 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. This 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, and plans and constructs special capital projects, such as accessibility modifications for individuals with disabilities, improved safe vehicular/pedestrian access to school sites, and systemic Heating, Ventilation, and Air Conditioning (HVAC) replacements.

The Construction Inspection Team administers major capital 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. This team also is responsible for outreach efforts to support minority businesses as part of the effort to achieve the Board of Education's goal for Minority Business Enterprise participation in construction-related activities.

Trends and Accomplishments

After steep declines in construction costs in the Washington, DC metropolitan area due to the worldwide recession, some increases have been experienced in recent bidding. The market has not recovered to the point of pre-2009 prices, resulting in continued low bid prices. Due to the lack of construction volume, companies still are foregoing profit markups just to maintain their labor force. As a result, some smaller companies have ceased operations. Costs for raw materials, such as steel and crude oil, have begun to slowly increase. While it is difficult to predict the duration of the recession in the construction market, the division is focused on hiring qualified and stable contractors. With growing demands on county tax revenues, 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.

Most permitting agencies have had to reorganize and reduce positions due to the recession. As they continue to streamline their operations, the division is experiencing lengthening of the permitting and inspection processes. While the division has implemented increased timeframes for project permitting, unresolved issues remain with outside permitting agencies that continue to be addressed.

In Fiscal Year (FY) 2011, the Division of Construction successfully completed the following construction projects:

1. Modernization of Cabin John Middle School
2. Modernization of Farmland Elementary School
3. Additions to Brookhaven, Fairland, Fox Chapel, Harmony Hills, Jackson Road, Montgomery Knolls, Rock View, and Whetstone elementary schools
4. Addition of a School-Based Health Center at Rolling Terrace Elementary School
5. Improvements to Redland Middle School

In FY 2012, the following projects will be under construction:

1. Modernization of Beverly Farms, Cannon Road, Garrett Park, Glenallan, Seven Locks, and Weller Road elementary schools; Herbert Hoover Middle School; and Gaithersburg and Paint Branch high schools
2. Additions to Bradley Hills, Cold Spring, Darnestown, Georgian Forest, Highland, North Chevy Chase, Viers Mill, Westbrook, and Wyngate elementary schools
3. Various facility improvements at Ridgeview Middle School
4. Reopening of a closed school at McKenney Hills, also known as Downcounty Consortium Elementary School #29

As part of the FY 2012 capital budget, six major capital projects have been funded for architectural planning, and 11 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 of 1990 (ADA)* compliance retrofits, building modifications and program improvements, 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 ADA; the *Asbestos Hazard Emergency Response Act*; state environmental codes; bidding statutes; funding reimbursements/payment requirements for projects funded by the Interagency Committee for Public School Construction; and Montgomery County building, stormwater 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.
- As a part of county requirements, all new and modernization construction projects must obtain a minimum of silver rating in Leadership in Energy and Environmental Design through the United States Green Building Council or through the Montgomery County permitting office.

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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
4.8	4.8	4.8

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

Employee Focus

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
4.4	4.4	4.4

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

Performance Measure: Average project change order percentage.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
5.1%	4.5%	4.3%

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

Performance Measure: Construction cost per square foot.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
$202	$218	$220

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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
100%	100%	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 2013 request for this division is $230,347, a decrease of $26,189 from the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—($26,189)
There is decrease of $26,189 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Division of Construction - 322

Richard Shuman Jr., Director I

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	2.000	2.000	2.000	**2.000**	
Position Salaries	$242,636	$256,536	$256,536	**$230,347**	($26,189)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	242,636	256,536	256,536	**230,347**	(26,189)
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/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other					
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$242,636	$256,536	$256,536	**$230,347**	($26,189)

Division of Construction - 322

Richard Shuman Jr., Director I

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 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
Planner II (24)	1.0*
Administrative Secretary II (15)	1.0
Boundary Information Specialist (13)	0.625

F.T.E. Positions 4.625

(*In addition, there is a 1.0 Capital Budget position shown on this chart.)

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 Montgomery County Public Schools (MCPS), the Division of Long-range Planning (DLRP) is focused on ensuring that adequate school facilities are available in the future. To accomplish this, DLRP performs seven 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; representing MCPS interests in county land use planning and subdivision staging policy; and planning database management and Geographic Information System (GIS) services.

DLRP staff conducts research on demographic trends and briefs MCPS leadership periodically. Drawing on demographic research, 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 are updated each spring. These projections are critical to the formulation of the operating budget and the CIP. 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, DLRP 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, DLRP staff includes modernization of older schools, technology modernization, and countywide systemic projects in CIP planning. DLRP staff works closely with school communities, the divisions of Construction and Maintenance, and the superintendent of schools to develop a recommended six-year CIP for the Board of Education's review and approval. Once adopted by the Board, DLRP staff prepares documentation required by elected officials for review and approval of the Board's CIP request. After adoption by the County Council, DLRP staff publishes the Educational Facilities Master Plan for submission to the Maryland State Department of Education for review and comment.

DLRP staff implements approved capital and noncapital 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, English for Speakers of Other Languages centers, centers for the highly gifted, language immersion programs, and others.

DLRP staff is responsible for maintaining accurate school boundaries and making this information available to the public online. 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.

DLRP staff participates in county master plan processes and prepares the "schools test" for the county's subdivision staging policy. DLRP staff monitors the local economy and housing market to support forecasting and long-range planning.

DLRP staff develops and maintains GIS applications and a demographic and facility planning database, which are necessary for enrollment forecasting, facility planning, boundary and consortia studies, and other types of planning analyses.

Trends and Accomplishments

Trends

Major trends impacting the mission of DLRP include enrollment growth, increased student race/ethnic and language diversity, an economy recovering from recession, a strengthening housing market, increasing numbers of students entering MCPS from county private schools, changes in curriculum and program offerings, and space requirements needed to implement program improvements including full-day kindergarten in all elementary schools, a class-size reduction initiative in sixty-one elementary schools, and prekindergarten opportunities for all disadvantaged children. MCPS program initiatives have resulted in a significant reduction in elementary school capacities. Ongoing issues with aging facilities, county land use planning, increased housing densities around Metro stations, and growth management efforts also affect DLRP operations.

The number of county resident births has topped 13,000 in Montgomery County since 2000. In 2010, resident births were 13,273 and increases are projected for the foreseeable future. These increases in county births will impact enrollments in the long-term and keep pressure on MCPS to add capacity, especially at the elementary

school level. Prior to the current economic downturn, a strong local economy generated substantial migration of households to the county, resulting in the construction of new housing, turnover of existing homes, and in some cases, multiple occupancy of residences. Consequently, significant enrollment increases occurred in parts of the county with large subdivisions under development, and in established neighborhoods where young families with children moved into existing housing and the demographic composition changed. The school system still is "catching up" to enrollment increases generated by households moving to the county in the past 20 years.

Between 2007–2008 and 2010–2011, MCPS enrollment grew by 6,319 students. This increase was the result of several factors. Increases in kindergarten enrollment were the result of ever increasing numbers of county births. In addition, the weak economy contributed to rising enrollment as more students entered MCPS from county private schools, and the weak housing market made it difficult to sell homes, thereby reducing the outflow of students from the county. Over the next six years, Grades K–5 enrollment is projected to increase by 5,645 students. At the secondary level, the Grades 6–8 is projected to increase by 3,968, and Grades 9–12 enrollment is projected to increase by 626. Total MCPS enrollment is projected to increase from 144,064 in 2010 to 154,684 by 2016. The greatest pressure for additional school capacity is at the elementary school level, where 90 percent of the system's 418 relocatable classrooms are located.

Accomplishments

In FY 2011, the DLRP achieved high performance levels on community involvement processes conducted during the fiscal year. Four major community processes—two roundtables and two boundary studies— resulted in satisfaction being reported by over 95 percent of participants on feedback forms. In addition, measures of enrollment forecast accuracy were high. Total enrollment in FY 2011 was above forecast by only 813 students, with a total of 144,064 students enrolled. This enrollment represented a forecast accuracy of 99.2 percent. In addition, 83.5 percent of all schools fell within 5 percent of their projected enrollment.

In the fall of FY 2011, DLRP staff facilitated the internal MCPS process for development of the Superintendent's Recommended Amendments to the FY 2011–2016 CIP. This process included preparation of six-year enrollment projections for schools and the annual assessment of future facility needs at 200 schools. Key recommendations developed for the superintendent's CIP included a new middle school in the Bethesda-Chevy Chase Cluster, a new elementary school in the Richard Montgomery Cluster, the continued operation of Monocacy Elementary School, and the modernization of Wheaton High School and Thomas Edison High School of Technology. In addition, DLRP staff conducted an annual forum on the CIP for PTA leaders and the community immediately after the superintendent's recommendation was released. The adopted Amended FY 2011–2016 CIP includes $1.359 billion in expenditures for the six-year period, a decrease of $26.97 million from the previously adopted six-year CIP. Although this was a decrease, the Amended FY 2011–2016 CIP maintains the completion dates for all school projects.

In FY 2011, two school boundary study processes were conducted, one concerning changes in the Bethesda-Chevy Chase Cluster elementary schools—Bethesda, Chevy Chase, North Chevy Chase, and Rosemary Hills—and the other for boundaries for the new Downcounty Consortium Elementary School #29. Also, in FY 2011, DLRP staff facilitated two community roundtable processes, one concerning the modernization of Wheaton High School and Thomas Edison High School of Technology, and the other concerning the possible future collocation of the Carl Sandburg Learning Center at Maryvale Elementary School when it is modernized. DLRP staff also was involved in site selection processes for a new middle school in the Bethesda-Chevy Chase Cluster, a new elementary school in the Northwest Cluster, and an Upcounty Holding Center for future elementary school modernizations.

In FY 2011, DLRP staff facilitated a stakeholder input process to develop measures and a scoring and weighting system for the Facilities Assessment with Criteria and Testing tool. This scoring system was used by EMG consultants to assess the condition of 53 MCPS facilities from December 2010 through June 2011. DLRP staff provided support to the consultants during the assessment process.

DLRP staff coordinated the completion of educational specifications and feasibility studies with the Division of Construction for the following schools: additions at Arcola, Beall, Flower Hill, Twinbrook, and Wayside elementary schools; modernizations at Candlewood, Rock Creek Forest, and Wheaton Woods elementary schools; and modernizations at Seneca Valley High School, Thomas Edison High School of Technology, and Wheaton High School. DLRP staff worked with special education, Head Start, and prekindergarten program staff to determine future placement of classes and developed plans for the placement of relocatable classrooms based on enrollment trends and staffing allocations. In addition, DLRP staff coordinated the processing of requests under the Building Modifications and Program Improvements capital project, consisting of 38 projects. DLRP staff also serves as the MCPS contact for Montgomery County Department of Health and Human Services CIP projects at MCPS schools, including planning for a Wellness Center at Gaithersburg High School and a School-based Health Center at Rolling Terrace Elementary School.

DLRP staff worked closely with school principals and community superintendents in revising school

enrollment forecasts for FY 2012 staffing allocations. An accelerated schedule for the forecast, staffing allocations, and relocatable classroom placement decisions has improved services to schools.

DLRP staff worked with the Montgomery County Department of Planning providing enrollment and facility data for the FY 2012 subdivision staging policy "school test." This analysis resulted in 10 MCPS clusters being identified as over the 105 percent utilization level and four over 120 percent utilization. The County Council averted residential moratoria in three of clusters that were over 120 percent utilization by including "placeholder" projects in the adopted CIP. In FY 2012, developers of housing projects in clusters exceeding 105 percent utilization will be required to make a school facility payment to obtain subdivision approval. DLRP staff also worked with City of Gaithersburg and City of Rockville staff to provide information for school adequacy tests that these jurisdictions conduct annually.

DLRP staff represented school system interests in county master plans for Chevy Chase Lake, Kensington, and Wheaton. In addition, DLRP staff maintained documentation for new subdivisions and continuously monitored and updated building schedules for new developments. These activities enabled accurate school enrollment forecasting and identification of schools of assignment for new communities. DLRP staff worked with the MCPS Department of Transportation to provide school assignments for developing communities, and to provide information on the phasing schedules of school boundary changes.

DLRP staff continued to respond to a high volume of requests for boundary information by phone and Internet. The school boundary line responds to an increasingly diverse population of non-English speakers, with over 50 percent of calls from persons with limited English language skills. The ability of staff to speak Spanish greatly enhances this service. The DLRP's website enables online school assignment information, and recorded an average of 25,500 unique address searches per month in FY 2011.

DLRP staff continued refinements to the new Oracle-based CIP database that supports MCPS facility planning activities. This application provides a robust system for data management, analysis, and report writing. In addition, DLRP staff developed more GIS applications and expanded the mapping capabilities of this system. School service area maps that are much sought after are now available on the DLRP website. Enrollment forecasts and other demographic data are now routinely posted on the DLRP website. DLRP staff also provided mapping services to an expanding internal MCPS customer base, as well as other county agencies.

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 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 underperforming 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 customers and stakeholders
- Continuously improve communication tools to enable external customers and stakeholders to understand planning issues and activities
- Maintain and improve the DLRP's information system
- Routinely assess DLRP 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 teamwork is encouraged
- Research and identify emerging trends that may impact school system facility planning and the DLRP mission

- Maintain relationships with communities to better engage these groups in understanding DLRP's planning processes
- Incorporate school system program initiatives and consideration of multipurpose use of schools in facilities planning processes
- Continuously assess work practices in light of new technologies, staff capabilities, and customer needs
- Promote equitable practices in the workplace and in working with the community
- Take every opportunity to recognize employee contributions

Performance Measures

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
99.4%	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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
99.4%	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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
83.5%	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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
99.2%	98.0%	98.0%

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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
96.7%	98.0%	98.0%

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.

Performance Measure: Community involvement in planning; "process surfacing community viewpoints."

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
88.2%	98.0%	98.0%

Explanation: Measuring participants view on how well planning processes are surfacing community viewpoints provides valuable feedback on the efficacy of these processes, and the completeness of input received.

Budget Explanation
Division of Long-range Planning—335

The FY 2013 request for this DLRP is $450,817, an increase of $2,334 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$2,334
There is an increase of $2,334 for continuing salary costs to reflect step or longevity increases for current employees.

