

**Chapter 7**  

---

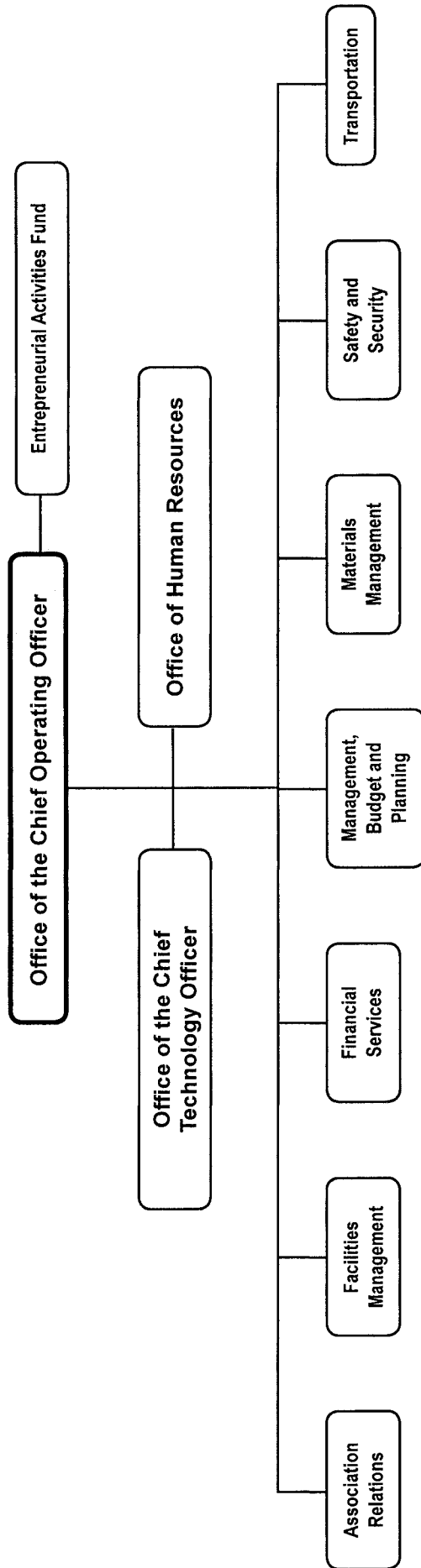
**Office of Chief Operating Officer**

	Page
<b>Chief Operating Officer</b> .....	7-3
Entrepreneurial Activities Fund .....	7-10
<b>Department of Financial Services</b> .....	7-15
Division of Controller.....	7-23
<b>Department of Association Relations</b> .....	7-29
<b>Department of Management, Budget and Planning</b> .....	7-34
<b>Department of Facilities Management</b> .....	7-42
Real Estate Management Fund.....	7-50
Division of Construction .....	7-55
Division of Long-range Planning .....	7-60
Division of Maintenance .....	7-67
Division of School Plant Operations .....	7-75
<b>Department of Transportation</b> .....	7-81
Field Trip Fund .....	7-90
<b>Department of Materials Management</b> .....	7-94
Division of Procurement .....	7-99
Division of Food and Nutrition Services.....	7-104
<b>Department of School Safety and Security</b> .....	7-111

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

<b>OBJECT OF EXPENDITURE</b>	<b>FY 2008 ACTUAL</b>	<b>FY 2009 BUDGET</b>	<b>FY 2009 CURRENT</b>	<b>FY 2010 BUDGET</b>	<b>FY 2010 CHANGE</b>
<b>POSITIONS</b>					
Administrative	36.000	34.000	33.000	33.000	
Business/Operations Admin.	40.000	39.000	45.000	45.000	
Professional	2.000	2.000	2.000	3.000	1.000
Supporting Services	4,172.742	4,179.922	4,172.922	4,154.522	(18.400)
<b>TOTAL POSITIONS</b>	<b>4,250.742</b>	<b>4,254.922</b>	<b>4,252.922</b>	<b>4,235.522</b>	<b>(17.400)</b>
<b>01 SALARIES &amp; WAGES</b>					
Administrative	\$4,446,512	\$4,714,817	\$4,604,031	\$4,602,154	(\$1,877)
Business/Operations Admin.		3,605,182	4,135,976	4,232,028	96,052
Professional	313,912	217,556	217,556	290,741	73,185
Supporting Services	153,784,562	165,834,104	165,414,096	167,967,224	2,553,128
<b>TOTAL POSITION DOLLARS</b>	<b>158,544,986</b>	<b>174,371,659</b>	<b>174,371,659</b>	<b>177,092,147</b>	<b>2,720,488</b>
<b>OTHER SALARIES</b>					
Administrative					
Professional	263,937	310,234	284,234	215,638	(68,596)
Supporting Services	19,031,827	13,772,151	13,820,031	13,749,761	(70,270)
<b>TOTAL OTHER SALARIES</b>	<b>19,295,764</b>	<b>14,082,385</b>	<b>14,104,265</b>	<b>13,965,399</b>	<b>(138,866)</b>
<b>TOTAL SALARIES AND WAGES</b>	<b>177,840,750</b>	<b>188,454,044</b>	<b>188,475,924</b>	<b>191,057,546</b>	<b>2,581,622</b>
<b>02 CONTRACTUAL SERVICES</b>	<b>6,635,666</b>	<b>10,299,502</b>	<b>10,246,317</b>	<b>10,702,025</b>	<b>455,708</b>
<b>03 SUPPLIES &amp; MATERIALS</b>	<b>35,346,847</b>	<b>35,995,951</b>	<b>36,044,917</b>	<b>35,394,583</b>	<b>(650,334)</b>
<b>04 OTHER</b>					
Staff Dev & Travel	558,613	558,584	616,549	609,480	(7,069)
Insur & Fixed Charges	398,744,316	411,178,146	411,107,486	437,604,470	26,496,984
Utilities	40,178,098	42,085,015	42,085,015	45,026,165	2,941,150
Grants & Other	10,716,736	7,913,181	7,913,181	7,895,835	(17,346)
<b>TOTAL OTHER</b>	<b>450,197,763</b>	<b>461,734,926</b>	<b>461,722,231</b>	<b>491,135,950</b>	<b>29,413,719</b>
<b>05 EQUIPMENT</b>	<b>11,236,080</b>	<b>11,072,149</b>	<b>11,066,149</b>	<b>11,001,576</b>	<b>(64,573)</b>
<b>GRAND TOTAL AMOUNTS</b>	<b>\$681,257,106</b>	<b>\$707,556,572</b>	<b>\$707,555,538</b>	<b>\$739,291,680</b>	<b>\$31,736,142</b>

# Chief Operating Officer—Overview



F.T.E. Positions 4,235.522  
 (In addition, there are 61.5 Capital Budget positions, 21.0 from ICB, 25.5 funded by Trust Funds. There are 1,921.222 school-based positions shown on K-12 charts.)

# Office of the Chief Operating Officer

Chief Operating Officer	1.0
Director II (Q)	1.0
Executive Assistant (P)	2.0
Director I (P)	2.0
Instructional Specialist (B-D)	1.0
Administrative Services Manager II (19)	1.0
Copy Editor/Executive Secretary I (17)	1.0
Administrative Secretary III (16)	1.0
Allocations Assistant (16)	1.0
Appeals/Transfer Control Assistant (16)	1.0
Administrative Secretary I (14)	1.0
Secretary (12)	2.5

## Mission

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

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

## Major Functions

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

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

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

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

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

The OCOO, through the Department of School Safety and Security, works with all schools and facilities in developing and updating individual emergency crisis plans. In addition, Code Red and Code Blue drills occur throughout the school year. The Educational Facilities Officer (EFO) program has expanded to 29 officers working with our schools. A security initiative which includes the installation of digital cameras in all middle and high schools is funded through the CIP, beginning in FY 2009.

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

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

Through the Department of Facilities Management, the OCOO coordinates the construction of new schools and the

modernization of aging facilities, provides comfortable and clean school facilities, and oversees the maintenance of existing facilities and performance of minor renovations to accommodate changing program needs. Staff manages utility costs at all schools and oversees an energy conservation program to ensure efficient use of utilities, ensures that building space is used efficiently to support instructional programs, acquires potential future school sites, and manages an inventory of existing sites.

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

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

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

Through the Department of Association Relations, the OCOO oversees the enforcement and interpretation of employee contracts. This department works with employee associations to ensure compliance with negotiated agreements. As part of MCAASP, a new association was established, and a contract was ratified for the Montgomery County Business and Operations Administrators. In addition, Association Relations hears employees' grievances and administrative complaints and represents the interests of the Board of Education in negotiation.

## Trends and Accomplishments

Montgomery County experienced weak economic performance in 2007 and rapidly worsening conditions in 2008. This was evidenced by declines in resident employment, declines in home sales, declines in new housing construction, weak consumer spending, sharp increases in energy costs, and across-the-board increases in consumer prices. This Fall financial losses triggered by the sub-prime mortgage crisis are having devastating impacts on the economy. The bursting of the "housing bubble" has left banks holding large amounts of mortgage debt and has increased home foreclosures. This has led to unprecedented federal involvement to contain the financial meltdown. Huge losses in the

stock market have reduced the value of personal investments and retirement accounts, reducing consumer spending. Consumer spending is key to the economy as it makes up two-thirds of economic activity. Financial losses have resulted in banking institutions restricting credit much more than in the past. This makes economic recovery slower as business investments and consumer spending is constrained. This effect can be seen in the county housing market, where the inventory of homes on the market greatly exceeds the demand. The number of residential sales declined during the year by 34.3 percent. The number of days a house is on the market before being sold increased from the 28 days in 2005 to a high of 106 days in 2008.

MCPS enrollment grew by over 1,500 students between 2007 and 2008. This was the case despite a weak economy and housing market. The increase in enrollment was driven by increases in county births, movement of private school students into public schools, and more households staying put in the county as commuting costs have risen and home sales have declined. Births have increased every year since 2000 and reached an all-time high of 13,843 in 2007. Consequently, elementary school enrollment is increasing rapidly, with a gain of 5,700 students projected by 2014–2015. Secondary enrollment is being affected by a temporary dip in enrollment that began at the elementary school level in 2002. A projected decrease in middle and high school enrollment will soon be replaced by growth—beginning in 2011 for middle school enrollment, and in 2014 for high school enrollment. Overall, MCPS enrollment is projected to increase from 139,276 in 2008 to 144,932 in 2014.

