

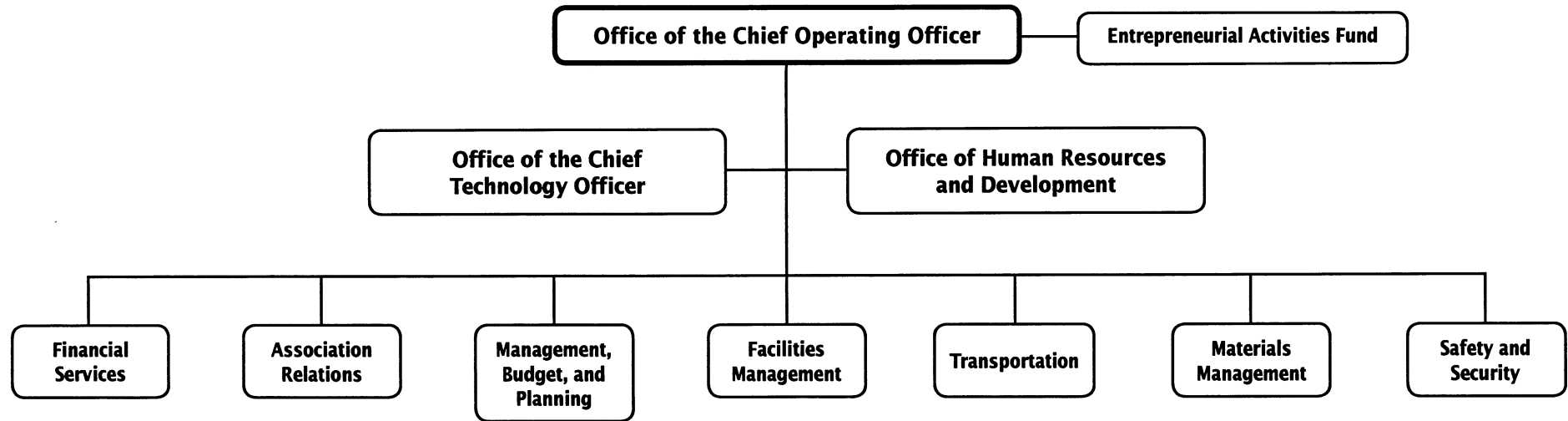
## Office of Chief Operating Officer

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

OBJECT OF EXPENDITURE	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 BUDGET	FY 2014 CHANGE
<b>POSITIONS</b>					
Administrative	36.000	35.000	35.000	34.701	(.299)
Business/Operations Admin.	50.000	50.000	50.000	49.629	(.371)
Professional	2.000	2.000	2.000	4.000	2.000
Supporting Services	4,175,173	4,180,673	4,183,273	4,203,713	20,440
<b>TOTAL POSITIONS</b>	<b>4,263,173</b>	<b>4,267,673</b>	<b>4,270,273</b>	<b>4,292,043</b>	<b>21,770</b>
<b>01 SALARIES &amp; WAGES</b>					
Administrative	\$4,695,832	\$4,663,385	\$4,663,385	\$4,654,733	(\$8,652)
Business/Operations Admin.	4,408,632	4,669,516	4,669,516	4,697,005	27,489
Professional	232,720	235,001	235,001	457,374	222,373
Supporting Services	159,116,745	169,057,397	169,081,553	170,271,887	1,190,334
<b>TOTAL POSITION DOLLARS</b>	<b>168,453,929</b>	<b>178,625,299</b>	<b>178,649,455</b>	<b>180,080,999</b>	<b>1,431,544</b>
<b>OTHER SALARIES</b>					
Administrative					
Professional	393,158	845,766	822,251	578,347	(243,904)
Supporting Services	13,447,158	14,013,877	14,013,877	14,689,019	675,142
<b>TOTAL OTHER SALARIES</b>	<b>13,840,316</b>	<b>14,859,643</b>	<b>14,836,128</b>	<b>15,267,366</b>	<b>431,238</b>
<b>TOTAL SALARIES AND WAGES</b>	<b>182,294,245</b>	<b>193,484,942</b>	<b>193,485,583</b>	<b>195,348,365</b>	<b>1,862,782</b>
<b>02 CONTRACTUAL SERVICES</b>	<b>9,768,796</b>	<b>11,111,772</b>	<b>11,076,242</b>	<b>11,073,194</b>	<b>(3,048)</b>
<b>03 SUPPLIES &amp; MATERIALS</b>	<b>39,372,030</b>	<b>40,226,650</b>	<b>41,226,250</b>	<b>42,205,579</b>	<b>979,329</b>
<b>04 OTHER</b>					
Local/Other Travel	264,039	303,398	311,898	320,008	8,110
Insur & Employee Benefits	460,485,981	505,159,508	505,186,297	526,565,354	21,379,057
Utilities	37,122,955	38,347,419	38,347,419	37,150,103	(1,197,316)
Miscellaneous	8,669,993	9,450,484	9,450,484	8,086,218	(1,364,266)
<b>TOTAL OTHER</b>	<b>506,542,968</b>	<b>553,260,809</b>	<b>553,296,098</b>	<b>572,121,683</b>	<b>18,825,585</b>
<b>05 EQUIPMENT</b>	<b>11,949,320</b>	<b>12,000,391</b>	<b>12,000,391</b>	<b>12,074,692</b>	<b>74,301</b>
<b>GRAND TOTAL AMOUNTS</b>	<b>\$749,927,359</b>	<b>\$810,084,564</b>	<b>\$811,084,564</b>	<b>\$832,823,513</b>	<b>\$21,738,949</b>

# Chief Operating Officer—Overview



Chapter 8 – 3

F.T.E. Positions 4,292.043

(In addition, there are 67.5 Capital Budget positions, 21.0 from ICB, 28.67 funded by Employee Benefits Trust Fund. There are 1,951.76 school-based positions shown on K-12 charts.)

# Office of the Chief Operating Officer

<b>Chief Operating Officer</b>	<b>1.0</b>
<b>Executive Assistant (P)</b>	<b>2.0</b>
<b>Director I (P)</b>	<b>2.0</b>
<b>Supervisor (O)</b>	<b>1.0</b>
<b>Business &amp; Fiscal Administrator (I)</b>	<b>1.0</b>
<b>Instructional Specialist (B-D)</b>	<b>1.0</b>
<b>Fiscal Specialist I (24)</b>	<b>1.0</b>
<b>Administrative Services Manager III (19)</b>	<b>1.0</b>
<b>Copy Editor/Administrative Secretary I (17)</b>	<b>1.0</b>
<b>Administrative Services Manager (17)</b>	<b>1.0</b>
<b>Appeals/Transfer Control Assistant (16)</b>	<b>1.0</b>
<b>Fiscal Assistant II (15)</b>	<b>1.0</b>
<b>Administrative Secretary II (15)</b>	<b>1.0</b>
<b>Administrative Secretary I (14)</b>	<b>1.0</b>
<b>Secretary (12)</b>	<b>1.5</b>



**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 superintendents to ensure the implementation of the Board of Education's goals and academic priorities. OCOO works closely with the deputy superintendents and the Executive Leadership Team to act as a Professional Learning Community (PLC) focused on system priorities. 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 with 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. OCOO leadership staff is using what they are learning about the characteristics of successful PLCs to lead their offices and departments. Also, in order to provide high-quality customer service, service contracts are being developed.

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 (IGOE) 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 to do the following: plan effectively; budget accurately; spend as planned; provide budget-related information; develop budget data and forecasts; assist units with applying for, acquiring 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 that teachers and paraeducators are designated as "highly qualified." MCPS Careers is a secure, web-based application designed to streamline processes, improve communication, reduce costs, and 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.

OCOO, through the Department of School Safety and Security, works with all schools and facilities in developing and updating individual emergency plans. The school district has revised its emergency preparedness procedures to become compliant with the National Incident Management System. As a result, in lieu of the terms Code Red and Code Blue, used to initiate emergency procedures, the district has adopted plain language terms—Lockdown, Evacuate, and Shelter. This makes expectations clear to everyone when responding to emergencies. Due to budget constraints, the School

Resource Officer Program will remain at six officers during FY 2014. This number is down from 28 officers two years ago. A security initiative continues in FY 2014 that includes the installation of digital closed-circuit television camera systems in all middle and high schools. To date, the camera project has been completed in 36 middle schools and 18 high schools.

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.

OCOO, through the Office of the Chief Technology Officer (OCTO), continues to expand myMCPS, the online learning community, by providing a parent and student portal where teachers and school administrators can collaborate with each other and with students and parents. myMCPS will include classroom collaborative spaces as well as the ability to target messages to individual students, parents, and staff members. It also will include dynamic and informative views of student and school-level data to support teachers and school administrators in using this data to make informed instructional decisions for students. In addition, OCTO, in partnership with the Office of Curriculum and Instructional Programs, also has begun implementing the Destiny library management system, which provides schools with a centralized K-12 resource management system. Destiny will facilitate a stronger alignment between the library media programs and classroom instruction. It also will strengthen the library media specialists' role in helping students develop 21st century learning skills. Staff and students will have access to Destiny through the Internet from any location. Another important collaborative effort involves OCTO's work with the Department of Transportation and the Office of Special Education and Student Services to improve the process for managing transportation requests for students receiving special education services. MCPS school administrators, Individualized Education Program (IEP) teams, and central services staff now use the online Student Transportation Action Request (STAR) to establish, change, or stop transportation for eligible special education students. Implementation of this automated process greatly reduces the time required to process and manage these transportation requests.

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 school 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 the Editorial, Graphics & Publishing Services Unit, 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, the Department of 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 utilize successful practices attributed to Professional Learning Communities (PLCs), to develop service contracts to those we serve and support, and to develop and implement equitable practices in the workplace. These practices are aligned with 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 summer 2007, turmoil in the nation's housing market led to the deepest economic decline since the Great Depression. The bursting of the housing "bubble" had devastating implications for banks holding large amounts of mortgage debt. Home buyers who should not have been qualified for mortgages defaulted on their loans and foreclosures escalated, which led to a credit crisis that has rippled through the economy and led to millions of job losses and a national unemployment rate that was last reported to be 8.1 percent in April 2012. The credit crisis and related job losses also have 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.

The National Bureau of Economic Research, considered the arbiter of recessions, declared the recession—that began in December 2007—to be over in June 2009. This was the longest economic downturn since the Great Depression. The depth and length of this recession resulted in it being labeled the "Great Recession." Despite the declaration that the recession has ended, full recovery—especially in terms of employment—is expected to be a slow process. In addition, clouding the economic future in the United States is the debt crisis in many European countries. This debt crisis threatens the European Union, the Euro currency, and, consequently, the economic health of this important market. Also troubling is the continuing malfeasance of some financial institutions, despite the condemnations of this behavior that have been expressed in recent years.

The impact of the recession has been less severe in Montgomery County, compared with other parts of the country. In June 2012, the Maryland unemployment rate was 7.0 percent and the Montgomery County unemployment rate was 5.4 percent. In Montgomery County, the 5.4 percent unemployment rate still is 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 503,700 in 2006 to 489,700 in 2011. Weakness in the county economy also is reflected in housing prices and sales activity.

High construction costs, a decreasing supply of residentially zoned land, and a preference for housing as an investment led to extreme housing value appreciation, beginning in 2001. The average sales price of new and existing housing combined rose from \$253,900 in 2000 to \$550,210 in 2007. Since 2007, a market correction

and weakened demand have resulted in a drop in the average sales price of housing to \$451,500 in 2011. Although improving a little, the market for new homes is well below past levels. In 2011, only 2,267 new housing starts (single-family detached, townhouses, and multi-family units) were reported. Evidence of the weak housing market is seen in the average number of days houses are on the market before being sold. The average time a house was on the market has gone from 28 days in 2005 during the housing boom, up to a peak of 108 days in 2008 at the depth of the recession, and improved somewhat by 2011 when it decreased to 78 days.

A growing supply of condominiums and apartments came on the market over the past 10 years. This trend was a response to the high price of single-family units, a reduction in land available for more traditional suburban housing, and the advent of more households without children as baby boomers reach retirement age. Nearly 70 percent of residential starts in 2011 were multi-family units. Most of these projects conserve on land by utilizing structured parking garages, an attribute that increases the cost of the units. The number of students residing in these high-cost, high-density, multi-family communities has been small.

Looking longer-term, Montgomery County and other Washington, DC area jurisdictions are expected to be impacted negatively by federal debt-reduction initiatives in the coming years. Federal employment represents approximately 10 percent of county employment, or about 44,000 employees in 2011. 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 impacted adversely by the substantial reductions in federal spending that will be phased in over the coming years.

MCPS enrollment grew by 8,752 students between 2007 and 2011. 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 13,101 in 2011. Projections show annual births gradually increasing for at least the next 10 years. Consequently, elementary school enrollment is increasing rapidly, with a gain of 3,100 students projected by 2017–2018. Middle school enrollment also will increase substantially in the next six years, adding 4,500 students by 2017–2018. High school enrollment grows more modestly in the next six years—an increase of 1,500 students is projected by 2017–2018—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 146,497 in 2011 to 156,020 in 2017.

Race and ethnic diversity have been a hallmark of MCPS enrollment growth. The immigration of Asian American 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 55,000 more students) are attributable to growth in African American, Asian American, and Hispanic students. In 2010, a new “two or more races” category was established, and 6,500 students identified in this group in 2011. 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 32.3 percent in 2011, representing 47,365 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.

OCOO provides leadership for the successful completion and approval of the operating and capital budgets, including implementation of efficiencies and cost-saving measures. It effectively managed all expenditures for the capital and operating budgets for the current year. The FY 2013 Operating Budget is built on Board of Education priorities and provides funds to maintain most programs from *Our Call to Action: Pursuit of Excellence*. The \$2.160 billion budget was funded at a 3.5 percent increase over FY 2012, which includes \$27.2 million for payments shifted to MCPS for a portion of state teacher pension costs. Excluding the pension shift, the FY 2013 Operating Budget increased by 2.2 percent. The FY 2013–2018 CIP totals \$1.352 billion for the six-year period, a decrease of \$6.1 million over the previously approved CIP. Approved FY 2013 expenditures total \$272.3 million.

Major accomplishments in the area of school facilities include the completion of eight major capital projects, totaling 694,595 square feet of new construction for school year 2012–2013.

However, increasing enrollment continues to place pressure on the school system’s facilities. This year, enrollment is close to 149,000 students, a 2,500 student increase from last year. 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 revisions to the strategic plan and the operating budget. As a result, the Board of Education continues to sponsor community 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.

In addition to shared learning and problem-solving associated with PLCs, 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 titled North Star, and it 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. In 2009, 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 United States. There are now 65 “Hub” districts throughout the nation, and APQC is planning to significantly increase that number. Collectively, these 65 districts have saved approximately \$70 million by using process management and improvement. 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 or through the use of webinars. 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 more than 1,000 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 the 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 Teaching, Learning, and Programs and the Office of School Support and Improvement 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 2014 request for this office is \$2,434,944 a decrease of \$93,861 from the current FY 2013 budget. An explanation of this change follows.

#### ***Continuing Salary Cost—\$1,139***

There is an increase of \$1,139 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

#### ***Other—(\$95,000)***

There is a decrease of \$95,000 for contractual legal services in this office and a corresponding increase in the budget for the Office of the Superintendent of Schools. The \$95,000 is realigned to help offset the cost of three positions that are budgeted for a new legal services unit.

# Office of the Chief Operating Officer - 331/798

## Larry A. Bowers, Chief Operating Officer

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	15.500	17.500	17.500	17.500	
Position Salaries	\$1,539,237	\$1,758,581	\$1,758,581	\$1,759,720	\$1,139
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		27,093	27,093	27,093	
Supporting Services Part Time		8,397	8,397	8,397	
Other		1,695	1,695	1,695	
Subtotal Other Salaries	6,970	37,185	37,185	37,185	
<b>Total Salaries &amp; Wages</b>	1,546,207	1,795,766	1,795,766	1,796,905	1,139
<b>02 Contractual Services</b>					
Consultants		2,500	2,500	2,500	
Other Contractual		648,327	648,327	553,327	(95,000)
<b>Total Contractual Services</b>	733,148	650,827	650,827	555,827	(95,000)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,586	3,586	3,586	
Other Supplies & Materials		26,761	26,761	26,761	
<b>Total Supplies &amp; Materials</b>	32,678	30,347	30,347	30,347	
<b>04 Other</b>					
Local/Other Travel		1,865	1,865	1,865	
Insur & Employee Benefits					
Utilities					
Miscellaneous		50,000	50,000	50,000	
<b>Total Other</b>	37,213	51,865	51,865	51,865	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$2,349,246</u>	<u>\$2,528,805</u>	<u>\$2,528,805</u>	<u>\$2,434,944</u>	<u>(\$93,861)</u>

## Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Chief Operating Officer		1.000	1.000	1.000	<b>1.000</b>	
2	P Director I		1.000	1.000	1.000	<b>1.000</b>	
2	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	P Executive Assistant		2.000	2.000	2.000	<b>2.000</b>	
2	O Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	I Business & Fiscal Admin		1.000	1.000	1.000	<b>1.000</b>	
2	BD Instructional Specialist		1.000	1.000	1.000	<b>1.000</b>	
2	24 Fiscal Specialist I			1.000	1.000	<b>1.000</b>	
1	19 Admin Services Mgr III		1.000	1.000	1.000	<b>1.000</b>	
1	17 Copy Editor/Admin Sec		1.000	1.000	1.000	<b>1.000</b>	
1	17 Admin Services Manager I		1.000	1.000	1.000	<b>1.000</b>	
2	16 Appls Trans Control Asst		1.000	1.000	1.000	<b>1.000</b>	
2	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
2	15 Fiscal Assistant II			1.000	1.000	<b>1.000</b>	
2	14 Administrative Secretary I		1.000	1.000	1.000	<b>1.000</b>	
2	12 Secretary		1.500	1.500	1.500	<b>1.500</b>	
	<b>Total Positions</b>		<b>15.500</b>	<b>17.500</b>	<b>17.500</b>	<b>17.500</b>	

# Entrepreneurial Activities Fund

<b>Instructional Specialist (B-D)</b>	<b>3.0</b>
<b>Communications Specialist/Web Producer (21)</b>	<b>1.0</b>
<b>Printing Equipment Operator IV (18)</b>	<b>1.0</b>
<b>Customer Services Specialist (16)</b>	<b>2.0</b>
<b>School Registrar (16)</b>	<b>0.6</b>
<b>Fiscal Assistant II (15)</b>	<b>1.0</b>
<b>Printing Equipment Operator I (11)</b>	<b>2.0</b>
<b>Truck Driver/Warehouse Worker Shift 1 (11)</b>	<b>2.0</b>



**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 non-profit organizations.

The Editorial, Graphics, & 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 high-quality online courses 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.

Human Resources Online provides 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 replaces 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 explore 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 do not compete 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
108%	110%	112%

**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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
\$206,115	\$215,000	\$225,000

**Explanation:** This measure reflects the growth of supply warehouse sales through entrepreneurial activities.

**Performance Measure:** Editorial, Graphics & Publishing—annual revenue and percentage retained as profit and reinvestment.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
\$558,543 12%	\$580,000 10%	\$595,000 11%

**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 current FY 2013 budget for this fund is changed from the budget adopted by the Board of Education on June 14, 2012. The change is a result of adding a 1.0 communications web producer position and a .6 school registrar position in the Online Learning program. The positions are funded by a reduction of the salary costs of an applications developer position.

The FY 2014 request for this fund is \$2,839,155, a decrease of \$167,781 from the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$132,634**

There is an increase of \$132,634 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Realignment—(\$313,849)**

There are a number of realignments budgeted to address priority spending needs within this fund. Specifically, there is \$48,442 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 \$103,000 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 this fund to the Department of Materials Management to reflect actual program functions within the operation. Due to the shift, the budget includes a realignment of \$66,234 for employee benefits to the Department of Financial Services budget.

**Other—\$13,434**

Due to projected changes in employee health benefit rates within the Entrepreneurial Activities Fund, the budget includes an increase of \$13,434.

**Program Restorations and Enhancements—\$0**

The budget includes the addition of 2.0 instructional specialist positions as part of the Math Implementation Team in the Office of Curriculum and Instruction. The two positions will be funded through a realignment of funds from substitute teacher salaries. The instructional specialists are part of a team of a director, secretary, and four other instructional specialists that will provide math support to schools and teachers.