Division of Long-range Planning - 335

Bruce Crispell, Director I

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	4.625	4.625	4.625	**4.625**	
Position Salaries	$425,361	$426,669	$426,669	**$429,003**	$2,334
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,000	1,000	**1,000**	
Other					
Subtotal Other Salaries		1,000	1,000	**1,000**	
Total Salaries & Wages	425,361	427,669	427,669	**430,003**	2,334
02 Contractual Services					
Consultants					
Other Contractual		11,500	11,500	**11,500**	
Total Contractual Services	10,576	11,500	11,500	**11,500**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,583	2,583	**2,583**	
Other Supplies & Materials		4,502	4,502	**4,502**	
Total Supplies & Materials	4,677	7,085	7,085	**7,085**	
04 Other					
Local/Other Travel		2,229	2,229	**2,229**	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	1,630	2,229	2,229	**2,229**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$442,244	$448,483	$448,483	**$450,817**	$2,334

Division of Long-range Planning - 335

Bruce Crispell, Director I

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 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	15 Administrative Secretary II		1.000	1.000	1.000	**1.000**	
1	13 Boundary Information Spec		.625	.625	.625	**.625**	
	Total Positions		**4.625**	**4.625**	**4.625**	**4.625**	

Division of Maintenance

Director I (P)	**1.0**
Assistant Director I (N)	**1.0**
Maintenance/Facility Area Assistant Manager (23)	**1.0**
Training and Safety Specialist (21)	**1.0**
Fiscal Assistant IV (18)	**1.0**
Administrative Secretary II (15)	**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)	4.0
Maintenance Welder (15)	2.0
Equipment Operator (12)	3.0
Compactor Truck Operator (11)	1.0
Service Writer (11)	1.0
General Maintenance Worker II (10)	1.0
Trash Service Worker (9)	1.0
General Maintenance Worker I (9)	2.0

Materials Fabrication and Rigging Shop

Material Fabrication/Rigging Supervisor (18)	1.0
Mason (15)	2.0
Reupholster/Seamster II (13)	2.0
Materials Fabrication Worker (12)	4.0

PLAR/Contract Office

Capital Improvement Construction Supervisor (J)	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)	4.0*
Paint Specialist (17)	1.0
Account Assistant III (14)	1.0*
Fire Safety Compliance Tech. (14)	1.0
Secretary (12)	1.0

Electronics Shop

Electronics Technician Supervisor (20)	1.0
Electronics Technician Asst. Supervisor (19)	1.0
Electronics Technician II (18)	3.0
Electronics Technician I (17)	16.0

Industrial Equipment Repair

Industrial Equipment Supervisor (18)	1.0
Electric Motor Mechanic (17)	1.0
Equipment Mechanic (17)	1.0
Cabinet Maker (15)	1.0
Tool Mechanic (15)	2.0
Maintenance Painter I (13)	2.0

Automated 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)	1.5*
Resource Conservation Assistant (17-23)	2.5
Customer Service Specialist (19)	1.0
Mechanical Systems Technician (16-19/ND)	2.0
Mechanical Systems Worker (10-14/ND)	1.0

Environmental Services IAQ

Team Leader (M)	3.0
Environmental Safety Specialist (23)	2.0*
Environmental Specialist (23)	1.0
Environmental Specialist (23)	1.0*
Mechanical Systems Team Leader (20/ND)	2.0
Mechanical Systems Technician (16-19/ND)	9.0
Asset Technician (16)	1.0*
IAQ Electrician (16/ND)	1.0
Administrative Operations Secretary (14)	1.0*

Automation Center

IT Systems Specialist (18-25)	1.0
Maintenance Automation Specialist (24)	1.0

Asbestos Abatement/Pest Control

Environmental Health Specialist (23)	1.0*
Environmental Design Assistant (20)	1.0*
Environmental Abatement Supervisor (19/ND)	1.0*
Environmental Abatement Technician (16/ND)	6.0*
Integrated Pest Mgt. Associate II (15)	3.0
Water Treatment Tester (14)	2.0
Data Systems Operator (13)	1.0*
Integrated Pest Mgt. Associate I (13)	1.0

Maintenance Depots

Maintenance/Facility Area Manager (J)	3.0	Maintenance Carpenter I (15)	27.0
Maintenance/Facility Area Assistant Manager (23)	3.0	Roof Mechanic (15)	6.0
Mechanical Systems Supervisor (21)	3.0	Maintenance Painter II (14)	3.0
Mechanical Systems Team Leader I (20)	6.0	Mechanical Systems Worker (10-14)	3.0
Electrician Area Supervisor (19)	3.0	Administrative Operations Secretary (14)	3.0
Mechanical Systems Technician (16-19)	59.0	Locksmith (14)	5.0
Carpentry Area Supervisor (18)	3.0	General Maintenance Worker III (13)	6.0
General Maintenance Area Supervisor (18)	3.0	Maintenance Painter I (13)	3.0
Carpentry Assistant Area Supervisor (17)	3.0	HVAC Apprentice (12)	4.0
Maintenance Electrician II (17)	3.0	Compactor Truck Operator (11)	3.0
General Maintenance Supervisor (16)	3.0	Roof Maintenance Worker (11)	3.0
Maintenance Electrician I (16)	18.0	General Maintenance Worker II (10)	33.0
Floor Covering Mechanic (15)	6.0	Trash Service Worker (9)	3.0
Glazier (15)	6.0	Office Assistant II (9)	1.5
		General Maintenance Worker I (9)	15.0

F.T.E. Positions 352.0

(*In addition, the chart above includes 23.5 positions funded through the Capital Budget and 1.0 FTE funded through ICB/CUPF)

ND Night Differential = Shift 2

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 of Maintenance provides supervisory and administrative support to plan, program, and manage four major functional areas (strategic functions) for all Montgomery County Public Schools (MCPS) facilities—maintenance and repairs, environmental services, capital asset replacements, and automated energy management. These varied functions are coordinated and performed by three regional maintenance depots (Bethesda, Clarksburg, and Randolph) and one central depot (Shady Grove).

The Division of Maintenance 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, trash removal, hazardous waste management and disposal, storm water management, control of fats, oils, and greases, 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 Life-cycle Asset Replacement 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, grandstands, and lockers. The Automated Energy Management section operates and maintains computerized controls for heating and cooling systems. The Division of Maintenance 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 increases in the number, size, age, and utilization rates of school facilities; compliance with regulations and responses to customer requests related to indoor air quality, environmental protection, fire protection, school security, and emergency preparedness; increased complexity of computer-controlled HVAC and related mechanical systems; and 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 codes continue to present fiscal and performance 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 more than 500 relocatable classrooms, which require more maintenance than permanent facilities.

During the past nine fiscal years (FY 2003 through FY 2011), the amount of building space maintained by the Division of Maintenance grew by more than 10.5 percent, for a total of about 23.6 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 period, the number of work orders received annually has grown from about 48,000 to about 65,000. However, the number of employees who perform maintenance and repair services has remained relatively unchanged. Growing demand for service and six to eight percent vacancy rates in maintenance positions combine to challenge the ability of the division to adequately respond to customer needs or expectations. These challenges extend to the area of IAQ. Each year, a large number of requests for unplanned air quality investigations and remediation projects reduce 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 facilities inventory, the large number of relocatable classrooms, and heavy after-hours utilization of schools contribute to increased demand for maintenance-related services. In addition, annual budgets for maintenance supplies, contracted maintenance, and vehicle operations generally have not kept up with the actual growth in the 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 of Maintenance is continuing a multiyear process of implementing plans to improve business efficiencies based on "lean" management concepts. Included in this initiative are ongoing enhancements to the computerized maintenance management system ("Maximo") to expand supervisors' and managers' capabilities to process and monitor work orders, manage the backlog of work, 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 of Maintenance is continuing to maintain its Internet website to provide essential information to schools and staff on maintenance organization, capabilities, services, procedures, and points of contact for assistance.

With the development and implementation of a new and automated Facility Availability System, the maintenance depots can directly track and report the status of snow and ice removal operations, eliminating the time and efficiencies lost in routing reports through the chain of supervision. These improvements have been further enhanced by the addition of new FM radios and base stations for communicating with snow plow operators.

The Division of Maintenance is continuing a long-term program 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 productivity. In conjunction with cyclic professional development training, the director also provides annual workforce briefings to review business performance, share information, and discuss priorities, expectations, and special subjects of interest.

The Division of Maintenance has continued to refine its procedures for interviewing and selecting candidates to fill vacant positions and for ensuring fair and equitable job competition on a "level playing field." Studies in diversity, cultural competence, and workplace equity are integrated into the director's annual leadership training program.

The Division of Maintenance completed the fourth year of a state-approved apprenticeship program for four HVAC mechanic trainees, who, upon graduation, were assigned to permanent positions. This four-year training program is being repeated, helping the division to improve long-term management of vacancies in this critical skilled trade with corresponding improvements in customer service.

During FY 2011, the division continued to review and refine mapping of its major business processes, with linkages shown between key processes and the various measurements used to monitor and manage performance, both during and at the end of the processes.

As a means of enhancing workforce involvement in long-term business success, the division fosters employee understanding and ownership of the strategic business plan by including a cross-section of the workforce in periodic updates of the plan and by providing all employees with copies of updated plans. During FY 2012, the division will update its business plan and upload it to its website so that it can be viewed by all customers and stakeholders.

The collective and measurable successes of these various initiatives include improving productivity, stabilizing backlogs of work, improving levels of employee morale and job satisfaction, minimizing employee grievances, improving employee perceptions of their leaders, and steadily increasing customer satisfaction. In summary, the Division of Maintenance continues to contribute to student success by effectively employing its limited resources to meet the maintenance and related service needs of a growing facilities inventory.

Major Mandates

Mandated work for the Division of Maintenance includes the following:

- Continuously maintain fat, oil, and grease (FOG) abatement systems at all MCPS facilities as required by the Washington Suburban Sanitary Commission
- Continuously coordinate compliance with the Montgomery County Municipal Separate Storm Sewer System permit
- Continuously provide nonstructural maintenance of stormwater facilities per the agreement with Montgomery County
- Continuously coordinate compliance with general discharge permits issued by the state of Maryland
- Continuously comply with tree removal and replacement requirements of the state of Maryland
- 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 backflow 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)

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 increase efficiency and productivity and improve accountability
- 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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
4.1	4.1	4.2

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 2011 is based on May 2011 survey responses from 107 schools that reported levels of satisfaction with both the timeliness and quality of maintenance and repair services.

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
61,702	61,000	61,000

Explanation: The total number of maintenance work orders completed is a direct measure of completed work effort in support of customers, 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, and mechanical systems). From FY 2010 to FY 2011, the total number of completed work orders increased from about 57,000 to about 61,000, or about seven percent growth. Some annual variations are to be expected.

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
3.8	3.8	3.8

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 2011 are based on surveys performed in October 2010 as part of the director's annual workforce briefings. Seven years of employee satisfaction data show a slowly improving trend in results. Continuing budget and wage constraints are beginning to have a negative impact on overall employee satisfaction results.

Budget Explanation
Division of Maintenance—323/338/339

The FY 2013 request for this division is $30,603,933, an increase of $702,996 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$419,951
There is an increase of $419,951 for continuing salary costs to reflect step or longevity increases for current employees.

Other—$283,045
The budget includes an increase of $200,000 for equipment maintenance and maintenance supplies. This funding is necessary to respond to an increasing number of work orders. In addition, applying an inflation factor of 3 percent increases the budget for maintenance supplies by $83,045.

Division of Maintenance - 323/338/339

Roy Higgins, Director I

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	352.000	352.000	352.000	**352.000**	
Position Salaries	$20,835,877	$21,089,363	$21,089,363	**$21,509,314**	$419,951
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		708,264	708,264	**708,264**	
Subtotal Other Salaries	687,159	708,264	708,264	**708,264**	
Total Salaries & Wages	21,523,036	21,797,627	21,797,627	**22,217,578**	419,951
02 Contractual Services					
Consultants		21,755	21,755	**21,755**	
Other Contractual		2,135,785	2,135,785	**2,235,785**	100,000
Total Contractual Services	2,609,089	2,157,540	2,157,540	**2,257,540**	100,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		582	582	**582**	
Other Supplies & Materials		3,046,853	3,046,853	**3,229,898**	183,045
Total Supplies & Materials	3,278,443	3,047,435	3,047,435	**3,230,480**	183,045
04 Other					
Local/Other Travel		2,889	2,889	**2,889**	
Insur & Employee Benefits					
Utilities					
Miscellaneous		1,823,425	1,823,425	**1,823,425**	
Total Other	1,722,993	1,826,314	1,826,314	**1,826,314**	
05 Equipment					
Leased Equipment		736,561	736,561	**736,561**	
Other Equipment		335,460	335,460	**335,460**	
Total Equipment	1,050,645	1,072,021	1,072,021	**1,072,021**	
Grand Total	$30,184,206	$29,900,937	$29,900,937	**$30,603,933**	$702,996

Division of Maintenance - 323/338/339

Roy Higgins, Director I

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 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	J	Maintenance Facility Area Mgr		3.000	3.000	3.000	**3.000**	
11	J	Capital Impr Construct Supv		1.000	1.000	1.000	**1.000**	
11	25	IT Systems Specialist		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	Environmental Specialist		1.000	1.000	1.000	**1.000**	
11	23	Maint/Facility Area Asst Mgr		4.000	4.000	4.000	**4.000**	
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	Mechanical Systems Supervisor		3.000	3.000	3.000	**3.000**	
11	21	Training and Safety Specialist		1.000	1.000	1.000	**1.000**	
11	20	Mech Systems Team Ldr Shft 1		6.000	6.000	6.000	**6.000**	
11	20	Electronic Technician Supv		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	Mechanical Systems Tech Shft 1		59.000	59.000	59.000	**59.000**	
11	19	Mechanical Systems Tech Shft 2		2.000	2.000	2.000	**2.000**	
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 Tech Asst Superv		1.000	1.000	1.000	**1.000**	
11	19	Auto Technican II Shift 1		2.000	2.000	2.000	**2.000**	
11	18	Fiscal Assistant IV		1.000	1.000	1.000	**1.000**	
11	18	Carpentry Area Supervisor		3.000	3.000	3.000	**3.000**	
11	18	General Maintenance Area Supv		3.000	3.000	3.000	**3.000**	
11	18	Build & Grounds Contracts Asst		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	17	Carpentry Asst Area Supv		3.000	3.000	3.000	**3.000**	
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		16.000	16.000	16.000	**16.000**	
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	Auto Technican I Shift 1		2.000	2.000	2.000	**2.000**	
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	Small Equipment Mechanic		4.000	4.000	4.000	**4.000**	
11	15	Administrative Secretary II		1.000	1.000	1.000	**1.000**	
11	15	Supervisor		1.000	1.000	1.000	**1.000**	