Race and ethnic diversity have been a hallmark of MCPS growth. Immigration, primarily of Asian and Hispanic students, to the county has resulted in a school system that has been transformed. In 1972, 90 percent of the school population was non-Hispanic white, compared with 39 percent in 2008. All of the enrollment increases that have occurred since 1983 (47,000 more students) are attributable to growth in African American, Asian American, and Hispanic enrollment.

Socioeconomic diversity in the student population also has increased. Movement into the county of economically impacted households has resulted in high levels of participation in the federal Free and Reduced-price Meals System (FARMS). Since 1985, the proportion of MCPS students participating in FARMS has risen from 12 percent to 27.1 percent in 2008, representing 37,692 students receiving assistance.

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

Major accomplishments of this office include the successful completion and approval of the operating and capital budgets and the implementation of cost saving measures. It effectively managed all expenditures for the operating and capital budgets. The FY 2008 Operating Budget is built on the Board of Education goals and academic priorities and provides money to support program initiatives from *Our Call to Action: Pursuit of Excellence*. The FY 2009 operating budget was funded for \$2,066,683,294, a 4.1 percent increase over the FY 2008 operating budget. The FY 2009–2014 Capital Improvements Program was approved by the County Council for a total of \$1.288 billion in expenditures over six years. In addition, the County Council approved \$236.5 million in capital expenditures for FY 2009.

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

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

On February 10, 2004, the Board of Education aligned the budget and strategic planning processes by adopting a set of recommendations from the Research and Evaluation Committee to change the process for public involvement in the development of the MCPS strategic plan and operating budget. The Board's goals included encouraging greater public involvement in long-range strategic issues and emphasizing public involvement in the development phase of the strategic plan and the operating budget instead of primarily in the critique phase following the superintendent's presentation of the operating budget. As a result of this initiative, the Board of Education has continued to sponsor community forums during the fall. The forums result in significant feedback on issues involving the strategic plan and budget. To build on the success of the forums, the Board of Education has planned for expanded community outreach during FY 2009 to include continuous dialogue and input from a variety of community organizations and individuals through the MCPS Web site.

MCPS has adopted the Malcolm Baldrige Education Criteria for Performance Excellence as its model for continuous improvement. Leadership for this effort comes from the OCOO. The criteria are designed to help organizations use an integrated approach that results in the delivery of ever-improving value to students and stakeholders, contributing to education quality, improvement of overall organizational

effectiveness and capabilities, and organizational and personal learning. In addition, Six Sigma processes have been introduced, and a number of significant projects throughout MCPS are utilizing this model to ensure the highest quality goods and services for our students, staff, and community.

## Major Mandate

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

## Performance Measures

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

## Budget Explanation Office of the Chief Operating Officer—331

The FY 2010 request for this office is \$2,327,508, an increase of \$79,482 from the current FY 2009 budget of \$2,248,026. An explanation of this change follows.

### *Continuing and Negotiated Salary Costs—(\$613)*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is a decrease of \$613 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

### *Realignment—\$60,889*

There is also a realignment of \$60,889 from the Applied Research Unit in the Office of Shared Accountability into this office for professional part-time salaries related to the Kennedy Cluster Project.

### *Other—\$73,401*

There is an increase to the budget of \$73,401 for contractual services to continue work on business process improvement initiatives and school improvement planning.

### *Reductions—(\$54,195)*

Reductions in the Office of the Chief Operating Officer are as follows:

Legal expenses—(\$50,000)

Travel out—(\$3,303)

Dues, registrations, and fees—(\$892)

# Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	16.500	15.500	15.500	<b>15.500</b>	
Position Salaries	\$1,593,164	\$1,665,458	\$1,665,458	<b>\$1,664,845</b>	(\$613)
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time				<b>60,889</b>	60,889
Supporting Services Part Time		8,397	8,397	<b>8,397</b>	
Other		1,695	1,695	<b>1,695</b>	
Subtotal Other Salaries	34,571	10,092	10,092	<b>70,981</b>	60,889
<b>Total Salaries &amp; Wages</b>	1,627,735	1,675,550	1,675,550	<b>1,735,826</b>	60,276
<b>02 Contractual Services</b>					
Consultants		2,500	2,500	<b>2,500</b>	
Other Contractual		559,926	559,926	<b>583,327</b>	23,401
<b>Total Contractual Services</b>	715,085	562,426	562,426	<b>585,827</b>	23,401
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,586	3,586	<b>3,586</b>	
Other Supplies & Materials		404	404	<b>404</b>	
<b>Total Supplies &amp; Materials</b>	1,895	3,990	3,990	<b>3,990</b>	
<b>04 Other</b>					
Local Travel		1,865	1,865	<b>1,865</b>	
Staff Development		4,195	4,195		(4,195)
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	10,844	6,060	6,060	<b>1,865</b>	(4,195)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$2,355,559</b>	<b>\$2,248,026</b>	<b>\$2,248,026</b>	<b>\$2,327,508</b>	<b>\$79,482</b>



# Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
1	Chief Operating Officer		1.000	1.000	1.000	<b>1.000</b>	
1	Q Director II			1.000	1.000	<b>1.000</b>	
2	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	P Director I		1.000				
2	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	P Executive Assistant		3.000	2.000	2.000	<b>2.000</b>	
2	BD Instructional Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	19 Admin Services Manager II		1.000	1.000	1.000	<b>1.000</b>	
1	17 Copy Editor/Admin Sec			1.000	1.000	<b>1.000</b>	
1	17 Admin Services Manager I		1.000				
2	16 Appls Trans Control Asst		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>	
1	16 Allocations Assistant		1.000	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		2.500	2.500	2.500	<b>2.500</b>	
<b>Total Positions</b>			<b>16.500</b>	<b>15.500</b>	<b>15.500</b>	<b>15.500</b>	

# Entrepreneurial Activities Fund

Instructional Specialist (B-D)	2.0
Applications Developer I (23)	1.0
Printing Equipment Operator III (17)	1.0
Customer Services Specialist (16)	1.0
Fiscal Assistant I (13)	1.0
Bindery Equipment Operator I (11)	2.0
Supply Worker II (10)	2.0

## Mission

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

## Major Functions

The purpose of this activity is to serve as the main focal point to organize marketing efforts, identify and mobilize staff resources and expertise, plan and implement revenue-generating activities, and identify and secure the start-up capital necessary to expand the program with additional revenue-generating activities. Activities that have been moved into this fund include the Taylor Science Materials Center, Supply Warehouse, Printing and Graphic Services, Student Online Learning, 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 significantly reduced. The center sells customized science kit materials and tools and manipulatives for assessment activity to school districts that are implementing similar science programs.

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

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

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

accuracy of providing individual student data to teachers and principals to support teaching and learning.

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

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

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

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

## Trends and Accomplishments

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

## Major Mandate

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

## Strategies

- Establish activities that, when fully implemented, will generate enough revenue that the activity will contribute to the enhancement of the instructional program.

# Entrepreneurial Activities Fund—820/822/823

Larry A. Bowers, Chief Operating Officer

301-279-3626

- Market and sell only goods and services that are exempt and reflect positively on the school system.

## Performance Measures

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

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
115.7%	117.1%	120.0%

**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 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
\$126,627	\$132,000	\$137,000

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

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

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
\$550,712	\$565,000	\$595,000
14%	12%	10%

**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— 820/822/823

The current FY 2009 budget for this fund is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of the realignment of \$30,000 from contractual services to supporting services part-time salaries to reflect actual operations of the fund.

The FY 2010 request for this fund is \$1,774,100, an increase of \$213,025 from the current FY 2009 budget of \$1,561,075. An explanation of this change follows.

### *Continuing and Negotiated Salary Costs—\$4,663*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$4,663 in continuing salary costs to reflect step or longevity increases for current employees.

### *Realignment—\$0*

There is a realignment of \$5,005 from supporting services part-time salaries and \$2,205 in travel out to consultants and dues, registrations, and fees to reflect the actual costs and operations of the Online Learning unit.

### *Reductions—\$208,362*

There is an increase of \$208,362 and 2.0 FTEs which represents a shift of funding from tax supported funds to this enterprise fund. This shift is due to reductions taken in positions that were originally budgeted in the Department of Career and Technology Education and related benefits in the Department of Financial Services.

## Entrepreneurial Activities Fund - 820

Larry A. Bowers, Chief Operating Officer

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	5.500	4.000	4.000	<b>4.000</b>	
Position Salaries	\$354,956	\$251,130	\$251,130	<b>\$255,901</b>	\$4,771
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		21,333	51,333	<b>51,333</b>	
Other		25,098	25,098	<b>25,098</b>	
Subtotal Other Salaries	29,823	46,431	76,431	<b>76,431</b>	
<b>Total Salaries &amp; Wages</b>	<b>384,779</b>	<b>297,561</b>	<b>327,561</b>	<b>332,332</b>	4,771
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		30,000			
<b>Total Contractual Services</b>	897	30,000			
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		210,000	210,000	<b>210,000</b>	
Office					
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	371,016	210,000	210,000	<b>210,000</b>	
<b>04 Other</b>					
Local Travel		6,500	6,500	<b>6,500</b>	
Staff Development		6,000	6,000	<b>6,000</b>	
Insurance & Employee Benefits		70,078	70,078	<b>70,659</b>	581
Utilities					
Miscellaneous					
<b>Total Other</b>	127,730	82,578	82,578	<b>83,159</b>	581
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$884,422</b>	<b>\$620,139</b>	<b>\$620,139</b>	<b>\$625,491</b>	<b>\$5,352</b>

# Entrepreneurial Activities Fund - 820/822/823

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
	<b>820 Entrepreneurial Activities Fund</b>						
81	N Coordinator		1.000				
81	BD Instructional Specialist		1.000	1.000	1.000	<b>1.000</b>	
81	13 Fiscal Assistant I		1.000	1.000	1.000	<b>1.000</b>	
81	10 Office Assistant III		.500				
81	10 Supply Worker II Shift 1		2.000	2.000	2.000	<b>2.000</b>	
	<b>Subtotal</b>		<b>5.500</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	
	<b>822 Printing Services</b>						
81	17 Printing Equip Operator III		1.000	1.000	1.000	<b>1.000</b>	
81	16 Customer Service Spec		1.000	1.000	1.000	<b>1.000</b>	
81	11 Bindery Equip Operator I		2.000	2.000	2.000	<b>2.000</b>	
	<b>Subtotal</b>		<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	
	<b>823 Student Online Learning</b>						
81	BD Instructional Specialist					<b>1.000</b>	1.000
81	23 Applications Developer I					<b>1.000</b>	1.000
	<b>Subtotal</b>					<b>2.000</b>	<b>2.000</b>
	<b>Total Positions</b>		<b>9.500</b>	<b>8.000</b>	<b>8.000</b>	<b>10.000</b>	<b>2.000</b>