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

Larry A. Bowers, Chief Operating Officer

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	9.000	13.000	14.600	12.600	(2.000)
Position Salaries	\$534,055	\$715,416	\$739,572	\$879,188	\$139,616
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes		303,907	303,907		(303,907)
Stipends		64,430	56,617	46,617	(10,000)
Professional Part Time		253,137	237,435	305,838	68,403
Supporting Services Part Time		20,657	20,657	5,657	(15,000)
Other		48,716	48,716	38,716	(10,000)
Subtotal Other Salaries	421,626	690,847	667,332	396,828	(270,504)
<b>Total Salaries &amp; Wages</b>	<b>955,681</b>	<b>1,406,263</b>	<b>1,406,904</b>	<b>1,276,016</b>	<b>(130,888)</b>
<b>02 Contractual Services</b>					
Consultants		34,520	490	490	
Other Contractual		523,000	521,500	566,942	45,442
<b>Total Contractual Services</b>	<b>280,373</b>	<b>557,520</b>	<b>521,990</b>	<b>567,432</b>	<b>45,442</b>
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		455,317	454,917	427,617	(27,300)
Office					
Other Supplies & Materials		223,991	223,991	185,898	(38,093)
<b>Total Supplies &amp; Materials</b>	<b>501,990</b>	<b>679,308</b>	<b>678,908</b>	<b>613,515</b>	<b>(65,393)</b>
<b>04 Other</b>					
Local/Other Travel		12,649	21,149	21,149	
Insur & Employee Benefits		316,216	343,005	346,063	3,058
Utilities					
Miscellaneous					
<b>Total Other</b>	<b>250,140</b>	<b>328,865</b>	<b>364,154</b>	<b>367,212</b>	<b>3,058</b>
<b>05 Equipment</b>					
Leased Equipment		14,980	14,980	4,980	(10,000)
Other Equipment		20,000	20,000	10,000	(10,000)
<b>Total Equipment</b>		<b>34,980</b>	<b>34,980</b>	<b>14,980</b>	<b>(20,000)</b>
<b>Grand Total</b>	<b>\$1,988,184</b>	<b>\$3,006,936</b>	<b>\$3,006,936</b>	<b>\$2,839,155</b>	<b>(\$167,781)</b>

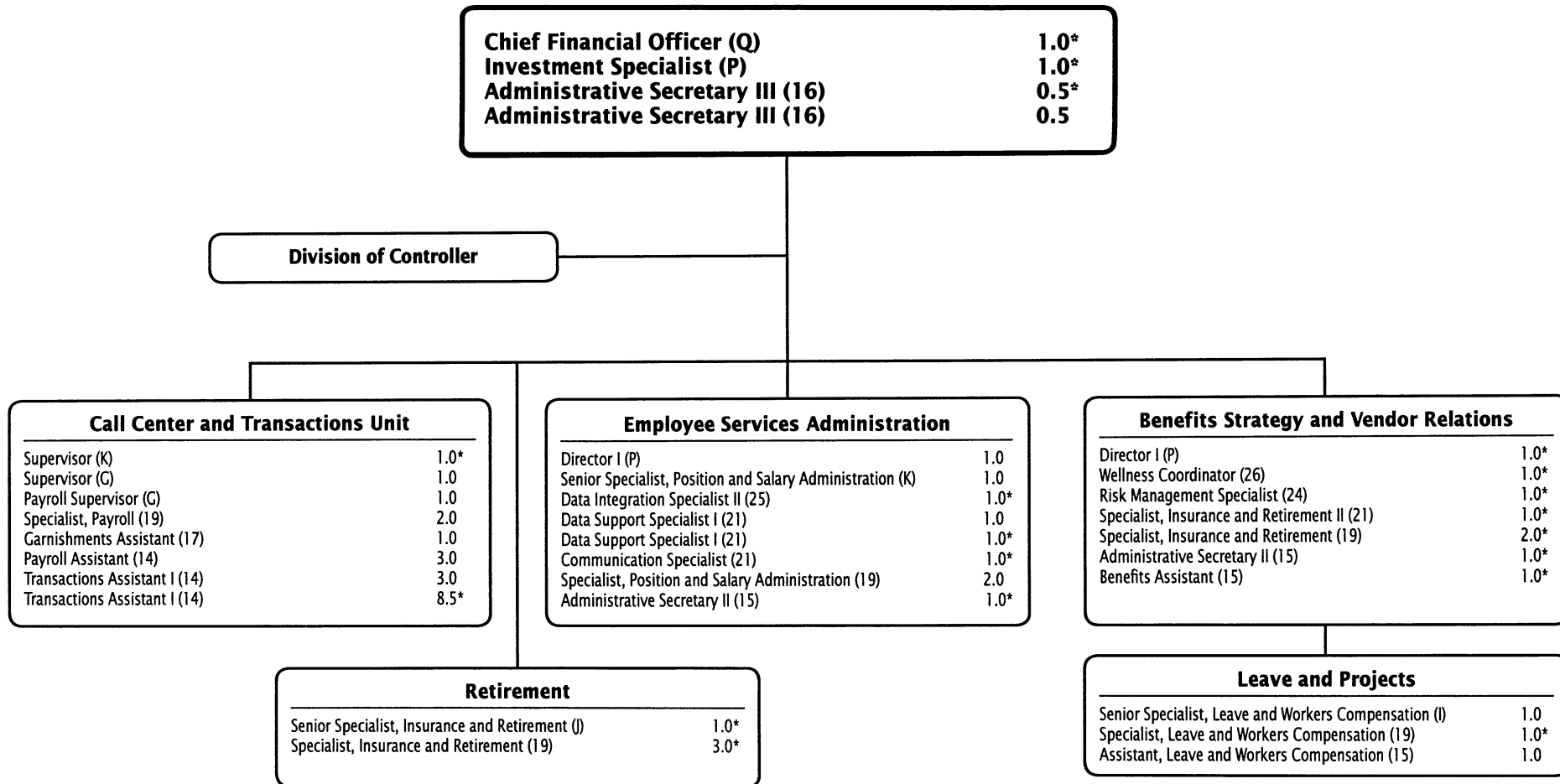
# Entrepreneurial Activities Fund - 820/821/822/823/824/825/826/827/828

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	<b>820 Entrepreneurial Activities Fund</b>						
81	BD Instructional Specialist		1.000	1.000	1.000	1.000	
81	15 Fiscal Assistant II			1.000	1.000	1.000	
81	14 Operations Assistant			1.000	1.000		(1.000)
81	13 Fiscal Assistant I		1.000				
81	11 Truck Drive/Whr Wkr Shift 1		2.000	4.000	4.000	2.000	(2.000)
	<b>Subtotal</b>		<b>4.000</b>	<b>7.000</b>	<b>7.000</b>	<b>4.000</b>	<b>(3.000)</b>
	<b>822 Printing Services</b>						
81	18 Printing Equipment Operator IV			1.000	1.000	1.000	
81	16 Customer Service Spec		1.000	2.000	2.000	2.000	
81	16 Printing Equip Operator III		1.000				
81	11 Printing Equip Operator I			2.000	2.000	2.000	
81	11 Bindery Equip Operator I		2.000				
	<b>Subtotal</b>		<b>4.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	
	<b>823 Student Online Learning</b>						
81	23 Applications Developer I		1.000	1.000	1.000		(1.000)
81	21 Comm Spec/Web Producer				1.000	1.000	
81	16 School Registrar				.600	.600	
	<b>Subtotal</b>		<b>1.000</b>	<b>1.000</b>	<b>2.600</b>	<b>1.600</b>	<b>(1.000)</b>
	<b>827 Pearson North Star Project</b>						
81	BD Instructional Specialist					2.000	2.000
	<b>Subtotal</b>					<b>2.000</b>	<b>2.000</b>
	<b>Total Positions</b>		<b>9.000</b>	<b>13.000</b>	<b>14.600</b>	<b>12.600</b>	<b>(2.000)</b>

# Department of Financial Services

Chapter 8 – 17



F.T.E. Positions 19.83

\* The chart above includes 27.67\* positions funded by the Employee Benefits Trust Fund, including a portion of the Chief Financial Officer position (.299) and the ERSC Call Center Supervisor position (.371).

**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 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 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 Employee and Retiree Service Center began a system-wide employee wellness program, Well Aware, in 2011, building on the very successful, “MCPS On the Move” program, which was a partnership between MCPS and Kaiser Permanente. Since that time, ERSC has offered programs increasing employee activity, smoking cessation, and preventive health care. Prizes and incentives have been given to schools, offices, and teams who have competed to improve the health of the staff. Regular newsletters, seminars, health screenings, and supports are provided.

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 (OPEB), 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 FY 2012, the state of Maryland began a process to shift teacher pension costs to the counties. As a result, funding in the FY 2013 MCPS budget now includes a portion of state pension costs. In FY 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. MCPS followed with similar changes to the local MCPS pension plan, which provides benefits to those not eligible for the state teachers’ pension.

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 OPEB contributions for FY 2012. During FY 2012, the County Council created a countywide OPEB trust for future contributions to OPEB for both MCPS and Montgomery College. This trust is administered by the county and governed by a Board of Investment Trustees that includes three MCPS representatives.

During FY 2010, the *Affordable Care Act of 2010 (ACA)* 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 ACA. 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. During FY 2012, MCPS committed to a major upgrade of the retirement system to remain current and offer employee self-service functionality to employees so they can see their retirement records, including projected benefits. HRIS is adapted and refined continually to address business needs and regulatory requirements. It was upgraded during FY 2013 to remain current. 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 2012, a web-based system for school accounting for Independent Activity Funds was selected and a contract awarded. During FY 2013, the system will be implemented, improving school efficiency, transparency of school funds, and improved central accounting.

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 completed 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 was reduced significantly. 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 schedules.

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. Furthermore, employees were able to update their race and ethnicity data in compliance with new federal and state reporting requirements through an online application. During FY 2012, an online update of direct deposit changes was implemented, providing automation to approximately 10,000 changes per year. Effective July 1, 2012, direct deposit changes and enrollments became exclusively electronic as paper forms were eliminated. 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 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.

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.

**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 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 reassessed continually 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:

	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Recommended</b>
▪ Average wait time	49.8 sec.	48 sec.	48 sec.
▪ Average duration	4 min., 6 sec.	4 min.	4 min.
▪ Average volume/business day	235 calls	230 calls	23 calls
▪ Average wait/abandoned call	1 min., 50 sec.	2 min.	2 min
	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Recommended</b>
▪ Percentage of abandoned calls	4.4%	4.3%	4.3%
▪ Percentage of calls answered within 1 minute	76.4%	78%	78%

Transaction processing efficiency:

	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Recommended</b>
▪ Percentage of new teachers paid on first pay date	86.8%	99.9%	99.9%

Year-to-year trend in growth rates of benefit costs compared with national averages

	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Recommended</b>
	-5.4%	-1.0%	-1.0%

Trend in growth rate of benefit costs compared with regional peers

	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Recommended</b>
	+1.4%	-1.0%	-1.0%

**Explanation:** These last two measures compare the rate of increase in costs for employee and retiree health benefits (medical, prescription, dental, and vision programs) compared with 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 2014 request for this department is \$1,574,850, a decrease of \$74,155 from the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$13,238**

There is an increase of \$13,238 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Realignments—\$0**

Realignments are budgeted to address priority spending needs in this department. There is a realignment of \$7,560 from contractual services and a corresponding increase of \$2,400 for part-time salaries and \$5,160 for office supplies.

**Program Efficiencies and Reductions—(\$87,393)**

There is a shift of position salaries of \$43,949 and a .299 chief financial officer position and \$43,444 and a .371 ERSC call center transaction supervisor to the Employee Benefits Trust Fund.

**Budget Explanation**

**Insurance and Employee Benefits—333**

The current FY 2013 budget for this program is changed from the budget adopted by the Board of Education on June 14, 2012. The change is a result of a grant shift moving \$19,611 of budgeted funds from the local retirement account to the Education Jobs Fund grant due to additional grant funding for FY 2013.

The FY 2014 request for employee benefits is \$513,648,551, an increase of \$21,380,336 over the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$847,388**

There is an increase of \$483,013 for social security benefits and a \$364,375 increase for retirement benefits for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Realignment—\$5,999**

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 a decrease in social security contributions of \$3,498 offset by increases for employee health benefits of \$7,420 and retirement contributions of \$2,077.

**Grant Shifts—(\$249,227)**

Due to funding changes and program needs for the Medical Assistance grant, position and non-position budgeted amounts are shifted from local to grant funding. In FY 2014, this results in reductions in employee

health benefits of \$150,801, social security contributions of \$56,232, and retirement contributions of \$42,194.

**Enrollment Changes—\$4,351,710**

Based on current enrollment projections, budgeted salaries and positions related to changes in student enrollment are projected to increase for FY 2014. Based on this projection, the FY 2014 budget includes increases for social security contributions of \$1,070,459, employee health benefits of \$2,563,878, and retirement contributions of \$717,373.

**New Schools—\$21,639**

A .5 principal position and a .5 secretary position are budgeted to allow for planning and preparation to ensure that the new Clarksburg Cluster Elementary School will be ready for students in September 2014. The additional budget associated with this staffing results in an increase of \$4,882 in social security contributions, employee health benefits of \$13,094, and retirement contributions of \$3,663.

**Employee Health Benefits—\$1,782,639**

Health care costs for MCPS continue to trend upward, but at a lower rate than previous years and national trends. The projected trend for FY 2014 results in the need to increase employee health care programs for both active and retirees by \$1,782,639, primarily due to a 4 percent increase in costs for inflation and rate adjustments for health services and prescription drugs. Included in this increase are savings from negotiated agreements that impact design changes and the amount of employee co-pays. The amount also includes budgeted increases for Medicare Part D reimbursements of \$789,000.

**Retirement Contributions—\$11,811,827**

The budget for current retirement programs is increased by \$4,527,691 based on 5.74 percent of salary as determined by the annual actuarial study completed by consultants. This represents a 32 basis point rate increase over FY 2013. In addition to the rate increase, the budget for retirement costs increased \$7,284,136 as a result of the second year of a four-year plan that shifts some of the retirement costs from the state to county school districts.

**Other—\$157,441**

Due to operational staffing changes other than those related to enrollment growth, the budget includes an increase of \$19,610 for social security contributions, \$52,588 for employee health benefits, \$14,714 for retirement contributions, and a \$70,529 increase in other employee benefits

**Self—Insurance—\$1,712,715**

The budget includes a significant increase in contributions to the county's self-insurance program. This increase is primarily due to higher claims and lower than targeted reserves for worker's compensation resulting in a \$1,030,226 increase in the budget. Fire and

property insurance also increase by \$682,489 due to increases in claims to cover damages to school property from fire, floods, and structural deficiencies.

***Efficiencies and Reductions—(\$432,349)***

The FY 2014 budget includes efficiencies and reductions totaling \$3.8 million. As a result, there is a \$423,349 reduction in employee benefits associated with the elimination of 27.5 positions and part-time salaries. This includes reductions in employee health benefits of \$252,192, social security contributions of \$109,593, and retirement contributions of \$70,564.

***Program Restorations and Enhancements—\$1,370,554***

Details on increases in program restorations and enhancements are included in various chapters of this budget document. As a result of these increases, there is a need to add \$1,370,554 to the employee benefits budget. This includes increases in social security contributions of \$309,234, employee health benefits of \$829,286, and retirement costs of \$232,034.

**Selected Expenditure Information**

Description	FY 2013 Current Budget	FY 2014 Budget	Change
Worker's Compensation	\$11,256,063	\$12,286,289	\$1,030,226
Social Security	101,467,551	103,185,526	1,717,975
Employee Benefit - Active	224,902,252	229,748,164	4,845,912
Employee Benefit - Retirees	49,258,001	49,258,001	
Retirement and Administrative Fees	73,729,240	79,478,409	5,749,169
Pension Shift From State	27,227,553	34,511,689	7,284,136
Unemployment Compensation	300,000	300,000	
Other	4,127,555	4,880,473	752,918
<b>Total</b>	<b><u>\$492,268,215</u></b>	<b><u>\$513,648,551</u></b>	<b><u>\$21,380,336</u></b>

# Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	21.500	20.500	20.500	<b>19.830</b>	(.670)
Position Salaries	\$1,677,623	\$1,605,135	\$1,605,135	<b>\$1,530,980</b>	(\$74,155)
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		4,000	4,000	<b>6,400</b>	2,400
Subtotal Other Salaries	-755,423	4,000	4,000	<b>6,400</b>	2,400
<b>Total Salaries &amp; Wages</b>	922,200	1,609,135	1,609,135	<b>1,537,380</b>	(71,755)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		19,560	19,560	<b>12,000</b>	(7,560)
<b>Total Contractual Services</b>	10,367	19,560	19,560	<b>12,000</b>	(7,560)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		17,727	17,727	<b>22,887</b>	5,160
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	27,444	17,727	17,727	<b>22,887</b>	5,160
<b>04 Other</b>					
Local/Other Travel		2,583	2,583	<b>2,583</b>	
Insur & Employee Benefits		492,187,826	492,168,215	<b>513,548,551</b>	21,380,336
Utilities					
Miscellaneous		100,000	100,000	<b>100,000</b>	
<b>Total Other</b>	443,498,273	492,290,409	492,270,798	<b>513,651,134</b>	21,380,336
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$444,458,284</b>	<b>\$493,936,831</b>	<b>\$493,917,220</b>	<b>\$515,223,401</b>	<b>\$21,306,181</b>

# Education Jobs Fund - 935

Susanne G. DeGraba, Chief Financial Officer

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)					
Position Salaries					
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>					
<b>02 Contractual Services</b>					
Consultants					
Other Contractual					
<b>Total Contractual Services</b>					
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>					
<b>04 Other</b>					
Local/Other Travel					
Insur & Employee Benefits			19,611		(19,611)
Utilities					
Miscellaneous					
<b>Total Other</b>	4,377,655		19,611		(19,611)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$4,377,655</u>		<u>\$19,611</u>		<u>(\$19,611)</u>

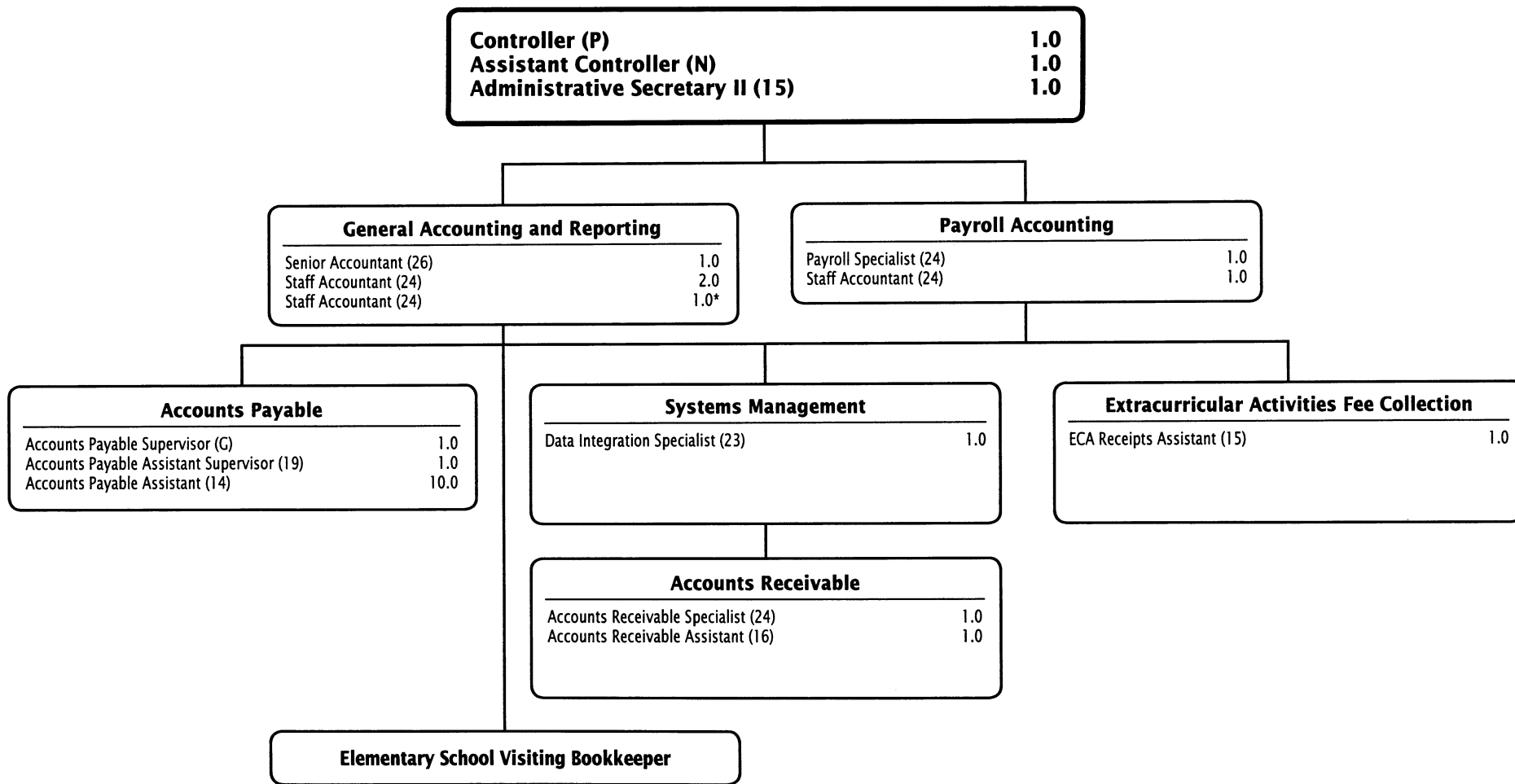
## Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Q Chief Financial Officer		1.000	1.000	1.000	.701	(.299)
1	P Director I		1.000	1.000	1.000	1.000	
1	P Administrator Spec Assign		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	.629	(.371)
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 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	.500	.500	
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	1.000	
1	14 Transactions Assistant I		3.000	3.000	3.000	3.000	
1	14 Payroll Assistant		3.000	3.000	3.000	3.000	
	<b>Total Positions</b>		<b>21.500</b>	<b>20.500</b>	<b>20.500</b>	<b>19.830</b>	<b>(.670)</b>

# Division of Controller

Chapter 8 – 27



F.T.E. Positions 24.0

(\*In addition, the chart includes a 1.0 position funded by Employee Benefits Trust Fund)

**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 extra-curricular 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 the following: 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 132 elementary schools and five special centers. The VB Program enhances fiscal management of elementary school independent activity funds by providing bookkeeping services and offering training assistance. The program also ensures consistent application of accounting procedures across all elementary schools and assists the Internal Audit Unit in performing its oversight responsibility.

**Trends and Accomplishments**

System-wide growth in financial activity continues to affect the division's workload. 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 workload.

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 FY 2012, the division expanded the document management system to include archiving of accounts receivable, payroll accounting, and MCPS Educational Foundation 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 FY 2012, the division implemented efficiencies to the cash receipts process by establishing remote electronic check deposit using special scanning equipment. This change has allowed for the elimination of daily trips to the bank to deposit check receipts. As a result of the success of this effort, the division also implemented remote electronic check deposit for the Summer School Unit.

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 are ongoing as the organization and the division continue to expand the information-gathering capabilities of FMS. In FY 2013, the division will lead an effort to implement an enhanced reporting system for FMS. This report writer makes available additional FMS



data for system customers and is designed for greater ease of use by nontechnical fiscal staff.

The division devoted considerable time during FY 2012 to training and operational support for FMS. Individual and group training and orientation sessions were provided throughout the year for schools and central services personnel. The division maintains a leadership role in evaluating and adapting the procure-to-pay process in response to stakeholder input. During FY 2012, the division worked with the Department of Instructional Technology to develop specialized FMS training webinars. These webinars allow school-based staff to learn from the convenience of their location, using their equipment and their data as the basis for learning.

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. More than 400 MCPS suppliers are using the iSupplier module to directly access FMS to review invoice and payment information and to enter billing information directly in FMS. In FY 2013, the division will implement a new replacement online payment system for parents to electronically pay student extracurricular activities fees. More than 7,000 parents pay extracurricular activities fees online. The new online payment system will become a model for electronic payment of summer school fees and for schools to use in creating online payment options for parents.

The iReceivables module allows customers to view and pay amounts owed to MCPS through the Internet. During FY 2012, schools were trained to use the expanded features of this module to improve their process efficiencies. Schools now receive MCPS invoices electronically. The mailing of paper invoices to schools has been eliminated. All schools now pay amounts owed to MCPS electronically with the click of a button in iReceivables. 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 members make 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 services.

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 2011 Comprehensive Annual Financial Report (CAFR). This is the 31st consecutive year that MCPS has received this prestigious award. The award, the highest recognition for school district financial operations

offered by ASBO, is presented only to school systems that have met or exceeded the standards of the program.

For the eighth 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 on June 30, 2011. In order to be awarded a Certificate of Achievement, a government entity 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. In FY 2013, the division will participate as a member of the team responsible for replacing the accounting software used by schools in managing their Independent Activities Funds. The division's visiting bookkeepers will be assisting elementary schools in the transition to the new software.