Division of Maintenance - 323/338/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
	323 Division of Maintenance						
11	Integr Pest Mgt Assoc II	15		3.000	3.000	**3.000**	
11	Maintenance Carpenter I	15	27.000	27.000	27.000	**27.000**	
11	Floor Covering Mechanic	15	6.000	6.000	6.000	**6.000**	
11	Roof Mechanic	15	6.000	6.000	6.000	**6.000**	
11	Glazier	15	6.000	6.000	6.000	**6.000**	
11	Tool Mechanic	15	2.000	2.000	2.000	**2.000**	
11	Cabinet Maker	15	1.000	1.000	1.000	**1.000**	
11	Maintenance Welder	15	2.000	2.000	2.000	**2.000**	
11	Mason	15	2.000	2.000	2.000	**2.000**	
11	Admin Operations Secretary	14	3.000	3.000	3.000	**3.000**	
11	Mechanical Sys Worker Shift 1	14	3.000	3.000	3.000	**3.000**	
11	Mechanical Sys Worker Shift 2	14	1.000	1.000	1.000	**1.000**	
11	Locksmith	14	5.000	5.000	5.000	**5.000**	
11	Maintenance Painter II	14	3.000	3.000	3.000	**3.000**	
11	Water Treatment Tester	14	2.000	2.000	2.000	**2.000**	
11	Fire Safety Compliance Tech.	14	1.000	1.000	1.000	**1.000**	
11	Integr Pest Mgt Assoc I Shf1	13	4.000	1.000	1.000	**1.000**	
11	General Maintenance Worker III	13	6.000	6.000	6.000	**6.000**	
11	Reupholsterer Seamster II	13	2.000	2.000	2.000	**2.000**	
11	Maintenance Painter I	13	5.000	5.000	5.000	**5.000**	
11	Secretary	12	1.000	1.000	1.000	**1.000**	
11	Account Assistant II	12	3.000	3.000	3.000	**3.000**	
11	Equipment Operator	12	3.000	3.000	3.000	**3.000**	
11	Materials Fabrication Worker	12	4.000	4.000	4.000	**4.000**	
11	Roof Maintenance Worker	11	3.000	3.000	3.000	**3.000**	
11	Service Writer	11	1.000	1.000	1.000	**1.000**	
11	Compactor Truck Operator	11	4.000	4.000	4.000	**4.000**	
11	General Maintenance Worker II	10	34.000	34.000	34.000	**34.000**	
11	Office Assistant II	9	1.500	1.500	1.500	**1.500**	
11	General Maintenance Worker I	9	17.000	17.000	17.000	**17.000**	
11	Trash Service Worker	9	4.000	4.000	4.000	**4.000**	
	Subtotal		**333.000**	**333.000**	**333.000**	**333.000**	
	338 Indoor Air Quality						
11	Team Leader	M	3.000	3.000	3.000	**3.000**	
11	Mech Systems Team Ldr Shft 2	20	2.000	2.000	2.000	**2.000**	
11	Mechanical Systems Tech Shft 2	19	9.000	9.000	9.000	**9.000**	
11	Indoor Air Qual Electrician	16	1.000	1.000	1.000	**1.000**	
	Subtotal		**15.000**	**15.000**	**15.000**	**15.000**	

Division of Maintenance - 323/338/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
	339 Maintenance Apprenticeship Program						
11	12 HVAC Apprentice		4.000	4.000	4.000	**4.000**	
	Subtotal		**4.000**	**4.000**	**4.000**	**4.000**	
	Total Positions		**352.000**	**352.000**	**352.000**	**352.000**	

Division of School Plant Operations

Director I (P)	**1.0**
Assistant to the Director (K)	**1.0**
Building Service Trainer (21)	**1.0**
Fiscal Assistant III (16)	**1.0**
Administrative Secretary II (15)	**1.0**

Community Use of Public Facilities

Building Service Area Supervisor (G)	1.0*
Administrative Secretary II (15)	1.0*
Building Service Worker (6)	12.0
Building Service Worker (6)	18.0*

School Supervision

Building Service Area Supervisor (G)	6.0

Schools

School-Based Positions	1,271.0

Field and Central Facilities

Building Service Worker Training Specialist (17)	2.0
Tool Mechanic (15)	1.0
Outdoor Education Facilities Manager (14)	1.0
Building Service Manager IV (14)	1.0
Building Service Manager III (13)	1.0
Building Service Manager II (12)	13.0
Building Service Assistant Manager II (11/ND)	1.0
Equipment Repair/Mechanic Assistant (11)	1.0
Plant Equipment Operator II (11)	1.0
Building Service Assistant Manager I (10/ND)	9.0
Maintenance Worker I (Outdoor Ed) (10/ND)	3.0
Building Service Worker (6)	13.7
Building Service Worker (6/ND)	11.0

F.T.E. Positions 1,352.7

(*Chart includes 1,271.0 school-based positions shown on K–12 charts. In addition, there are 20.0 positions funded by ICB.)

ND Night Differential = Shift 2

Mission *The mission of the Division of School Plant Operations 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 of School Plant Operations (DSPO) 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.

DSPO staff directs school-based staff that provides cleaning, grounds care, minor maintenance, and systems monitoring at all schools and facilities. The division trains building services 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.

DSPO staff also schedules and provides building service workers and supervision for community activities in schools and represents Montgomery County Public Schools (MCPS) on various committees of the Montgomery County Interagency Coordinating Board for Community Use of Public Facilities.

DSPO staff administers funds for housekeeping supplies, equipment, and materials. DSPO operates a custodial equipment repair shop that restores inoperable equipment to service in schools and facilities.

DSPO staff responds to facility emergencies by providing the staff and equipment necessary to restore buildings to normal operations and ensures that essential programs can continue.

Trends and Accomplishments

DSPO faces many challenges, including an increasing number of staff with limited English proficiency, 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 building services assistant manager positions, and increased use of facilities by the public, as well as extended school-year programs. To comply with a state regulation, DSPO employees who oversee the operation of boilers in schools are required to possess a stationary engineer's license. DSPO training staff provides specific training and other resources to prepare employees to successfully pass the state license exam and become qualified to support the safe operation of mechanical systems in schools.

To improve the effectiveness and efficiency of staff and equipment, DSPO analyzes facility needs, trains staff in systematic team cleaning techniques, and has provided all schools with high performance floor maintenance equipment. DSPO promoted workforce excellence by training staff in the competency-based Supporting Services Professional Growth System. DSPO also certified employees in basic building service skills, supervisory and leadership, boiler, air conditioning, and other plant equipment operations.

During emergency situations, such as inclement weather events or power outages, school facilities may become unavailable. Rapid communication of such conditions to executive staff is critical to support timely decisions for restoration of operations. DSPO staff utilizes a web-based Facility Availability System to report changing conditions at each facility as they occur. Use of this system allows instructional programs to resume as soon as possible.

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.

To improve awareness of and adherence to safety, environmental, and operational policies and procedures, the standard operating procedures manual was updated and made available in an online format. This allows building services staff, principals, and other staff who supervises building services work to have information readily available to ensure the highest quality building service program.

As a result of rising costs and inferior quality of contractual services for repair of custodial equipment, DSPO opened a custodial equipment repair facility. This shop will allow the division to maintain approximately 4,000 pieces of equipment operational and increase the time that custodial equipment is available to provide essential building services in schools.

The numbers of Asian American and Hispanic employees in DSPO continue to increase while the number of African American and white employees decreases. In order to increase the opportunity for succession planning, improve employee and occupant safety, and increase overall employee and customer satisfaction, limited English proficient employees participate in a Workplace English program that helps employees improve speaking, writing, and comprehension of English. Two levels of English are offered—basic and level 2. The program includes user-friendly technology, support from an instructor or other support professionals, and

a variety of instructional methods and tools to assist employees regardless of their native language.

Major Mandates

- DSPO must comply with a number of federal, state, and county-mandated programs. These include the Resource Conservation and Recovery Act, which requires that burned-out fluorescent and HID lamps be considered hazardous waste; the Comprehensive Environment Response, Compensation and Liability Act, 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
- Blood-borne Pathogens
- Boiler Operations
- Confined Space
- Crisis Preparedness and Response
- Electrical Safety/Lockout/Tagout
- Environmental Protection
- 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.
- To enhance long-term organizational stability, DSPO will implement a leadership development program that will identify and prepare building service workers to qualify for hard to fill supervisory positions.
- DSPO will work with principals and other school staff to increase awareness and use of the online standard operating procedures manual.

Performance Measures

Performance Measure: Organizational results—building inspections meeting standard.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
99%	99%	99%

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

Performance Measure: Customer satisfaction.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
84%	85%	85%

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

Performance Measure: Employee Focus—Absenteeism.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
92.1%	94%	94%

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—329/327/328/330

The FY 2013 request for this division is $58,811,990, an increase of $353,763 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$122,828
There is an increase of $122,828 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—($8,296)
Realignments are budgeted to address priority spending needs in this department. There is a realignment of $8,296 from this division to the Department of Facilities Management to support the ongoing lease payment for two department vehicles.

New Schools/Space—$239,231
As a result of a 143,962 square footage increase in elementary schools, the budget includes an increase of 7.5 positions and $239,231. The primary increase in square footage relates to the opening of the Downcounty Consortium Elementary School #29 in FY 2013. The increase includes $152,378 to fund 5.5 building services worker positions and $68,036 to fund 2.0 building service manager positions for elementary schools. In addition, the budget includes an increase of $18,817 for custodial supplies and uniforms.

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

Dianne Jones, Director I

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	1,328.200	1,345.200	1,345.200	**1,352.700**	7.500
Position Salaries	$54,533,063	$55,340,337	$55,340,337	**$55,683,579**	$343,242
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		373,523	373,523	**373,523**	
Other		494,401	494,401	**494,401**	
Subtotal Other Salaries	1,220,438	867,924	867,924	**867,924**	
Total Salaries & Wages	55,753,501	56,208,261	56,208,261	**56,551,503**	343,242
02 Contractual Services					
Consultants					
Other Contractual		3,000	3,000	**3,000**	
Total Contractual Services	3,502	3,000	3,000	**3,000**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		717	717	**717**	
Other Supplies & Materials		2,029,981	2,029,981	**2,048,798**	18,817
Total Supplies & Materials	1,909,704	2,030,698	2,030,698	**2,049,515**	18,817
04 Other					
Local/Other Travel		59,270	59,270	**59,270**	
Insur & Employee Benefits					
Utilities		11,000	11,000	**13,200**	2,200
Miscellaneous		10,000	10,000	**7,800**	(2,200)
Total Other	62,577	80,270	80,270	**80,270**	
05 Equipment					
Leased Equipment		47,275	47,275	**38,979**	(8,296)
Other Equipment		88,723	88,723	**88,723**	
Total Equipment	89,466	135,998	135,998	**127,702**	(8,296)
Grand Total	$57,818,750	$58,458,227	$58,458,227	**$58,811,990**	$353,763

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

Dianne Jones, Director I

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
		329 Field and Central Facilities						
10	P	Director I		1.000	1.000	1.000	**1.000**	
10	K	Assistant to the Director		1.000	1.000	1.000	**1.000**	
10	G	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	16	Fiscal Assistant III		1.000	1.000	1.000	**1.000**	
10	15	Administrative Secretary II		1.000	1.000	1.000	**1.000**	
10	15	Tool Mechanic		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	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 Shft 2		1.000	1.000	1.000	**1.000**	
10	11	Equip Repair/ Mechanic Assist		1.000	1.000	1.000	**1.000**	
10	10	Outdoor Ed Maint Wkr I Shft 2		3.000	3.000	3.000	**3.000**	
10	10	Build Svcs Asst Mgr I Shft 2		9.000	9.000	9.000	**9.000**	
10	6	Building Service Wkr Shft 1		27.200	25.700	25.700	**25.700**	
10	6	Building Service Wkr Shft 2		10.500	11.000	11.000	**11.000**	
		Subtotal		**82.700**	**81.700**	**81.700**	**81.700**	
		327 Elementary Plant Operations						
10	13	Building Service Manager III		91.000	97.000	97.000	**98.000**	1.000
10	12	Build Svc Asst Mgr III Shft 2		1.000	1.000	1.000	**1.000**	
10	12	Building Service Manager II		40.000	34.000	34.000	**34.000**	
10	11	Build Svc Asst Mgr II Shft 2		49.000	55.000	55.000	**56.000**	1.000
10	10	Plant Equipment Operator I		1.000	1.000	1.000	**1.000**	
10	10	Build Svcs Asst Mgr I Shft 2		81.000	75.000	75.000	**75.000**	
10	6	Building Service Wkr Shft 1		256.500	270.500	270.500	**276.000**	5.500
10	6	Building Service Wkr Shft 2		44.000	46.000	46.000	**46.000**	
		Subtotal		**563.500**	**579.500**	**579.500**	**587.000**	**7.500**
		328 Secondary Plant Operations						
10	16	Building Service Manager VI		2.000	2.000	2.000	**2.000**	
10	15	Building Service Manager V		21.000	21.000	21.000	**21.000**	
10	14	Build Svc Asst Mgr IV Shft 2		8.000	5.000	5.000	**5.000**	
10	14	Building Service Manager IV		1.000	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 Shft 2		22.000	24.000	24.000	**24.000**	
10	11	Plant Equipment Operator II		25.000	25.000	25.000	**25.000**	
10	11	Build Svc Asst Mgr II Shft 2		33.000	34.000	34.000	**34.000**	
10	10	Plant Equipment Operator I		38.000	38.000	38.000	**38.000**	
10	6	Building Service Wkr Shft 1		238.000	236.500	236.500	**236.500**	

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

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
	328 Secondary Plant Operations						
10	6 Building Service Wkr Shft 2		235.500	239.000	239.000	**239.000**	
	Subtotal		**662.500**	**664.500**	**664.500**	**664.500**	
	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		4.000	4.000	4.000	**4.000**	
10	11 Build Svc Asst Mgr II Shft 2			1.000	1.000	**1.000**	
10	10 Plant Equipment Operator I		1.000	1.000	1.000	**1.000**	
10	10 Build Svcs Asst Mgr I Shft 2		6.000	5.000	5.000	**5.000**	
10	6 Building Service Wkr Shft 1		5.500	5.500	5.500	**5.500**	
10	6 Building Service Wkr Shft 2		1.000	1.000	1.000	**1.000**	
	Subtotal		**19.500**	**19.500**	**19.500**	**19.500**	
	Total Positions		**1,328.200**	**1,345.200**	**1,345.200**	**1,352.700**	**7.500**