# Department of Financial Services

**Chief Financial Officer (Q)** 1.0  
**Investment Specialist (27)** 1.0\*  
**Administrative Secretary II (15)** 1.0

Division of Controller

**Employee and Retiree Call Center and Transactions Unit**

ERSC Call Center Transactions Supervisor (K)	1.0
ERSC Call Center Transactions Assistant Supervisor (G)	1.0
Payroll Supervisor (G)	1.0
Payroll Assistant (14)	3.0
Transactions Assistant I (14)	3.5
Transactions Assistant I (14)	8.0*

**Employee Services Administration**

Director I (P)	1.0
Senior Specialist, Insurance and Retirement (K)	1.0*
Senior Specialist, Position and Salary Administration (J)	1.0
Senior Specialist, Leave and Workers Compensation (I)	1.0
Specialist, Leave and Workers Compensation (19)	1.0*
Specialist, Insurance and Retirement (19)	2.0*
Specialist, Payroll (19)	2.0
Specialist, Position and Salary Administration (19)	2.0
Medicare Specialist	1.0*
Garnishments Assistant (17)	1.0
Assistant, Leave and Workers Compensation (15)	1.0

**Technology, Reporting, and Systems Support**

Administrator on Special Assignment (P)	1.0
Systems Support Specialist (M)	1.0*
Development Project Manager (27)	0.5*
Data Integration Specialist (23)	1.0*
Data Support Specialist I (21)	1.0
Data Support Specialist I (21)	1.0*
Communications Specialist (21)	1.0
Administrative Secretary I (14)	1.0*

**Benefits Strategy and Vendor Relations**

Director I (P)	1.0*
Risk Management Specialist (24)	1.0*
Specialist, Insurance and Retirement (19)	2.0*
Benefits-Assistant (15)	1.0*
Administrative Secretary I (14)	1.0*

F.T.E. Positions 23.5

(\*In addition the chart above includes 24.5 positions funded by Trust Funds)

## Mission

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

## Major Functions

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

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

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

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

## Employee and Retiree Benefits

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

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

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

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

## Trends and Accomplishments

At the start of FY 2008, MCPS implemented a new Financial Management System (FMS) using Oracle. The system improved the timeliness of financial information through the introduction of electronic workflows, expanded access to data, and streamlined operations. During the first year of any new system, knowledge of how to use the system expanded



across the user community. Process improvements continue as experience and expertise increase.

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

Containment of rising employee and retiree medical, dental, and prescription costs is an important focus of the Department of Financial Services. During FY 2008, the comprehensive employee and retiree communications program continued, using a variety of media including active employee retirement statements, an expanded Web site, and employee presentations. This program educates employees about their compensation, benefits, and other related issues, such as retirement planning, leave, and workers' compensation. Employees are encouraged through the ERSC communication program to expand their knowledge of the retirement program and to increase retirement savings to supplement state and MCPS pension plans.

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

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

During FY 2008, 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 is developing processes to image historical employee and retiree forms. The Office of Human Resources also has implemented the same document imaging system, leveraging the lessons learned and foundation used by the Department of Financial Services

During FY 2008, work began on an Applicant Tracking System. This system will primarily benefit both internal and external applicants for positions but will impact the coordination and workflow from the Office of Human Resources to the Employee and Retiree Service Center as data is gathered that will support the timely and accurate processing of newly hired employees and employees changing positions or work schedule.

### *Benefits Strategy and Vendor Relations*

The cost of health insurance, including prescription plans, is a significant part of the MCPS budget, and this unit has initiated efforts to contain costs, educate employees and retirees to become better educated health care consumers, and provide high-quality health care at competitive prices. MCPS has taken the lead in working with other county agencies in joint procurement efforts that combine the purchasing power of the agencies that resulted in several million dollars of savings for each. In FY 2008, several county agencies joined together to competitively bid their pharmacy benefit management and health plans, with the results of that process to be reflected in vendor contracts effective January 1, 2008. Future joint efforts will focus on pooling stop-loss coverage and providing a single disease management program for all agency health plans. During FY 2007, the 403(b) and 457(b) plans were bid in an effort to reduce costs to employees and improve educational efforts. The number of vendors was reduced to nine effective on January 1, 2007, providing expanded communications and reduced investment fees to employees. During FY 2008, one of the nine vendors was selected to serve as the common remitter for the plans, improving compliance with IRS regulations taking effect on January 1, 2009.

### **Major Mandates**

- The overriding mandate is to comply with all federal and state laws and Board of Education policies regarding accounting, insurance, payroll, benefit plans, and investments, including generally accepted accounting standards, reporting requirements, income and other taxes, social security, fair labor standards, and supported projects procedures and requirements.
- Maryland law requires MCPS to have comprehensive liability insurance and workers' compensation coverage. This is provided through the Montgomery County Self-insurance Program.
- Maryland law requires insurers to provide prescription drug plans to cover contraceptives under the same terms as other drugs.
- Maryland law requires a fidelity bond for the superintendent and any employees who handle system funds.

- The Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA) requires the continuation of group health insurance for active employees (and their dependents) who terminate or become disabled and are not eligible for retirement, as well as for dependents who no longer qualify under the Employee Benefit Plan.
- The Health Insurance Portability and Accountability Act of 1996 (HIPAA) imposes many administrative obligations on employer-sponsored health plans, requiring certificates of coverage as well as termination of coverage under various circumstances. In FY 2003, HIPAA mandated significant administration requirements on employers relative to the privacy of employee health benefits.
- Maryland law requires MCPS to provide parity in mental health benefits among various health plans. Historically, mental health benefits were limited or capped, but this requires all Maryland employer health plans to treat mental health expenses the same as any other medical expenses covered under the plan.
- Medicare Part D prescription plan coverage became available to eligible retirees on January 1, 2006. MCPS prescription coverage has been actuarially determined to be equivalent to the Medicare Part D program, and MCPS received \$3.6 million of employer subsidy during FY 2008. MCPS has provided reporting and other data requirements, as required, and anticipates continued receipt of the subsidy.

**Strategies**

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

- Expand a comprehensive communication plan to provide information and receive critical input concerning goals, functions, and issues.
- Rotate staff across tasks and ensure that these tasks are continually reassessed for effectiveness and efficiencies.
- Support management decision making through the use of reporting and analysis tools.
- Expand technical training for ongoing HRIS enhancements, software operations, and emerging methodologies.
- Explore additional technology solutions for improved information, efficiency, and service.

**Performance Measures**

Call Center Efficiency:

	<b>FY 2008 Actual</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Recommended</b>
• Average wait time	52 sec.	45 sec.	45 sec.
• Average duration	2 min., 59 sec.	2 min., 50 sec	2 min., 40 sec
• Average volume/business day	314 calls	300 calls	290 calls
• Average wait/abandoned call	2 min., 25 sec.	2 min., 20 sec.	2 min., 15 sec.
• Percent of abandoned calls	8.4%	7.5%	7.0%
• Percent of calls answered within 1 min	74.8%	76%	77%

Transaction processing efficiency:

• Percent of new teachers paid on first pay date	97.8%	98%	99%
• Year-to-year trend in growth rates of benefit costs compared to national averages	-4.0%	-1.0%	-1.0%
• Trend In growth rate of benefit costs compared to regional peers	-5.0%	-1.0%	-1.0%

**Budget Explanation**

**Department of Financial Services—334**

The current FY 2009 budget for this department is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of the realignment of \$57,955 for a 1.0 payroll assistant to create a 1.0 payroll specialist position.

The FY 2010 request for this department is \$1,956,467, a decrease of \$181,865 from the current FY 2009 budget of \$2,138,332. An explanation of this change follows.

*Continuing and Negotiated Salary Costs— \$22,379*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$22,379 in continuing salary costs to reflect step or longevity increases for current employees.

*Reductions—(\$204,244)*

*TIF Repayment—(\$125,720)*

The budget is being reduced by \$125,720 now that the Technology Investment Fund (TIF) payments are complete.

*1.5 Transaction Assistant Positions—(\$69,524)*

The budget includes a reduction of \$69,524 for 1.5 transaction assistant positions that are being shifted to the benefits trust fund.

*Other Reductions—(\$9,000)*

Other reductions are needed to fund higher priority program needs. Reductions in the Department of Financial Services are as follows:

Supporting services part-time salaries—(\$4,000)

Overtime—(\$5,000)

**Budget Explanation**

**Insurance and Employee Benefits—333**

The current FY 2009 budget for this unit is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of a budget neutral realignment that moved \$609,860 out of the division's employee benefit plan account to the Flex Spending Match account of \$122,800, the Automobile Allowance account of \$70,660, and the other OPEB account of \$414,400.

The FY 2010 request for this unit is \$426,452,495, an increase of \$26,331,766 from the current FY 2009 budget of \$400,120,729. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$1,786,451*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$1,108,341 for social security benefits and a \$678,110 increase for retirement benefits related to continuing salary costs that reflect step or longevity increases for current employees.

*Realignment—\$33,150*

Due to various realignments that created additional positions or transferred funding from grants, the FY 2010 budget request contains an additional \$37,481 for social security benefits and \$13,312 for retirement benefits. These increases are partially offset by a decrease in employee health benefits of \$17,643.

*Enrollment Changes—\$3,186,841*

Based on current enrollment projections, budgeted salaries and positions related to student enrollment are projected to increase for FY 2010. Based on this projection, the FY 2010 budget contains increases for social security contributions of \$772,016, employee health benefits of \$1,969,943, and retirement contributions of \$444,882.

*New Schools—\$208,804*

Benefits associated with the staffing of new schools require an increase of \$208,804. This amount includes increases for employee health benefits of \$129,916, social security contributions of \$49,548, and retirement contributions of \$29,340.