### **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 (ARRA) of 2009* 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 a searchable funding accountability and transparency database of supplier payment information for public Internet access.
- 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 expand FMS webinar training
- Ensure that 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
15 days	15 days	15 days

**Explanation:** Measure of the efficiency of the division’s payment process.

**Performance Measure:** Percentage of payments voided.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
0.3%	0.2%	0.2%

**Explanation:** A quality measure of the accuracy of invoice and payment processing. MCPS measures favorably compared with the benchmark of 1.12 percent developed in a 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
1,016 invoices	1,020 invoices	1,020 invoices

**Explanation:** An efficiency measure of the division’s payment process. The division measures favorably compared with 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
22%	24%	24%

**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—332/155**

The FY 2014 request for this division is \$1,752,710, an increase of \$107,430 over the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$49,775**

There is an increase of \$49,775 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Realignment—\$0**

Realignments are budgeted to address priority spending needs within this division. There is a decrease of \$4,900 from equipment maintenance for scanners, \$440 from local travel mileage reimbursement and a corresponding increase for office supplies to provide additional funds for check envelopes that are purchased every three years. Equipment maintenance on scanners is now supported through the Office of the Chief Technology Officer.

**Other—\$57,655**

There is an increase of \$57,655 for indirect costs related to grants. Some grantors allow recipients to budget for indirect costs to defray some of the division costs associated with administering a grant program. Traditionally, the budget in this division has been reduced by the amount that was available in grants for indirect cost. However, there are fewer grants and the rate allowable by the state for grants that originate or flow through the state has been reduced. Therefore, there is an increase of \$57,655 in the budget to make up for this loss.

## Division of Controller - 332/155

Susan B. Chen, Controller

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	25,000	24,000	24,000	<b>24,000</b>	
Position Salaries	\$1,583,304	\$1,694,840	\$1,694,840	<b>\$1,744,615</b>	\$49,775
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		14,335	14,335	<b>14,335</b>	
Other		(93,406)	(93,406)	<b>(35,751)</b>	57,655
Subtotal Other Salaries	10,276	(79,071)	(79,071)	<b>(21,416)</b>	57,655
<b>Total Salaries &amp; Wages</b>	<b>1,593,580</b>	<b>1,615,769</b>	<b>1,615,769</b>	<b>1,723,199</b>	<b>107,430</b>
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		4,900	4,900		(4,900)
<b>Total Contractual Services</b>	<b>6,460</b>	<b>4,900</b>	<b>4,900</b>		<b>(4,900)</b>
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		14,571	14,571	<b>19,911</b>	5,340
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	<b>15,812</b>	<b>14,571</b>	<b>14,571</b>	<b>19,911</b>	<b>5,340</b>
<b>04 Other</b>					
Local/Other Travel		1,040	1,040	<b>600</b>	(440)
Insur & Employee Benefits					
Utilities					
Miscellaneous		9,000	9,000	<b>9,000</b>	
<b>Total Other</b>	<b>6,347</b>	<b>10,040</b>	<b>10,040</b>	<b>9,600</b>	<b>(440)</b>
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$1,622,199</b>	<b>\$1,645,280</b>	<b>\$1,645,280</b>	<b>\$1,752,710</b>	<b>\$107,430</b>

## Division of Controller - 332/155

Susan B. Chen, Controller

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	<b>332 Division of Controller</b>						
1	P Controller		1.000	1.000	1.000	<b>1.000</b>	
1	N Assistant Controller		1.000	1.000	1.000	<b>1.000</b>	
1	G Accounts Payable Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	26 Senior Accountant		1.000	1.000	1.000	<b>1.000</b>	
1	24 Payroll Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	24 Accounts Receivable Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	24 Staff Accountant		3.000	3.000	3.000	<b>3.000</b>	
1	23 Data Integration Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	19 Accts Payable Asst Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	16 Accounts Receivable Assistant		1.000	1.000	1.000	<b>1.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
1	14 Accounts Payable Assistant		11.000	10.000	10.000	<b>10.000</b>	
	<b>Subtotal</b>		<b>24.000</b>	<b>23.000</b>	<b>23.000</b>	<b>23.000</b>	
	<b>155 Extra Curr Activity Fee Admin.</b>						
2	15 ECA Receipts Assistant		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	
	<b>Total Positions</b>		<b>25.000</b>	<b>24.000</b>	<b>24.000</b>	<b>24.000</b>	

# Department of Association Relations

Director II	1.0
Administrative Secretary III (16)	1.0

**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 presentation before the Public School Labor Relations Board, 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 under one contract. The department administers all three 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 of DAR. Formal employee grievances and administrative complaints have decreased to 93 for FY 2012, continuing a gradual decline over the previous six fiscal years. During 2012, there were no arbitrations. 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 beginning to reshape school district labor relations. The Labor

Relations Board is handling issues on a case-by-case basis requiring continuous monitoring. New MCPS program initiatives, federal laws affecting benefits and work rules, 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 workload. During FY 2010, MCPS successfully negotiated four-year contracts through 2014 with administrators (MCAAP/MCBOA), supporting services employees (SEIU Local 500), and teachers (MCEA). These agreements allowed for limited reopeners each year of the contract. During FY 2012, MCPS succeeded in negotiating reopeners on wages, insurance, and two other topics with each union or association. All of these multiyear and reopener agreements were achieved without impasse, mediation or fact-finding, in spite of a challenging economic climate. The Board and the associations again used the interest-based approach to negotiations to arrive at the agreements. The agreements also established a number of joint work groups to explore issues and solutions mutually. These groups are now in operation, adding to the department's workload. Economic terms negotiated during FY 2012 provided no general salary schedule increases but did reinstate salary step and longevity step movement. Employees who received neither received a 2 percent increase. During FY 2013, negotiations will occur with all bargaining units concerning the economic terms of the agreements for FY 2014.

### 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 DAR.
- 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.

- Increase efforts 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
68	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), of either 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
24	20	15

**Explanation:** This measure reflects the amount of time devoted to addressing possible contract and/or regulation violations related to teachers and other certificated personnel. It also is an indication, along with the third performance measure (below), of either 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 percentage of completed supporting services grievances and administrative complaints awarded in favor of the grievant/complainant or settled by providing some remedy to the grievant/complainant.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
22 (32%)	15 (25%)	10 (20%)

**Explanation:** This measure reflects the degree to which there are actual or arguable violations of the contracts or regulations, or problems existing, which justify adjustments being made through the appeals processes. Also, it may reflect the manner in which the grievance process is being used. In FY 2012, only nine grievances (or 15 percent) were granted entirely.

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

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
8(33%)	3(20%)	2(13%)

**Explanation:** This measure reflects the degree to which there are actual violations of the contracts or regulations, or problems existing that 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 2014 request for this department is \$274,970, an increase of \$4,251 over the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$4,251**

There is an increase of \$4,251 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

# Department of Association Relations - 661

## Stan Damas, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	2.000	2.000	2.000	2.000	
Position Salaries	\$212,429	\$210,333	\$210,333	\$214,584	\$4,251
<b>Other Salaries</b>					
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	18,866	15,800	15,800	15,800	
<b>Total Salaries &amp; Wages</b>	231,295	226,133	226,133	230,384	4,251
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		38,686	38,686	38,686	
<b>Total Contractual Services</b>	19,158	38,686	38,686	38,686	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,000	3,000	3,000	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	2,947	3,000	3,000	3,000	
<b>04 Other</b>					
Local/Other Travel		400	400	400	
Insur & Employee Benefits					
Utilities					
Miscellaneous		2,500	2,500	2,500	
<b>Total Other</b>	83	2,900	2,900	2,900	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$253,483</u>	<u>\$270,719</u>	<u>\$270,719</u>	<u>\$274,970</u>	<u>\$4,251</u>



## Department of Association Relations - 661

Stan Damas, Director II

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Director II		1.000	1.000	1.000	<b>1.000</b>	
1	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	

# Department of Management, Budget, and Planning

<b>Director II (Q)</b>	<b>1.0</b>
<b>Supervisor (O)</b>	<b>1.0</b>
<b>Grants Specialist (27)</b>	<b>1.0</b>
<b>Management and Budget Specialist III (27)</b>	<b>1.0</b>
<b>Management and Budget Specialist II (26)</b>	<b>3.0</b>
<b>Applications Developer II (25)</b>	<b>1.0</b>
<b>Management and Budget Specialist I (24)</b>	<b>2.0</b>
<b>Administrative Secretary III (16)</b>	<b>1.0</b>
<b>Fiscal Assistant III (16)</b>	<b>0.75</b>
<b>Administrative Secretary I (14)</b>	<b>0.50</b>

**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.

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 of less than \$200,000 each, subsequent to the adoption of the annual budget, without having to request supplemental appropriations from the County 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 MCPS strategic plan.

During FY 2012, the persistent national and regional economic crisis continued to shape the operating budget process. New or expanded initiatives to address academic priorities could not be funded within available resources. Instead, the budget process emphasized realignment of funds for higher priority programs and service delivery needs, continued identification of program and administrative efficiencies, and the development of reduction alternatives through the well-established Program Efficiency, Abandonment, and Redirection process.

Significant changes resulted from state legislation adopted during the 2012 session. Senate Bill 848 was enacted resulting in clarification and strengthening of the Maryland State Maintenance of Effort (MOE) law

that governs the minimum local effort required to fund public schools. The legislation broadened criteria for a MOE waiver to reflect past local education funding and tax effort and agreement between the counties and local school boards to make saving in recurring costs. State legislature approval of Senate Bill 1301, the *Budget Reconciliation and Financing Act of 2012 (BRFA)*, resulted in a shift of payments for a portion of state teacher pension cost from the state to the counties over four years, from FY 2013 through FY 2016. The law obligates counties to increase the required local contribution by the amount of the pension payment so that school boards will not have a net impact.

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 continues to grow and efforts continue to ensure that the budget is developed collaboratively with employees, parents, students, and the entire community.

During FY 2012, significant improvements occurred in the operating budget preparation process. For the first time in 2012, the Board of Education engaged in a formal and public process to identify its highest priority budget interests to help guide budget decisions. Also, DMBP convened a focus group of internal and external stakeholders to review and discuss MCPS budget documents. The group provided valuable feedback and, as a result, MCPS will be implementing measures to ensure that information is presented clearly and consistently across all budget publications. The department prepared the operating budget by continuing to utilize a zero-based budgeting process, used to review all resources and align the operating budget with strategic planning priorities. DMBP continued to take on an increased role in analyzing state and local revenue trends and agency expenditure patterns. The budget development process also included participation by the representatives of employee and parent organizations.

The budget development process included strengthened public outreach. The Board of Education invited the community to participate in two Community Conversation sessions about the MCPS strategic plan and operating budget. These sessions, the Special Education Staffing Plan Committee, the public hearing process, and other forms of outreach provided an opportunity for residents to participate more fully in the budget process. Leaders of each of the employee associations and the Montgomery County Council of Parent Teacher Associations participated fully throughout the budget development process, reviewing each budget submission, making their own proposals using the same process used by staff, and increasing their understanding of budget issues. DMBP staff participated in preparation for the two Community Conversation sessions held in October 2011.

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. Since FY 2011, printing of budget publications has been 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 2013 Operating Budget included specific performance targets and measures for most MCPS units. These performance measures were scrutinized carefully 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, DC metropolitan area information. This comparative data proved vital in the successful application for the Baldrige Quality Management Award.

FY 2012 concluded with the adoption of the FY 2013 Operating Budget of \$2.16 billion, which was \$73.2 million (3.5 percent) higher than the FY 2012 budget. This amount includes \$27.2 million for payments shifted to MCPS for a portion of state teacher pension costs. Excluding the pension shift, the operating budget increased by 2.2 percent.

During 2012, the department implemented a new financial monitoring system that significantly enhances user access to financial data, improves projections, and ensures fiscal control. Staff conducted training and

began using the system for monitoring and projecting FY 2013 expenditures.

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 2012. A cooperative project with the Office of Curriculum and Instructional Programs has contributed to simplifying position control processes.

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 nontax 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 2012 Actual	FY 2013 Estimate	FY 2014 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:** Percentage of budget preparation deadlines met.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
88%	90%	90%

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

**Performance Measure:** Percentage of grant application funding received.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
-	90%	90%

**Explanation:** This measures success in obtaining competitive grant funding. FY 2012 was the first year in which schools were allowed on their own to apply for grants of up to \$20,000. For this reason, the percentage of grant funding secured through the efforts of staff in schools and offices cannot be accurately measured for FY 2012.

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

The FY 2014 request for this department is \$1,551,760, an increase of \$52,316 over the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$2,882**

There is an increase of \$2,882 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Other—\$52,345**

There is an increase of \$52,345 for indirect costs related to grants. Some grantors allow recipients to budget for indirect costs to defray some of the department costs associated with administering a grant program. Traditionally, the budget in this department has been reduced by the amount that was available in grants for indirect cost. However, there are fewer grants and the rate allowable by the state for grants that originate or flow through the state has been reduced. Therefore, there is an increase of \$52,345 in the budget to make up for this loss.

**Program Efficiencies and Reductions—(\$2,911)**

There is a reduction of \$300 for contractual maintenance, \$1,044 for office supplies, \$430 for local travel mileage reimbursement, and \$1,137 for dues and registrations. These reductions can be made based on actual spending trends.

**Budget Explanation  
Title I Grant—949**

The current FY 2013 budget for this grant is changed from the budget adopted by the Board of Education on June 14, 2012. The change is a result of a decrease of \$64,739 and a .5 management budget and specialist position. The Title I grant will no longer support this administrative expense and the position must be funded through the locally-funded budget in the Department of Management, Budget, and Planning.

**Project's Funding History**

	FY 2013 Projected 7/1/12	FY 2013 Received 11/30/12	FY 2014 Projected 7/1/13
Federal	\$64,739	\$0	\$0
State			
Other			
County			
Total	\$64,739	\$0	\$0

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

The FY 2014 request for the Provision is \$8,448,354, a decrease of \$1,000,000 from the current FY 2013 budget. An explanation of this change follows.

**Other—(\$1,000,000)**

The budget includes a decrease of \$1,000,000 from the Provision based on actual expenditures and fewer grants anticipated in FY 2014.

**Project's Funding History**

	FY 2013 Projected 7/1/12	FY 2013 Received 11/30/12	FY 2014 Projected 7/1/13
Federal			
State			
Other	\$9,448,354	\$9,448,354	\$8,448,354
County			
Total	\$9,448,354	\$9,448,354	\$8,448,354

# Department of Management, Budget, & Planning - 336/949

Thomas P. Klausing, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	12.250	12.250	12.250	<b>12.250</b>	
Position Salaries	\$1,054,837	\$1,240,652	\$1,240,652	<b>\$1,152,790</b>	(\$87,862)
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		2,199	2,199	<b>2,199</b>	
Supporting Services Part Time		3,353	3,353	<b>3,353</b>	
Other		245,815	245,815	<b>385,144</b>	139,329
Subtotal Other Salaries	310,473	251,367	251,367	<b>390,696</b>	139,329
<b>Total Salaries &amp; Wages</b>	1,365,310	1,492,019	1,492,019	<b>1,543,486</b>	51,467
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		905	905	<b>605</b>	(300)
<b>Total Contractual Services</b>		905	905	<b>605</b>	(300)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,824	3,824	<b>2,780</b>	(1,044)
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	2,780	3,824	3,824	<b>2,780</b>	(1,044)
<b>04 Other</b>					
Local/Other Travel		759	759	<b>329</b>	(430)
Insur & Employee Benefits					
Utilities					
Miscellaneous		1,937	1,937	<b>4,560</b>	2,623
<b>Total Other</b>	11,836	2,696	2,696	<b>4,889</b>	2,193
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$1,379,926</b>	<b>\$1,499,444</b>	<b>\$1,499,444</b>	<b>\$1,551,760</b>	<b>\$52,316</b>

# Provision for Future Supported Projects - 999

Thomas P. Klausing, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE) Position Salaries					
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		5,365,402	5,365,402	5,990,402	625,000
Subtotal Other Salaries	3,019,163	5,365,402	5,365,402	5,990,402	625,000
<b>Total Salaries &amp; Wages</b>	3,019,163	5,365,402	5,365,402	5,990,402	625,000
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		797,285	797,285	847,285	50,000
<b>Total Contractual Services</b>	250,720	797,285	797,285	847,285	50,000
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		934,685	934,685	884,685	(50,000)
<b>Total Supplies &amp; Materials</b>	130,318	934,685	934,685	884,685	(50,000)
<b>04 Other</b>					
Local/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous		2,350,384	2,350,384	725,384	(1,625,000)
<b>Total Other</b>	1,544,336	2,350,384	2,350,384	725,384	(1,625,000)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		598	598	598	
<b>Total Equipment</b>	25,434	598	598	598	
<b>Grand Total</b>	<u>\$4,969,971</u>	<u>\$9,448,354</u>	<u>\$9,448,354</u>	<u>\$8,448,354</u>	<u>(\$1,000,000)</u>



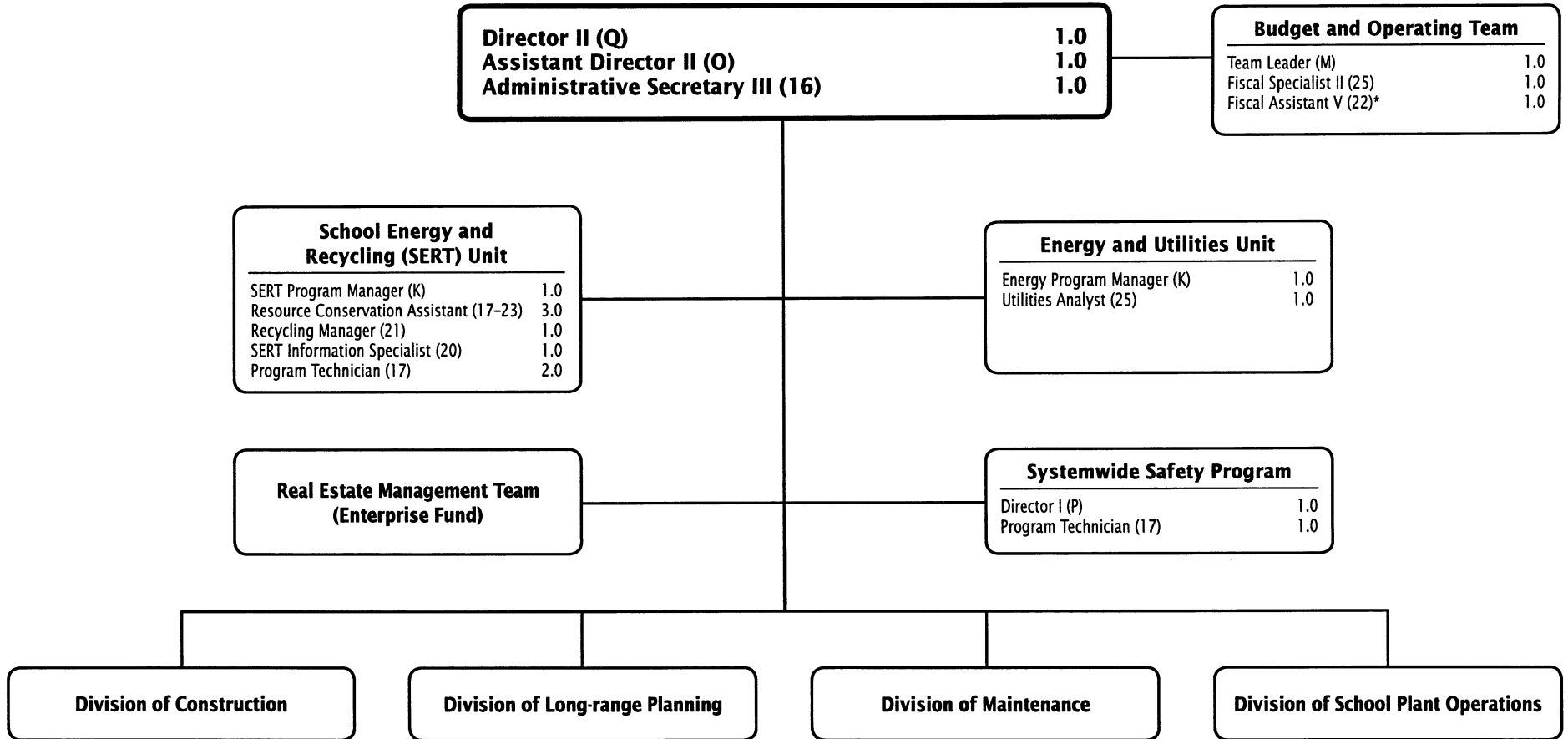
# Department of Management, Budget, & Planning - 336/949

Thomas P. Klausung, Director II

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	<b>336 Dept. of Management, Budget &amp; Plan.</b>						
1	Q Director II		1.000	1.000	1.000	<b>1.000</b>	
1	O Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	27 Grants Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	27 Management & Budget Spec III		1.000	1.000	1.000	<b>1.000</b>	
1	26 Management & Budget Spec II		2.500	3.000	3.000	<b>3.000</b>	
1	25 Applications Developer II		1.000	1.000	1.000	<b>1.000</b>	
1	24 Management & Budget Spec I		2.000	2.000	2.000	<b>2.000</b>	
1	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
1	16 Fiscal Assistant III			.750	.750	<b>.750</b>	
1	15 Fiscal Assistant II		.750				
1	14 Administrative Secretary I		.500	.500	.500	<b>.500</b>	
	<b>Subtotal</b>		<b>11.750</b>	<b>12.250</b>	<b>12.250</b>	<b>12.250</b>	
	<b>949 Comprehensive Admin. - Title I</b>						
1	26 Management & Budget Spec II		.500				
	<b>Subtotal</b>		<b>.500</b>				
	<b>Total Positions</b>		<b>12.250</b>	<b>12.250</b>	<b>12.250</b>	<b>12.250</b>	

# Department of Facilities Management

Chapter 8 – 46



F.T.E. Positions 17.0

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

## FY 2014 OPERATING BUDGET

**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
- System-wide 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 Support and Improvement (OSSI), ensure that high-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 site selection process and 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 design and construction process for capital projects, including new schools, the modernization of aging facilities, additions, 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 System-wide Safety Programs Unit oversees MCPS safety programs and assists schools, departments, and offices with—

- providing guidance for developing and implementing safety programs;
- responding to safety issues; and
- maintaining compliance with both safety and health regulations.

The unit also ensures compliance with employee and facility safety requirements for occupational safety and fire code regulations. The unit also is responsible for ensuring safety inspections of playgrounds and play equipment at all MCPS schools and facilities to meet safety certification requirements. The unit also oversees a system-wide safety training program, delivered through a web-based, on-demand video training system that complies with several federal, state, and local safety training regulations.