Department of Transportation

Director II (Q)	**1.0**
Assistant Director II (O)	**1.0**
Fiscal Specialist I (24)	**0.75**
Administrative Secretary III (16)	**1.0**
Transportation Special Assistant (15)	**1.0**
Office Assistant IV (11)	**1.0**

Fleet Maintenance

Auto Repair Supervisor III (K)	1.0
Auto Repair Supervisor II (H)	1.0
Auto Parts Supervisor (23)	1.0
Auto Repair Supervisor I (22)	4.0
Auto Technician II (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 Specialist (15)	1.0
Administrative Operations Secretary (14)	1.0
Auto Parts Assistant (13)	1.0
Auto Parts Assistant (13/ND)	1.0
Tire Repairer (13)	2.0
Satellite Parts Assistant (12)	4.0
Auto Technician Apprentice (11)	3.0
Auto Technician Apprentice (11/ND)	5.0
Service Writer (11)	2.0
Account Assistant I (10)	2.0
Office Assistant II (9)	1.0
Auto Service Worker (8)	4.0
Auto Service Worker (8)	8.0
Fueling Assistant (6)	5.0

Bus Operations

Bus Operations Manager (K)	1.0
Transportation Depot Manager (J)	7.0
Transportation Cluster Manager (19)	23.0
Transportation Dispatcher (19)	6.0
Bus Route Supervisor (16)	80.0
Administrative Operations Secretary (14)	7.0
Bus Radio Operator (10 Month) (14)	20.0
Transportation Time and Attendance Assistant (12)	6.0
Transportation Staff Assistant (11)	1.0
Bus Operator I (10 Month) (11)	1,018.96
Bus Operator I (Head Start) (10 Month) (11)	14.8
Bus Attendant (SPED) (10 Month) (7)	387.89

Transportation Support

Supervisor (K)	1.0
Transportation Specialist (SPED) (J)	0.75
Transportation Routing Specialist (H)	1.0
IT Systems Engineer (27)	1.0
Database Administrator II (25)	1.0
IT Systems Specialist (18-25)	2.0
Transportation Administrative Service Manager (25)	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
Employment Process Coordinator (17)	1.0
Transportation Router (16)	4.0
Account Assistant III (14)	2.0
Administrative Operations Secretary (14)	2.0

Safety Training

Safety & Staff Development Manager (J)	1.0
Senior Trainer (19)	1.0
Safety Trainer II (17)	3.0
Wellness Coach (17)	1.0
Administrative Operations Secretary I (14)	1.0
Safety Trainer I (14)	12.0

F.T.E. Positions 1,733.15

ND Night Differential = Shifts 2 and 3

Mission *The Department of Transportation strives to achieve "Customer Delight" by providing 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 (DOT) 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 more than 100,000 students daily. Ridership is composed of two categories—regular education and special education. Currently, 95,000 students ride regular education buses to neighborhood schools and Head Start, Magnet, International Baccalaureate, language immersion, consortium, and other programs. Five thousand students ride special education buses to special education programs. Transportation also is provided for Career and Technology Education, Outdoor Education, and some after-school activities.

The Fleet Maintenance Unit manages vehicle maintenance and repair facilities, provides fuel distribution, and repairs 1,264 buses and 186 other Montgomery County Public Schools (MCPS) vehicles. Most repair services are provided by the five depot 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.

DOT staff designs all bus routes and manages employee assignments, 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; significant fluctuations in the cost of diesel fuel; growth and expansion of residential developments and roadways; and constantly changing demographics of student enrollment in regular, special, and alternative education programs.

Opening new and modernized schools, serving consortium schools, 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; transportation of homeless and foster students to their school of origin; the requirements of the *No Child Left Behind Act of 2001* requiring cross-attendance area busing at parental request; and implementation of clean air efforts have significantly increased demands on already constrained resources.

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

School bus operator and attendant training and retention also are facilitated by ongoing cooperative activities with Service Employees International Union (SEIU) Local 500 that focus on professional growth. The systemwide bidding process for mid-day and other extra work developed jointly between SEIU Local 500 and DOT has improved the seniority-based work hours alignment and assignment stability, resulting in improved service to customers.

DOT is committed to reducing pollution from its school buses with the use of ultra-low sulfur diesel fuel, installing equipment on older buses to reduce pollution, and purchasing new school buses with technology to decrease pollution. In addition, during fiscal years 2008–2012, MCPS purchased 434 new replacement school buses equipped with diesel particulate filters. The diesel particulate filter (DPF) is a device designed 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 residents. MCPS continues to seek grant money to retrofit older school buses with DPFs. During FY 2010, MCPS was awarded two grants to retrofit an additional 86 school buses with DPF's. The exhaust enhancements with the DPFs on 434 new and 158 retrofitted school buses decrease annually an estimated 17.4 tons of carbon dioxide pollution, 3.5 tons of hydrocarbons pollution, 6.1 tons of particle matter pollution, and 64.4 tons of nitrogen oxides pollution from MCPS school buses. As of the fall of 2011, MCPS placed into service 165 buses with engines using Diesel Exhaust Fluid technology. The technology allows MCPS to control diesel engine nitrogen oxide emissions and allows the school system to meet new EPA tail.

pipe emission standards. The two grants and the use of new technology with diesel engines allow MCPS to increase its efforts to be good stewards of the environment.

Bus routing for regular and special education programs is performed through the use of the Computer Assisted Routing Transportation System. 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. Global Positioning System technology on some school buses now is being used as a tool to monitor route efficiency. Use of the internally 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. Use of the FASTER fleet management 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 1,450 vehicles maintained by DOT. On-board cameras are being used to enhance student safety and behavior management.

This year, DOT will continue its focus on the Ride by the Rules campaign initiated six 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 school buses. Delivering every student safe, ready to learn, and free of fear of intimidation or anxiety while riding school buses is a primary focus of the department and school administrators. Winning videos from a student video contest are being used to support the campaign.

DOT continues to benefit from a management structure which improved the management to employee ratio from 1:80 to 1:20. This was a major enhancement for the department, aimed at increased supervision of school 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 successfully implementing the Supporting Services Professional Growth System initiatives. This change also enhanced the department's Customer Delight initiative. Implementation of the new structure proved to be very successful, with positive feedback from internal and external customers. Because of fiscal restraints, the department had the choice of delaying the last year of the implementation of the new management structure or modifying the plan. DOT chose to modify the plan by increasing the management to employee ratio from 1:20 to 1:25. The modification allowed implementation to be completed in FY 2010 with no additional positions. The department goal is to return to the original management to employee ratio of 1:20 when the economy improves.

The DOT'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. The department continues its focus on a Delight through Foresight goal, which encourages staff to anticipate customer needs and proactively address them to prevent issues from arising and to increase service to customers. Expedite for Delight is another goal of the program and emphasizes respect for customer's time and a sense of urgency about things that should be done quickly. Obvious exceptions are safety-related tasks, where safety would be compromised by doing them quickly. The most recent area of focus, Drive Right to Delight, is about always driving every school bus in a way that says "safety" to everyone who rides, sees, or otherwise interacts with a bus.

A good maintenance program for school buses is a vital part of providing safe and efficient transportation to students. During FY 2011, DOT spent $4.38 million on bus parts and tires. As school buses with more expensive electronic components are purchased, the cost of bus parts continues to increase at a rate higher than inflation.

Major Mandates

- Federal law requires that special education students be provided free transportation to and from school. The *McKinney Vento Homeless Assistance Act of 1987* requires transportation of homeless students to their school of origin, at parent request, regardless of distance or cost. The *No Child Left Behind Act of 2001* similarly requires cross-attendance area busing, at parental request, for students attending underperforming Title I schools. In addition, MCPS has agreed to provide transportation to students in foster care to their school of origin.
- Maryland regulations impose pre-service and in-service training requirements and limit preventable accidents in order to maintain certification and/or licensing standards for school bus operators. State regulations also require three safety and one preventive maintenance inspection annually on all school buses used to transport students, and require that school 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 suspicion, 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 of Education policy also establishes maximum walking distances to and from school for regular education students. Transportation is provided for students who live beyond maximum walking distances or within the distance if walking is unsafe.

- New federal clean air requirements stiffen emission standards for school bus engines manufactured after January 2007. This has increased bus purchase costs, and requires added training for school bus operators and maintenance personnel. Emission standards were stiffened again in 2010.
- Changes to the Code of Maryland Regulations reduce the useful life of MCPS large school buses from 15 years to 12 years. To prepare for this, it is necessary to accelerate the replacement of buses between fiscal years 2013 and 2016 and to request waivers to extend the life of school buses for FY 2011, FY 2012, and fiscal years 2017–2021. This will help alleviate a need to replace a significantly large group of buses in FY 2017 and FY 2018. To attain a level annual purchase plan, it is essential that MCPS replace one-twelfth of the fleet annually.
- New Federal Communication Commission (FCC) rules go into effect on January 1, 2013. An interim deadline of January 1, 2011, prohibits the manufacturing or importation of new equipment that operates on 25 kHz channels. The January 1, 2011, deadline impacted DOT since new school buses must now be equipped with the newer digital radios. The FCC move to new narrow band radio frequencies will require the reprogramming of current two-way radios used on school buses. Additionally, new base stations and repeater equipment is required to meet these new federal mandates.
- New federal regulations were enacted during 2011 to increase fuel efficiency and lower greenhouse gas emissions by 10 percent in trucks, vans, and school buses. The regulation for school buses will affect those purchased in 2018 and beyond. When the new technology is on all MCPS school buses, expected fuel savings should total approximately 300,000 gallons of diesel fuel per year. The average miles per gallon of MCPS school buses should increase from 6.5 miles per gallon (MPG) to 7.1 MPG. Savings on diesel fuel will be partially offset by the increased cost of the new technology.

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 informing customers of progress and outcome of requests and concerns and handling all matters in a professional, competent, and proactive 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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
2.3	2.3	2.2

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 school bus operators and attendants.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
8.2	8.0	7.4

Explanation: Satisfactory customer service requires school 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 school bus operator and/or attendant.

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
94.5%	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 means that the needed spare is not always at the right location when needed. Timely service and customer satisfaction is directly related to enough school buses being available each morning.

Performance Measure: Review diesel fuel MPG for operational efficiency.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
6.46	6.4	6.4

Explanation: MPG data are used to evaluate operational cost of the school bus fleet. Higher MPG will decrease diesel fuel purchases and help control expenditures, since a one cent per gallon increase in the price of fuel will cost the school system $32,000. MPG information and other operational data by bus manufacturers are used in the selection process of new school buses. Because of the high cost of diesel fuel, the MPG data by vehicle will be reviewed and evaluated to control waste from bus idling.

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
95%/81%	95%/82%	95%/85%

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

Budget Explanation
Department of Transportation—344

The current FY 2012 budget for this department is changed from the budget adopted by the Board of Education on June 16, 2011. The change is a result of a realignment of $777,800 from the K–12 elementary and middle schools budgets to this department's budget to support costs associated with after-school activity buses.

The FY 2013 request for this department is $95,891,105, an increase of $2,259,666 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$242,751
There is an increase of $242,751 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—$0
There are several realignments budgeted to address priority spending needs within this department. There is a decrease of $6,000 in local travel mileage reimbursements and a corresponding increase in the budget for fuel for staff vehicles due to an expected increase in fuel costs.

Enrollment Changes—$346,292
Due to projected enrollment growth, there is an increase of $124,680 for 6 additional transit-style buses and $145,766 and 5.625 bus operator I positions. There also is an additional $75,846 budgeted for substitute bus drivers, bus repairs, parts, and supplies.

Bus Replacement—$362,637
The department's budget reflects a roll-off of $1,800,916 in lease payments on buses purchased in prior years. Offsetting this reduction is a $2,163,553 increase for the lease/purchase of 109 buses to replace those that have reached the end of their normal service life.

Other—$1,969,301
The budget includes an increase of $1,706,814 due to projected diesel fuel rates increasing from $2.87 to $3.55 per gallon in FY 2013. The budget also includes $253,069 for increased costs associated with bus tires, parts, repairs, and supplies. There is a projected increase of $9,418 for insurance based on projected claims and reserve requirements. Insurance for MCPS is provided under the county's Self-Insurance Program.

Efficiencies and Reductions—($661,315)
There is reduction of $145,766 and 5.625 bus operator positions and operating costs of $199,789 by eliminating 6 transit-style buses. This reduction can be made as a result of improved efficiency in routing without any decrease in services to students. Furthermore, there is a reduction of $315,760 from requesting a state waiver for continued use of 20 buses that otherwise would reach the end of their service life in FY 2013. State law requires each of the waived buses to pass safety inspections before they can continue in use.

Selected Expenditure Information

Operation and Maintenance of Buses and Vehicles

Description	FY 2012 Current Budget	FY 2013 Budget	Change
Diesel Fuel	$8,390,858	$10,097,672	$1,706,814
Bus Parts	3,435,286	3,538,233	102,947
Tires and Tubes	528,478	540,135	11,657
Indirect Shop Supplies	293,834	293,834	0
Service Vehicle Parts and Fuel	567,410	673,845	106,435
Total	$ 13,215,866	$ 15,143,719	$ 1,927,853

LEASE / PURCHASE OF BUSES

PURPOSE	Fiscal Year Purchased	TYPE 36 Passenger	48 Passenger	69/57 Passenger	Total
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				0
Growth / New Programs	2010				0
Growth / New Programs	2011		3		3
Growth / New Programs	2012				0
Growth / New Programs	2013				0
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
Replacement	2010		42		42
Replacement	2011		34	62	96
Replacement	2012		63	43	106
Replacement	2013 (1)		27	62	89
Total		26	481	664	1,171

2013 (1) - Bus Replacement Schedule includes 109 buses with a reduction of 20 buses pending a state waiver request.