*Employee Health Benefits—\$23,949,135*

Between FY 2005 and FY 2009, health care costs for MCPS have been trending upward, but at a rate below national trends. For FY 2010, the trend continues upward. The budget for employee health care programs for active and retiree programs results in a \$23,949,135 increase, net of a projected increase of \$180,000 for Medicare Part D reimbursements. The primary cause of the increase is the continuation of inflation and rate adjustments for health services and prescription drugs.

*Other Adjustments—(\$303,173)*

There are other adjustments required for employee benefits accounts. These include a decrease in social security contributions of \$210,173 due to an increase in the amount by which employee's salaries exceed the social security wage base amount. Other decreases totaling \$93,000 are recorded in supplemental retirement funds, leave conversion amounts, and other insurance.

*Self-Insurance—\$1,857,025*

The budget includes a significant increase of \$1,857,025 in contributions to the county's self-insurance program. This increase is the result of higher amounts for Worker's Compensation Insurance of \$1,684,600. This increase is based on an actuarial study showing more lost time cases and claims reported for last year. Other increases are required for fire insurance of \$93,507 and all other insurance of \$78,918.

*Other—\$293,677*

Due to other operational staffing changes besides enrollment growth, the budget request includes an increase of \$182,724 in employee health benefits, a \$69,687 increase for social security contributions, and a \$41,266 increase in retirement contributions.

*Other Post-Employment Benefits (OPEB)—\$0*

The operating budget does not include an increase in the annual \$18,220,000 contribution for the third year of an eight-year phase-in of payments required for the Retiree Health Trust Fund for Other Post-Employment Benefits (OPEB). The current economic situation precludes an increase in OPEB contributions at this time

*University Partnerships—\$142,292*

The Office of Human Resources is engaged in partnership programs with George Washington University, the Johns Hopkins University, and the University of Maryland that are designed to assist in meeting the need for qualified teachers, especially in critical shortage areas. There is a net increase of \$142,292 in this budget. Overall, the budget for the

university partnerships is neutral, and there are offsetting amounts in other parts of the budget.

*Reductions—(\$4,822,436)*

Due to system-wide staffing reductions taken to meet revenue shortages caused by the serious economic situation, contributions for employee benefits have been reduced by \$4,822,436. This consists of reductions in employee health plans of \$2,512,211, social security contributions of \$1,539,600, and retirement contributions of \$770,625.

**Selected Expenditure Information**

Description	FY 2009 Budget	FY 2010 Budget	Change
Worker's Compensation	\$5,286,154	\$6,970,754	\$1,684,600
Social Security	100,786,986	101,071,384	284,398
Employee Benefit - Active	174,970,684	199,377,017	24,406,333
Employee Benefit - Retirees	38,359,298	37,773,274	(586,024)
Retirement	58,981,200	59,444,234	463,034
Unemployment Compensation	300,000	300,000	0
Other Post-Employment Benefits	18,220,000	18,220,000	0
Other	<u>3,216,407</u>	<u>3,295,832</u>	<u>79,425</u>
<b>Total</b>	<u><u>\$400,120,729</u></u>	<u><u>\$426,452,495</u></u>	<u><u>\$26,331,766</u></u>

# Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

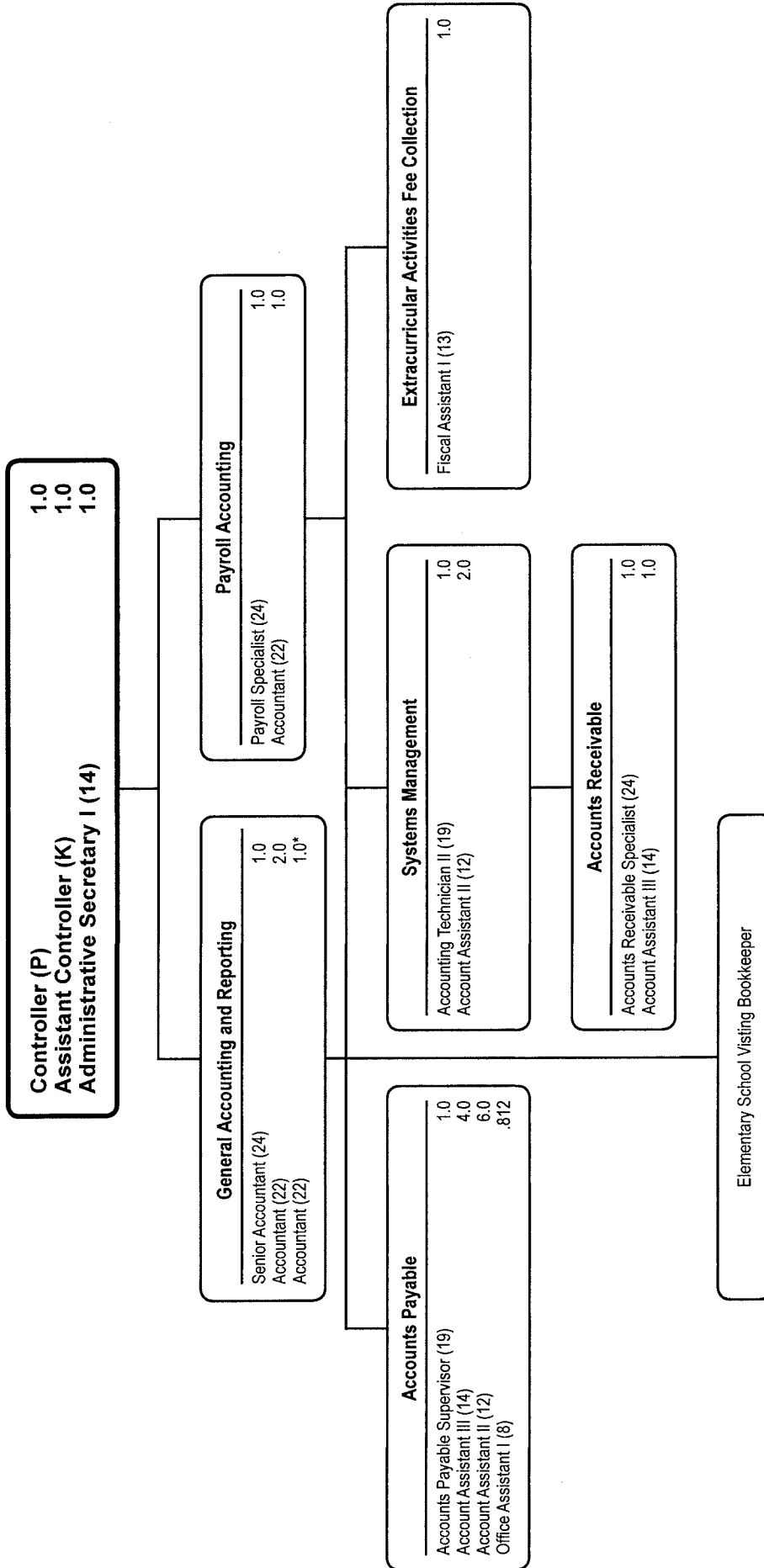
Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	26.000	25.000	25.000	<b>23.500</b>	(1,500)
Position Salaries	\$1,837,702	\$1,906,239	\$1,906,239	<b>\$1,859,094</b>	(\$47,145)
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		38,309	38,309	<b>34,309</b>	(4,000)
Other		22,099	22,099	<b>17,099</b>	(5,000)
Subtotal Other Salaries	-907,391	60,408	60,408	<b>51,408</b>	(9,000)
<b>Total Salaries &amp; Wages</b>	930,311	1,966,647	1,966,647	<b>1,910,502</b>	(56,145)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		19,560	19,560	<b>19,560</b>	
<b>Total Contractual Services</b>	7,734	19,560	19,560	<b>19,560</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		23,022	23,022	<b>23,022</b>	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	10,816	23,022	23,022	<b>23,022</b>	
<b>04 Other</b>					
Local Travel		383	383	<b>3,383</b>	3,000
Staff Development		3,000	3,000		(3,000)
Insurance & Employee Benefits		400,120,729	400,120,729	<b>426,452,495</b>	26,331,766
Utilities					
Miscellaneous		125,720	125,720		(125,720)
<b>Total Other</b>	388,920,420	400,249,832	400,249,832	<b>426,455,878</b>	26,206,046
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$389,869,281</u>	<u>\$402,259,061</u>	<u>\$402,259,061</u>	<u><b>\$428,408,962</b></u>	<u>\$26,149,901</u>

# Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
1	Q Chief Financial Officer		1.000	1.000	1.000	1.000	
1	P Director I		1.000	1.000	1.000	1.000	
1	P Administrator Spec Assign			1.000	1.000	1.000	
1	O Supervisor		1.000				
1	K ERSC Call Ctr/Transaction Supv		1.000	1.000	1.000	1.000	
1	J Sr Spec Pos & Sal Admin		1.000	1.000	1.000	1.000	
1	I Sr Spec Leave/Wkrs Com		1.000	1.000	1.000	1.000	
1	G Payroll Supervisor		1.000	1.000	1.000	1.000	
1	G ERSC Call Ctr/Trans Asst Supv		1.000	1.000	1.000	1.000	
1	21 Comm Spec/Web Producer		1.000	1.000	1.000	1.000	
1	21 Data Support Specialist I		1.000	1.000	1.000	1.000	
1	19 Specialist, Payroll		1.000	1.000	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	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	1.000	
1	14 Transactions Assistant I		5.000	5.000	5.000	3.500	(1.500)
1	14 Payroll Assistant		5.000	4.000	3.000	3.000	
	<b>Total Positions</b>		<b>26.000</b>	<b>25.000</b>	<b>25.000</b>	<b>23.500</b>	<b>(1.500)</b>

# Division of Controller



F.T.E. Positions 25.812  
 (\*In addition the chart includes a 1.0 position funded by Trust Funds)

## Mission

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

## Major Functions

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

Other division activities include controlling encumbrance activity; paying vendors; verifying authorizations and account classifications for all payments; 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 administers the Visiting Bookkeepers (VB) program. The VB program provides general bookkeeping, reporting, and/or bank reconciliation services for all 130 elementary schools. The VB program enhances fiscal management of elementary school independent activities funds by providing bookkeeping services and offering training assistance. The program also provides assurance of consistent application of accounting procedures across all elementary schools and assists the Internal Audit Unit in performing its oversight responsibility.