The Division of School Plant Operations assists the Office of School Support and Improvement 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 and 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 preventive and routine maintenance; trains school-based staff on preventive and routine maintenance procedures and practices; and works closely with the System-wide 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 county-wide 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 manages MCPS energy cost and consumption through—

- collaborating with schools, various offices, and departments to implement conservation strategies;
- developing and implementing energy efficient programs that retrofit energy technology into existing facilities;
- managing procurement of deregulated energy commodities; and
- ensuring the integrity of utility data and billing.

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 MCPS energy and water consumption and increases MCPS recycling rates by providing—

- sustainability training and education;
- incentives, recognition, and award programs to encourage sustainable practices and resource conservation;
- accessible energy and recycling data;
- individual school programs developed to integrate into the curriculum using investigation-based learning opportunities;
- assistance and management of energy-efficiency programs and initiatives; and
- conservation operations and procedures.

Students participate in school-based programs, aligned with the curriculum, that encourage environmental stewardship and provide financial incentives to their schools for resource 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 OSSI 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.

Through the efforts of several DFM sustainability programs, Francis Scott Key Middle School achieved a Green Ribbon Award from the United States Department of Education. This program recognizes schools that are exemplary in reducing environmental impact and costs; improving the health and wellness of students and staff; and providing effective environmental and sustainability education. Francis Scott Key Middle School is one of only three schools in the state of Maryland and one of 78 schools in the nation to be recognized by President Barack Obama as a Green Ribbon School.

The SERT program is a certified Maryland Green Center through the Maryland Association of Environmental Educators. This certification recognizes and honors environmental education efforts, best management practices, and community engagement. Centers offer support to schools working toward certification as Maryland Green Schools. Currently, 50 Montgomery County Public Schools are Certified Maryland Green Schools.

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. In FY 2012, MCPS's energy performance index was 52 kBtu per square foot. This represents more than a 15 percent reduction in the past 10 years and more than a 30 percent reduction since 1990. It also demonstrates that MCPS is a nationwide leader in managing energy and reducing energy consumption.

The Energy and Utilities Team conducted a major energy improvement project on the Carver Educational Services Center, using \$1.624 million from the *American Recovery and Reinvestment Act*. This building was identified as the building with the highest energy consumption within the MCPS inventory. The project included the installation of energy-efficient windows, lights, and chillers and resulted in a substantial drop in energy consumption. In addition, the Energy and Utilities Team has developed a program in response to the state of Maryland's Energy Efficiency Initiative. This plan includes extensive lighting retrofits that will complete the system-wide transition to a 25-watt linear fluorescent lamp from 32 and 40 watt lamps. This retrofit program also calls for the installation of LED lighting in two high school auditoriums and in two parking lots.

The Energy and Utility Team also currently is working with local utility providers to install near real-time metering capabilities in concert with the smart grid rollout in the area. Such meters would give the school

system a consolidated, effective tool to monitor and measure consumption across all facilities.

Additionally, MCPS continues its important initiative of insulating the utilities budget from volatility through not only the wholesale purchase of electricity, but also the wholesale purchase of natural gas, effective at the beginning of FY 2013. 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. Energy conservation retrofits and procedures were developed based on the collaboration of a work group comprising school administrators, bargaining unit representatives, and energy and SERT program staff. These retrofits included replacing more than 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.

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 most likely are 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 hours 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 with the potential

cost avoidance exceeding \$2 million per year, due to increased capacity charges. 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. SERT staff is available to support teachers and students in the classroom with lessons in conservation supporting the newly integrated Curriculum 2.0. Centralized training through Professional Development Online is available to staff, along with opportunities for student and staff training on site 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 FY 2012 include the successful completion of the building portion of the Paint Branch High School modernization, the opening of Flora M. Singer Elementary School, the completion of three modernized elementary schools during December 2011, and two elementary school gymnasium addition projects. Facilities staff members also completed more than 246 planned maintenance/improvement projects and have worked with schools, departments, and offices in meeting compliance with safety and health regulations and reducing accidents/injuries in the workplace. The department produced \$2.892 million in rental revenue in FY 2012 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 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 on site requires new methods for monitoring construction activities to ensure a safe learning environment while the construction work is being completed. Also, the increasing capital budget needs, construction price increases, and decline in funding for major improvements will require that the department search for new techniques and strategies to ensure capital funds are effectively utilized.
- In FY 2004, the County Council mandated that all county agencies would be required to file an Environmental Action Plan (EAP). This mandate requires the department to identify measures as part of annual budget plans to comply with county-wide 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, DC 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. The goal is to recycle up to 70 percentage of the waste stream by 2020. This increases the need for recycling collection, system-wide 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 public 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 increases the level of training that is required for building service staff assigned to elementary schools.
- In FY 2005, the state increased the goal for Minority Business Enterprise (MBE) subcontracting on school construction to 25 percent, with sub-goals for certain MBE categories. Given the limited number of qualified minority-owned firms that typically bid school construction work in the Washington, DC 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 for all high school athletic events, along with trained personnel. 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 2012 Actual	FY 2013 Estimated	FY 2014 Recommended
52.0	55.0	54.0

**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 2012 Actual	FY 2013 Estimated	FY 2014 Recommended
\$3.9 million	\$4.9 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 2012 Actual	FY 2013 Estimated	FY 2014 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 2014 request for this department is \$44,080,951, a decrease of \$157,893 from the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$19,769**

There is an increase of \$19,769 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Realignment—\$678,500**

Realignments are budgeted to address priority spending needs in this department. There is a realignment of \$678,500 from the Real Estate Management Fund to the Department of Facilities Management to support costs associated with office rental.

**New Schools/Space—\$955,680**

There is an increase of \$955,680 for electric expenses related to 445,999 of additional square footage of space for FY 2014.

**Other—(\$1,725,803)**

The budget includes a decrease of \$2,152,996 in utility costs. This is primarily due to lowered projected usage in the amounts budgeted for electricity, natural gas, and water and sewer after reviewing actual consumption for FY 2012. Electric usage is expected to decrease by three percent, resulting in a decrease of \$854,280, while natural gas is expected to decrease by nine percent, resulting in a decrease of \$989,475 to the budget. Heating oil and propane costs are expected to increase slightly by \$29,322. WSSC rates are projected to increase by nine percent in FY 2014; however usage is expected to decrease by 17 percent, resulting in a \$338,563 decrease for water and sewer.

Furthermore, there is an increase of \$244,861 in the budget for the replacement of relocatable classrooms and \$182,332 for building rental due to an anticipated cost increase of 3 percent.

**Program Efficiencies and Reductions—(\$86,039)**

There is a reduction of \$86,039 for recycling supplies and services in the School Energy and Recycling Team (SERT) Unit. It is expected that remaining funds will be adequate for FY 2014.

**UTILITIES**

	FY 2013 CURRENT BUDGET	FY 2013 RATE	FY 2014 REQUESTED AMOUNT	FY 2014 REQUESTED RATE	INC/(DEC) FY 14 - FY 13 AMOUNT
Electricity <sup>(1)</sup>	\$ 27,124,410	0.1273	\$ 27,009,132	0.1297	\$ (115,278)
Fuel Oil #2	155,998	2.94	174,094	3.80	18,096
Natural Gas	7,250,604	1.15	6,414,326	1.15	(836,278)
Propane	78,870	2.21	90,096	2.42	11,226
Water and Sewer	3,697,437	7.27	3,422,355	8.19	(275,082)
Total <sup>(2)</sup>	<u>\$ 38,307,319</u>		<u>\$ 37,110,003</u>		<u>\$ (1,197,316)</u>

Electricity <sup>(1)</sup> - Funds for the Energy Awards Program of \$444,646 are not included.

Rate increases are offset by savings in consumption due to much lower than anticipated usage projected for FY 2013.



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

Dr. James C. Song, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	17,000	17,000	17,000	<b>17,000</b>	
Position Salaries	\$1,439,381	\$1,494,601	\$1,494,601	<b>\$1,514,370</b>	\$19,769
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>	<b>1,439,381</b>	<b>1,494,601</b>	<b>1,494,601</b>	<b>1,514,370</b>	<b>19,769</b>
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		944,739	944,739	<b>1,805,571</b>	860,832
<b>Total Contractual Services</b>	<b>979,572</b>	<b>944,739</b>	<b>944,739</b>	<b>1,805,571</b>	<b>860,832</b>
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,000	1,000	<b>1,000</b>	
Other Supplies & Materials		173,296	173,296	<b>114,007</b>	(59,289)
<b>Total Supplies &amp; Materials</b>	<b>46,701</b>	<b>174,296</b>	<b>174,296</b>	<b>115,007</b>	<b>(59,289)</b>
<b>04 Other</b>					
Local/Other Travel		2,558	2,558	<b>2,558</b>	
Insur & Employee Benefits					
Utilities		38,315,819	38,315,819	<b>37,118,503</b>	(1,197,316)
Miscellaneous		3,292,831	3,292,831	<b>3,510,942</b>	218,111
<b>Total Other</b>	<b>38,154,685</b>	<b>41,611,208</b>	<b>41,611,208</b>	<b>40,632,003</b>	<b>(979,205)</b>
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		14,000	14,000	<b>14,000</b>	
<b>Total Equipment</b>	<b>1,324</b>	<b>14,000</b>	<b>14,000</b>	<b>14,000</b>	
<b>Grand Total</b>	<b>\$40,621,663</b>	<b>\$44,238,844</b>	<b>\$44,238,844</b>	<b>\$44,080,951</b>	<b>(\$157,893)</b>

# State Fiscal Stabilization Fund - 901

Dr. James C. Song, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)					
Position Salaries					
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>					
<b>02 Contractual Services</b>					
Consultants					
Other Contractual					
<b>Total Contractual Services</b>					
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>					
<b>04 Other</b>					
Local/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	1,902,103				
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$1,902,103</u>				

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

Dr. James C. Song, Director II

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 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	
	<b>Total Positions</b>		<b>17.000</b>	<b>17.000</b>	<b>17.000</b>	<b>17.000</b>	

# Real Estate Management Fund

<b>Team Leader (M)</b>	<b>1.0</b>
<b>Site Administration Specialist (25)</b>	<b>1.0*</b>
<b>Fiscal Assistant III (16)</b>	<b>1.0</b>
<b>Data Systems Operator II (15)</b>	<b>0.5</b>
<b>Building Services Manager II (12)</b>	<b>2.0</b>
<b>Secretary (12)</b>	<b>1.0</b>
<b>Building Services Assistant Manager I (10)</b>	<b>1.0</b>
<b>Building Services Worker (6)</b>	<b>0.5</b>

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 Transmission Facilities 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 that 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 ensure 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 Midcounty 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 2012 include two successful site selection processes for an Upcounty Elementary School Holding Facility and for a second site selection for a new middle school in the Bethesda-Chevy Chase Cluster. In addition, REM staff was involved in a resolution of right-of-way issues relating to Montgomery County acceptance of a portion of a school site currently used for a public street. In addition, they negotiated more

than 40 right-of-way grants, easements, or agreements in support of school construction. REM staff worked with the Community Use of Public Facilities to obtain proposals and subsequent agreement from organizations wishing to adopt and continuously maintain a school field, thereby relieving staff of maintenance obligations.

Currently, staff is negotiating a land swap with the Maryland-National Capital Park and Planning Commission at William H. Farquhar Middle School on Batchelor's Forest Road in Olney. Staff also is working with the Washington Suburban Sanitary Commission on the replacement of water meter vaults at schools and the repair and replacement of sanitary sewer pipes in connection with a Consent Decree to protect clean water. 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. Revenues collected from telecommunication facilities located at schools are shared with the host school and its cluster.

**Major Mandates**

- The school community seeks objective measures to determine the quality of on-site child-care providers. Team members encourage tenant child-care providers to obtain professional designation in the National Association for the Education of Young Children 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. Board of Education Policy ECM, *Joint Occupancy of Montgomery County Public Schools (MCPS) Facilities*, and MCPS Regulation ECM-RA, *Joint Occupancy of MCPS Facilities*, 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 Maryland 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 amended regularly, 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.

- 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 marketed aggressively and net revenue from rents is maximized.
- Work closely with school principals to ensure surplus space is used effectively and nontraditional approaches to space management are explored to support programs that promote student achievement
- Monitor lease agreements, memoranda of understanding, and 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.

	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Recommended</b>
Revenues	\$2,892,122	\$2,828,454	\$2,913,646
Expenses	\$3,220,047	\$3,518,146	\$2,913,646
Net Income	\$(327,925)	\$(689,692)	\$0

**Explanation:** This measures the ability to balance revenues and expenses. In FY 2012, 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. Revenues for 2012 slightly exceeded projections, while expenses were slightly less. A reduction in available space for child care, caused by increasing public school enrollments, will continue to affect joint-occupancy income. In FY 2013, 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 2014 is to reduce levels of expenditures to make sure the fund assets do not go below 10 percent.

**Budget Explanation**

**Real Estate Management Fund—850**

The FY 2014 request for this fund is \$2,913,646, a decrease of \$606,957 from the current FY 2013 budget. An explanation of this change follows.

***Continuing Salary Costs—\$9,803***

There is an increase of \$9,803 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

***Realignment—(\$638,500)***

There is a realignment of \$40,000 from the Field Trip Fund to this fund to support artificial turf replacement costs. In addition, there is a realignment of \$678,500 from the Real Estate Management Fund to the Department of Facilities Management to support facility rental costs.

***Other—\$21,740***

Due to projected changes in employee health benefit rates within the Real Estate Management Fund, the budget includes an increase of \$21,740.

# Real Estate Management Fund - 850

## Dr. James C. Song, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	6.500	7.000	7.000	7.000	
Position Salaries	\$364,117	\$401,298	\$401,298	\$411,101	\$9,803
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		73,677	73,677	73,677	
Other		80,011	80,011	80,011	
Subtotal Other Salaries	35,618	153,688	153,688	153,688	
<b>Total Salaries &amp; Wages</b>	399,735	554,986	554,986	564,789	9,803
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		2,304,222	2,304,222	1,625,722	(678,500)
<b>Total Contractual Services</b>	2,078,478	2,304,222	2,304,222	1,625,722	(678,500)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,700	5,700	5,700	
Other Supplies & Materials		42,604	42,604	42,604	
<b>Total Supplies &amp; Materials</b>	10,618	48,304	48,304	48,304	
<b>04 Other</b>					
Local/Other Travel		3,693	3,693	3,693	
Insur & Employee Benefits		138,314	138,314	160,054	21,740
Utilities					
Miscellaneous		442,225	442,225	482,225	40,000
<b>Total Other</b>	707,059	584,232	584,232	645,972	61,740
<b>05 Equipment</b>					
Leased Equipment		19,159	19,159	19,159	
Other Equipment		9,700	9,700	9,700	
<b>Total Equipment</b>	17,549	28,859	28,859	28,859	
<b>Grand Total</b>	<u>\$3,213,439</u>	<u>\$3,520,603</u>	<u>\$3,520,603</u>	<u>\$2,913,646</u>	<u>(\$606,957)</u>



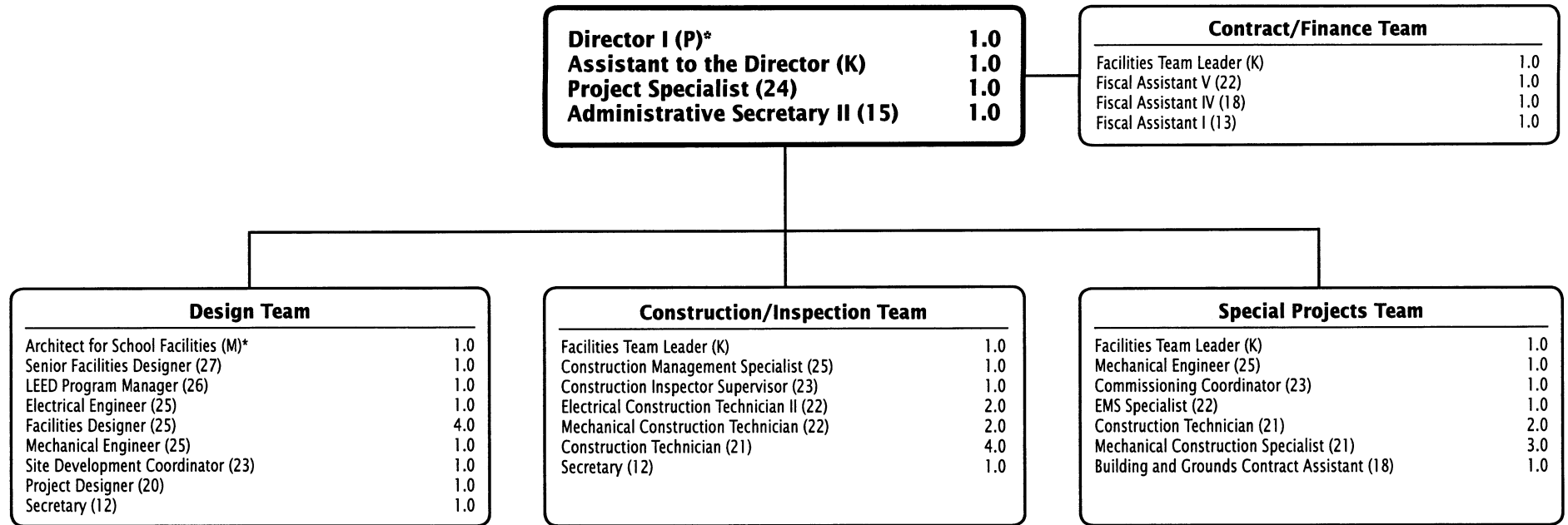
# Real Estate Management Fund - 850

Dr. James C. Song, Director II

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
51	M Team Leader		1.000	1.000	1.000	<b>1.000</b>	
51	18 Fiscal Assistant IV		1.000				
51	16 Fiscal Assistant III			1.000	1.000	<b>1.000</b>	
51	15 Data Systems Operator II		.500	.500	.500	<b>.500</b>	
51	12 Secretary		1.000	1.000	1.000	<b>1.000</b>	
51	12 Building Service Manager II		2.000	2.000	2.000	<b>2.000</b>	
51	10 Build Svcs Asst Mgr I Shft 2		1.000	1.000	1.000	<b>1.000</b>	
51	6 Building Service Wkr Shft 1			.500	.500	<b>.500</b>	
	<b>Total Positions</b>		<b>6.500</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	

# Division of Construction

Chapter 8 – 62



\*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 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 (MBE) 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 MBE 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 costs, such as feasibility planning, repeated designs, lifecycle cost analysis, value engineering, constructability analysis, and effective management of building processes.

In Fiscal Year (FY) 2012, the Division of Construction successfully completed the following construction projects:

1. Modernization of Paint Branch High School (building only)
2. Modernization of Garrett Park Elementary School
3. Modernization of Seven Locks Elementary School
4. Modernization of Cannon Road Elementary School
5. Reopening of the new Flora M. Singer Elementary School
6. Gymnasium additions to Cold Spring and North Chevy Chase elementary schools
7. Addition of a School-based Health Center at Highland Elementary School

In FY 2013, the following projects will be under construction:

1. Modernization of Bel Pre, Beverly Farms, Glenallan, and Weller Road elementary schools; Herbert Hoover Middle School; and Gaithersburg High School
2. New construction of Clarksburg Cluster elementary school (Clarksburg Village Site #1)
3. Additions to Bradley Hills, Darnestown, Georgian Forest, Viers Mill, Waters Landing, Westbrook, and Wyngate elementary schools
4. Addition of a Wellness Center at Watkins Mill High School
5. Various facility improvements at Ridgeview Middle School
6. As part of the FY 2013 capital budget, 10 major capital projects have been funded for architectural planning, and 21 feasibility studies will be completed 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, WSSC compliance, 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/low to 5/high).

FY 2012 Actual	FY 2013 Estimate	FY 2014 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/low to 5/high).

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
3.8	4.4	4.4

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

**Performance Measure:** Average project change order percentage.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
3.2%	4.3%	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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
\$218	\$220	\$223

**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 2012 Actual	FY 2013 Estimate	FY 2014 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 2014 request for this division is \$235,996, an increase of \$6,514 over the current FY 2013 budget. An explanation of this change follows.

*Continuing Salary Costs—\$6,514*

There is an increase of \$6,514 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

## Division of Construction - 322

Dr. Richard Shuman Jr., Director I

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	2.000	2.000	2.000	2.000	
Position Salaries	\$227,197	\$229,482	\$229,482	\$235,996	\$6,514
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>	227,197	229,482	229,482	235,996	6,514
<b>02 Contractual Services</b>					
Consultants					
Other Contractual					
<b>Total Contractual Services</b>					
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>					
<b>04 Other</b>					
Local/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>					
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$227,197</u>	<u>\$229,482</u>	<u>\$229,482</u>	<u>\$235,996</u>	<u>\$6,514</u>

## Division of Construction - 322

Dr. Richard Shuman Jr., Director I

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 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	
	<b>Total Positions</b>		<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	

## Division of Long-range Planning

<b>Director I (P)</b>	<b>1.0</b>
<b>Coordinator GIS Services (26)</b>	<b>1.0</b>
<b>Senior Facilities Planner (26)</b>	<b>1.0</b>
<b>Planner II (24)</b>	<b>2.0*</b>
<b>Administrative Secretary II (15)</b>	<b>1.0</b>
<b>Boundary Information Specialist (13)</b>	<b>0.625</b>

F.T.E. Positions 4.625

(\*In addition, the chart above includes 2.0 positions funded through the Capital Budget.)

**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 the following seven main functions: (1) developing demographic analyses and projecting student enrollment; (2) developing strategies and long-range facility plans to meet capacity and instructional program needs; (3) coordinating publication of the six-year Capital Improvements Program (CIP) and the Educational Facilities Master Plan; (4) developing school boundaries and student choice consortia; (5) maintaining accurate school boundary information and disseminating this information; (6) representing MCPS interests in county land-use planning and subdivision staging policy; and (7) 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 county-wide 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 studies, roundtable studies, and student choice consortia studies and to 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 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, roundtable, and consortia studies, and other types of planning analysis.

**Trends and Accomplishments**

**Trends**

Major trends impacting the mission of DLRP include the following: 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; space requirements resulting from program improvements, including full-day kindergarten in all elementary schools; a class-size reduction initiative in 61 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. 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 and 2011, MCPS enrollment grew by 8,752 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 3,169 students. At the secondary level, the Grades 6–8 enrollment is projected to increase by 4,506, and Grades 9–12 enrollment is projected to increase by 1,524. Total MCPS enrollment is projected to increase from 146,497 in 2011 to 156,020 by 2017. The greatest pressure for additional school capacity is at the elementary school level, where 90 percent of the system’s 395 relocatable classrooms are located.

#### ***Accomplishments***

In FY 2012, DLRP achieved a very high level of enrollment forecast accuracy. Total enrollment in FY 2012 was below forecast by just 192 students, with a total of 146,497 students enrolled. This enrollment represented a forecast accuracy of 99.9 percent. In addition, at the individual school level, where forecast accuracy is more challenging, enrollment at 170 of the 200 schools (85 percent of schools) was within 5 percent of their projected enrollment.