Department of Transportation - 344

Todd Watkins, Director II

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	1,742.250	1,733.150	1,733.150	**1,733.150**	
Position Salaries	$60,386,298	$62,840,954	$62,840,954	**$63,084,442**	$243,488
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,652,946	1,652,946	**1,652,946**	
Other		2,635,399	2,635,399	**2,635,399**	
Subtotal Other Salaries	6,483,140	4,288,345	4,288,345	**4,288,345**	
Total Salaries & Wages	66,869,438	67,129,299	67,129,299	**67,372,787**	243,488
02 Contractual Services					
Consultants					
Other Contractual		1,570,041	1,570,041	**1,621,788**	51,747
Total Contractual Services	1,274,419	1,570,041	1,570,041	**1,621,788**	51,747
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		42,991	42,991	**42,991**	
Other Supplies & Materials		13,282,224	13,282,224	**15,212,063**	1,929,839
Total Supplies & Materials	13,679,333	13,325,215	13,325,215	**15,255,054**	1,929,839
04 Other					
Local/Other Travel		76,002	76,002	**70,002**	(6,000)
Insur & Employee Benefits		1,025,148	1,025,148	**1,034,566**	9,418
Utilities					
Miscellaneous		231,193	1,008,993	**1,045,037**	36,044
Total Other	1,225,660	1,332,343	2,110,143	**2,149,605**	39,462
05 Equipment					
Leased Equipment		9,478,606	9,478,606	**9,473,736**	(4,870)
Other Equipment		18,135	18,135	**18,135**	
Total Equipment	9,183,871	9,496,741	9,496,741	**9,491,871**	(4,870)
Grand Total	$92,232,721	$92,853,639	$93,631,439	**$95,891,105**	$2,259,666

Department of Transportation - 344

Todd Watkins, Director II

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 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	K	Supervisor		1.000	1.000	1.000	**1.000**	
9	K	Auto Repair Supervisor III		1.000	1.000	1.000	**1.000**	
9	K	Bus Operations Manager		1.000	1.000	1.000	**1.000**	
9	J	Safety/Staff Development Mgr		1.000	1.000	1.000	**1.000**	
9	J	Transportation Spec - Spec Ed		.750	.750	.750	**.750**	
9	J	Transportation Depot Manager		7.000	7.000	7.000	**7.000**	
9	H	Auto Repair Supervisor II		1.000	1.000	1.000	**1.000**	
9	H	Transportation Routing Spec		1.000	1.000	1.000	**1.000**	
9	27	IT Systems Engineer		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	**1.000**	
9	25	Transport Admin Svcs Mgr		1.000	1.000	1.000	**1.000**	
9	24	Fiscal Specialist I		.750	.750	.750	**.750**	
9	23	Auto Parts Supervisor		1.000	1.000	1.000	**1.000**	
9	22	Auto Repair Supv I		4.000	4.000	4.000	**4.000**	
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		6.000	6.000	6.000	**6.000**	
9	19	Transportation Cluster Mgr		23.000	23.000	23.000	**23.000**	
9	19	Senior Trainer		1.000	1.000	1.000	**1.000**	
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	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	Wellness Coach			1.000	1.000	**1.000**	
9	17	Safety Trainer II		3.000	3.000	3.000	**3.000**	
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	Administrative Secretary III		1.000	1.000	1.000	**1.000**	
9	16	Bus Route Supervisor		80.000	80.000	80.000	**80.000**	
9	16	Transportation Router		4.000	4.000	4.000	**4.000**	
9	15	Transport Special Assistant		1.000	1.000	1.000	**1.000**	
9	15	Auto Parts Specialist		1.000	1.000	1.000	**1.000**	
9	14	Admin Operations Secretary		11.000	11.000	11.000	**11.000**	
9	14	Account Assistant III		2.000	2.000	2.000	**2.000**	
9	14	Radio Bus Operator	X	20.000	20.000	20.000	**20.000**	
9	14	Safety Trainer I		13.000	12.000	12.000	**12.000**	
9	13	Tire Repairer		2.000	2.000	2.000	**2.000**	

Department of Transportation - 344

Todd Watkins, Director II

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
9	13	Auto Parts Asst Shift 1		1.000	1.000	1.000	**1.000**	
9	13	Auto Parts Asst Shift 2		1.000	1.000	1.000	**1.000**	
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	11	Office Assistant IV		1.000	1.000	1.000	**1.000**	
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		4.000	4.000	4.000	**4.000**	
9	11	Auto Tech Apprentice Shift 3		1.000	1.000	1.000	**1.000**	
9	11	Bus Operator I	X	1,005.080	1,033.760	1,033.760	**1,033.760**	
9	11	Transportation Staff Assistant		1.000	1.000	1.000	**1.000**	
9	11	Bus Operator I Perm Sub	X	34.980				
9	10	Account Assistant I		2.000	2.000	2.000	**2.000**	
9	9	Office Assistant II		1.000	1.000	1.000	**1.000**	
9	8	Auto Service Worker Shift 1		4.000	4.000	4.000	**4.000**	
9	8	Auto Service Worker Shift 2		3.000	3.000	3.000	**3.000**	
9	8	Auto Service Worker Shift 3		5.000	5.000	5.000	**5.000**	
9	7	Bus Attendant Spec Ed	X	390.690	387.890	387.890	**387.890**	
9	6	Transportation Fueling Asst		5.000	5.000	5.000	**5.000**	
	Total Positions			**1,742.250**	**1,733.150**	**1,733.150**	**1,733.150**	

Field Trip Fund

Transportation Specialist (SPED) (J)	0.25
Fiscal Specialist (24)	0.25
Business Services Analyst (23)	1.0
Senior Field Trip Coordinator (19)	1.0
Field Trip Assistant (12)	2.0

F.T.E. Positions 4.5

Field Trip Fund—830

Todd M. Watkins, Director II 301-840-8130

Mission *The mission of the Field Trip Enterprise Fund is to provide supplemental transportation services for field trips and extracurricular activities for instructional programs, and to enrich the educational experience for Montgomery County Public Schools (MCPS) students 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 MCPS 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 support educational continuity for students whose day care providers are outside their home school area.

Trends and Accomplishments

Growth in programs and a continuing increase in demands create a significant midday need for buses. Midday programs and the limited field trip operating window reduce the availability of school buses to support field trips. These actions, coupled with the significant use of field trip services, have required efficient use of the school bus fleet. In FY 2011, more than 10,900 field trips and extracurricular trips were taken. DOT provided transportation services for 3,220 field trips, 2,703 trips for athletic events, and 1,671 buses for after-school activities. The Field Trip Unit tracked 713 trips that were funded from grants or other budgeted resources. DOT provided 944 buses to local government agencies. This included approximately 450 buses for local summer camps run by the Maryland-National Capital Park and Planning Commission, the City of Gaithersburg, and the City of Rockville. DOT also provided 679 buses for outdoor education programs and 557 buses to transport 2nd and 5th graders to The Music Center at Strathmore for music education. The downturn in the economy continues to have an impact on the number of trips, with fewer trips being funded from grants (i.e., Title I, Head Start, etc.) and fewer trip requests from other local government agencies.

DOT continues to use a web-based application for entering trip requests for field trips and extracurricular trips, and a new field trip application for managing the trip requests. The web-based application replaced the typing of field trip tickets and automated the requesting and approval of a field trip. The web-based application gives MCPS schools the ability to see the approval status of a trip and the ability to reconcile completed field trips to a Financial Management System Invoice. The field trip application interfaces with the trip request application to import trip requests from MCPS schools and eliminates the double entry of a trip request by schools and the Field Trip Unit.

Major Mandates

- DOT provides field trip transportation service in accordance with all Code of Maryland Regulations and the Board of Education policies regarding transportation services.

Strategies

- Ensure safety for all customers and stakeholders while on field trips
- Improve 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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
10,913	11,500	11,500

Explanation: DOT helps enrich student's educational experiences by providing school buses for field trips and extra-curricular activities. This is a chance to enhance the educational programs beyond the student school setting.

Budget Explanation
Field Trip Fund—830

The FY 2013 request for this fund is $2,026,046 a decrease of $96,773 from the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—($9,901)
There is a decrease of $9,901 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Realignment—($80,000)
There are a number of realignments budgeted to address priority spending needs within this fund. Specifically, there is $136,196 realigned among and between accounts budgeted within the fund. The realignments are neutral overall and reflect the actual costs and operations of this fund. Also, there is a realignment of $74,000 from this fund to the Real Estate Management Fund to support building rental costs and $6,000 to the Division of Food and Nutrition Services to support additional costs for food supplies and materials.

Other—($6,872)
The budget includes a decrease of $6,872 for social security contributions to reflect the actual costs of the fund.

Field Trip Fund - 830

Todd Watkins, Director II

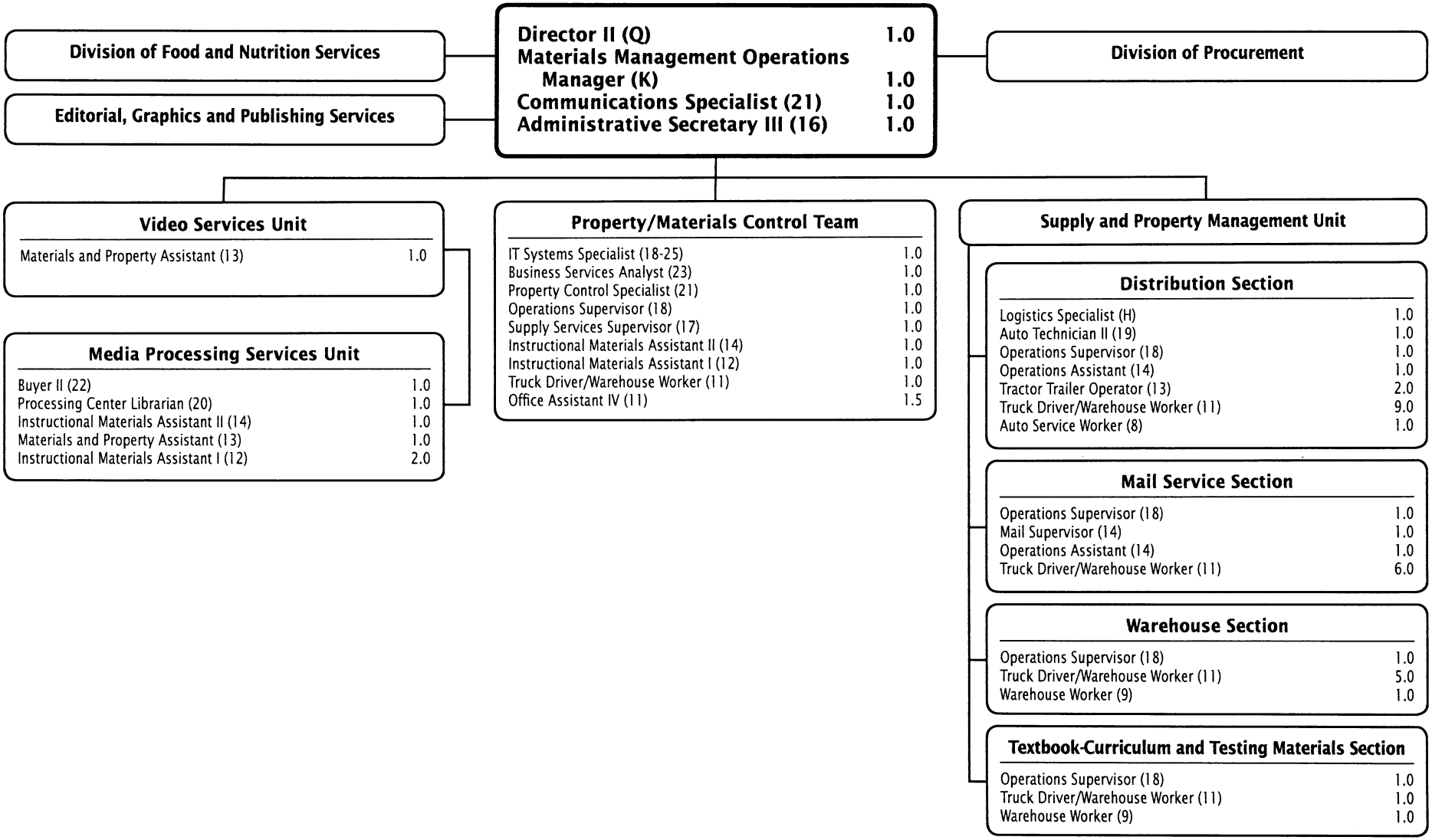
Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	4.500	4.500	4.500	**4.500**	
Position Salaries	$285,204	$302,557	$302,557	**$292,656**	($9,901)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		744,226	744,226	**856,863**	112,637
Other		255,600	255,600	**104,600**	(151,000)
Subtotal Other Salaries	873,821	999,826	999,826	**961,463**	(38,363)
Total Salaries & Wages	1,159,025	1,302,383	1,302,383	**1,254,119**	(48,264)
02 Contractual Services					
Consultants					
Other Contractual		76,411	76,411	**49,638**	(26,773)
Total Contractual Services	36,697	76,411	76,411	**49,638**	(26,773)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,091	10,091	**10,091**	
Other Supplies & Materials		549,998	549,998	**511,575**	(38,423)
Total Supplies & Materials	386,163	560,089	560,089	**521,666**	(38,423)
04 Other					
Local/Other Travel		138	138	**138**	
Insur & Employee Benefits		182,193	182,193	**198,880**	16,687
Utilities					
Miscellaneous					
Total Other	158,949	182,331	182,331	**199,018**	16,687
05 Equipment					
Leased Equipment					
Other Equipment		1,605	1,605	**1,605**	
Total Equipment		1,605	1,605	**1,605**	
Grand Total	$1,740,834	$2,122,819	$2,122,819	**$2,026,046**	($96,773)

Field Trip Fund - 830

Todd Watkins, Director II

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
71	J	Transportation Spec - Spec Ed		.250	.250	.250	**.250**	
71	24	Fiscal Specialist I		.250	.250	.250	**.250**	
71	23	Business Services Analyst		1.000	1.000	1.000	**1.000**	
71	19	Sr Field Trip Coordinator		1.000	1.000	1.000	**1.000**	
71	12	Field Trip Assistant	X	2.000	2.000	2.000	**2.000**	
	Total Positions			**4.500**	**4.500**	**4.500**	**4.500**	

Department of Materials Management



F.T.E. Positions 55.5

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

Major Functions

To support the strategic plan of the school system, the Department of Materials Management (DMM) is organized into two divisions and three units 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 Editorial, Graphics and Publishing Services unit is responsible for providing document preparation, graphic content and correspondence, including editorial support, to schools and offices. The unit is organized into five work groups; Graphics Arts, Language Arts, Printing, Central Duplicating, and Copier Equipment Services.