## Trends and Accomplishments

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

payable and the accounts receivable units. These work flow improvements allow the units to manage an ever-increasing work load.

The major improvement initiative during FY 2008 was the implementation on July 1, 2007, of the new FMS, which replaced all existing functionality of its predecessor system. FMS functionality includes general ledger accounting and reporting, accounts payable, accounts receivable, grants management, fixed assets, and cash management. The division's existing document management system also was modified to function with the FMS so that the payment process continues to operate as a paperless environment.

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

The information needs of program managers; county, state, and federal government entities; and the general public are becoming more varied and complex. These changing needs had exceeded the capabilities of the previous accounting system. The FMS structure and reporting capabilities has the flexibility and tools the division has needed to meet the organization's information needs. Administrative, programmatic, and financial reporting capabilities allow customers to run reports when they are needed and to receive reports quickly in electronic formats. Especially interesting is the ability for the organization to simultaneously view financial data graphically, as well as in standard columnar format. Improvements in reporting will be ongoing as the organization and the division continues to expand the information-gathering capabilities of the FMS.

The division devoted considerable time during FY 2008 to training and operational support for the FMS. Individual and group training and orientation sessions were provided throughout the year for schools and central office personnel. The division took a leadership role in evaluating and adapting the procure to pay process in response to lessons learned during the first year of implementation.

The division also led FMS Phase 2 implementation of modules designed to enhance internet capabilities within the FMS. The

iExpense module enables employees to enter their monthly mileage expense reports over the internet. Over 300 MCPS suppliers are actively using the iSupplier module to directly access FMS to review invoice and payment information and to directly enter billing information in FMS. The iStore module enables parents to quickly pay Extracurricular Activity Fees by credit card over the internet. The iReceivable module



allows customers to view and pay amounts owed to MCPS through the Internet. During FY 2009, the division will be evaluating with a pilot group the suitability of FMS as a replacement for existing school Independent Activity Funds accounting systems.

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

MCPS has received the Association of School Business Officials International's (ASBO) Award of Excellence in Financial Reporting for excellence in the preparation and issuance of the FY 2007 Comprehensive Annual Financial Report (CAFR). This is the 28th time (27th consecutive) that MCPS has received this prestigious award. The award, the highest recognition for school district financial operations offered by ASBO, is only presented to school systems that have met or exceeded the standards of the program.

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to MCPS for its CAFR for the fiscal year ended June 30, 2007. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized CAFR.

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

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

**Major Mandates**

- Maryland law requires an annual audit by a certified public accountant, a comprehensive Annual Financial Report, state budget reports, and annual financial reports.
- Federal, state, and other grantor agencies require the submission of monthly, quarterly, semiannual, or annual reports for all grants received by MCPS.
- The federal Office of Management and Budget Circular A-133 requires annual audits and reports on all federal programs.
- Federal law requires the filing of Form W-2 employee wage and tax statements and Forms 1099 and 1099R

tax reports for many vendors/contractors and terminated employees who receive payments.

- Federal and state laws require biweekly, monthly, quarterly, and annual reporting of income and social security taxes, employee earnings, unemployment insurance, and workers' compensation.

**Strategies**

- Evaluate business processes for opportunities to make process improvements, incorporating customer and stakeholder feedback, and potential for new products and services.
- Complete pilot evaluation of the feasibility of replacing existing school Independent Activity Funds accounting systems with the FMS.
- Work to create the MCPS financial procedures manual.
- Assure the division is functionally organized appropriately and logically to operate efficiently under the new FMS.
- Provide training opportunities that encourage and strengthen financial management skills of school-based fiscal staff.

**Performance Measures**

**Performance Measure:** Invoice to payment days.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
7.9 days	6	6

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

**Performance Measure:** Average days invoices on payment hold.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
48.9 days	10	7

**Explanation:** Measures the effectiveness and efficiency of the division's payment issues resolution. The actual number of days experienced during FY 2008 was adversely impacted by the reinstatement of the requirement for schools to verify receiving prior to processing invoice payments.

**Performance Measure:** Percent of supplier invoices received electronically.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
10.3 percent	14	16

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

**Budget Explanation**

**Division of Controller—332/155**

The FY 2010 request for this division is \$1,646,622, an increase of \$17,913 from the current FY 2009 budget of \$1,628,709. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$17,913*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$17,913 in continuing salary costs to reflect step or longevity increases for current employees.

## Division of Controller - 332/155

Robert J. Doody, Controller

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	26.812	25.812	25.812	<b>25.812</b>	
Position Salaries	\$1,718,870	\$1,694,397	\$1,694,397	<b>\$1,712,310</b>	\$17,913
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		34,635	34,635	<b>34,635</b>	
Other		(139,429)	(139,429)	<b>(139,429)</b>	
Subtotal Other Salaries	180,406	(104,794)	(104,794)	<b>(104,794)</b>	
<b>Total Salaries &amp; Wages</b>	1,899,276	1,589,603	1,589,603	<b>1,607,516</b>	17,913
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		5,400	5,400	<b>5,400</b>	
<b>Total Contractual Services</b>	2,246	5,400	5,400	<b>5,400</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		16,266	16,266	<b>16,266</b>	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	19,325	16,266	16,266	<b>16,266</b>	
<b>04 Other</b>					
Local Travel		540	540	<b>540</b>	
Staff Development		10,900	10,900	<b>10,900</b>	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		6,000	6,000	<b>6,000</b>	
<b>Total Other</b>	4,269	17,440	17,440	<b>17,440</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$1,925,116</b>	<b>\$1,628,709</b>	<b>\$1,628,709</b>	<b>\$1,646,622</b>	<b>\$17,913</b>

## Division of Controller - 332/155

Robert J. Doody, Controller

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
	<b>332 Division of Controller</b>						
1	P Controller		1.000	1.000	1.000	<b>1.000</b>	
1	K Assistant Controller		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 Senior Accountant		1.000	1.000	1.000	<b>1.000</b>	
1	22 Accountant		3.000	3.000	3.000	<b>3.000</b>	
1	19 Account Technician II		1.000	1.000	1.000	<b>1.000</b>	
1	19 Accounts Payable Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	14 Administrative Secretary I		1.000	1.000	1.000	<b>1.000</b>	
1	14 Account Assistant III		6.000	5.000	5.000	<b>5.000</b>	
1	12 Account Assistant II		8.000	8.000	8.000	<b>8.000</b>	
1	8 Office Assistant I		.812	.812	.812	<b>.812</b>	
	<b>Subtotal</b>		<b>25.812</b>	<b>24.812</b>	<b>24.812</b>	<b>24.812</b>	
	<b>155 Extra Curr Activity Fee Admin.</b>						
2	13 Fiscal Assistant I		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>26.812</b>	<b>25.812</b>	<b>25.812</b>	<b>25.812</b>	

# Department of Association Relations

Director II	1.0
Administrative Secretary II (15)	1.0

## Mission

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

## Major Functions

The Department of Association Relations coordinates all employee relations activities with the unions that represent administrators/supervisors, 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 organizations, handles informal complaints, provides advice to management on contract interpretations, oversees the grievance and administrative complaint procedures, represents the Maryland Board of Education in grievance hearings and arbitrations, and prepares cases for the State Board of Education or court action.

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

## Trends and Accomplishments

Day-to-day contract administration continues to be a major focus. Formal employee grievances and administrative complaints have declined significantly in number in the last five years. State legislative proposals related to labor relations require much time and attention from the department. The department's work was further impacted by recent state legislative actions that significantly changed the nature of negotiations. New MCPS program initiatives; federal laws affecting benefits and work rules; Maryland State Board of Education rulings on the scope of bargaining, economic trends, and comparability issues among school systems; government and the private sector also continue to impact this department work load. During FY 2007, MCPS successfully negotiated full three-year contracts with administrators (MCAASP), with supporting services employees (SEIU

Local 500), and with teachers (MCEA) without impasse or mediation. The Board and the unions again used the interest-based approach to negotiations to arrive at the agreements. The agreements established a number of joint work groups to mutually explore issues and solutions. All three agreements provided for wages and benefits through FY 2009–2010. During FY 2008, the department implemented the formation of a new bargaining unit of supporting services supervisory employees who were previously unrepresented. The Board of Education approved the formation of the unit and recognized MCAASP as the exclusive representative of the unit. Negotiations on the initial negotiated agreement with this unit (MCAASP/MCBOA) were completed in February 2008.

## Major Mandates

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

## Strategies

- 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 unions and use the principles in relationships with the unions.
- Continue to train and advise administrators in contract administration on a regular basis.
- Work closely with representatives of the four bargaining units to resolve problems with minimal disruption.
- Provide support, facilitation, and training to labor management councils, joint work groups, and other labor/management cooperative groups.
- Continue to investigate and respond to support services grievances at Step Two in a timely and effective manner.
- Continue to support the use of an alternative dispute resolution (ADR) process to address interpersonal problems between employees that are not covered by the contracts or laws.

**Performance Measures**

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
58	55	50

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
35	25	20

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
7 (13%)	11 (20%)	10 (20%)

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
6 (19%)	5 (20%)	5 (25%)

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

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

The FY 2010 request for this department is \$318,185, a decrease of \$33,410 from the current FY 2009 budget of \$351,595. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—(\$5,880)*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is a decrease of \$5,880 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

*Reductions—(\$27,530)*

Reductions in the Department of Association Relations are as follows:

- Professional part-time salaries—(\$8,000)
- Supporting services part-time salaries—(\$850)
- Association relations expenses—(\$16,300)
- Office supplies—(\$2,300)
- Local travel—(\$80)

# Department of Association Relations - 661

**Donald P. Kopp, Director II**

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	2,000	2,000	2,000	<b>2,000</b>	
Position Salaries	\$188,712	\$214,043	\$214,043	<b>\$208,163</b>	(\$5,880)
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		25,000	25,000	<b>17,000</b>	(8,000)
Supporting Services Part Time		1,734	1,734	<b>884</b>	(850)
Other					
Subtotal Other Salaries	16,734	26,734	26,734	<b>17,884</b>	(8,850)
<b>Total Salaries &amp; Wages</b>	205,446	240,777	240,777	<b>226,047</b>	(14,730)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		102,600	102,600	<b>86,300</b>	(16,300)
<b>Total Contractual Services</b>	73,329	102,600	102,600	<b>86,300</b>	(16,300)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,185	5,185	<b>2,885</b>	(2,300)
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	1,266	5,185	5,185	<b>2,885</b>	(2,300)
<b>04 Other</b>					
Local Travel		533	533	<b>453</b>	(80)
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,500	2,500	<b>2,500</b>	
<b>Total Other</b>	2,549	3,033	3,033	<b>2,953</b>	(80)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$282,590</b>	<b>\$351,595</b>	<b>\$351,595</b>	<b>\$318,185</b>	<b>(\$33,410)</b>



## Department of Association Relations - 661

Donald P. Kopp, Director II

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
1	Director II		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II		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>	

# Department of Management, Budget and Planning

Director II (Q)	1.0
Supervisor (O)	1.0
Grants Specialist (27)	1.0
Management and Budget Specialist III (27)	1.0
Management and Budget Specialist II (26)	3.0
Applications Developer II (25)	1.0
Management and Budget Specialist I (24)	2.0
Administrative Secretary II (15)	1.0
Fiscal Assistant II (15)	0.5
Grants Assistant (15)	1.0
Administrative Secretary I (14)	1.0

## Mission

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

## Major Functions

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

The department staff monitors and analyzes demographic, economic, and fiscal data and trends to provide guidance on potential revenues and expenditures. Staff works closely with state officials to monitor state education funding and develop financing alternatives; 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.