In the fall of FY 2012, DLRP staff facilitated the internal MCPS process for development of the Superintendent’s Recommended FY 2013–2018 CIP. This process included preparation of six-year enrollment projections for schools and the annual assessment of future facility needs at 200 schools. New recommendations developed for the superintendent’s CIP included a new middle school in the Bethesda-Chevy Chase Cluster, a new elementary school in the Northwest Cluster, the co-location of the Carl Sandburg Learning Center at Maryvale Elementary School when Maryvale is modernized, elementary school boundary changes for Oakland Terrace Elementary School to open Flora M. Singer Elementary School, and elementary school boundary changes and classroom additions to address overutilization at Bethesda, North Chevy Chase, and Rosemary

Hills elementary schools. In regard to school modernizations, the results of a new Facilities Assessment and Criteria Testing (FACT) assessment ranked 53 facilities for modernization according to condition. This culminated in an extensive process of community involvement in development of the FACT methodology and review of the results. In addition, DLRP conducted an annual forum on the CIP for Parent Teacher Association leaders and the community immediately after the superintendent’s recommendation was released. The County Council-adopted FY 2013–2018 CIP includes \$1.353 billion in expenditures for the six-year period.

In the winter of FY 2012, DLRP—with the Real Estate Management Unit—conducted a very challenging school site selection process for a second middle school in the Bethesda-Chevy Chase Cluster. This study included 47 representatives and reviewed 38 candidate sites. Through a process of elimination of unsuitable candidate sites, the Site Selection Advisory Committee reached a position strongly supporting Rock Creek Hills Local Park as the site for the new middle school. This location subsequently was recommended by the superintendent of schools and adopted by the Board of Education in April 2012.

DLRP staff, along with Division of Construction staff, completed educational specifications and feasibility studies for the following schools: additions at Captain James Daly, Diamond, Kensington-Parkwood, S. Christa McAuliffe, Judith A. Resnik, Strawberry Knolls, and Summit Hall elementary schools; modernization of Seneca Valley High School; and facility improvements for the Emory Grove Center for use as an upcounty elementary school holding center, beginning in fall 2013. DLRP planned the relocation of numerous MCPS activities from the Emory Grove facility to other MCPS locations. In addition, 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. DLRP staff also serves as the MCPS contact for the 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 2013 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 to provide enrollment and facility data for the FY 2013 subdivision staging policy “school test.” This analysis resulted in 15 MCPS clusters

being identified as over the 105 percent utilization level and one cluster over 120 percent utilization. The County Council averted residential moratoria in the one cluster that was over 120 percent utilization by including a “placeholder” project in the adopted CIP. In FY 2013, 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 staff in the cities of Gaithersburg and Rockville to provide information for school adequacy tests that these jurisdictions conduct annually.

DLRP staff represented school system interests in county master plans for Burtonsville, Chevy Chase Lake, and White Oak Science Gateway. 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 ensure accurate school assignments for developing communities, and to provide information on the phasing schedules of school boundary changes. These efforts ensure bus routes incorporate the latest changes to school assignments.

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 more than 50 percent of calls coming from persons with limited English language skills. The ability of staff to speak Spanish greatly enhances this service. DLRP’s website enables online school assignment information and recorded an average of 25,000 unique address searches per month in FY 2012.

DLRP staff continued refinements to the Oracle-based CIP planning database that supports MCPS facility planning and demographic analyses. In addition, DLRP staff developed more GIS applications and made significant improvements to the “school locator” function that enables individuals to search for school assignments based on a county address. School service area maps that are highly sought now are available on the DLRP website. Customers who wish to move into a particular school service area now may print out a map of the service area directly from their home computer. In addition, the division website now provides enrollment forecasts and other demographic data that are requested frequently by internal MCPS and external customers. DLRP staff also provided specialized maps for 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 Public 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 the County Council by December 1 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 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 the 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 county-wide one-year forecast.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
99.9%	99.5%	99.5%

**Explanation:** The accuracy of the county-wide enrollment projections is critical to the development of the overall operating and capital budgets.

**Performance Measure:** Enrollment forecast accuracy of county-wide six-year forecast.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
96.1%	98.0%	98.0%

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

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

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
84.5%	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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
87.5%	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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
85.0%	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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
67.5%	98.0%	98.0%

**Explanation:** Measuring participants' views 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 2014 request for this division is \$437,209, a decrease of \$23,776 from the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—(\$23,776)**

There is a decrease of \$23,776 for continuing salary costs for current employees. The annualization of the salary step to be provided to eligible employees on May 4, 2013 is offset by reductions for staff turnover.

## Division of Long-range Planning - 335

Bruce Crispell, Director I

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	4.625	4.625	4.625	4.625	
Position Salaries	\$410,037	\$439,171	\$439,171	\$415,395	(\$23,776)
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,000	1,000	1,000	
Other					
Subtotal Other Salaries	1,027	1,000	1,000	1,000	
<b>Total Salaries &amp; Wages</b>	411,064	440,171	440,171	416,395	(23,776)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		11,500	11,500	11,500	
<b>Total Contractual Services</b>	9,005	11,500	11,500	11,500	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,583	2,583	2,583	
Other Supplies & Materials		4,502	4,502	4,502	
<b>Total Supplies &amp; Materials</b>	7,001	7,085	7,085	7,085	
<b>04 Other</b>					
Local/Other Travel		2,229	2,229	2,229	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	2,434	2,229	2,229	2,229	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$429,504</u>	<u>\$460,985</u>	<u>\$460,985</u>	<u>\$437,209</u>	<u>(\$23,776)</u>

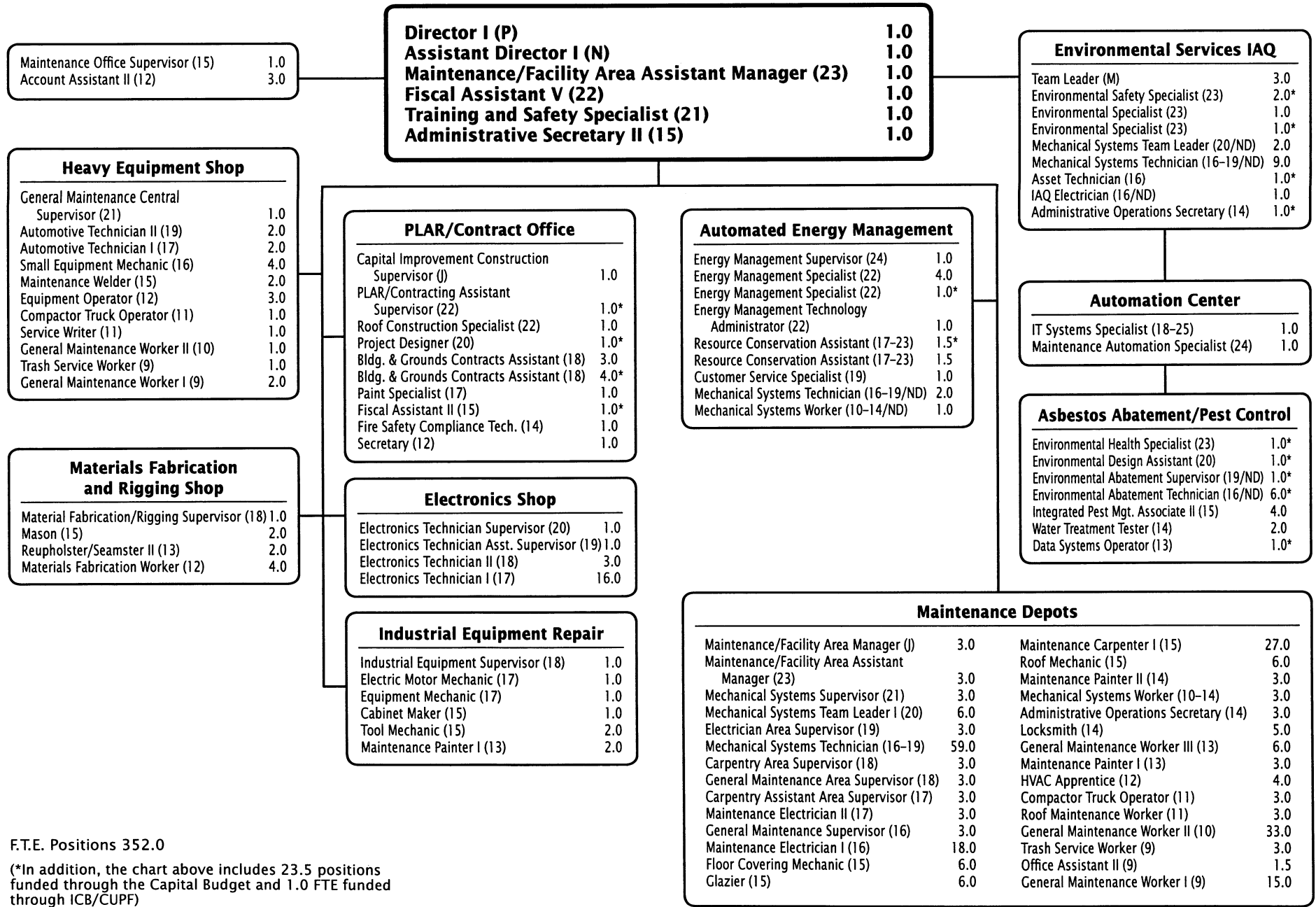
## Division of Long-range Planning - 335

Bruce Crispell, Director I

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	26 Coordinator GIS Services		1.000	1.000	1.000	<b>1.000</b>	
1	26 Sr. Facilities Planner		1.000	1.000	1.000	<b>1.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
1	13 Boundary Information Spec		.625	.625	.625	<b>.625</b>	
	<b>Total Positions</b>		<b>4.625</b>	<b>4.625</b>	<b>4.625</b>	<b>4.625</b>	

# Division of Maintenance

Chapter 8 – 74



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; stormwater 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 (PLAR) and Contracting section plans, programs, coordinates, and manages contracted projects to refurbish or replace facility equipment and building components such as, but not limited to, asphalt and concrete surfaces, building roofs, fire safety systems, restrooms, carpet and floor tile, doors and windows, bleachers, 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 ten fiscal years (FY 2003 through FY 2012), the amount of building space maintained by the Division of Maintenance grew by more than 12 percent, for a total of about 24.0 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 66,000. However, the number of employees who perform maintenance and repair services has remained relatively unchanged. Growing demand for services, 6 to 8 percent vacancy rates in maintenance positions, and normal absenteeism rates combine to challenge the ability of the division to adequately respond to customer needs or expectations for HVAC system repairs. These challenges also extend to the area of indoor air quality (IAQ). Each year, a large number of requests for unplanned air quality investigations and remediation projects reduce the IAQ team’s 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, aging mechanical equipment, the large number of maintenance-intensive, relocatable classrooms, and heavy after-hours utilization of schools contribute to increased demand for maintenance and repair 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 improving 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 more easily to request work and to monitor work order status and history.

The Division of Maintenance is continuing to maintain its Internet website to provide essential customer support information to schools and staff on maintenance organization, capabilities, services, procedures, and points of contact for assistance.

Development and implementation of a new and automated Facility Availability System allows the maintenance depots to 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. The addition of new FM radios and base stations for communicating with snow plow operators improves capabilities to gather information from the field.

The Division of Maintenance is continuing its long-term program of conducting 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. These and other developmental activities are being integrated into a structured Professional Learning Community” (PLC) in order to build individual and organizational capabilities to carry out the mission. In conjunction with PLC activities, 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 completed and published an equity action plan in FY 2012. As part of that plan, the division has continued to focus on improving 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 leadership training program.

The Division of Maintenance operates a state-approved apprenticeship program for four HVAC mechanic trainees, who, upon graduation, are assigned to permanent positions. This four-year training program, now in its second cycle, has helped the division to improve long-term management of vacancies in this critical skilled trade with corresponding improvements in customer service.

During FY 2012, the division continued working to improve its major business processes, with linkages shown between key processes and the various measurements used to monitor and manage performance during and/or 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 updated its business plan and is in the process of uploading it to its website so that it can be viewed by all customers and stakeholders.

The heart of the division’s mission is customer service. The collective and measurable successes of the above 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 back-flow plumbing valves; perform overhauls of selected items every three to five years (state and county regulations).
- Annually inspect approximately 500 relocatable classroom buildings for physical condition and indoor air quality.
- Annually perform integrated pest management in more than 200 facilities; maintain records and provide required notifications of pest control applications (state of Maryland).

**Strategies**

- Improve communications and information sharing to ensure that customers and stakeholders understand and appreciate the division’s mission, functions, capabilities, business processes, and procedures
- Continue to develop, refine, and manage business 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
4.0	4.0	4.1

**Explanation:** The Baldrige National Quality program suggests that standards of service quality should be customer driven. Therefore, the level of customer satisfaction is a core performance measure for delivery of maintenance and repair services. Performance information for FY 2012 is based on May 2012 survey responses from 75 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
61,529	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 2012, the total number of completed work orders increased from about 57,000 to about 61,000, or about 7 percent growth. Some annual variations are to be expected.

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

FY 2012 Actual	FY 2013 Estimate	FY 2014 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 2012 are based on surveys performed in October 2011, as part of the director’s annual workforce briefings. Employee satisfaction data slowly improved for seven years, but have leveled off for the past three years, due to the impact of budget and wage constraints on the workforce.

**Budget Explanation**

**Division of Maintenance—323/338/339**

The FY 2014 request for this division is \$30,881,914, a decrease of \$91,759 from the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—(\$91,759)**

There is a decrease of \$91,759 for continuing salary costs for current employees. The annualization of the salary step to be provided to eligible employees on May 4, 2013 is offset by reductions for staff turnover.

**Other—\$88,537**

Applying an inflation factor of three percent increases the budget for maintenance supplies by \$88,537.

**Program Efficiencies and Reductions—(\$88,537)**

There is a reduction of \$88,537 for the three percent inflation rate applied to maintenance supplies. Efficiencies will be implemented to ensure that supply purchases stay within budget.

## Division of Maintenance - 323/338/339

Roy Higgins, Director I

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	352,000	352,000	352,000	<b>352,000</b>	
Position Salaries	\$20,472,005	\$21,879,054	\$21,879,054	<b>\$21,787,295</b>	(\$91,759)
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		708,264	708,264	<b>708,264</b>	
Subtotal Other Salaries	573,549	708,264	708,264	<b>708,264</b>	
<b>Total Salaries &amp; Wages</b>	21,045,554	22,587,318	22,587,318	<b>22,495,559</b>	(91,759)
<b>02 Contractual Services</b>					
Consultants		21,755	21,755	<b>21,755</b>	
Other Contractual		2,235,785	2,235,785	<b>2,235,785</b>	
<b>Total Contractual Services</b>	1,948,691	2,257,540	2,257,540	<b>2,257,540</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		582	582	<b>582</b>	
Other Supplies & Materials		3,229,898	3,229,898	<b>3,229,898</b>	
<b>Total Supplies &amp; Materials</b>	3,286,878	3,230,480	3,230,480	<b>3,230,480</b>	
<b>04 Other</b>					
Local/Other Travel		2,889	2,889	<b>2,889</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		1,823,425	1,823,425	<b>1,823,425</b>	
<b>Total Other</b>	1,942,169	1,826,314	1,826,314	<b>1,826,314</b>	
<b>05 Equipment</b>					
Leased Equipment		736,561	736,561	<b>736,561</b>	
Other Equipment		335,460	335,460	<b>335,460</b>	
<b>Total Equipment</b>	1,049,019	1,072,021	1,072,021	<b>1,072,021</b>	
<b>Grand Total</b>	<b>\$29,272,311</b>	<b>\$30,973,673</b>	<b>\$30,973,673</b>	<b>\$30,881,914</b>	(\$91,759)

## Division of Maintenance - 323/338/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	<b>323 Division of Maintenance</b>						
11	P Director I		1.000	1.000	1.000	<b>1.000</b>	
11	N Assistant Director I		1.000	1.000	1.000	<b>1.000</b>	
11	J Maintenance Facility Area Mgr		3.000	3.000	3.000	<b>3.000</b>	
11	J Capital Impr Construct Supv		1.000	1.000	1.000	<b>1.000</b>	
11	25 IT Systems Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	24 Energy Mgt Supervisor		1.000	1.000	1.000	<b>1.000</b>	
11	24 Maintenance Automation Spec		1.000	1.000	1.000	<b>1.000</b>	
11	23 Resource Conservation Asst		2.500	1.500	1.500	<b>1.500</b>	
11	23 Environmental Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	23 Maint/Facility Area Asst Mgr		4.000	4.000	4.000	<b>4.000</b>	
11	22 Fiscal Assistant V			1.000	1.000	<b>1.000</b>	
11	22 Energy Management Spec		4.000	4.000	4.000	<b>4.000</b>	
11	22 Energy Mgt Tech Admin			1.000	1.000	<b>1.000</b>	
11	22 Roof Construction Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	21 Mechanical Systems Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	21 General Maint Central Supv		1.000	1.000	1.000	<b>1.000</b>	
11	21 Training and Safety Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	20 Mech Systems Team Ldr Shft 1		6.000	6.000	6.000	<b>6.000</b>	
11	20 Electronic Technician Supv		1.000	1.000	1.000	<b>1.000</b>	
11	19 Energy Mgt Customer Svc Spec		1.000	1.000	1.000	<b>1.000</b>	
11	19 Mechanical Systems Tech Shft 1		59.000	59.000	59.000	<b>59.000</b>	
11	19 Mechanical Systems Tech Shft 2		2.000	2.000	2.000	<b>2.000</b>	
11	19 Electrician Area Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	19 Electronic Tech Asst Superv		1.000	1.000	1.000	<b>1.000</b>	
11	19 Auto Technican II Shift 1		2.000	2.000	2.000	<b>2.000</b>	
11	18 Fiscal Assistant IV		1.000				
11	18 Carpentry Area Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	18 General Maintenance Area Supv		3.000	3.000	3.000	<b>3.000</b>	
11	18 Build & Grounds Contracts Asst		3.000	3.000	3.000	<b>3.000</b>	
11	18 Material Fabrication Sup		1.000	1.000	1.000	<b>1.000</b>	
11	18 Electronic Technician II		3.000	3.000	3.000	<b>3.000</b>	
11	18 Industrial Equipment Supv		1.000	1.000	1.000	<b>1.000</b>	
11	17 Carpentry Asst Area Supv		3.000	3.000	3.000	<b>3.000</b>	
11	17 Maintenance Electrician II		3.000	3.000	3.000	<b>3.000</b>	
11	17 Electric Motor Mechanic		1.000	1.000	1.000	<b>1.000</b>	
11	17 Electronic Technician I		16.000	16.000	16.000	<b>16.000</b>	
11	17 Paint Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	17 Equipment Mechanic		1.000	1.000	1.000	<b>1.000</b>	
11	17 Auto Technican I Shift 1		2.000	2.000	2.000	<b>2.000</b>	
11	16 General Maintenance Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	16 Maintenance Electrician I		18.000	18.000	18.000	<b>18.000</b>	
11	16 Small Equipment Mechanic		4.000	4.000	4.000	<b>4.000</b>	

## Division of Maintenance - 323/338/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	<b>323 Division of Maintenance</b>						
11	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
11	15 Supervisor		1.000	1.000	1.000	1.000	
11	15 Integr Pest Mgt Assoc II		3.000	4.000	4.000	4.000	
11	15 Maintenance Carpenter I		27.000	27.000	27.000	27.000	
11	15 Floor Covering Mechanic		6.000	6.000	6.000	6.000	
11	15 Roof Mechanic		6.000	6.000	6.000	6.000	
11	15 Glazier		6.000	6.000	6.000	6.000	
11	15 Tool Mechanic		2.000	2.000	2.000	2.000	
11	15 Cabinet Maker		1.000	1.000	1.000	1.000	
11	15 Maintenance Welder		2.000	2.000	2.000	2.000	
11	15 Mason		2.000	2.000	2.000	2.000	
11	14 Admin Operations Secretary		3.000	3.000	3.000	3.000	
11	14 Mechanical Sys Worker Shift 1		3.000	3.000	3.000	3.000	
11	14 Mechanical Sys Worker Shift 2		1.000	1.000	1.000	1.000	
11	14 Locksmith		5.000	5.000	5.000	5.000	
11	14 Maintenance Painter II		3.000	3.000	3.000	3.000	
11	14 Water Treatment Tester		2.000	2.000	2.000	2.000	
11	14 Fire Safety Compliance Tech.		1.000	1.000	1.000	1.000	
11	13 Integr Pest Mgt Assoc I Shf1		1.000				
11	13 General Maintenance Worker III		6.000	6.000	6.000	6.000	
11	13 Reupholsterer Seamster II		2.000	2.000	2.000	2.000	
11	13 Maintenance Painter I		5.000	5.000	5.000	5.000	
11	12 Secretary		1.000	1.000	1.000	1.000	
11	12 Account Assistant II		3.000	3.000	3.000	3.000	
11	12 Equipment Operator		3.000	3.000	3.000	3.000	
11	12 Materials Fabrication Worker		4.000	4.000	4.000	4.000	
11	11 Roof Maintenance Worker		3.000	3.000	3.000	3.000	
11	11 Service Writer		1.000	1.000	1.000	1.000	
11	11 Compactor Truck Operator		4.000	4.000	4.000	4.000	
11	10 General Maintenance Worker II		34.000	34.000	34.000	34.000	
11	9 Office Assistant II		1.500	1.500	1.500	1.500	
11	9 General Maintenance Worker I		17.000	17.000	17.000	17.000	
11	9 Trash Service Worker		4.000	4.000	4.000	4.000	
	<b>Subtotal</b>		<b>333.000</b>	<b>333.000</b>	<b>333.000</b>	<b>333.000</b>	
	<b>338 Indoor Air Quality</b>						
11	M Team Leader		3.000	3.000	3.000	3.000	
11	20 Mech Systems Team Ldr Shft 2		2.000	2.000	2.000	2.000	
11	19 Mechanical Systems Tech Shft 2		9.000	9.000	9.000	9.000	
11	16 Indoor Air Qual Electrician		1.000	1.000	1.000	1.000	
	<b>Subtotal</b>		<b>15.000</b>	<b>15.000</b>	<b>15.000</b>	<b>15.000</b>	

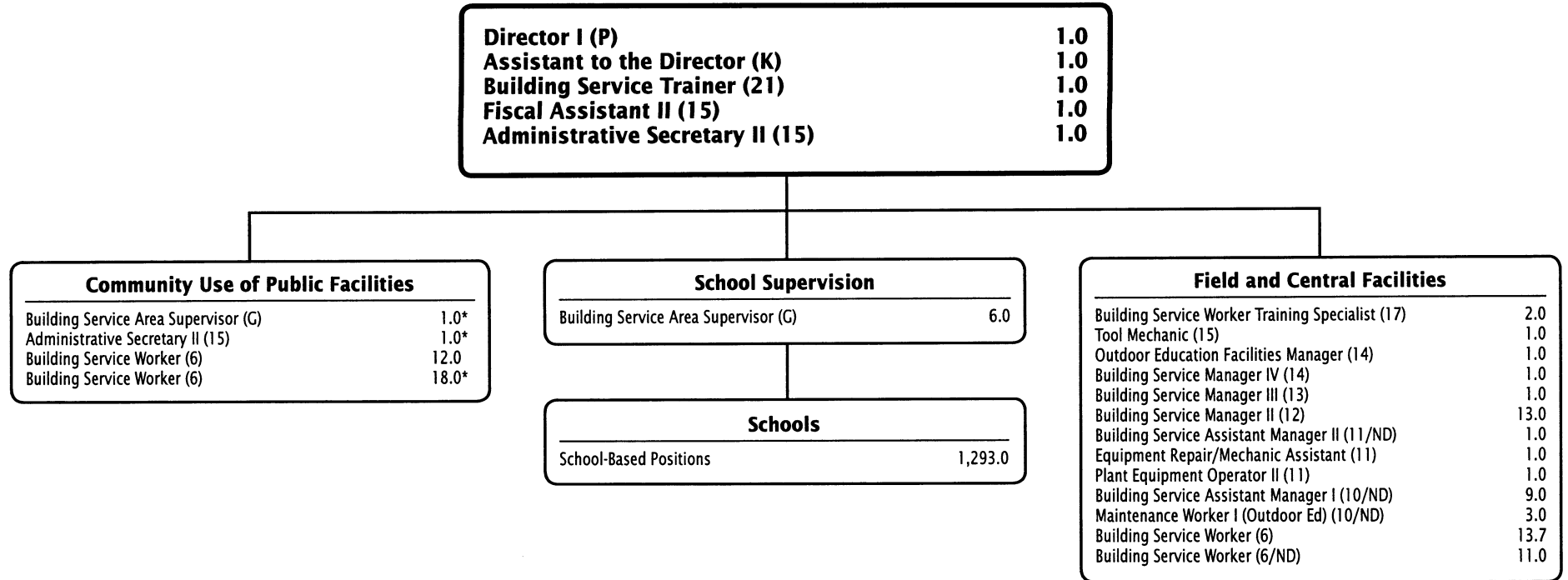
## Division of Maintenance - 323/338/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	<b>339 Maintenance Apprenticeship Program</b>						
11	12 HVAC Apprentice		4.000	4.000	4.000	<b>4.000</b>	
	<b>Subtotal</b>		<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	
	<b>Total Positions</b>		<b>352.000</b>	<b>352.000</b>	<b>352.000</b>	<b>352.000</b>	

# Division of School Plant Operations

Chapter 8 – 82



F.T.E. Positions 1,374.7

(\*Chart includes 1,293.0 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 schedule and provide building service workers and supervision for community activities in schools and represent Montgomery County Public Schools (MCPS) on various committees of the Montgomery County Interagency Coordinating Board for Community Use of Public Facilities.