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 an increase in logistical support requests and an increase in supplies and textbooks delivered.

To meet the needs of customers during FY 2011, 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.

DMM and the Editorial, Graphics and Publishing Services unit 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 137 million copies were provided by this program, which equates to efficiency savings of more than 54,800 hours of school staff time. TeamWorks provides copier equipment and repair service systemwide. In FY 2011, the work group replaced 100 high-volume copiers in the schools and offices and completed preventive maintenance and repair service on the 294 high-volume copiers systemwide. Annual spending for this program continues to be well below contractual maintenance proposals solicited from commercial vendors.

DMM continues to collect customer feedback through a program called "Circle of Love." E-mail requests are sent to small groups of customers seeking their feedback on products and service programs provided by DMM. Based on this feedback, DMM adjusts delivery, distribution, and error resolution service to schools about their supplies and equipment. To be successful in providing effective customer service, DMM listens and responds to customer needs.

One major goal is to continue development of programs that shift school administrative tasks to DMM, resulting in improving the instructional time-efficiency of school staff. In FY 2010, DMM piloted the development of an inventory managed program, Ambassador Service, with the objective of improving supply efficiency. Also, DMM explored the benefits of a textbook and instructional materials tracking database. 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 the Financial Management System continue to 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 and alternative feedback methods to obtain valuable customer feedback on products and services
- Design, develop, and implement cost-effective processes and technologies that streamline the production and distribution of effective instructional, administrative, and communication support materials
- Develop a highly agile and flexible supporting services workforce capable of responding effectively to the evolving graphics and printing requirements of the schools and central offices

Performance Measures

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
98.5%	98.8%	99.0%

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 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
$0.24	$0.23	$0.22

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

Performance Measure: Number of printed pages requested by school staff and produced by the Copy-Plus workgroup of EGPS.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
137 million	150 million	165 million

Explanation: This measures the expansion of work performed centrally and the reduction of school staff time spent duplicating materials for instructional purposes. It is estimated that for every 2,500 copies generated by Copy-Plus, one hour is saved of school-based staff time that can be used for instructional planning and preparation.

Performance Measure: Average number of pages printed within the schools in between copier repair service requests by school offices and performed by the Team-Works work group of EGPS.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
52,351	54,000	56,000

Explanation: This measures the operations improvement of the high-volume copiers located in all schools and certain central offices.

Budget Explanation Department of Materials Management—351/352/354/355

The FY 2013 request for this department is $5,726,517, an increase of $170,525 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$432,184
There is an increase of $432,184 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—($144,615)
Realignments are budgeted to address priority spending needs in this department. There is a realignment of $20,826 and the elimination of a 0.5 buyer assistant I position to fund a 0.5 office assistant IV position.

There also is a shift of $144,615 and 2.0 truck driver/warehouse worker positions and a 1.0 operations assistant position from the Department of Materials Management to the Entrepreneurial Activities Fund to reflect the actual program functions within the operation.

Efficiencies and Reductions—($117,044)
There is a reduction of $57,342 and a 1.0 material and property assistant position, and $44,898 and a 1.0 truck driver/warehouse worker position. Elimination of these positions will reduce the timeliness of some deliveries and customer support. Furthermore, there is a reduction of $14,804 for postage due to increased usage of web communications.

Budget Explanation
Division of Editorial, Graphics & Publishing Services—417

The FY 2013 request for this division is $4,886,628, a decrease of $147,102 from the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$79,105
There is an increase of $79,105 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—$0
There are several realignments budgeted to address priority spending needs within this division. There is a decrease of $46,711 for contractual equipment maintenance, $21,262 for contractual services, and $4,481 for part-time salaries. There is a corresponding increase for copier lease/purchase costs and printing supplies to support the TeamWorks and Copy-Plus printing operations. Furthermore, there is a realignment of $180,000 from part-time salaries for school staff stipends related to TeamWorks. These realignments reflect the actual costs and operations of the division.

Efficiencies and Reductions—($226,207)
There is a reduction of $58,315 and a 1.0 electronic publishing assistant position, $26,992 for temporary part-time salaries, $15,000 for overtime, $58,900 for contractual maintenance, $19,000 for program supplies, $3,000 for training support, and $45,000 for replacement copiers. The impact of these reductions is minimal as a result of overall efficiencies within the division.

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

Kathleen C. Lazor, Director II

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	61.500	60.500	60.500	**55.500**	(5.000)
Position Salaries	$3,482,361	$3,508,208	$3,508,208	**$3,693,537**	$185,329
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		518,029	518,029	**518,029**	
Other		33,920	33,920	**33,920**	
Subtotal Other Salaries	973,581	551,949	551,949	**551,949**	
Total Salaries & Wages	4,455,942	4,060,157	4,060,157	**4,245,486**	185,329
02 Contractual Services					
Consultants					
Other Contractual		62,697	62,697	**62,697**	
Total Contractual Services	106,715	62,697	62,697	**62,697**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		35,164	35,164	**35,164**	
Office					
Other Supplies & Materials		467,376	467,376	**452,572**	(14,804)
Total Supplies & Materials	447,423	502,540	502,540	**487,736**	(14,804)
04 Other					
Local/Other Travel		3,791	3,791	**3,791**	
Insur & Employee Benefits					
Utilities		18,400	18,400	**18,400**	
Miscellaneous		152,595	152,595	**152,595**	
Total Other	277,878	174,786	174,786	**174,786**	
05 Equipment					
Leased Equipment		675,812	675,812	**675,812**	
Other Equipment		80,000	80,000	**80,000**	
Total Equipment	1,062,759	755,812	755,812	**755,812**	
Grand Total	$6,350,717	$5,555,992	$5,555,992	**$5,726,517**	$170,525

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

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
	351 Department of Materials Management						
1	Q Director II		1.000	1.000	1.000	**1.000**	
1	K Materials Mgt Oper Mgr		1.000	1.000	1.000	**1.000**	
1	21 Comm Spec/Web Producer		1.000	1.000	1.000	**1.000**	
1	16 Administrative Secretary III		1.000	1.000	1.000	**1.000**	
	Subtotal		**4.000**	**4.000**	**4.000**	**4.000**	
	352 Supply and Property Management Unit						
10	H Logistics Specialist		1.000	1.000	1.000	**1.000**	
10	25 IT Systems Specialist		1.000	1.000	1.000	**1.000**	
10	23 Business Services Analyst		1.000	1.000	1.000	**1.000**	
10	21 Property Control Specialist		1.000	1.000	1.000	**1.000**	
10	19 Auto Technican II Shift 1		1.000	1.000	1.000	**1.000**	
10	18 Operations Supervisor		5.000	5.000	5.000	**5.000**	
10	17 Supply Services Supervisor		1.000	1.000	1.000	**1.000**	
10	15 Buyer Assistant III		1.000				
10	14 Mail Supervisor		1.000	1.000	1.000	**1.000**	
10	14 Operations Assistant		3.000	3.000	3.000	**2.000**	(1.000)
10	14 Instruct Materials Asst II			1.000	1.000	**1.000**	
10	13 Tractor Trailer Operator		2.000	2.000	2.000	**2.000**	
10	13 Materials & Property Asst		1.000	1.000	1.000		(1.000)
10	12 Purchasing Assistant		1.500	.500	.500		(.500)
10	12 Instruct Materials Asst I			1.000	1.000	**1.000**	
10	11 Office Assistant IV		1.000	1.000	1.000	**1.500**	.500
10	11 Truck Drive/Whr Wkr Shift 1		25.000	25.000	25.000	**22.000**	(3.000)
10	9 Warehouse Worker		2.000	2.000	2.000	**2.000**	
10	8 Auto Service Worker Shift 1		1.000	1.000	1.000	**1.000**	
	Subtotal		**49.500**	**49.500**	**49.500**	**44.500**	**(5.000)**
	354 Media Processing Services Unit						
2	22 Buyer II		1.000	1.000	1.000	**1.000**	
2	20 Processing Center Librarian		1.000	1.000	1.000	**1.000**	
2	15 Buyer Assistant III		1.000				
2	14 Instruct Materials Asst II			1.000	1.000	**1.000**	
2	13 Materials & Property Asst		1.000	1.000	1.000	**1.000**	
2	12 Purchasing Assistant		2.000				
2	12 Instruct Materials Asst I			2.000	2.000	**2.000**	
	Subtotal		**6.000**	**6.000**	**6.000**	**6.000**	
	355 Video Services Unit						
2	13 Materials & Property Asst		1.000	1.000	1.000	**1.000**	

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

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
	355 Video Services Unit						
2	12 Video Services Technician II		1.000				
	Subtotal		**2.000**	**1.000**	**1.000**	**1.000**	
	Total Positions		**61.500**	**60.500**	**60.500**	**55.500**	**(5.000)**

Editorial, Graphics and Publishing Services

Supervisor (O)	1.0
Printing Supervisor (H)	1.0
Publications Manager (23)	1.0
Printing Services Supervisor (23)	1.0
Publications Art Director (23)	1.0
Communications Specialist/Web Producer (21)	1.0
Electronic Graphic Artist (20)	1.0
Graphic Designer I (18)	2.0
Lithographic Camera Operator (18)	1.0
Photographer (17)	1.0
Printing Equipment Operator III (17)	1.0
Equipment Mechanic (17)	1.0
Customer Service Specialist (16)	2.0
Digital Printing Group Leader (16)	1.0
Printing Equipment Operator II (16)	1.0
Fiscal Assistant II (15)	1.0
Copier Repair Technician (15)	4.0
Bindery Equipment Operator II (14)	3.0
Printing Equipment Operator I (14)	2.5
Administrative Secretary I (14)	1.0
Bindery Equipment Operator I (11)	7.5

F.T.E. Positions 36.0

Editorial Graphics and Publishing Services - 417

Kathy C. Lazor, Director II

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	37.000	37.000	37.000	**36.000**	(1.000)
Position Salaries	$2,128,277	$2,139,627	$2,139,627	**$2,160,417**	$20,790
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends				**180,000**	180,000
Professional Part Time					
Supporting Services Part Time		288,000	288,000	**81,008**	(206,992)
Other		93,481	93,481	**74,000**	(19,481)
Subtotal Other Salaries	348,273	381,481	381,481	**335,008**	(46,473)
Total Salaries & Wages	2,476,550	2,521,108	2,521,108	**2,495,425**	(25,683)
02 Contractual Services					
Consultants					
Other Contractual		663,060	663,060	**536,187**	(126,873)
Total Contractual Services	471,912	663,060	663,060	**536,187**	(126,873)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		985,766	985,766	**1,019,863**	34,097
Office					
Other Supplies & Materials		623,184	623,184	**608,135**	(15,049)
Total Supplies & Materials	1,579,844	1,608,950	1,608,950	**1,627,998**	19,048
04 Other					
Local/Other Travel		4,012	4,012	**4,553**	541
Insur & Employee Benefits					
Utilities					
Miscellaneous		9,600	9,600	**6,900**	(2,700)
Total Other	12,089	13,612	13,612	**11,453**	(2,159)
05 Equipment					
Leased Equipment		227,000	227,000	**215,565**	(11,435)
Other Equipment					
Total Equipment	426,234	227,000	227,000	**215,565**	(11,435)
Grand Total	$4,966,629	$5,033,730	$5,033,730	**$4,886,628**	($147,102)

Editorial Graphics and Publishing Services - 417

Kathy C. Lazor, Director II

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
1	O	Supervisor		1.000	1.000	1.000	**1.000**	
3	H	Printing Supervisor		1.000	1.000	1.000	**1.000**	
1	23	Printing Manager		1.000				
1	23	Publications Manager		1.000	1.000	1.000	**1.000**	
1	23	Publications Art Director		1.000	1.000	1.000	**1.000**	
1	23	Printing Services Supervisor			1.000	1.000	**1.000**	
3	21	Comm Spec/Web Producer		1.000	1.000	1.000	**1.000**	
1	20	Electronics Graph Artist		1.000	1.000	1.000	**1.000**	
1	18	Fiscal Assistant IV		1.000				
3	18	Graphics Designer I		2.000	2.000	2.000	**2.000**	
3	18	Lithographic Camera Op		1.000	1.000	1.000	**1.000**	
3	17	Photographer		1.000	1.000	1.000	**1.000**	
3	17	Equipment Mechanic		1.000	1.000	1.000	**1.000**	
3	17	Printing Equip Operator III		2.000	1.000	1.000	**1.000**	
3	16	Electronic Publishing Asst		1.000	1.000	1.000		(1.000)
3	16	Digital Printing Group Leader		1.000	1.000	1.000	**1.000**	
1	16	Customer Service Spec		2.000	2.000	2.000	**2.000**	
3	16	Printing Equip Operator II		1.000	1.000	1.000	**1.000**	
1	15	Fiscal Assistant II			1.000	1.000	**1.000**	
3	15	Copier Repair Technician		4.000	4.000	4.000	**4.000**	
1	14	Administrative Secretary I		1.000	1.000	1.000	**1.000**	
3	14	Administrative Secretary I		.500				
3	14	Printing Equip Operator I		1.000	2.500	2.500	**2.500**	
3	14	Bindery Equip Operator II		3.000	3.000	3.000	**3.000**	
3	11	Bindery Equip Operator I		7.500	7.500	7.500	**7.500**	
	Total Positions			**37.000**	**37.000**	**37.000**	**36.000**	**(1.000)**

Division of Procurement

Director I (P)	1.0
Senior Buyer (J)	1.0
Business Services Analyst (23)	1.0
Buyer II (22)	2.0
Buyer I (18)	3.0
Materials Support Specialist (16)	1.0
Buyer Assistant II (14)	2.0
Buyer Assistant I (12)	1.0

F.T.E. Positions 12.0

Division of Procurement—353

Philip J. McGaughey, Jr., Director I 301-251-2654

Mission *The mission of the Division of Procurement is to provide the highest quality goods and services in a timely manner at optimum cost, based on resources available. 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 Montgomery County Public Schools (MCPS).*

Major Functions

The Division of Procurement's key services include administration and oversight of the MCPS purchasing function (pre-award) and 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.

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 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, ever increasing delivery costs, 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 order to meet these rigorous demands, the division has increased its training to keep five members certified as Certified Professional Public Buyers and one member as a Certified Professional Public Officer.