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

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

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

that high quality grant proposals and requests for funding are submitted on time. As a result of grant seeking efforts that the department coordinated, MCPS received more than 80 percent of the competitive grants for which it applied in FY 2008.

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

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

## Trends and Accomplishments

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

A weakened national and local economy has resulted in tighter limitations on available revenue from all governmental levels. Higher expectations for fiscal and program accountability have placed a premium on improving communication about program missions and goals, and clearly explaining budget issues and decisions to a wider audience. Public participation in the budget process has grown rapidly and involved stakeholders and other citizens in making budget recommendations. The department's goal is to clarify and show the interrelationships among all budget publications.

During FY 2008, significant improvements occurred in operating budget preparation. The department prepared the operating budget by continuing to strengthen the zero-based budgeting process used to align the operating budget with strategic planning priorities. Improved projection techniques provided more comprehensive and accurate estimates of financial resources and requirements much earlier in the process. This enabled a clear budget strategy to be developed earlier in the fiscal year. The department played an increased

role in analyzing state and local revenue trends and agency expenditure patterns. The budget development process also included unprecedented participation by the representatives of employee and parent organizations and a thorough review of the “base” budget of each office.

The budget development process included strengthened public outreach. DMBP participated in the design of outreach tools, including the questionnaire and background information used at public meetings and on the web site. The public community forums, Special Education Staffing Plan Committee, and other forms of outreach provided an opportunity for staff, students, and residents to participate more fully in the budget process. This process increased awareness of the MCPS strategic plan, involved many stakeholders in the budget development process, and contributed to proposals that became part of the FY 2009 Operating Budget Request. Leaders of each of the employee unions and the Montgomery County Council of PTAs (MCCPTA) participated fully throughout the budget development process, reviewing each budget submission, making their own proposals using the same process as staff used, and increasing their understanding of budget issues. DMBP staff participated in preparation for two community forums held in September and October 2007. More than 400 citizens attended each of the forums.

DMBP staff also made several important technical improvements in the budget publication. The FY 2006 Operating Budget incorporated a comprehensive program budget, which included the entire budget in identified programs. The FY 2007 Operating Budget included an automated Personnel Complement that accompanied the Program Budget. This improvement enables citizens to understand all resources devoted to each individual program. Automation was the result of extensive staff work to tie budget personnel information to Human Resources Information System (HRIS) data. The FY 2008 Operating Budget included a modified Program Budget, the format of which included for the first time a crosswalk between the Program Budget, the MCPS strategic plan, and the regular operating budget (management budget) document to facilitate access to the connections between these publications. 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. With assistance from the Department of Communications, DMBP significantly strengthened the Budget web site. In addition to promptly posting budget documents, the site included a section of frequently asked questions. Community stakeholders expressed appreciation of more easily understandable budget publications.

The FY 2009 operating budget included specific performance targets and measures for almost all MCPS units. These performance measures were carefully scrutinized by the Board of Education as it reviewed the budget. DMBP staff also completed more comparative budget analyses, including available Maryland statewide data and Washington metropolitan area information.

Board of Education consideration and adoption of the FY 2009 operating budget included a new, more programmatic approach to budget issues. The Board of Education considered budget issues based on its academic priorities, examining the budget for its alignment with these priorities. This allowed Board members to consider major policy issues in making their budget decisions, made the budget more understandable for Board members, and contributed to improve public understanding of budget choices. Board members expressed satisfaction with this process and decided to build on the new approach in future years. The goal during review of the FY 2010 operating budget will be to strengthen the programmatic approach with greater use of the Program Budget as a tool to assess alignment of the operating budget with the strategic plan.

FY 2008 concluded with the adoption of the FY 2009 operating budget with an increase of \$81.7 million (4.1 percent) that funded 97.9 percent of the Board of Education’s request. Although the county executive recommended a reduction of \$51.1 million in the Board of Education’s request, the County Council restored \$9.9 million, including \$5.4 million of new or expanded improvement initiatives.

As a result of extensive public review of MCPS priorities, there was continued community acceptance of MCPS budget changes as well as an appreciation for the extensive review of the base budget through the zero-based processes.

The Department of Management, Budget, and Planning provided leadership for the hiring freeze and comprehensive expenditure restrictions implemented in November 2007. These restrictions applied more broadly to schools and offices than previous restrictions. The Freeze Committee considered hundreds of requests for exceptions and met weekly to review requests. In general, the recommendations of the Freeze Committee were adopted and provided consistent expectations to offices. As a result of this effort, expenditure savings of \$25.9 million were achieved to permit the MCPS budget to overcome significant deficits in state categories of Special Education and Student Transportation and to provide a net of \$17.9 million in savings that helped to fund the FY 2009 operating budget.

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 facilitated the many personnel changes that became effective during FY 2008. During FY 2009, there needs to be further improvement in position control procedures, integrating the Financial Management System with the Human Resources Information System.

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

Other special projects were completed or continued in such areas as special education, prekindergarten programs, Title I, transportation, grants administration, revenue, and

employee benefits. DMBP, along with other units, implemented the new Financial Management System (FMS). Implementation in July 2008 included systemwide financial reporting and funds transfer functionality. During FY 2009, continued implementation will include improved budget development and reporting capabilities.

**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 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 patterns to comply with mandates and maximize available resources in line with strategic plans.
- Improve the quality and timeliness of grant applications to maximize non-tax revenue.
- Improve the quality of budgetary and financial planning tools available to program managers for budget develop-

ment and fiscal monitoring using available technology effectively.

- Use the capability of the Financial Management System to provide timely and useful data as effectively as possible to provide decision makers with the highest quality information and analysis.
- Continually evaluate and redesign work 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.

**Performance Measures**

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
0.6%	0.5 %	0.3%

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
\$0.64	\$0.63	\$0.62

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

**Performance Measure:** Percentage of budget preparation deadlines met.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
86%	90%	90%

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
80.4%	75%	80%

**Explanation:** This measures success in obtaining grant revenue.

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

The current FY 2009 budget for this department is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of the realignment of a .5 management and budget specialist I position from the Title I grant to the department and a .5 management and budget specialist II position from the department to the Title I grant.

The FY 2010 request for this department is \$1,167,849, a decrease of \$80,449 from the current FY 2009 budget of \$1,248,298. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—(\$10,534)*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is a decrease of \$10,534 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

*Reductions—(\$69,915)*

Reductions in the Department of Management, Budget and Planning are as follows:

- 1.0 management and budget specialist I position—(\$62,415)
- Supporting services part-time salaries—(\$1,575)
- Contractual maintenance—(\$375)
- Office supplies—(\$2,500)
- Local travel—(\$400)
- Books and subscriptions—(\$1,650)
- Budget meetings—(\$1,000)

**Budget Explanation  
Title I Grant—949**

The current FY 2009 budget for this grant is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of the realignment of .5 management and budget specialist I position from the Title I grant to the department and a .5 management and budget specialist II position from the department to the Title I grant.

The FY 2010 request for this grant is \$70,665, an increase of \$8,449 from the current FY 2009 budget of \$62,216. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$8,449*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$6,820 in continuing salary costs to reflect step or longevity increases for current employees. Benefits associated with continuing salary costs are increased by \$1,629.

**Project's Funding History**

	FY 2009 Projected 7/1/08	FY 2009 Received 11/30/08	FY 2010 Projected 7/1/09
Federal	\$62,216	\$62,216	\$70,665
State			
Other			
County			
Total	\$62,216	\$62,216	\$70,665

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

The current FY 2009 budget for the Provision is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of the realignment of \$1,034 to the Title II Technology Education grant in the Office of the Chief Technology Officer.

The FY 2010 request for the Provision is \$8,991,083, a decrease of \$92,456 from the current FY 2009 budget of \$9,083,539. The funds were shifted from the provision to offset increases in revenue in grants over and above what was budgeted.