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

**Trends and Accomplishments**

DSPO faces many challenges, including the following: 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 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 skills, and boiler, air conditioning, and other plant equipment operations skills.

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. This includes the use of products that have obtained the Green Seal certification and the use of green cleaning practices.

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.

The DSPO operates a custodial equipment repair shop that maintains approximately 4,000 pieces of equipment and ensures that equipment remains operational and available to provide essential building services in schools. To ensure timely customer service, the ERS operates a repair vehicle that is equipped with repair tools, supplies, and hydraulic lift equipment that allows staff to repair equipment on site. 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
99%	99%	99%

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

**Performance Measure:** Customer satisfaction.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
85.4%	87.0%	87.0%

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

**Performance Measure:** Employee Focus—Absenteeism.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
92.2%	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 2014 request for this division is \$60,227,623, an increase of \$905,173 over the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$355,570**

There is an increase of \$355,570 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**New Schools/Space—\$549,603**

As a result of a 445,999 square footage increase in facilities for FY 2014, the budget includes an increase of 22.0 building service worker positions and \$486,721. In addition, the budget includes an increase of \$62,882 for custodial supplies and uniforms.

**Other—\$47,013**

Applying an inflation factor of three percent increases the budget for custodial supplies by \$47,013.

**Program Efficiencies and Reductions—(\$47,013)**

There is a reduction of \$47,013 for the 3 percent inflation rate applied to custodial supplies. Efficiencies will be implemented to ensure that supply purchases stay within budget.



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

Dianne Jones, Director I

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	1,345.200	1,352.700	1,352.700	<b>1,374.700</b>	22.000
Position Salaries	\$54,175,795	\$56,194,039	\$56,194,039	<b>\$57,036,330</b>	\$842,291
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		373,523	373,523	<b>373,523</b>	
Other		494,401	494,401	<b>494,401</b>	
Subtotal Other Salaries	973,336	867,924	867,924	<b>867,924</b>	
<b>Total Salaries &amp; Wages</b>	55,149,131	57,061,963	57,061,963	<b>57,904,254</b>	842,291
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		3,000	3,000	<b>3,000</b>	
<b>Total Contractual Services</b>	2,405	3,000	3,000	<b>3,000</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		717	717	<b>717</b>	
Other Supplies & Materials		2,048,798	2,048,798	<b>2,111,680</b>	62,882
<b>Total Supplies &amp; Materials</b>	2,166,451	2,049,515	2,049,515	<b>2,112,397</b>	62,882
<b>04 Other</b>					
Local/Other Travel		59,270	59,270	<b>59,270</b>	
Insur & Employee Benefits					
Utilities		13,200	13,200	<b>13,200</b>	
Miscellaneous		7,800	7,800	<b>7,800</b>	
<b>Total Other</b>	76,804	80,270	80,270	<b>80,270</b>	
<b>05 Equipment</b>					
Leased Equipment		38,979	38,979	<b>38,979</b>	
Other Equipment		88,723	88,723	<b>88,723</b>	
<b>Total Equipment</b>	48,430	127,702	127,702	<b>127,702</b>	
<b>Grand Total</b>	<b>\$57,443,221</b>	<b>\$59,322,450</b>	<b>\$59,322,450</b>	<b>\$60,227,623</b>	<b>\$905,173</b>

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

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	<b>329 Field and Central Facilities</b>						
10	P Director I		1.000	1.000	1.000	<b>1.000</b>	
10	K Assistant to the Director		1.000	1.000	1.000	<b>1.000</b>	
10	G Building Service Area Supv		6.000	6.000	6.000	<b>6.000</b>	
10	21 Building Service Trainer		1.000	1.000	1.000	<b>1.000</b>	
10	17 Building Service Training Spec		2.000	2.000	2.000	<b>2.000</b>	
10	16 Fiscal Assistant III		1.000				
10	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
10	15 Fiscal Assistant II			1.000	1.000	<b>1.000</b>	
10	15 Tool Mechanic		1.000	1.000	1.000	<b>1.000</b>	
10	14 Outdoor Ed Facilities Manager		1.000	1.000	1.000	<b>1.000</b>	
10	14 Building Service Manager IV		1.000	1.000	1.000	<b>1.000</b>	
10	13 Building Service Manager III		1.000	1.000	1.000	<b>1.000</b>	
10	12 Building Service Manager II		13.000	13.000	13.000	<b>13.000</b>	
10	11 Plant Equipment Operator II		1.000	1.000	1.000	<b>1.000</b>	
10	11 Build Svc Asst Mgr II Shft 2		1.000	1.000	1.000	<b>1.000</b>	
10	11 Equip Repair/ Mechanic Assist		1.000	1.000	1.000	<b>1.000</b>	
10	10 Outdoor Ed Maint Wkr I Shft 2		3.000	3.000	3.000	<b>3.000</b>	
10	10 Build Svcs Asst Mgr I Shft 2		9.000	9.000	9.000	<b>9.000</b>	
10	6 Building Service Wkr Shft 1		25.700	25.700	25.700	<b>25.700</b>	
10	6 Building Service Wkr Shft 2		11.000	11.000	11.000	<b>11.000</b>	
	<b>Subtotal</b>		<b>81.700</b>	<b>81.700</b>	<b>81.700</b>	<b>81.700</b>	
	<b>327 Elementary Plant Operations</b>						
10	13 Building Service Manager III		97.000	103.000	103.000	<b>103.000</b>	
10	12 Build Svc Asst Mgr III Shft 2		1.000	1.000	1.000	<b>1.000</b>	
10	12 Building Service Manager II		34.000	29.000	29.000	<b>29.000</b>	
10	11 Build Svc Asst Mgr II Shft 2		55.000	55.000	55.000	<b>55.000</b>	
10	10 Plant Equipment Operator I		1.000	1.000	1.000	<b>1.000</b>	
10	10 Build Svcs Asst Mgr I Shft 2		75.000	76.000	76.000	<b>76.000</b>	
10	6 Building Service Wkr Shft 1		270.500	270.000	270.000	<b>282.000</b>	12.000
10	6 Building Service Wkr Shft 2		46.000	51.000	51.000	<b>51.000</b>	
	<b>Subtotal</b>		<b>579.500</b>	<b>586.000</b>	<b>586.000</b>	<b>598.000</b>	<b>12.000</b>
	<b>328 Secondary Plant Operations</b>						
10	16 Building Service Manager VI		2.000	2.000	2.000	<b>2.000</b>	
10	15 Building Service Manager V		21.000	21.000	21.000	<b>21.000</b>	
10	14 Build Svc Asst Mgr IV Shft 2		5.000	5.000	5.000	<b>5.000</b>	
10	14 Building Service Manager IV		1.000	1.000	1.000	<b>1.000</b>	
10	13 Building Service Manager III		39.000	39.000	39.000	<b>39.000</b>	
10	12 Build Svc Asst Mgr III Shft 2		24.000	22.000	22.000	<b>22.000</b>	
10	11 Plant Equipment Operator II		25.000	25.000	25.000	<b>25.000</b>	
10	11 Build Svc Asst Mgr II Shft 2		34.000	36.000	36.000	<b>36.000</b>	
10	10 Plant Equipment Operator I		38.000	38.000	38.000	<b>38.000</b>	

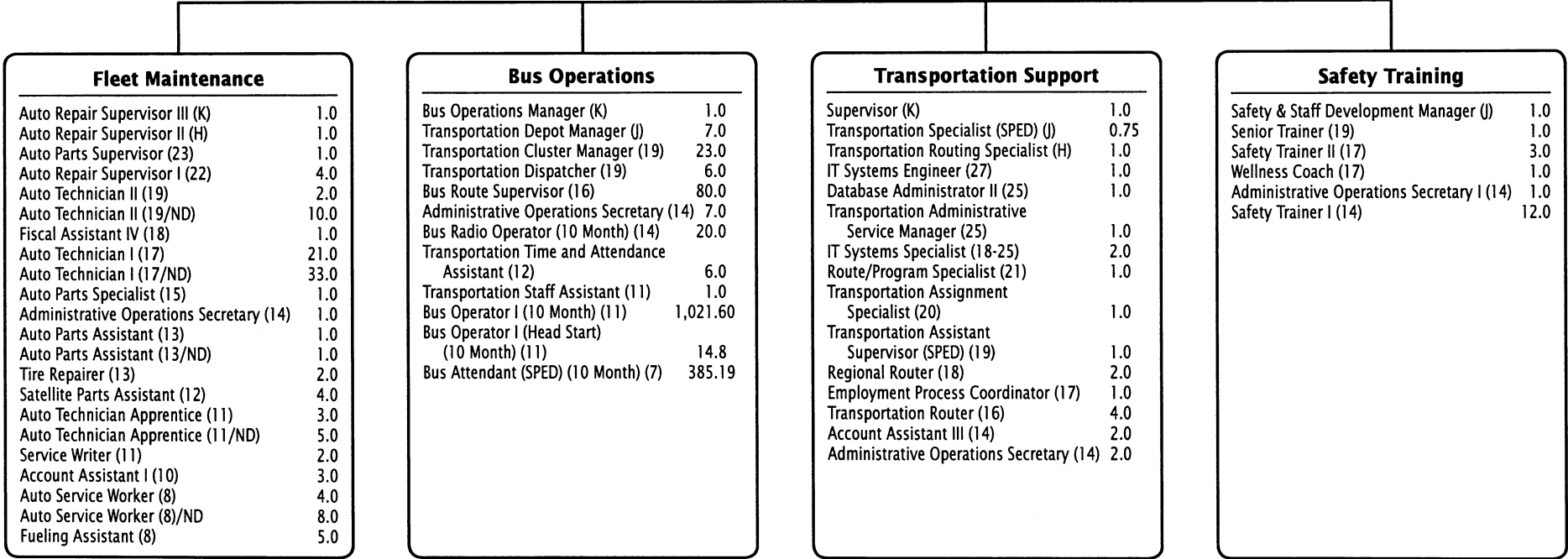
## Division of School Plant Operations - 329/327/328/330

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	<b>328 Secondary Plant Operations</b>						
10	6	Building Service Wkr Shft 1	236.500	236.500	236.500	<b>246.500</b>	10.000
10	6	Building Service Wkr Shft 2	239.000	240.000	240.000	<b>240.000</b>	
	<b>Subtotal</b>		<b>664.500</b>	<b>665.500</b>	<b>665.500</b>	<b>675.500</b>	<b>10.000</b>
	<b>330 Special/alternative Prgs. Plant Ops.</b>						
10	13	Building Service Manager III	2.000	2.000	2.000	<b>2.000</b>	
10	12	Building Service Manager II	4.000	4.000	4.000	<b>4.000</b>	
10	11	Build Svc Asst Mgr II Shft 2	1.000	1.000	1.000	<b>1.000</b>	
10	10	Plant Equipment Operator I	1.000	1.000	1.000	<b>1.000</b>	
10	10	Build Svcs Asst Mgr I Shft 2	5.000	5.000	5.000	<b>5.000</b>	
10	6	Building Service Wkr Shft 1	5.500	5.500	5.500	<b>5.500</b>	
10	6	Building Service Wkr Shft 2	1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>19.500</b>	<b>19.500</b>	<b>19.500</b>	<b>19.500</b>	
	<b>Total Positions</b>		<b>1,345.200</b>	<b>1,352.700</b>	<b>1,352.700</b>	<b>1,374.700</b>	<b>22.000</b>

# Department of Transportation

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



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F.T.E. Positions 1,733.09

ND Night Differential = Shifts 2 and 3

## FY 2014 OPERATING BUDGET

**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 comprises two categories—regular education and special education. Currently, 95,500 students ride regular education school buses to neighborhood schools and Head Start, magnet, International Baccalaureate, language immersion, consortium, and other programs. More than 4,650 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 147 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 school 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 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 system-wide bidding process for midday 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 school buses to reduce pollution, and purchasing new school buses with technology to decrease pollution. In addition, during fiscal years 2008–2013, MCPS purchased 522 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 DPFs. The exhaust enhancements with the DPFs on 522 new and 158 retrofitted school buses decrease annually an estimated 20 tons of carbon dioxide pollution, 4 tons of hydrocarbons pollution, 7 tons of particle matter pollution, and 74 tons of nitrogen oxides pollution from MCPS school buses. As of the fall of 2012, MCPS placed into service 254 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 tailpipe 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 paid appropriately 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 1,411 vehicles maintained by DOT. On-board cameras are being used to enhance student safety and behavior management.

This year, DOT will continue its Ride by the Rules campaign, initiated seven 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 that 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 received 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. It emphasizes respect for customers' 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 2012, DOT spent \$4.44 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, when doing so is in the best interest of the child, 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 for fiscal years 2015 and 2016 and to request waivers to extend the life of school buses for FY 2013 and fiscal years 2017–2024. This will help alleviate the 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 now must be equipped with the newer digital radios. 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, which 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 2012 Actual	FY 2013 Estimate	FY 2014 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
7.5	7.2	7.0

**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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
94.6%	95%	95%

**Explanation:** While spare buses are available to fill in for buses out of service, the mix of specialized equipment and the geographical distribution of the spare fleet mean 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
6.54	6.55	6.6

**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. School bus MPG increased by .08 between FY 2011 and FY 2012. The 1.2 percent increase in MPG saved MCPS the purchase of approximately 36,680 gallons of diesel fuel. Estimated savings on the increased mileage was \$125,445. 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:** A total of 98 percent of parents and students, respectively, when surveyed, rate transportation as satisfactory or better.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
95% / 81%	95% / 82%	95% / 85%

**Explanation:** Customer satisfaction is measured through the annual MCPS Parent and Student Survey. Scores of 2 or more on a 4-point scale indicate general satisfaction with transportation services. Scores of 4 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 FY 2014 request for this department is \$96,414,413, an increase of \$301,281 over the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$123,364**

There is an increase of \$123,364 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Realignment—\$0**

There are several realignments budgeted to address priority spending needs within this department. There is a decrease of \$2,043 in contractual services and a corresponding increase in the budget for bus parts due to an expected increase in costs.

**Enrollment Changes—\$641,463**

Due to projected enrollment growth, there is an increase for nine additional transit-style buses at an annual lease cost of \$196,479 and three conventional-style buses at a cost of \$59,667. The 12 growth buses include three to make up for FY 2012 enrollment and nine for FY 2014 enrollment increases. In addition, there is an increase of \$270,882 and 10.44 bus operator I positions. There also is an additional \$18,304 budgeted for substitute bus drivers and \$96,131 for bus repairs, parts, and supplies.

**Bus Replacement—(\$65,493)**

The department's budget reflects a roll-off of \$2,231,051 in lease payments on buses purchased in prior years. Offsetting this reduction is a \$2,165,558 increase for the lease/purchase of 104 buses to replace those that have reached the end of their normal service life.

**Other—\$164,558**

The budget includes an increase of \$381,987 for bus tires and parts primarily due to tire costs increasing by 25 percent. Fuel rates are expected to remain stable and will remain at the FY 2013 budgeted rate of \$3.55 per gallon, resulting in no increase to the fuel budget. There is a projected decrease of \$217,429 for insurance based on projected claims and reserve requirements. Insurance for MCPS is provided under the county's Self-Insurance Program.

**Program Efficiencies and Reductions—(\$562,611)**

There is reduction of \$202,131 and 7.8 bus operator positions and \$55,652 and 2.7 bus attendant positions. In addition, there is a reduction in operating costs of \$304,828 by eliminating the FY 2014 growth for six transit-style buses, three conventional-style buses, and costs for substitute bus drivers, bus repairs, parts and supplies. This reduction can be made as a result of improved efficiency in routing without any decrease in services to students.



**Selected Expenditure Information**  
 Operation and Maintenance of Buses and Vehicles

Description	FY 2013 Current Budget	FY 2014 Budget	Change
Diesel Fuel	\$10,097,672	\$10,118,146	\$ 20,474
Bus Parts	3,538,233	3,810,166	271,933
Tires and Tubes	540,135	652,409	112,274
Indirect Shop Supplies	293,834	293,834	0
Service Vehicle Parts and Fuel	673,845	674,408	563
<b>Total</b>	<b>\$15,143,719</b>	<b>\$15,548,963</b>	<b>\$405,244</b>

**LEASE / PURCHASE OF BUSES**

PURPOSE	Fiscal Year	TYPE			Total	
		36 Purchased	48 Passenger	69/57 Passenger		
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				9	9
Growth / New Programs	2009					0
Growth / New Programs	2010					0
Growth / New Programs	2011					0
Growth / New Programs	2012					0
Growth / New Programs	2013					0
Growth / New Programs	2014				3	3
Replacement	2001				91	91
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	9	121
Replacement	2009			27	31	58
Replacement	2010			42		42
Replacement	2011			34	62	96
Replacement	2012			63	43	106
Replacement	2013			27	62	89
Replacement	2014			54	50	104
<b>Total</b>			<b>22</b>	<b>523</b>	<b>717</b>	<b>1,262</b>

# Department of Transportation - 344

## Todd Watkins, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	1,733.150	1,733.150	1,733.150	<b>1,733.090</b>	(.060)
Position Salaries	\$59,735,792	\$63,286,469	\$63,286,469	<b>\$63,422,933</b>	\$136,464
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		2,966,060	2,966,060	<b>2,971,132</b>	5,072
Other		1,322,285	1,322,285	<b>1,322,285</b>	
Subtotal Other Salaries	6,182,474	4,288,345	4,288,345	<b>4,293,417</b>	5,072
<b>Total Salaries &amp; Wages</b>	65,918,266	67,574,814	67,574,814	<b>67,716,350</b>	141,536
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,621,788	1,621,788	<b>1,499,205</b>	(122,583)
<b>Total Contractual Services</b>	1,528,325	1,621,788	1,621,788	<b>1,499,205</b>	(122,583)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		42,991	42,991	<b>42,991</b>	
Other Supplies & Materials		15,212,063	15,212,063	<b>15,617,307</b>	405,244
<b>Total Supplies &amp; Materials</b>	15,246,818	15,255,054	15,255,054	<b>15,660,298</b>	405,244
<b>04 Other</b>					
Local/Other Travel		70,002	70,002	<b>80,002</b>	10,000
Insur & Employee Benefits		1,034,566	1,034,566	<b>817,137</b>	(217,429)
Utilities					
Miscellaneous		1,065,037	1,065,037	<b>1,065,037</b>	
<b>Total Other</b>	2,090,079	2,169,605	2,169,605	<b>1,962,176</b>	(207,429)
<b>05 Equipment</b>					
Leased Equipment		9,473,736	9,473,736	<b>9,558,249</b>	84,513
Other Equipment		18,135	18,135	<b>18,135</b>	
<b>Total Equipment</b>	9,382,955	9,491,871	9,491,871	<b>9,576,384</b>	84,513
<b>Grand Total</b>	<b>\$94,166,443</b>	<b>\$96,113,132</b>	<b>\$96,113,132</b>	<b>\$96,414,413</b>	<b>\$301,281</b>

# Department of Transportation - 344

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 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 Asst Supv		1.000	1.000	1.000	1.000	
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 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	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		12.000	12.000	12.000	12.000	

# Department of Transportation - 344

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
9	13 Tire Repairer		2.000	2.000	2.000	<b>2.000</b>	
9	13 Auto Parts Asst Shift 1		1.000	1.000	1.000	<b>1.000</b>	
9	13 Auto Parts Asst Shift 2		1.000	1.000	1.000	<b>1.000</b>	
9	12 Satellite Parts Asst Shift I		4.000	4.000	4.000	<b>4.000</b>	
9	12 Transport Time/Attend Asst		6.000	6.000	6.000	<b>6.000</b>	
9	11 Office Assistant IV		1.000	1.000	1.000	<b>1.000</b>	
9	11 Service Writer		2.000	2.000	2.000	<b>2.000</b>	
9	11 Auto Tech Apprentice Shift 1		3.000	3.000	3.000	<b>3.000</b>	
9	11 Auto Tech Apprentice Shift 2		4.000	2.000	2.000	<b>2.000</b>	
9	11 Auto Tech Apprentice Shift 3		1.000	3.000	3.000	<b>3.000</b>	
9	11 Bus Operator I	X	1,033.760	1,033.760	1,033.760	<b>1,036.400</b>	2.640
9	11 Transportation Staff Assistant		1.000	1.000	1.000	<b>1.000</b>	
9	10 Account Assistant I		2.000	3.000	3.000	<b>3.000</b>	
9	9 Office Assistant II		1.000				
9	8 Auto Service Worker Shift 1		4.000	4.000	4.000	<b>4.000</b>	
9	8 Auto Service Worker Shift 2		3.000	5.000	5.000	<b>5.000</b>	
9	8 Auto Service Worker Shift 3		5.000	3.000	3.000	<b>3.000</b>	
9	8 Transportation Fueling Asst		5.000	5.000	5.000	<b>5.000</b>	
9	7 Bus Attendant Spec Ed	X	387.890	387.890	387.890	<b>385.190</b>	(2.700)
	<b>Total Positions</b>		<b>1,733.150</b>	<b>1,733.150</b>	<b>1,733.150</b>	<b>1,733.090</b>	<b>(.060)</b>

# Field Trip Fund

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

**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, child-care providers, and nonprofit organizations whose goals and objectives are compatible with those of MCPS and support the growth and success of all children in Montgomery County.