In FY 2012, the Division of Procurement staff will continue to reduce total delivered costs for goods and services by engaging in additional 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 with other county agencies; 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. During FY 2010, the state passed a funding accountability law that pertains to MCPS only that provides for a web-based reporting to the public. The Board of Education has tasked the Division of Procurement with promoting outreach efforts and actively recruiting minority, female, and disabled vendors.

Strategies

- Expand the use of strategic sourcing efforts to ensure optimum value based on all dollars spent. This includes life-cycle costs for services and equipment
- 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
- Continue to increase use of purchase cards for small dollar purchases and Business to Business (B2B) transactions as needed
- Continue to use 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. Provide reporting on usage for end users in procurement planning

Performance Measures

Performance Measure 1: Number of material transactions.

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
Number of requisition lines	182,784	185,000	185,000
Number of online purchase orders	30,103	30,000	30,000
Number of purchasing card transactions	38,181	40,000	42,000

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

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 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
Division of Procurement—353

The FY 2013 request for this division is $950,246, an increase of $70,336 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$70,336
There is an increase of $70,336 for continuing salary costs to reflect step or longevity increases for current employees.

Division of Procurement - 353

Philip McGaughey, Director I

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	12.000	12.000	12.000	**12.000**	
Position Salaries	$911,308	$867,515	$867,515	**$937,851**	$70,336
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	911,308	867,515	867,515	**937,851**	70,336
02 Contractual Services					
Consultants					
Other Contractual		1,750	1,750	**1,750**	
Total Contractual Services	1,352	1,750	1,750	**1,750**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		4,301	4,301	**4,301**	
Other Supplies & Materials					
Total Supplies & Materials	3,820	4,301	4,301	**4,301**	
04 Other					
Local/Other Travel		6,344	6,344	**6,344**	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	3,760	6,344	6,344	**6,344**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$920,240	$879,910	$879,910	**$950,246**	$70,336

Division of Procurement - 353

Philip McGaughey, Director I

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
1	P	Director I		1.000	1.000	1.000	**1.000**	
1	J	Senior Buyer		1.000	1.000	1.000	**1.000**	
1	23	Business Services Analyst		1.000	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	16	Materials Support Specialist			1.000	1.000	**1.000**	
1	15	Buyer Assistant III		1.000				
1	14	Buyer Assistant II		1.000	2.000	2.000	**2.000**	
1	13	Materials & Property Asst		1.000				
1	12	Buyer Assistant I				1.000	**1.000**	
1	12	Purchasing Assistant		1.000	1.000			
	Total Positions			**12.000**	**12.000**	**12.000**	**12.000**	

Division of Food and Nutrition Services

Director I (P)	**1.0**
Assistant Director (N)	**1.0**
Wellness Specialist (23)	**1.0**
Communications Assistant (16)	**1.0**
Administrative Secretary II (15)	**1.0**

Operations/Monitoring

Food Services Supervisor II (H)	1.0
Food Services Supervisor I (G)	6.0
Food Service Field Manager (17)	6.0
Family Day Care Manager (16)	1.0
Data Systems Operator (13)	2.0
Family Day Care Assistant (12)	0.75
Office Assistant IV (11)	1.0
Office Assistant IV—CPF (11)	1.0

Schools

School-based Positions	445.76

Production

CPF/Warehouse Operations Specialist (J)	1.0
Food Services Supervisor II (H)	1.0
Cafeteria Manager V—CPF (16)	3.0
Food Services Special Program Manager (16)	1.0
CPF Mechanic (15)	1.0
Cafeteria Manager II (14)	1.0
CPF Worker II (9)	2.0
General Maintenance Worker I (9)	1.0
Catering Service Worker (6)	2.0
CPF Worker I (6)	40.438
Cafeteria Worker I (6)	2.0
Food Service Sanitation Technician—CPF (6)	5.0

Warehousing and Distribution

Logistics Specialist (H)	1.0
Operations Supervisor (18)	1.0
Auto Technician I (17)	1.0
Supply Service Supervisor (17)	1.0
Buyers Assistant II (14)	1.0
Operations Assistant (14)	1.0
Operations Assistant (14/ND)	1.0
Office Assistant IV (11)	2.0
Truck Driver/Warehouse Worker (11)	23.0
Truck Driver/Warehouse Worker (11/ND)	6.0
Warehouse Worker (9)	7.0
Auto Service Worker (8)	1.0

Fiscal Control

Fiscal Specialist I (24)	1.0
Account Technician II (19)	1.0
Account Payable Assistant (14)	1.0

Technical Services

Supervisor (K)	1.0
IT Systems Specialist (18–25)	1.0
IT Services Technician Assistant II (16)	2.0

F.T.E. Positions 582.948

(Includes 445.76 school-based positions shown on K–12 charts)

ND Night Differential = Shift 3

Division of Food and Nutrition Services—810/811/812/813/814/815

Marla R. Caplon, Director I 301-840-8170

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 successful students serve meals in an innovative learning environment, respectful of each student's needs and differences.*

Major Functions

The Division of Food and Nutrition Services (DFNS) 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.

DFNS 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 (MMFA) program that provides breakfast, at no charge, to all students in the classrooms at 31 schools and the Fresh Fruit and Vegetable Program in 7 elementary schools. It administers the Free and Reduced-price Meals System (FARMS) program for students, provides meals to low-income children during the summer, and monitors meal service in licensed family day care homes. DFNS also participates in the at-risk after-school snack and after-school supper program to students up to the age of 18 in eligible school based programs. It provides nutrition education services and meals to nonprofit day care centers and after-school programs.

DFNS coordinates nutrition education initiatives with school administrators, staff, parents, and communities to fully develop the "Team Nutrition" concept and strengthen the classroom/cafeteria connection. Board of Education Policy JPG, Wellness: Physical and Nutritional Health, is fully implemented and embraced by all schools. The division supervises the systemwide vending contract for all schools and offices.

The central production facility processes food for 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 FARMS 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 2011, 31 percent of the student population was eligible to participate in FARMS. This number continues to grow. During FY 2012, DFNS will continue to not charge eligible students the 30 cents reduced-price for breakfast. This will continue to encourage more students who are most in need to participate in the breakfast program.

MCPS continues to plan menus to provide well-balanced, nutritious, and affordable meals that students enjoy and that help prepare them 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. All 132 MCPS elementary schools have received the bronze level award for the Healthy US School Challenge; an award given by the United States Department of Agriculture. Focus groups are held with parents and students at the elementary, middle, and high school levels to hear their perceptions and feedback on meal quality and value and the customer service provided by division's staff. Program changes, when possible, are implemented based on the responses. Cafeteria managers share their best practices at training meetings.

DFNS has been actively addressing the childhood overweight and obesity epidemic through collaboration with 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 schools' implementation by working directly with the various companies providing vending services. The division, along with the Division of Procurement, has successfully implemented a systemwide vending contact for snacks and beverages. Staff in the division also has been involved in community forums relating to childhood obesity.

DFNS 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 students by increasing their awareness of the impact of good nutrition and regular physical activity. Division staff members are active participants on the School Health Council and MCPS Action for Healthy Kids, as well as Maryland Action for Healthy Kids.

DFNS has been an active participant in MMFA since 1998. There are 31 schools included in the program for the 2011–2012 school year. 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.

There has been a collaborative effort with the Montgomery County Government in providing a Summer Food Service Program serving meals during the summer months to students of low-income families. During FY 2011, 121,624 breakfasts and 165,458 lunches were served. Additionally, there were eight walk-in sites serving students.

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, including FARMS 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.

DFNS completed a Six Sigma project that reviewed and improved the ordering process used by elementary schools. The action steps of the project have been fully implemented and the results sustained. The division continued the Six Sigma initiative to increase lunch participation by conducting focus groups, presentations to Parent Teacher Association groups and school staff tested menu changes at the middle school level.

Centralized and automated food service operations keep food cost well below the industry standard. In FY 2011, food cost was 33 percent of revenues compared to the industry standard of 45 percent.

DFNS 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 current economic condition has had a significant impact on school breakfast and lunch programs and has intensified long-term trends that impact the financial operation of the program. Despite multiyear initiatives to address a financial shortfall, it is necessary to provide limited general fund financial support for the enterprise fund. This will be done primarily through support for the cost of employee benefits and occurred in FY 2009, FY 2010, and FY 2011. 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 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)
- Set a goal of increasing lunch participation by 10 students in all elementary cafeterias and monitor performance measures to ensure the goal is met.

Performance Measures

Performance Measure: Elementary lunch participation reaches 60 percent of enrollment by FY 2014.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
53%	55%	56%

Explanation: This measures customer satisfaction, with consideration of the economic downturn, at the elementary school level.

Performance Measure: Secondary school meal participation reaches 34 percent of enrollment by FY 2014.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
31%	32%	33%

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

Performance Measure: 100 percent of cafeteria managers rank "satisfaction with job" at three or higher on a five-point scale on the annual Food Services Manager Survey.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
100%	100%	100%

Explanation: This is a human resource results measurement that provides information on how employees feel about the quality of their workplace environment and the opportunities for professional development.

Budget Explanation Division of Food and Nutrition Services—810/811/812/813/814/815

The FY 2013 request for this division is $47,476,295, an increase of $579,250 over the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$311,064
There is an increase of $311,064 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—$73,000
There are a number of realignments budgeted to address priority spending needs within this division. Specifically, there is $1,081,162 realigned among and between accounts budgeted in the functional units of administration, school-based services, warehouse operations, and the central production facility. The realignments reflect the actual costs and operations of these units. In addition, there is a realignment of $67,000 from the Entrepreneurial Activities Fund and $6,000 from the Field Trip Fund to this division to support additional costs for food supplies and materials.

Other—$195,186
Due to projected changes in employee health benefit rates within the division, the budget includes an increase of $195,186.

Selected Expenditure Information

Supplies and Materials for Division of Food and Nutrition Services

	FY 2012 Budget	FY 2013 Budget	Change
Meat, Fish, and Poultry	4,379,408	4,379,408	-
Fruits and Vegetables	1,552,111	1,594,388	42,277
Dairy Products	3,097,400	3,249,057	151,657
Groceries	2,459,624	2,366,974	(92,650)
Bakery Goods	1,454,115	1,387,556	(66,559)
Ice Cream	200,120	200,240	120
Disposables	1,545,000	1,674,325	129,325
Other	271,000	226,200	(44,800)
Total	14,958,778	15,078,148	119,370

Division of Food and Nutrition Services - 810/811/812/813/814/815

Marla Caplon, Director I

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	583.448	583.448	583.448	**582.948**	(.500)
Position Salaries	$17,429,389	$18,690,408	$18,690,408	**$18,841,864**	$151,456
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		586,064	586,064	**491,950**	(94,114)
Other		71,065	71,065	**64,530**	(6,535)
Subtotal Other Salaries	667,633	657,129	657,129	**556,480**	(100,649)
Total Salaries & Wages	18,097,022	19,347,537	19,347,537	**19,398,344**	50,807
02 Contractual Services					
Consultants					
Other Contractual		1,104,028	1,104,028	**1,192,028**	88,000
Total Contractual Services	1,014,980	1,104,028	1,104,028	**1,192,028**	88,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		14,958,778	14,958,778	**15,078,148**	119,370
Total Supplies & Materials	13,809,866	14,958,778	14,958,778	**15,078,148**	119,370
04 Other					
Local/Other Travel		130,385	130,385	**128,385**	(2,000)
Insur & Employee Benefits		10,943,711	10,943,711	**11,283,706**	339,995
Utilities					
Miscellaneous		145,000	145,000	**145,000**	
Total Other	10,133,836	11,219,096	11,219,096	**11,557,091**	337,995
05 Equipment					
Leased Equipment		267,606	267,606	**250,684**	(16,922)
Other Equipment					
Total Equipment	77,555	267,606	267,606	**250,684**	(16,922)
Grand Total	$43,133,259	$46,897,045	$46,897,045	**$47,476,295**	$579,250