**Provision's Funding History**

	FY 2009 Projected 7/1/08	FY 2009 Received 11/30/08	FY 2010 Projected 7/1/09
Federal			
State			
Other	\$9,084,573	\$9,083,539	\$8,991,083
County			
Total	\$9,084,573	\$9,083,539	\$8,991,083

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

Dr. Marshall C. Spatz, Director II

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	14.500	14.500	14.500	<b>13.500</b>	(1.000)
Position Salaries	\$1,221,579	\$1,315,155	\$1,315,155	<b>\$1,249,026</b>	(\$66,129)
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		2,199	2,199	<b>2,199</b>	
Supporting Services Part Time		4,928	4,928	<b>3,353</b>	(1,575)
Other		(42,508)	(42,508)	<b>(42,508)</b>	
Subtotal Other Salaries	2,987	(35,381)	(35,381)	<b>(36,956)</b>	(1,575)
<b>Total Salaries &amp; Wages</b>	1,224,566	1,279,774	1,279,774	<b>1,212,070</b>	(67,704)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,280	1,280	<b>905</b>	(375)
<b>Total Contractual Services</b>	801	1,280	1,280	<b>905</b>	(375)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,317	7,317	<b>4,817</b>	(2,500)
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	4,526	7,317	7,317	<b>4,817</b>	(2,500)
<b>04 Other</b>					
Local Travel		1,359	1,359	<b>959</b>	(400)
Staff Development					
Insurance & Employee Benefits		16,197	16,197	<b>17,826</b>	1,629
Utilities					
Miscellaneous		4,587	4,587	<b>1,937</b>	(2,650)
<b>Total Other</b>	9,907	22,143	22,143	<b>20,722</b>	(1,421)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$1,239,800</b>	<b>\$1,310,514</b>	<b>\$1,310,514</b>	<b>\$1,238,514</b>	<b>(\$72,000)</b>

## Provision for Future Supported Projects - 999

Dr. Marshall C. Spatz, Director II

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)					
Position Salaries					
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		4,701,877	4,701,877	4,680,222	(21,655)
Subtotal Other Salaries	6,753,869	4,701,877	4,701,877	4,680,222	(21,655)
<b>Total Salaries &amp; Wages</b>	6,753,869	4,701,877	4,701,877	4,680,222	(21,655)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		795,772	795,772	795,772	
<b>Total Contractual Services</b>	1,582,700	795,772	795,772	795,772	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		1,033,402	1,032,368	961,567	(70,801)
<b>Total Supplies &amp; Materials</b>	1,512,607	1,033,402	1,032,368	961,567	(70,801)
<b>04 Other</b>					
Local Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,553,522	2,553,522	2,553,522	
<b>Total Other</b>	1,572,610	2,553,522	2,553,522	2,553,522	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>	274,620				
<b>Grand Total</b>	<u>\$11,696,406</u>	<u>\$9,084,573</u>	<u>\$9,083,539</u>	<u>\$8,991,083</u>	<u>(\$92,456)</u>

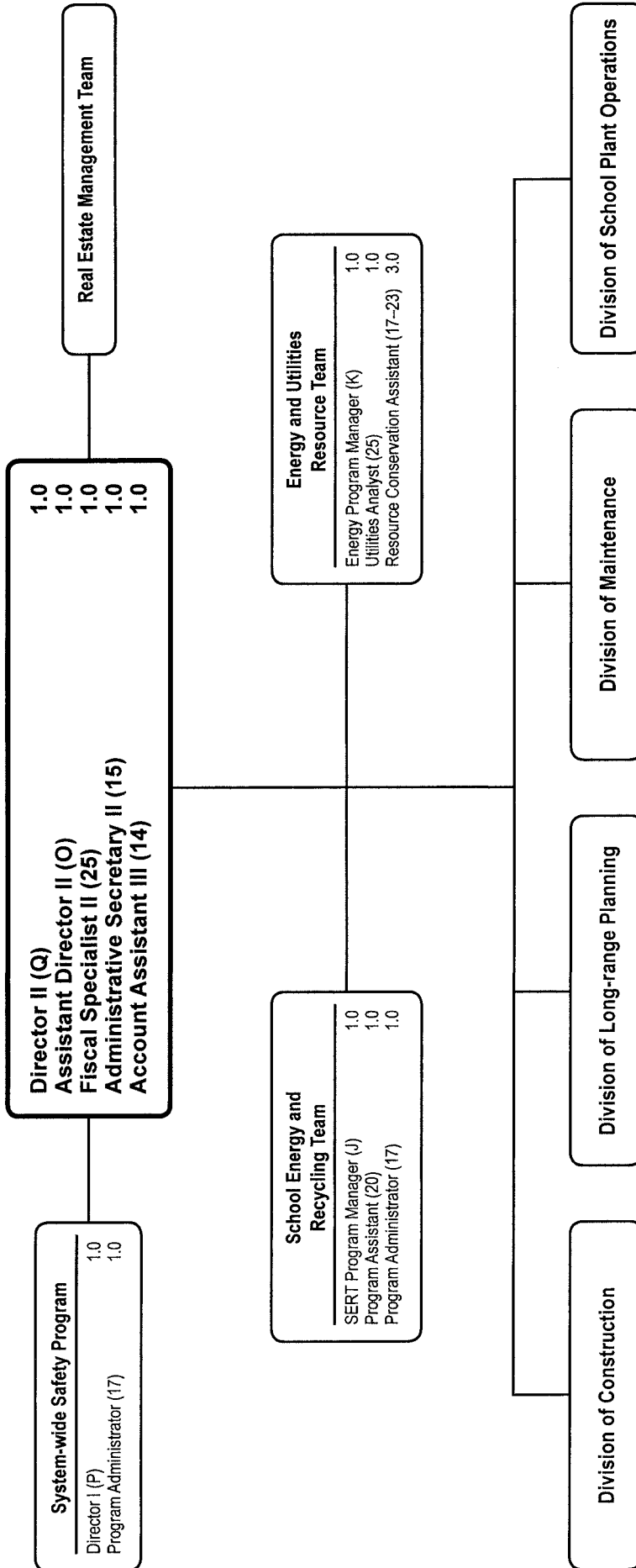


# Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director II

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 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	2.500	<b>2.500</b>	
1	25 Applications Developer II		1.000	1.000	1.000	<b>1.000</b>	
1	24 Management & Budget Spec I		3.000	2.500	3.000	<b>2.000</b>	(1.000)
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
1	15 Grants Assistant		1.000	1.000	1.000	<b>1.000</b>	
1	15 Fiscal Assistant II		.500	.500	.500	<b>.500</b>	
1	14 Administrative Secretary I		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>14.000</b>	<b>14.000</b>	<b>14.000</b>	<b>13.000</b>	<b>(1.000)</b>
	<b>949 Comprehensive Admin. - Title I</b>						
1	26 Management & Budget Spec II		.500		.500	<b>.500</b>	
1	24 Management & Budget Spec I			.500			
	<b>Subtotal</b>		<b>.500</b>	<b>.500</b>	<b>.500</b>	<b>.500</b>	
	<b>Total Positions</b>		<b>14.500</b>	<b>14.500</b>	<b>14.500</b>	<b>13.500</b>	<b>(1.000)</b>

# Department of Facilities Management



## Mission

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

## Major Functions

The department is responsible for the following functional areas:

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

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

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

### *Ensuring adequate facilities are available for student enrollment*

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

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

### *Ensuring a safe and healthy learning environment in facilities*

The Systemwide Safety Programs Team oversees the MCPS safety program and assists schools, departments, and offices to ensure safety programs are in place to comply with safety and health regulations, and safety training requirements mandated by OSHA, MOSHA, NFPA, life safety code, blood

borne pathogens exposure control, hazardous materials use and storage, CPSC and ASTM requirements at all MCPS schools and facilities.

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

The Division of Maintenance 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 includes an Indoor Air Quality (IAQ) Team that conducts indoor air quality assessments, identifies and implements indoor air quality improvements, develops comprehensive building maintenance plans for schools, performs preventative and routine maintenance, trains school-based staff on preventive and routine maintenance procedures/practices, and works closely with the Systemwide Safety Programs Team to ensure that programs are in place at MCPS facilities to comply with life safety, hazardous material, and OSHA requirements.

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

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

The Energy and Utilities Program Team focuses on energy strategies and utility management functions to monitor and manage energy costs for all schools. The team develops programs to improve school energy efficiency, initiates innovative strategies such as purchase power agreements for solar photovoltaic systems, and supports other units with real time facility operating data and diagnostics.

The School Energy and Recycling Team (SERT) helps to significantly reduce energy consumption and improve system recycling rates through outreach to students and staff with SERT teams in every school. Students participate in school-based programs that encourage environmental stewardship and provide financial incentives to their schools for conservation and recycling efforts.

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

## Trends and Accomplishments

This department will continue to be challenged to provide classrooms to accommodate increasing enrollments and meet new state capacity requirements while maintaining and updating older facilities to meet diverse educational program needs. The increasing complexity of environmental regulations and building permit processes coupled with the difficulty of completing major work while buildings are occupied will require a high level of coordinated planning and deployment of resources to ensure projects are completed in a cost-effective manner with a limited impact on the learning environment.

Over the past several years, utility prices have increased dramatically. This trend has required the department to aggressively pursue resource conservation measures. The Energy and Utilities Program Team and the SERT Team 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. Most recently, the Energy and Utilities Program Team developed a solicitation that resulted in an agreement with a major solar energy corporation to install large-scale photovoltaic (PV) systems on several county schools. Under a power purchase agreement, MCPS agrees to buy the power produced by the solar energy system without providing any up-front cost. The contractor finances, owns, and operates the PV systems. The agreement provides fixed rate electricity at below market prices for 20 years. By hosting the solar PV systems, MCPS facilitates the local production of clean, renewable energy that reduces the stress on the local electric infrastructure and the need for additional interstate transmission lines.

Another important initiative is the procurement of electricity on the wholesale market. By having access to the wholesale market, MCPS is able to purchase future blocks of power through competitive bidding in a very timely and strategic manner. Through this initiative, MCPS has been able to manage market volatility by locking the electricity rates for portions of its power requirements for up to five years. MCPS developed and adheres to a comprehensive risk management plan. A series of energy conservation retrofits and procedures were developed based on collaboration of a work group of school administrators, bargaining unit representatives, and energy program staff. These retrofits included replacing over 500,000 fluorescent lamps with higher efficiency lamps with longer life, replacing outdoor lighting mechanical time clocks with much more reliable electronic time clocks, installing highly efficient indirect lighting fixtures in computer classrooms, and installing task lamps on teachers' desks. These initiatives have been pursued over the last two years and are close to completion. The estimated cost avoidance from these retrofits exceeds \$1.6 million. These initiatives are reducing energy consumption and minimizing the impact of more expensive utilities.

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.