Collaboration with other agencies and businesses is essential in order to successfully plan programs and budgets and sustain outside programs and services.

Annual contracts with child-care providers are negotiated to support educational continuity for students whose child-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 2012, more than 11,632 field trips and extracurricular trips were taken. The Department of Transportation (DOT) provided services for 3,425 field trips, 2,575 trips for athletic events, and 1,704 buses for after-school activities. The Field Trip Unit tracked 827 trips that were funded from grants or other budgeted resources. DOT provided 1,397 buses to local government agencies. This included approximately 650 buses for local summer camps run by the Maryland-National Capital Park and Planning Commission, the City of Gaithersburg, and the City of Rockville. The Collaboration Council for Children, Youth, and Families sponsored 358 activity buses for its Beyond the Bell program at three middle schools and one elementary school. DOT also provided 647 buses for outdoor education programs and 549 buses to transport second and fifth graders to The Music Center at Strathmore for music education.

DOT continues to use a web-based application to enter requests for field trips and extracurricular trips and a field trip application for managing the 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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
11,632	11,700	11,700

**Explanation:** DOT helps enrich students' educational experiences by providing school buses for field trips and extracurricular activities. This is a chance to enhance the educational programs beyond the school setting.

**Budget Explanation**  
**Field Trip Fund—830**

The FY 2014 request for this fund is \$1,909,415, a decrease of \$116,631 from the current FY 2013 budget. An explanation of this change follows.

***Continuing Salary Costs—\$9,000***

There is an increase of \$9,000 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

***Realignment—(\$100,000)***

There is a realignment of \$40,000 from this fund to the Real Estate Management Fund to support artificial turf replacement costs and \$60,000 to the Division of Food and Nutrition Services to support projected costs for food supplies and materials.

***Other—(\$25,631)***

The budget includes a decrease of \$25,631 for social security contributions to reflect actual costs.

# Field Trip Fund - 830

Todd Watkins, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	4.500	4.500	4.500	4.500	
Position Salaries	\$284,784	\$292,656	\$292,656	\$301,656	\$9,000
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		856,863	856,863	756,863	(100,000)
Other		104,600	104,600	104,600	
Subtotal Other Salaries	835,413	961,463	961,463	861,463	(100,000)
<b>Total Salaries &amp; Wages</b>	1,120,197	1,254,119	1,254,119	1,163,119	(91,000)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		49,638	49,638	49,638	
<b>Total Contractual Services</b>	41,999	49,638	49,638	49,638	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,091	10,091	10,091	
Other Supplies & Materials		511,575	511,575	511,575	
<b>Total Supplies &amp; Materials</b>	447,163	521,666	521,666	521,666	
<b>04 Other</b>					
Local/Other Travel		138	138	138	
Insur & Employee Benefits		198,880	198,880	173,249	(25,631)
Utilities					
Miscellaneous					
<b>Total Other</b>	157,717	199,018	199,018	173,387	(25,631)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		1,605	1,605	1,605	
<b>Total Equipment</b>	1,430	1,605	1,605	1,605	
<b>Grand Total</b>	<u>\$1,768,506</u>	<u>\$2,026,046</u>	<u>\$2,026,046</u>	<u>\$1,909,415</u>	<u>(\$116,631)</u>

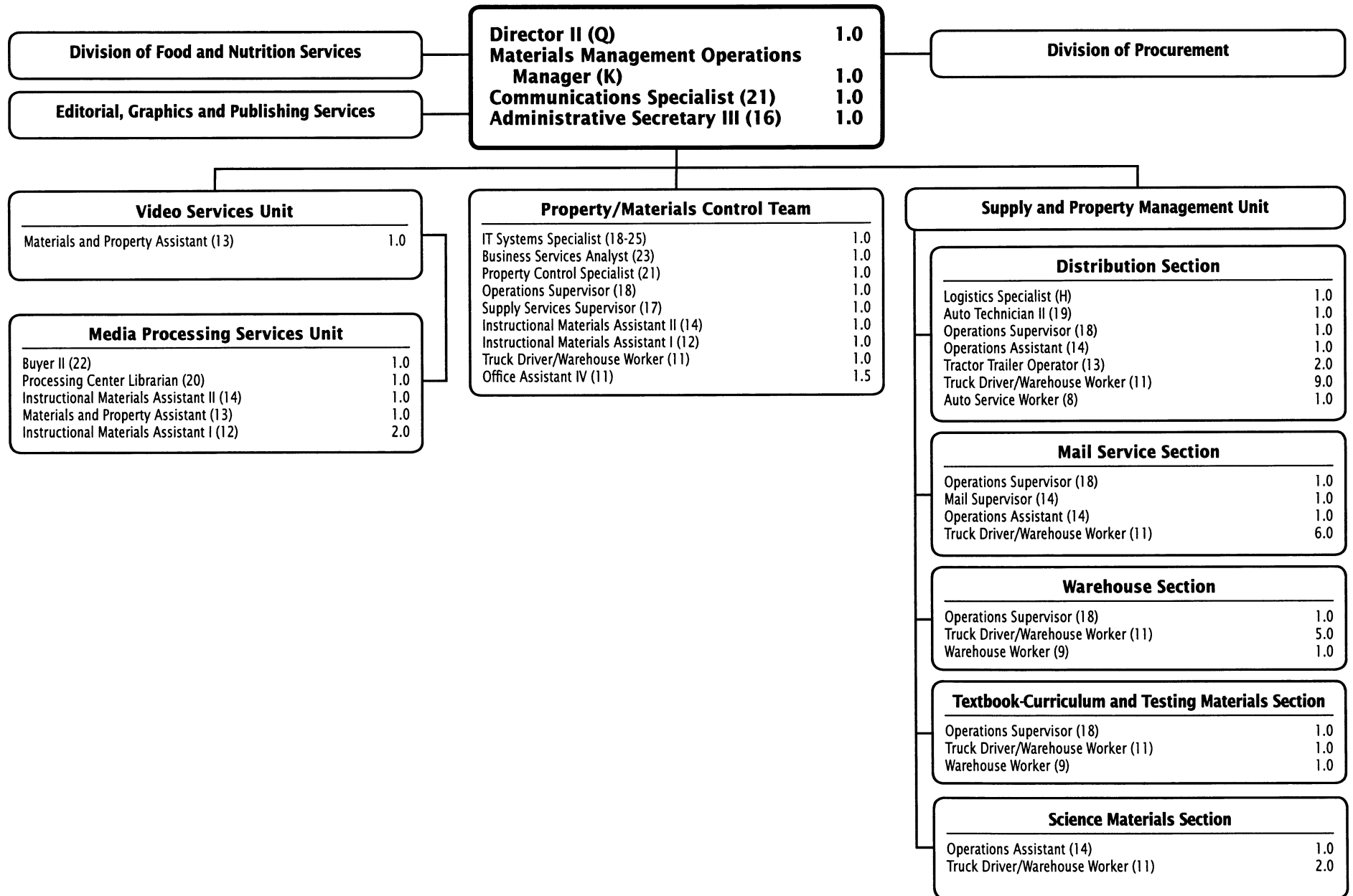


## Field Trip Fund - 830

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
71	J Transportation Spec - Spec Ed		.250	.250	.250	<b>.250</b>	
71	24 Fiscal Specialist I		.250	.250	.250	<b>.250</b>	
71	23 Business Services Analyst		1.000	1.000	1.000	<b>1.000</b>	
71	19 Sr Field Trip Coordinator		1.000	1.000	1.000	<b>1.000</b>	
71	12 Field Trip Assistant	X	2.000	2.000	2.000	<b>2.000</b>	
	<b>Total Positions</b>		<b>4.500</b>	<b>4.500</b>	<b>4.500</b>	<b>4.500</b>	

# Department of Materials Management



**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, that are essential to the educational success of all students 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, 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, & 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 2012, 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, & 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. More than 147 million copies were provided by this program, which equates to efficiency savings of more than 58,636 hours of school staff time. TeamWorks provides copier equipment and repair service system-wide. In FY 2012, the work group replaced 70 high-volume copiers in the schools and offices and completed preventive maintenance and repair service on the 294 high-volume copiers system-wide. 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 of the department 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 the 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 services.

**Performance Measures**

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

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
98.6%	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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
\$0.21	\$0.205	\$0.20

**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 work group of EGPS.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
147 million	157 million	168 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 TeamWorks work group of EGPS.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
57,117	60,000	63,000

**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 2014 request for this department is \$5,919,063, an increase of \$165,940 over the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$58,821**

There is an increase of \$58,821 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Realignment—\$144,615**

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

**Program Efficiencies and Reductions—(\$37,496)**

There is a reduction of \$26,850 for contractual services, \$4,646 for video service supplies, and \$6,000 for equipment. These items can be reduced as a result of the new web-based Destiny Library Manager program replacing the library union catalog, and bar-coding and cataloging of media center materials will no longer be required.

**Budget Explanation**  
**Division of Editorial, Graphics, Publishing**  
**and Services—417**

The FY 2014 request for this division is \$4,827,885, a decrease of \$92,243 from the current FY 2013 budget. An explanation of this change follows.

***Continuing Salary Costs—\$3,046***

There is an increase of \$3,046 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

***Realignment—(\$82,689)***

There are several realignments budgeted to address priority spending needs within this division. There is a decrease of \$27,815 and a .5 printing equipment operator I position and an increase of \$45,562 and a 1.0 copier repair technician position. There also is a corresponding decrease for contractual maintenance of \$17,747 as a result of funding the copier repair technician position. Furthermore, there is a reduction of \$81,896 and a 1.0 photographer position in this division. Funds in the amount of \$56,160 will be used to create a 1.0 communication specialist position and \$25,736 is realigned to the Office of the Superintendent of Schools for contractual photography services.

***Program Efficiencies and Reductions—(\$12,600)***

There is a reduction of \$3,000 for supporting services part-time salaries and \$9,600 for program supplies. The impact of these reductions is minimal as a result of the overall efficiencies within the division.

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

Kathleen C. Lazor, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	60.500	55.500	55.500	<b>58.500</b>	3.000
Position Salaries	\$3,326,214	\$3,720,143	\$3,720,143	<b>\$3,923,579</b>	\$203,436
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		518,029	518,029	<b>518,029</b>	
Other		33,920	33,920	<b>33,920</b>	
Subtotal Other Salaries	1,093,471	551,949	551,949	<b>551,949</b>	
<b>Total Salaries &amp; Wages</b>	4,419,685	4,272,092	4,272,092	<b>4,475,528</b>	203,436
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		62,697	62,697	<b>35,847</b>	(26,850)
<b>Total Contractual Services</b>	84,738	62,697	62,697	<b>35,847</b>	(26,850)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		35,164	35,164	<b>35,164</b>	
Office					
Other Supplies & Materials		452,572	452,572	<b>447,926</b>	(4,646)
<b>Total Supplies &amp; Materials</b>	712,561	487,736	487,736	<b>483,090</b>	(4,646)
<b>04 Other</b>					
Local/Other Travel		3,791	3,791	<b>3,791</b>	
Insur & Employee Benefits					
Utilities		18,400	18,400	<b>18,400</b>	
Miscellaneous		152,595	152,595	<b>152,595</b>	
<b>Total Other</b>	380,125	174,786	174,786	<b>174,786</b>	
<b>05 Equipment</b>					
Leased Equipment		675,812	675,812	<b>675,812</b>	
Other Equipment		80,000	80,000	<b>74,000</b>	(6,000)
<b>Total Equipment</b>	924,422	755,812	755,812	<b>749,812</b>	(6,000)
<b>Grand Total</b>	<b>\$6,521,531</b>	<b>\$5,753,123</b>	<b>\$5,753,123</b>	<b>\$5,919,063</b>	<b>\$165,940</b>

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

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
	<b>351 Department of Materials Management</b>						
1	Q Director II		1.000	1.000	1.000	<b>1.000</b>	
1	K Materials Mgt Oper Mgr		1.000	1.000	1.000	<b>1.000</b>	
1	21 Comm Spec/Web Producer		1.000	1.000	1.000	<b>1.000</b>	
1	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	
	<b>352 Supply and Property Management Unit</b>						
10	H Logistics Specialist		1.000	1.000	1.000	<b>1.000</b>	
10	25 IT Systems Specialist		1.000	1.000	1.000	<b>1.000</b>	
10	23 Business Services Analyst		1.000	1.000	1.000	<b>1.000</b>	
10	21 Property Control Specialist		1.000	1.000	1.000	<b>1.000</b>	
10	19 Auto Technican II Shift 1		1.000	1.000	1.000	<b>1.000</b>	
10	18 Operations Supervisor		5.000	5.000	5.000	<b>5.000</b>	
10	17 Supply Services Supervisor		1.000	1.000	1.000	<b>1.000</b>	
10	14 Mail Supervisor		1.000	1.000	1.000	<b>1.000</b>	
10	14 Operations Assistant		3.000	2.000	2.000	<b>3.000</b>	1.000
10	14 Instruct Materials Asst II		1.000	1.000	1.000	<b>1.000</b>	
10	13 Tractor Trailer Operator		2.000	2.000	2.000	<b>2.000</b>	
10	13 Materials & Property Asst		1.000				
10	12 Purchasing Assistant		.500				
10	12 Instruct Materials Asst I		1.000	1.000	1.000	<b>1.000</b>	
10	11 Office Assistant IV		1.000	1.500	1.500	<b>1.500</b>	
10	11 Truck Drive/Whr Wkr Shift 1		25.000	22.000	22.000	<b>24.000</b>	2.000
10	9 Warehouse Worker		2.000	2.000	2.000	<b>2.000</b>	
10	8 Auto Service Worker Shift 1		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>49.500</b>	<b>44.500</b>	<b>44.500</b>	<b>47.500</b>	<b>3.000</b>
	<b>354 Media Processing Services Unit</b>						
2	22 Buyer II		1.000	1.000	1.000	<b>1.000</b>	
2	20 Processing Center Librarian		1.000	1.000	1.000	<b>1.000</b>	
2	14 Instruct Materials Asst II		1.000	1.000	1.000	<b>1.000</b>	
2	13 Materials & Property Asst		1.000	1.000	1.000	<b>1.000</b>	
2	12 Instruct Materials Asst I		2.000	2.000	2.000	<b>2.000</b>	
	<b>Subtotal</b>		<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	
	<b>355 Video Services Unit</b>						
2	13 Materials & Property Asst		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	
	<b>Total Positions</b>		<b>60.500</b>	<b>55.500</b>	<b>55.500</b>	<b>58.500</b>	<b>3.000</b>

## Editorial, Graphics, and Publishing Services

<b>Supervisor (O)</b>	<b>1.0</b>
<b>Printing Supervisor (H)</b>	<b>1.0</b>
<b>Printing Services Supervisor (23)</b>	<b>1.0</b>
<b>Publications Manager (23)</b>	<b>1.0</b>
<b>Publications Art Director (23)</b>	<b>1.0</b>
<b>Communications Specialist/Web Producer (21)</b>	<b>1.0</b>
<b>Electronic Graphic Artist (20)</b>	<b>1.0</b>
<b>Graphic Designer I (18)</b>	<b>2.0</b>
<b>Printing Equipment Operator IV (18)</b>	<b>2.0</b>
<b>Equipment Mechanic (17)</b>	<b>1.0</b>
<b>Customer Service Specialist (16)</b>	<b>2.0</b>
<b>Printing Equipment Operator III (16)</b>	<b>2.0</b>
<b>Copier Repair Technician (15)</b>	<b>5.0</b>
<b>Fiscal Assistant II (15)</b>	<b>1.0</b>
<b>Administrative Secretary I (14)</b>	<b>1.0</b>
<b>Printing Equipment Operator II (14)</b>	<b>5.5</b>
<b>Printing Equipment Operator I (11)</b>	<b>7.0</b>



# Editorial, Graphics, and Publishing Services - 417

Kathleen C. Lazor, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	37.000	36.000	36.000	<b>35.500</b>	(.500)
Position Salaries	\$2,085,925	\$2,193,917	\$2,193,917	<b>\$2,141,607</b>	(\$52,310)
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends		180,000	180,000	<b>181,600</b>	1,600
Professional Part Time					
Supporting Services Part Time		81,008	81,008	<b>59,000</b>	(22,008)
Other		74,000	74,000	<b>60,000</b>	(14,000)
Subtotal Other Salaries	298,274	335,008	335,008	<b>300,600</b>	(34,408)
<b>Total Salaries &amp; Wages</b>	2,384,199	2,528,925	2,528,925	<b>2,442,207</b>	(86,718)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		536,187	536,187	<b>441,125</b>	(95,062)
<b>Total Contractual Services</b>	550,016	536,187	536,187	<b>441,125</b>	(95,062)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		1,019,863	1,019,863	<b>1,085,885</b>	66,022
Office					
Other Supplies & Materials		608,135	608,135	<b>596,535</b>	(11,600)
<b>Total Supplies &amp; Materials</b>	1,567,341	1,627,998	1,627,998	<b>1,682,420</b>	54,422
<b>04 Other</b>					
Local/Other Travel		4,553	4,553	<b>3,533</b>	(1,020)
Insur & Employee Benefits					
Utilities					
Miscellaneous		6,900	6,900	<b>6,900</b>	
<b>Total Other</b>	11,354	11,453	11,453	<b>10,433</b>	(1,020)
<b>05 Equipment</b>					
Leased Equipment		215,565	215,565	<b>251,700</b>	36,135
Other Equipment					
<b>Total Equipment</b>	235,642	215,565	215,565	<b>251,700</b>	36,135
<b>Grand Total</b>	<b>\$4,748,552</b>	<b>\$4,920,128</b>	<b>\$4,920,128</b>	<b>\$4,827,885</b>	(\$92,243)

## Editorial, Graphics, and Publishing Services - 417

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 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 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	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	
3	18 Graphics Designer I		2.000	2.000	2.000	2.000	
3	18 Printing Equipment Operator IV			2.000	2.000	2.000	
3	18 Lithographic Camera Op		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	16 Electronic Publishing Asst		1.000				
3	16 Digital Printing Group Leader		1.000				
1	16 Customer Service Spec		2.000	2.000	2.000	2.000	
3	16 Printing Equip Operator III		1.000	2.000	2.000	2.000	
1	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
3	15 Copier Repair Technician		4.000	4.000	4.000	5.000	1.000
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
3	14 Printing Equip Operator II		1.000	5.500	5.500	5.500	
3	14 Bindery Equip Operator II		3.000				
3	11 Printing Equip Operator I		2.500	7.500	7.500	7.000	(.500)
3	11 Bindery Equip Operator I		7.500				
	<b>Total Positions</b>		<b>37.000</b>	<b>36.000</b>	<b>36.000</b>	<b>35.500</b>	<b>(.500)</b>

## Division of Procurement

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

**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). Guidance for these functions is outlined in state law under the Maryland Education Code, Section 5-112 and Section 7-907.

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 no longer is 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 of procurement organizations is placing its focus on strategic sourcing initiatives and modifying its perspective to align its execution with the

needs and desires of its 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 2013, 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.

The progress that the division has made in procurement of goods and services over the past few years was recognized formally with the 2012 Achievement of Excellence in Procurement (AEP) Award from the National Purchasing Institute. The award is given to those jurisdictions that demonstrate excellence in the areas of innovation, professionalism, productivity, e-procurement, and leadership.

## 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; several other jurisdictions have since followed. Additional state laws have been passed mandating certain parameters in the purchase of uniforms and safety equipment manufactured outside of the United States, and reducing lead in plumbing materials. In addition, 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.
- Continue to work with the Division of Construction to increase minority, female, and disabled participation in the acquisition of goods and services.
- Work to reduce the system's overall carbon footprint by purchasing more environmentally preferable products.
- 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.

	<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Recommended</b>
Number of requisition lines	172,072	182,000	182,100
Number of online purchase orders	33,436	33,000	32,500
Number of purchasing card transactions	43,444	44,500	45,000

**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.

<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Recommended</b>
\$0.46	\$0.45	\$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 2014 request for this division is \$979,691, an increase of \$31,788 over the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$10,355**

There is an increase of \$10,355 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Other—\$21,433**

The budget includes an increase of \$21,433 for licenses to access data from other agencies to analyze and compare spending on goods and services. This effort is aligned with the recommendation of the Cross-Agency Resource Sharing (CARS) Committee. Other agencies will be able to access MCPS data with the goal to ensure that the best prices are used to procure goods and services.