Division of Food and Nutrition Services - 810/811/812/813/814/815

Marla Caplon, Director I

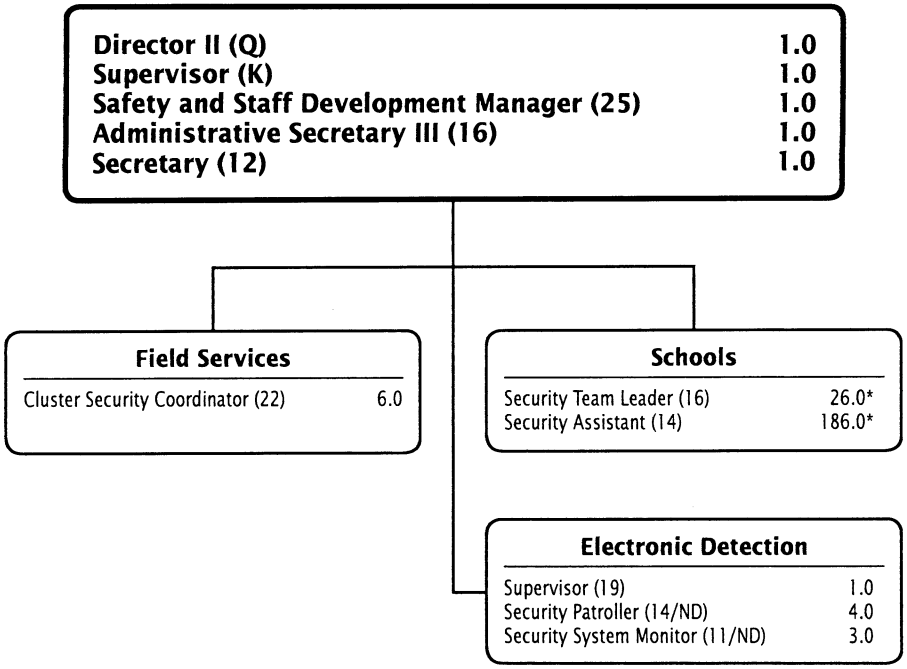
CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
61	P	Director I		1.000	1.000	1.000	**1.000**	
61	N	Assistant Director I		1.000	1.000	1.000	**1.000**	
61	K	Supervisor		1.000	1.000	1.000	**1.000**	
61	J	CPF/Warehouse Operations Spec		1.000	1.000	1.000	**1.000**	
61	H	Food Services Supervisor II		1.000	1.000	2.000	**2.000**	
61	H	Logistics Specialist		1.000	1.000	1.000	**1.000**	
61	G	Food Services Supervisor I		7.000	7.000	6.000	**6.000**	
61	25	IT Systems Specialist		1.000	1.000	1.000	**1.000**	
61	25	Process Improvement Analyst		1.000	1.000	1.000		(1.000)
61	24	Fiscal Specialist I		1.000	1.000	1.000	**1.000**	
61	23	Wellness Specialist		1.000	1.000	1.000	**1.000**	
61	19	Account Technician II		1.000	1.000	1.000	**1.000**	
61	18	Operations Supervisor		1.000	1.000	1.000	**1.000**	
61	17	Food Service Field Manager	X	6.000	6.000	6.000	**6.000**	
61	17	Auto Technican I Shift 1		1.000	1.000	1.000	**1.000**	
61	17	Supply Services Supervisor		1.000	1.000	1.000	**1.000**	
61	16	Communications Assistant		1.000	1.000	1.000	**1.000**	
61	16	IT Services Tech Asst II		2.000	2.000	2.000	**2.000**	
61	16	Cafeteria Manager IV	X	37.000	37.000	37.000	**37.000**	
61	16	Food Svcs Spec Prog Mgr		2.000	2.000	2.000	**1.000**	(1.000)
61	16	CPF Manager V		1.000	1.000	1.000	**1.000**	
61	16	CPF Manager V		2.000	2.000	2.000	**2.000**	
61	16	Family Day Care Manager		1.000	1.000	1.000	**1.000**	
61	15	Administrative Secretary II		1.000	1.000	1.000	**1.000**	
61	15	Cafeteria Manager III	X	18.000	18.000	18.000	**18.000**	
61	15	CPF Mechanic		1.000	1.000	1.000	**1.000**	
61	14	Administrative Secretary I		1.000	1.000	1.000		(1.000)
61	14	Accounts Payable Assistant		1.000	1.000	1.000	**1.000**	
61	14	Cafeteria Manager II	X	4.750	4.750	4.750	**5.750**	1.000
61	14	Cafeteria Manager II 9 mo		1.000	1.000	1.000	**1.000**	
61	14	Buyer Assistant II		1.000	1.000	1.000	**1.000**	
61	14	Operations Assistant		1.000	1.000	1.000	**1.000**	
61	14	Operations Assist Shift 3		1.000	1.000	1.000	**1.000**	
61	13	Data Systems Operator		1.000	1.000	1.000	**2.000**	1.000
61	13	Cafeteria Manager I	X	4.000	4.000	4.000	**4.000**	
61	12	Food Services Satellite Mgr	X	22.000	22.000	22.000	**22.000**	
61	12	Family Day Care Assistant	X	.750	.750	.750	**.750**	
61	11	Office Assistant IV		3.000	3.000	3.000	**3.000**	
61	11	Office Assistant IV CPF	X	2.000	2.000	2.000	**1.000**	(1.000)
61	11	Food Svc Satellite Mgr II	X	44.760	44.760	44.760	**44.760**	
61	11	Truck Drive/Whr Wkr Shift 1		7.000	7.000	7.000	**7.000**	
61	11	Truck Drive/Whr Wkr Shift 1		16.000	16.000	16.000	**16.000**	
61	11	Truck Drive/Wrh Wkr Shift 3		6.000	6.000	6.000	**6.000**	
61	10	Satellite Manager I	X	37.000	37.000	37.000	**37.750**	.750

Division of Food and Nutrition Services - 810/811/812/813/814/815

Marla Caplon, Director I

CAT		DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
61	9	Warehouse Worker	X	5.000	5.000	5.000	**5.000**	
61	9	Warehouse Worker		2.000	2.000	2.000	**2.000**	
61	9	CPF Worker II	X	2.000	2.000	2.000	**2.000**	
61	9	General Maintenance Worker I		1.000	1.000	1.000	**1.000**	
61	8	Auto Service Worker Shift 1		1.000	1.000	1.000	**1.000**	
61	7	Cafeteria Perm Substitute	X	21.500	21.500	21.500	**21.500**	
61	6	Cafeteria Worker I 9 mo		78.000	78.000	78.000	**78.500**	.500
61	6	Cafeteria Worker I	X	177.000	177.000	177.000	**177.000**	
61	6	Cafeteria Worker I		1.000	1.000	1.000	**1.500**	.500
61	6	CPF Worker I	X	40.688	40.688	40.688	**40.438**	(.250)
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**	
	Total Positions			**583.448**	**583.448**	**583.448**	**582.948**	**(.500)**

Department of School Safety and Security



F.T.E. Positions 19.0

(*In addition, there are 212.0 school-based positions shown here and in K–12 Instruction (Chapter 1) and Office of Special Education and Student Services (Chapter 5) charts)

ND Night Differential = Shifts 2 and 3

Department of School Safety and Security—337

Robert B. Hellmuth, Director 301-279-3066

Mission *The mission of the Department of School Safety and Security is to promote 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 high student achievement.*

Major Functions

The Department of School Safety and Security (DSSS) provides 24-hour security service for Montgomery County Public Schools (MCPS). Department staff members have built and maintained close professional relationships with local, state, and federal law enforcement agencies and school administrators. The department works closely with school administrators to coordinate the proper supervision and evaluation of security personnel assigned to secondary schools and other facilities.

DSSS 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 continually are reviewing and assessing the preparedness of school-based staff to react in emergency situations.

DSSS staff members facilitate the design and installation of all new security systems. The physical security upgrades include IP-based digital security cameras in all secondary schools, access control systems in all elementary schools, and visitor management systems in all schools.

DSSS 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 assessment for all existing schools and facilities. Department staff members investigate and recommend corrective action regarding serious security issues. They also work with schools and facilities to develop individual comprehensive emergency plans.

DSSS's Electronic Detection Section monitors perimeter intrusion, motion detectors, glass breakage, refrigeration, boiler, and power outage alarms at all MCPS schools and facilities after hours, on weekends, and on holidays. Security patrollers respond to schools and facilities for reports of alarms, burglaries, vandalism, suspicious individuals, trespassers, and various other calls for service.

Department staff coordinates with the MCPS Office of Human Resources and Development staffing analyst to review all prospective employee applications and conducts screening interviews. Department cluster security coordinators actively participate in all school-based interviews of security personnel. The department director and supervisor participate in all school-based interviews of security team leader candidates.

Trends and Accomplishments

Security staff is trained and expected to be prepared to help school administrators manage 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 respect, understand, and communicate effectively with students of different cultural and ethnic backgrounds.

Security staff is mindful of the loss/crime prevention responsibility of their jobs. A multifaceted safety and security program is critical to creating a safe and secure learning environment and protecting school system assets. Department staff members conduct annual security assessments at all 63 secondary school sites in coordination with school-based security staff. Department cluster security coordinators conduct annual security assessments at all 131 elementary school sites.

Working collaboratively, the Montgomery County Department of Police and MCPS have a School Resource Officer (SRO) program. This program dedicates sworn Montgomery County police officers to work with schools. These officers are trained in emergency preparedness, emergency management, 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 works closely with SROs to coordinate services. Due to the County's budget constraints, the police department was forced to reduce the number of SROs from nine to six.

Accomplishments include training security staff members in current legislation and laws that apply to their school-related responsibilities. Staff also received training in substance abuse intervention and referral assistance strategies. School-based security staff is trained and certified in First Responder First Aid, CPR, and the use of automated external defibrillators. Department staff continues to play an integral part in the development of local comprehensive school emergency plans.

Department staff is responsible for the establishment, review, and approval of the school emergency plan for the 201 schools and numerous facilities. These actions fulfill the state of Maryland required mandate to review and revise all public school emergency plans each year. Staff has provided emergency preparedness training to more than 5,300 school system employees and more than 250 private school administrators and staff. Updated versions of the emergency preparedness training have been developed and delivered to many staff members who have completed the basic course. Training content is updated constantly to reflect the latest trends and information available from local, state, and federal sources. Administrators, along with the members of their onsite emergency team, are required to attend emergency preparedness training during the 2011–2012 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 management. Emergency response team members have participated in several school-based emergency tabletop simulation exercises to test the components of the ERP and the school system's ability to respond to and manage an emergency. MCPS has participated in a full functional exercise for emergency preparedness with several county agencies. The MCPS ERP and the local school emergency plan are aligned with the Montgomery County Emergency Operations Plan, allowing for seamless integration and coordination of response to an emergency. 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 in responding to critical incidents. Staff conducts site assessments at all schools and makes recommendations to principals to enhance the safety and security of those facilities. The U.S. Department of Education has recognized MCPS as one of the leading school districts in the nation for emergency preparedness. Security staff trains other staff members on the proper use of the Visitor Management Systems, coordinates the use of private radio codes, assists in the design of closed-circuit television camera systems, and makes recommendations on the use of other security-related equipment.

The department continues to coordinate the school system's identification card initiative for all nonschool-based employees. The department coordinates with school administrators to provide supervisory and evaluative input for security personnel. The department also works with security team leaders and administrators to develop and provide specific support for cluster middle schools. These partnerships have strengthened the department's relationships with principals and other administrators. Laws, regulations, and procedural guidelines for individual safety require 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 maintains a Memorandum of Understanding (MOU) implemented in Fiscal Year (FY) 2007 (revised in 2010) among Montgomery County Public Schools, the Montgomery County Department of Police, and the Montgomery County State's 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.

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 50 specific serious crimes. The department is the official designee of the superintendent of schools to receive this information. Information immediately is reported to the student's principal. Department staff has been given the assignment of recording and following up on student arrests reported each year.

The department is responsible for providing and maintaining state certification that requires all schools to develop emergency plans as outlined in the Code of Maryland Regulations 13A.02.02.01.04 Emergency Plans. The comprehensive school emergency plan is revised each year and submitted to the department for review and approval. The department provides all Montgomery County public safety agencies with an electronic copy of the approved school emergency plans.

The Maryland Safe Schools Act of 2010 mandates school districts in Maryland to develop a policy or regulation to address gangs, gang activity, and other similar destructive or illegal group behavior in schools. This legislation also requires school districts to provide educational awareness programs for students, staff, volunteers, and parents along with a teacher and administrator development program that trains teachers and administrators to implement the policy or regulation. Department staff is working with the Department of Student Services, the Office of Shared Accountability, the Montgomery County Department of Police, the Montgomery County State's Attorney's Office, the Montgomery County Department of Health and Human Services, and the Maryland State Police to accomplish this mandate.

Strategies

- Develop mechanisms and guidelines to disseminate information to customers and stakeholders
- Identify training needs and develop courses that are designed to enhance emergency preparedness and safety and 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 webpage
- Meet with stakeholders and public safety personnel pertaining to safety and security issues and concerns

Performance Measures

Performance Measure: Number of emergency districtwide preparedness training sessions for administrative, professional, and support staff.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
9	34	34

Explanation: Number of sessions linked to systemwide emergency preparedness training needs.

Performance Measure: Percentage of schools that successfully complete the minimum required number of emergency preparedness drills.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
95%	97%	100%

Explanation: Department cluster security coordinators coordinate with administrators and facilitate the completion of four scenario-based emergency preparedness drills at all schools each school year.

Performance Measure: Percentage of schools that have submitted their school emergency plans, prior to the beginning of the school year, as required.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
100%	100%	100%

Explanation: The department facilitates formulation, submission, and approval of state-mandated school emergency plans.

Performance Measure: Percentage of school-based onsite emergency team (OSET) members that receive formal emergency preparedness training and have the awareness and knowledge of MCPS emergency procedures.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
70%	80%	100%

Explanation: Percentage of OSET staff members who completed the training and are knowledgeable about MCPS emergency procedures. Percentages take into account annual turnover of school-based staff.

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

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
86%	90%	100%

Explanation: Based on post-training customer evaluation surveys.

Performance Measure: Percentage of improvement of staff's knowledge of emergency procedures.

FY 2011 Actual	FY 2012 Estimate	FY 2013 Recommended
23%	25%	40%

Explanation: Percentage shows increase in scores using a pre- and post-class questionnaire.

Budget Explanation Department of School Safety and Security—337

The FY 2013 request for this department is $1,749,904, a decrease of $3,747 from the current FY 2012 budget. An explanation of this change follows.

Continuing Salary Costs—$54,673
There is an increase of $54,673 for continuing salary costs to reflect step or longevity increases for current employees.

Efficiencies and Reductions—($58,420)
There is a reduction of $58,420 and a 1.0 security patroller shift 2 position. Improvements in school alarm systems and increased installations of cameras permit a reduction in the number of daily school and facility inspections.

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

Description	FY 2011 Actual	FY 2012 Budget	FY 2012 Current	**FY 2013 Request**	FY 2013 Change
01 Salaries & Wages					
Total Positions (FTE)	20.000	20.000	20.000	**19.000**	(1.000)
Position Salaries	$1,510,497	$1,480,260	$1,480,260	**$1,476,513**	($3,747)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		120,387	120,387	**120,387**	
Other		29,605	29,605	**29,605**	
Subtotal Other Salaries	145,956	149,992	149,992	**149,992**	
Total Salaries & Wages	1,656,453	1,630,252	1,630,252	**1,626,505**	(3,747)
02 Contractual Services					
Consultants					
Other Contractual		57,000	57,000	**57,000**	
Total Contractual Services	63,780	57,000	57,000	**57,000**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,605	2,605	**2,605**	
Other Supplies & Materials		56,000	56,000	**56,000**	
Total Supplies & Materials	53,089	58,605	58,605	**58,605**	
04 Other					
Local/Other Travel		250	250	**250**	
Insur & Employee Benefits					
Utilities					
Miscellaneous		850	850	**850**	
Total Other	850	1,100	1,100	**1,100**	
05 Equipment					
Leased Equipment		6,694	6,694	**6,694**	
Other Equipment					
Total Equipment	18,533	6,694	6,694	**6,694**	
Grand Total	$1,792,705	$1,753,651	$1,753,651	**$1,749,904**	($3,747)

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

CAT	DESCRIPTION	10 Mon	FY 2011 ACTUAL	FY 2012 BUDGET	FY 2012 CURRENT	**FY 2013 REQUEST**	FY 2013 CHANGE
10	Q Director II		1.000	1.000	1.000	**1.000**	
10	K Supervisor		1.000	1.000	1.000	**1.000**	
10	25 Safety & Staff Dev Manager		1.000	1.000	1.000	**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	16 Administrative Secretary III		1.000	1.000	1.000	**1.000**	
10	14 Security Patroller Shift 2		3.000	3.000	3.000	**2.000**	(1.000)
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	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		**20.000**	**20.000**	**20.000**	**19.000**	**(1.000)**