## Division of Procurement - 353

Philip McGaughey, Director I

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	12.000	12.000	12.000	<b>12.000</b>	
Position Salaries	\$905,767	\$935,508	\$935,508	<b>\$945,863</b>	\$10,355
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>	<b>905,767</b>	<b>935,508</b>	<b>935,508</b>	<b>945,863</b>	<b>10,355</b>
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,750	1,750	<b>23,183</b>	21,433
<b>Total Contractual Services</b>	<b>1,259</b>	<b>1,750</b>	<b>1,750</b>	<b>23,183</b>	<b>21,433</b>
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		4,301	4,301	<b>4,301</b>	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	<b>6,756</b>	<b>4,301</b>	<b>4,301</b>	<b>4,301</b>	
<b>04 Other</b>					
Local/Other Travel		6,344	6,344	<b>6,344</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	<b>3,739</b>	<b>6,344</b>	<b>6,344</b>	<b>6,344</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$917,521</b>	<b>\$947,903</b>	<b>\$947,903</b>	<b>\$979,691</b>	<b>\$31,788</b>

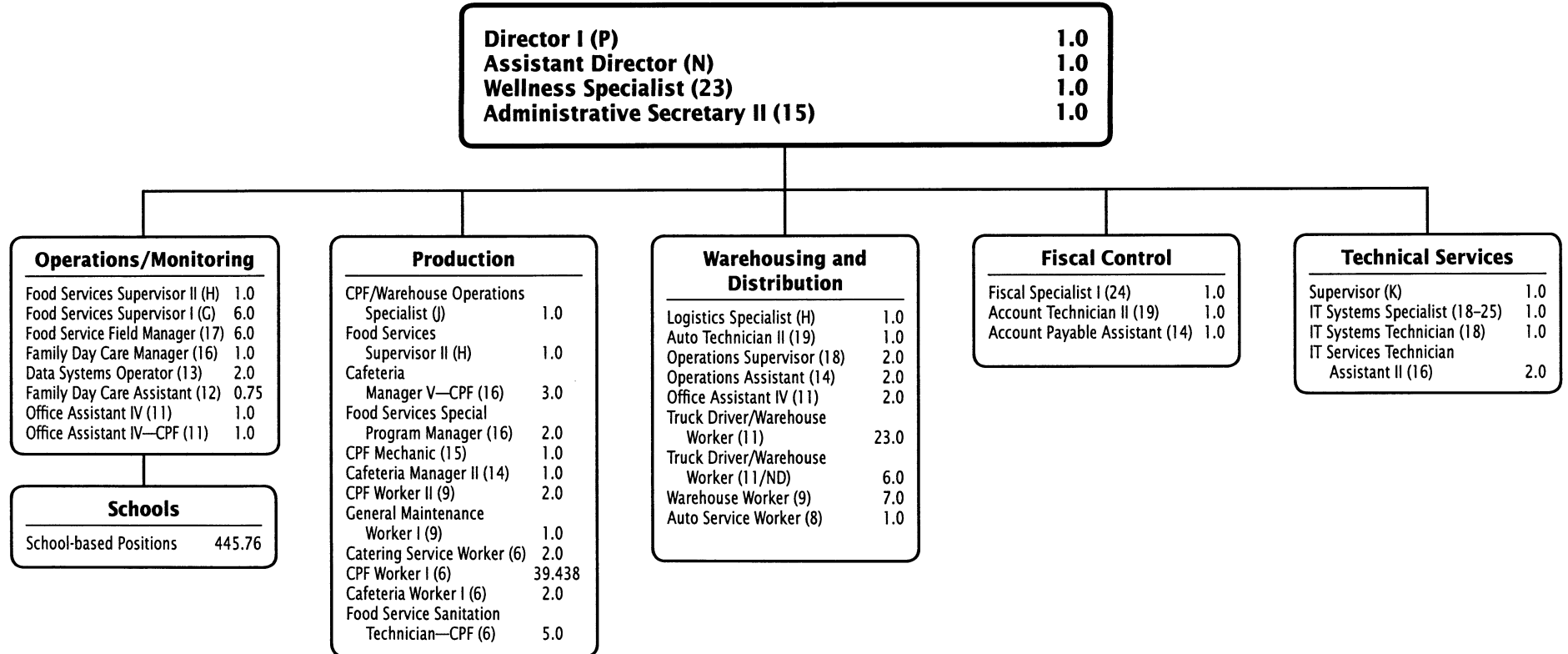
## Division of Procurement - 353

Philip McGaughey, Director I

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	J Senior Buyer		1.000	1.000	1.000	<b>1.000</b>	
1	23 Business Services Analyst		1.000	1.000	1.000	<b>1.000</b>	
1	22 Buyer II		2.000	2.000	2.000	<b>2.000</b>	
1	18 Buyer I		3.000	3.000	3.000	<b>3.000</b>	
1	16 Materials Support Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	14 Buyer Assistant II		2.000	2.000	2.000	<b>2.000</b>	
1	12 Buyer Assistant I		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>12.000</b>	<b>12.000</b>	<b>12.000</b>	<b>12.000</b>	

# Division of Food and Nutrition Services

Chapter 8 – 116



F.T.E. Positions 582.948

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

ND Night Differential = Shift 3



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

The division provides breakfast and lunch in all school cafeterias, the Lathrop E. Smith Center, and the Carver Educational Services Center. Additionally, the division actively supports the Maryland Meals for Achievement (MMFA) program that provides breakfast, at no charge, to all students in the classrooms at 40 schools and the Fresh Fruit and Vegetable Program in 4 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 child-care homes. The division 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 child-care centers and after-school programs.

The division coordinates nutrition education initiatives with school administrators, staff, parents, and communities to fully develop the "Team Nutrition" concept and strengthen the classroom/cafeteria connection. Board of Education Policy JPG, *Wellness: Physical and Nutritional Health*, is implemented fully and embraced by all schools. The division supervises the system-wide 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 2012, 32.3 percent of the student population was eligible to participate in FARMS. This was an increase of 1.73 percent from FY 2011. During FY 2013, the Department of Food and Nutrition Services (DFNS) will continue to not charge eligible students the 30-cent 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. Fifty-six elementary schools have received the Silver level award for the Healthy U.S. School Challenge; an award given by the United States Department of Agriculture. All 132 MCPS elementary schools have received the Bronze level of this award. 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 the division's staff. When possible, program changes are implemented based on the responses. Cafeteria managers share their best practices at training meetings.

The division has been addressing the childhood overweight and obesity epidemic actively through collaboration with nutrition and physical education programs. The division has implemented fully the nutritional requirements adopted by the Board of Education in the à 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 been successful in implementing a system-wide vending contract for snacks and beverages. Staff has been involved in community forums related to childhood obesity.

Division staff collaborates with school staff and the community to provide a coordinated approach that empowers students to make healthy food choices and become more physically active. Successful initiatives focus on efforts to improve the health of 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.

The division has been an active participant in MMFA since 1998. There are 40 schools included in the program for the 2012–2013 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 to provide a Summer Food Service Program serving meals during the summer months to students of low-income families. During FY 2012, 111,002 breakfasts and 153,082 lunches were served. Additionally, there were 12 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 mylunch-money.com.

The division completed a Six Sigma project that reviewed and improved the ordering process used by elementary schools. The action steps of the project have been implemented fully and the results sustained. The division continued the Six Sigma initiative to increase lunch participation by conducting focus groups and 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 2012, food cost was 30 percent of revenue compared with the industry standard of 45 percent.

The division operates as an enterprise fund and maintains a fiscally sound program. The *National School Lunch Act* requires the division to operate at a break-even point.

**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 55 percent of enrollment by FY 2015.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
54%	51%	53%

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

**Performance Measure:** Secondary school meal participation reaches 34 percent of enrollment by FY 2015.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
29%	31%	32%

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

**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 2012 Actual	FY 2013 Estimate	FY 2014 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 current FY 2013 budget for this division is changed from the budget adopted by the Board of Education on June 14, 2012. The change is a result of a supplemental appropriation of \$1,000,000 to support additional costs for food supplies and materials. Federal and state reimbursements will offset the additional costs.

The FY 2014 request for this fund is \$49,703,685, an increase of \$1,227,390 from the current FY 2013 budget. An explanation of this change follows.

**Continuing Salary Costs—\$327,796**

There is an increase of \$327,796 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

**Realignment—\$163,000**

There is a realignment of \$60,000 from the Field Trip Fund and \$103,000 from the Entrepreneurial Activities Fund to this fund to support additional costs for food supplies and materials.

**Other—\$736,594**

Due to projected changes in employee health benefit rates within the Division of Food and Nutrition Services, the budget includes an increase of \$236,594. In addition, the budget includes an increase of \$500,000 to support additional costs for food supplies and materials based on the nutrition requirements mandated by the United States Department of Agriculture.

**Selected Expenditure Information**

**Supplies and Materials for Division of Food and Nutrition Services**

	FY 2013 Budget	FY 2014 Budget	Change
Meat, Fish, and Poultry	4,679,408	4,879,633	200,225
Fruits and Vegetables	1,994,388	2,016,041	21,653
Dairy Products	3,349,057	3,503,832	154,775
Groceries	2,366,974	2,452,079	85,105
Bakery Goods	1,587,556	1,752,451	164,895
Ice Cream	200,240	200,240	-
Disposables	1,674,325	1,674,325	-
Other	226,200	226,200	-
<b>Total</b>	<b>16,078,148</b>	<b>16,704,801</b>	<b>626,653</b>

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

Marla Caplon, Director I

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	583,448	582,948	582,948	<b>582,948</b>	
Position Salaries	\$16,999,675	\$18,841,864	\$18,841,864	<b>\$19,169,660</b>	\$327,796
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		491,950	491,950	<b>491,950</b>	
Other		64,530	64,530	<b>64,530</b>	
Subtotal Other Salaries	640,697	556,480	556,480	<b>556,480</b>	
<b>Total Salaries &amp; Wages</b>	17,640,372	19,398,344	19,398,344	<b>19,726,140</b>	327,796
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,192,028	1,192,028	<b>1,242,028</b>	50,000
<b>Total Contractual Services</b>	1,183,021	1,192,028	1,192,028	<b>1,242,028</b>	50,000
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		15,078,148	16,078,148	<b>16,704,801</b>	626,653
<b>Total Supplies &amp; Materials</b>	15,101,976	15,078,148	16,078,148	<b>16,704,801</b>	626,653
<b>04 Other</b>					
Local/Other Travel		128,385	128,385	<b>128,385</b>	
Insur & Employee Benefits		11,283,706	11,283,706	<b>11,520,300</b>	236,594
Utilities					
Miscellaneous		145,000	145,000	<b>145,000</b>	
<b>Total Other</b>	11,387,994	11,557,091	11,557,091	<b>11,793,685</b>	236,594
<b>05 Equipment</b>					
Leased Equipment		250,684	250,684	<b>237,031</b>	(13,653)
Other Equipment					
<b>Total Equipment</b>	194,714	250,684	250,684	<b>237,031</b>	(13,653)
<b>Grand Total</b>	<b>\$45,508,077</b>	<b>\$47,476,295</b>	<b>\$48,476,295</b>	<b>\$49,703,685</b>	<b>\$1,227,390</b>

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

Marla Caplon, Director I

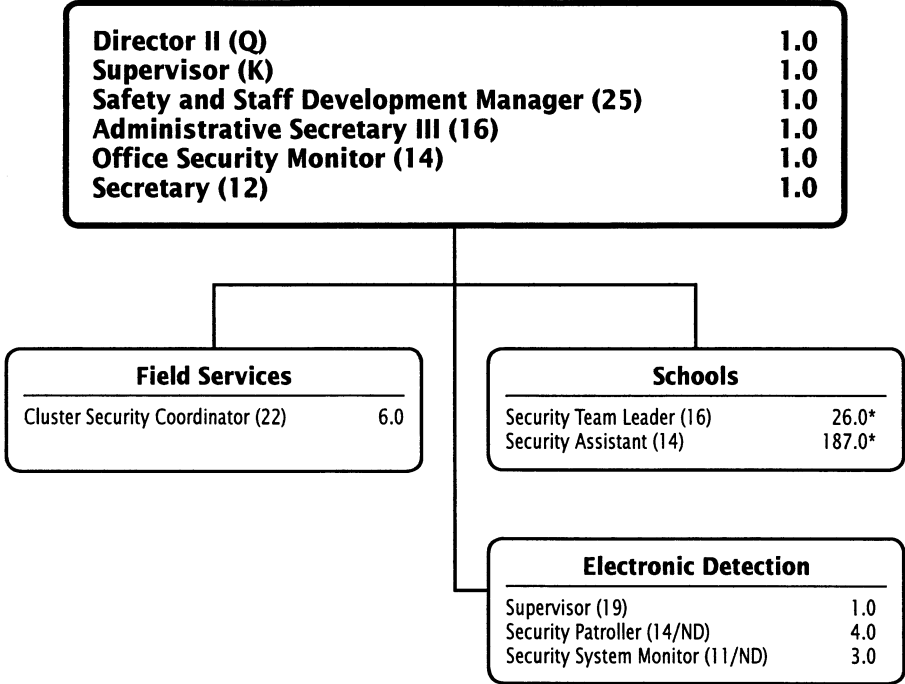
CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
61	P Director I		1.000	1.000	1.000	1.000	
61	N Assistant Director I		1.000	1.000	1.000	1.000	
61	K Supervisor		1.000	1.000	1.000	1.000	
61	J CPF/Warehouse Operations Spec		1.000	1.000	1.000	1.000	
61	H Food Services Supervisor II		2.000	2.000	2.000	2.000	
61	H Logistics Specialist		1.000	1.000	1.000	1.000	
61	G Food Services Supervisor I		6.000	6.000	6.000	6.000	
61	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
61	25 Process Improvement Analyst		1.000				
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	19 Auto Technican II Shift 1			1.000	1.000	1.000	
61	18 IT Systems Technician					1.000	1.000
61	18 Operations Supervisor		1.000	2.000	2.000	2.000	
61	17 Food Service Field Manager	X	6.000	6.000	6.000	6.000	
61	17 Auto Technican I Shift 1		1.000				
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	41.500	41.500	42.500	1.000
61	16 Food Svcs Spec Prog Mgr		2.000	1.000	1.000	2.000	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	13.875	13.875	12.875	(1.000)
61	15 CPF Mechanic		1.000	1.000	1.000	1.000	
61	14 Administrative Secretary I		1.000				
61	14 Accounts Payable Assistant		1.000	1.000	1.000	1.000	
61	14 Cafeteria Manager II	X	4.750	7.425	7.425	7.425	
61	14 Cafeteria Manager II 9 mo		1.000	3.875	3.875	3.875	
61	14 Buyer Assistant II		1.000				
61	14 Operations Assistant		1.000	2.000	2.000	2.000	
61	14 Operations Assist Shift 3		1.000				
61	13 Data Systems Operator		1.000	2.000	2.000	2.000	
61	13 Cafeteria Manager I	X	4.000	4.625	4.625	4.625	
61	12 Food Services Satellite Mgr	X	22.000	30.875	30.875	33.875	3.000
61	12 Family Day Care Assistant		.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	1.000	1.000	1.000	
61	11 Food Svc Satellite Mgr II	X	44.760	40.010	40.010	39.010	(1.000)
61	11 Truck Drive/W/hr Wkr Shift 1		7.000	9.000	9.000	9.000	

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

Marla Caplon, Director I

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
61	11 Truck Drive/Whr Wkr Shift 1		16.000	14.000	14.000	<b>14.000</b>	
61	11 Truck Drive/Wrh Wkr Shift 3		6.000	6.000	6.000	<b>6.000</b>	
61	10 Satellite Manager I	X	37.000	40.025	40.025	<b>38.025</b>	(2.000)
61	9 Warehouse Worker	X	5.000	5.000	5.000	<b>5.000</b>	
61	9 Warehouse Worker		2.000	2.000	2.000	<b>2.000</b>	
61	9 CPF Worker II	X	2.000	2.000	2.000	<b>2.000</b>	
61	9 General Maintenance Worker I		1.000	1.000	1.000	<b>1.000</b>	
61	8 Auto Service Worker Shift 1		1.000	1.000	1.000	<b>1.000</b>	
61	7 Cafeteria Perm Substitute	X	21.500	21.500	21.500	<b>21.500</b>	
61	6 Cafeteria Worker I 9 mo		78.000	74.675	74.675	<b>74.675</b>	
61	6 Cafeteria Worker I	X	177.000	168.875	168.875	<b>168.875</b>	
61	6 Cafeteria Worker I		1.000	1.500	1.500	<b>1.500</b>	
61	6 CPF Worker I	X	40.688	40.438	40.438	<b>39.438</b>	(1.000)
61	6 Catering Services Worker	X	2.000	2.000	2.000	<b>2.000</b>	
61	6 Food Svc Sanit Tech CPF	X	4.000	4.000	4.000	<b>4.000</b>	
61	6 Food Svc Sanit Tech CPF		1.000	1.000	1.000	<b>1.000</b>	
<b>Total Positions</b>			<b>583.448</b>	<b>582.948</b>	<b>582.948</b>	<b>582.948</b>	

# Department of School Safety and Security



F.T.E. Positions 20.0  
 (\*In addition, there are 213.0 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

**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, and 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 members coordinate with the MCPS Office of Human Resources and Development staffing analyst to review all prospective employee applications and conduct 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

In August 2011, DSSS was awarded a United States Department of Education Safe and Drug Free Schools grant to assist with revising and upgrading the system-wide and individual schools' emergency preparedness. This grant also provided 620 portable two-way radios to the schools, more than 60,000 emergency alert cards for the classrooms, training supplies, and 13 emergency preparedness training videos for the community, students, and staff. To assist the administrators in managing an emergency at their school, the department used grant funds to produce the Emergency Response and Management Manual. This manual is designed to provide guidance and information during the early stages of an emergency.

DSSS works with all schools and facilities in developing and updating individual emergency plans. The school district has revised its emergency preparedness procedures to become compliant with the National Incident Management System. As a result, in lieu of the terms of Code Red and Code Blue used to initiate emergency procedures, the district has adopted plain language terms—Lockdown, Evacuate, and Shelter. This makes expectations clear to everyone when responding to emergencies. Due to budget constraints, the School Resource Officer program will remain at six officers during FY 2013. This number is down from 28 officers two years ago. A security initiative continues in FY 2013 that includes the installation of digital closed-circuit television camera systems in all middle and high schools. To date, the camera project has been completed in 36 middle schools and 18 high schools.

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 members work 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 members are trained and certified in First Responder First Aid, Cardiopulmonary Resuscitation (CPR), and the use of automated external defibrillators. Department staff members continue to play an integral part in the development of local comprehensive school emergency plans. Department staff members are responsible for the establishment, review, and approval of the school emergency plan for the 203 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 members have 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 on-site emergency team, are required to attend emergency preparedness training during the 2012–2013 school year, if they have not done so already.

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 members conduct site assessments at all schools and make recommendations to principals on how to enhance the safety and security of those facilities. The United States Department of Education has recognized MCPS as one of the leading school districts in the nation for emergency preparedness. Security staff members train other staff members in the proper use of the Visitor Management Systems, coordinate the use of private radio codes, assist in designing closed-circuit television camera systems, and make recommendations on the use of other security-related equipment.

The department continues to coordinate the school system's identification card initiative for all non-school-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 officials, and the community to ensure a safe learning and working environment. Department staff will continue to respond to and assist in resolving critical incidents involving the school system.

The department maintains a Memorandum of Understanding (MOU) implemented in FY 2007 (revised in FY 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 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 members have 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 how to implement the policy or regulation. Department staff members are 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 web page.
- Meet with stakeholders and public safety personnel regarding safety and security issues and concerns.

**Performance Measures**

**Performance Measure:** Number of emergency district-wide preparedness training sessions for administrative, professional, and support staff.

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
37	34	34

**Explanation:** Number of sessions linked to system-wide emergency preparedness training needs. Revision of emergency preparedness program required an enhanced training program.

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

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
90%	95%	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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
98%	90%	100%

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

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

FY 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
72%	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 2012 Actual	FY 2013 Estimate	FY 2014 Recommended
88%	90%	100%

**Explanation:** Based on post-training customer evaluation surveys.

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

<b>FY 2012 Actual</b>	<b>FY 2013 Estimate</b>	<b>FY 2014 Recommended</b>
24%	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 current FY 2013 budget for this department is changed from the budget adopted by the Board of Education on June 14, 2012. The change is a result of an increase of a 1.0 CESC security monitor position.

The FY 2014 request for this department is \$1,766,728, an increase of \$1,197 over the current FY 2013 budget. An explanation of this change follows.

***Continuing Salary Costs—\$1,197***

There is an increase of \$1,197 for continuing salary costs for current employees. This amount is the annualization of the salary step to be provided to eligible employees on May 4, 2013.

***Realignment—\$0***

Realignments are budgeted to address priority spending needs in this department. There is a decrease of \$6,694 from lease/purchase due to the expiration of vehicle payments and a corresponding increase for supporting services part-time salaries.

# Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

Description	FY 2012 Actual	FY 2013 Budget	FY 2013 Current	FY 2014 Request	FY 2014 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	20,000	19,000	20,000	<b>20,000</b>	
Position Salaries	\$1,425,755	\$1,492,140	\$1,492,140	<b>\$1,493,337</b>	\$1,197
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		120,387	120,387	<b>127,081</b>	6,694
Other		29,605	29,605	<b>29,605</b>	
Subtotal Other Salaries	174,506	149,992	149,992	<b>156,686</b>	6,694
<b>Total Salaries &amp; Wages</b>	1,600,261	1,642,132	1,642,132	<b>1,650,023</b>	7,891
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		57,000	57,000	<b>57,000</b>	
<b>Total Contractual Services</b>	61,061	57,000	57,000	<b>57,000</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,605	2,605	<b>2,605</b>	
Other Supplies & Materials		56,000	56,000	<b>56,000</b>	
<b>Total Supplies &amp; Materials</b>	57,797	58,605	58,605	<b>58,605</b>	
<b>04 Other</b>					
Local/Other Travel		250	250	<b>250</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		850	850	<b>850</b>	
<b>Total Other</b>	823	1,100	1,100	<b>1,100</b>	
<b>05 Equipment</b>					
Leased Equipment		6,694	6,694		(6,694)
Other Equipment					
<b>Total Equipment</b>	68,401	6,694	6,694		(6,694)
<b>Grand Total</b>	<b>\$1,788,343</b>	<b>\$1,765,531</b>	<b>\$1,765,531</b>	<b>\$1,766,728</b>	<b>\$1,197</b>

## Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

CAT	DESCRIPTION	10 Mon	FY 2012 ACTUAL	FY 2013 BUDGET	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
10	Q Director Schl Support & Improv		1.000	1.000	1.000	<b>1.000</b>	
10	K Supervisor		1.000	1.000	1.000	<b>1.000</b>	
10	25 Safety & Staff Dev Manager		1.000	1.000	1.000	<b>1.000</b>	
10	22 Cluster Security Coordinator		6.000	6.000	6.000	<b>6.000</b>	
10	19 Supv Electronic Detection		1.000	1.000	1.000	<b>1.000</b>	
10	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
10	14 Office Security Monitor				1.000	<b>1.000</b>	
10	14 Security Patroller Shift 2		3.000	2.000	2.000	<b>2.000</b>	
10	14 Security Patroller Shift 3		2.000	2.000	2.000	<b>2.000</b>	
10	12 Secretary		1.000	1.000	1.000	<b>1.000</b>	
10	11 Security Sys Monitor Shft 2		2.000	2.000	2.000	<b>2.000</b>	
10	11 Security Sys Monitor Shift 3		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>20.000</b>	<b>19.000</b>	<b>20.000</b>	<b>20.000</b>	