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 2008–2009 include the successful opening of the replacement Richard Montgomery High School, the opening of eight new elementary school classroom additions, four new elementary school gymnasiums, and a modernized elementary school. Facilities staff also completed more than 350 planned maintenance/improvement projects at 169 schools during the summer of 2008, and has worked with schools, departments, and offices in meeting compliance with safety and health regulations, and reducing accidents/injuries in the workplace. The department is projected to produce at least \$2.495 million in rental revenue in FY 2009 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 (AHERA) contains a wide range of requirements for handling asbestos-containing materials in school buildings that are being modernized or repaired. Stringent standards dictate how asbestos must be inspected, documented, maintained, repaired, handled, and removed.
- The 1990 Clean Air Act requires the conversion or replacement of any air-conditioning equipment that uses ozone-depleting refrigerants. The Lead Contamination Control Act of 1988 requires testing for lead-containing materials, such as paint, and control and abatement procedures to control possible lead contamination.
- The OSHA 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 Blood borne Pathogens Standard (29 CFR 1910.1030) regarding exposure control procedures.
- The OSHA/MOSH Hazard Communication (Employee Right-to-Know) Standard (29CFR1910.1200) regarding proper use, storage, and labeling of hazardous chemicals.
- The ASTM and CPSC regulations and guidelines for playground equipment and ground cover (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.
- The increasing complexity of constructing new facilities or modernizations with students remaining on site requires new methods for monitoring construction activities to ensure a safe learning environment while the construction work is being completed. Also, the increasing capital budget needs, construction price increases, and decline in funding for major improvements will require that the department search for new techniques and strategies to ensure capital funds are effectively utilized.
- In FY 2004, the County Council mandated that all county agencies would be required to file an Environmental Action Plan (EAP). This mandate will require the department to identify measures as part of annual budget plans to comply with countywide practices for resource conservation and environmental stewardship. The MCPS EAP includes several capital budget initiatives for energy conservation pilots, such as ground source heat pump systems. It also includes a High Performance Green Building Plan that outlines a program to develop green standards for building designs and apply for Leadership in Energy and Environmental Design certification.
- During FY 2004, elevated lead levels in water were discovered in public facilities throughout the Washington Metropolitan Area. This precipitated extensive testing of the water in MCPS facilities to identify problem areas and implement corrective measures where needed. Remediation efforts started in FY 2006 and will continue through the current school year.
- State and local authorities continue to establish more stringent restrictions for special protection areas, such

as wetlands and stream valley buffers. These restrictions have prevented MCPS from developing certain properties for facility improvements or as potential new school sites and will require that more expensive strategies be pursued for future improvements.

- In FY 2005, a legislative statute was approved that requires the state to establish licensing provisions for employees responsible for operating low pressure boilers. This will increase the level of training that is required for building service staff assigned to elementary schools.
- In FY 2005, the state increased the goal for Minority Business Enterprise (MBE) subcontracting on school construction to 25 percent with sub-goals for certain MBE categories. Given the limited number of qualified minority owned firms that typically bid school construction work in the Washington Metropolitan Area, this increase will continue to challenge the department's ability to meet state goals.
- In FY 2006, a state law was adopted that requires automatic electronic defibrillators be available, along with trained personnel, for all high school athletic events. This unfunded mandate requires MCPS to provide annual training and maintenance resources to continue the program.

**Strategies**

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

**Performance Measures**

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
58.9	58.3	57.7

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
2.8	2.6	3.0

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 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
100%	100%	100%

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

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

The current FY 2009 budget for this department is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of the realignment of \$44,000 from contractual services and \$6,000 from ERT equipment to fund a new recycling program. There is a reduction of a 1.0 building service worker position and \$35,049 from the Division of School Plant Operations into this department's budget to fund a 1.0 systemwide safety program administrator position. There is a reduction of \$28,043 and a .5 administrative secretary position to cover the additional salary cost of the program administrator position. Also, there is a reduction of \$42,895 and a 1.0 mechanical systems worker position from the Division of Maintenance into this department's budget to fund a 1.0 SERT program administrator position. A 1.0 supervisor position and \$126,251 has been reconstituted to a 1.0 director I position.

The FY 2010 request for this department is \$50,105,580, an increase of \$2,924,633 from the current FY 2009 budget of \$47,180,947. An explanation of this change follows.

**Continuing and Negotiated Salary Costs—\$61,095**  
There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$61,095 in continuing salary costs to reflect step or longevity increases for current employees.

**Enrollment—\$346,758**  
With the addition of a new elementary school, it is projected that \$172,625 is needed to fund additional utility costs. This includes \$167,844 for electricity and \$4,781 for water and sewer charges.

Included in the budget is an increase of \$141,865 to fund projected utility costs from expanded square footage at renovated schools. This includes \$117,107 for electricity, \$19,310 for natural gas, and \$5,448 for water and sewer.

This budget is increased by \$32,268 for relocatable classrooms due to a projected increase in enrollment.

**Other—\$3,680,533**  
The budget includes a \$3,680,533 increase for utilities expenses. This is based on projected rates and usage for electricity, heating oil, natural gas, propane and water and sewer. Electricity rates are projected to increase by 8 percent, heating oil rates are projected to increase by 80 percent, natural gas rates are expected to increase by 3 percent, propane rates are projected to increase by 37 percent, and water and sewer rates are projected to increase by 19 percent.

**Reductions—(\$1,163,253)**  
**Energy Savings—(\$500,000)**  
The budget is reduced by \$1,000,000 for projected savings in utilities cost. The department is engaged in ongoing efforts to identify opportunities for energy savings through energy efficiencies and new technologies.

**Other Reductions—(\$163,753)**  
Reductions are necessary to fund higher priority program needs. Additional reductions in the Department of Facilities Management are as follows:  
.5 green schools program manager position—(\$45,830)  
Supporting services part-time salaries—(\$11,927)  
Stipends—(\$10,550)  
Contractual services—(\$1,000)  
Recycling program supplies—(\$44,000)  
Healthcare supplies—(\$18,438)  
Local travel—(\$3,800)  
Travel out—(\$500)  
Books and subscriptions—(\$840)  
Furniture and equipment—(\$26,868)

**UTILITIES**

	FY 2009 BUDGETED AMOUNT	FY 2009 BUDGETED RATE	FY 2010 REQUESTED AMOUNT	FY 2010 REQUESTED RATE	INC/(DEC) FY 10 - FY 09 AMOUNT
Electricity	\$ 28,609,756	\$ 0.1345	\$ 30,820,721	\$ 0.1453	\$ 2,210,965
Fuel Oil #2	594,500	2.20	443,477	3.95	(151,023)
Natural Gas	10,105,812	1.48	9,994,389	1.52	(111,423)
Propane	71,154	1.90	133,936	2.60	62,782
Water and Sewer	2,458,215	4.88	3,441,937	5.79	983,722
<b>Total</b>	<b>\$ 41,839,437</b>		<b>\$ 44,834,460</b>		<b>\$ 2,995,023</b>

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

**Joseph J. Lavorgna, Acting Director II**

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	20.000	14.000	15.500	<b>15.000</b>	(.500)
Position Salaries	\$1,243,041	\$1,192,108	\$1,270,052	<b>\$1,285,317</b>	\$15,265
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends		21,100	21,100	<b>10,550</b>	(10,550)
Professional Part Time					
Supporting Services Part Time		11,927	11,927		(11,927)
Other					
Subtotal Other Salaries	12,266	33,027	33,027		(22,477)
<b>Total Salaries &amp; Wages</b>	1,255,307	1,225,135	1,303,079	<b>1,295,867</b>	(7,212)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,942,522	1,898,522	<b>1,897,522</b>	(1,000)
<b>Total Contractual Services</b>	39,089	1,942,522	1,898,522	<b>1,897,522</b>	(1,000)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,000	1,000	<b>1,000</b>	
Other Supplies & Materials		59,855	109,855	<b>46,417</b>	(63,438)
<b>Total Supplies &amp; Materials</b>	19,159	60,855	110,855	<b>47,417</b>	(63,438)
<b>04 Other</b>					
Local Travel		3,658	3,658	<b>858</b>	(2,800)
Staff Development		500	500		(500)
Insurance & Employee Benefits					
Utilities		41,819,791	41,819,791	<b>44,814,814</b>	2,995,023
Miscellaneous		2,008,370	2,008,370	<b>2,039,798</b>	31,428
<b>Total Other</b>	44,230,048	43,832,319	43,832,319	<b>46,855,470</b>	3,023,151
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		42,172	36,172	<b>9,304</b>	(26,868)
<b>Total Equipment</b>	33,069	42,172	36,172	<b>9,304</b>	(26,868)
<b>Grand Total</b>	<b>\$45,576,672</b>	<b>\$47,103,003</b>	<b>\$47,180,947</b>	<b>\$50,105,580</b>	<b>\$2,924,633</b>



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

Joseph J. Lavorgna, Acting Director II

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
1	Q Director II		1.000	1.000	1.000	<b>1.000</b>	
10	P Director I				1.000	<b>1.000</b>	
10	O Assistant Director II		1.000	1.000	1.000	<b>1.000</b>	
10	O Supervisor		1.000	1.000			
10	M Team Leader		1.000	1.000			
10	K Energy Program Manager				1.000	<b>1.000</b>	
10	J SERT Program Manager				1.000	<b>1.000</b>	
10	25 Fiscal Specialist II		1.000	1.000	1.000	<b>1.000</b>	
10	25 Utilities Analyst		1.000	1.000	1.000	<b>1.000</b>	
10	25 SERT Program Manager		1.000	1.000			
10	25 Green Schools Prog Mgr		1.500	.500	.500		(.500)
10	23 Resource Conservation Asst		3.000	3.000	3.000	<b>3.000</b>	
10	20 SERT Program Assistant		1.000	1.000	1.000	<b>1.000</b>	
10	17 Program Administrator				1.000	<b>2.000</b>	1.000
11	17 Program Administrator				1.000		(1.000)
10	16 Heating Mechanic I		3.000				
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
10	14 Administrative Secretary I		.500	.500			
10	14 Account Assistant III			1.000	1.000	<b>1.000</b>	
10	10 Heating Service Worker Shift I		3.000				
	<b>Total Positions</b>		<b>20.000</b>	<b>14.000</b>	<b>15.500</b>	<b>15.000</b>	<b>(.500)</b>

# Real Estate Management Fund

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

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

## FY 2010 OPERATING BUDGET

## Mission

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

## Major Functions

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

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

Team members identify, negotiate, and acquire sites for future schools through dedication or by purchase. Inventoried school sites that have not been identified for immediate construction are advertised and leased for agricultural or recreational purposes, producing revenue and eliminating the cost of their maintenance. Team members also resolve school property boundary issues and coordinate the review and approval of license agreements and memoranda of understanding with local and bi-county agencies for use of portions of school sites. Team members oversee the Adopt-a-Field Program, which saves the Board of Education the 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 for lease compliance and survey customers for satisfaction on a regular basis.

## Trends and Accomplishments

Smaller class size initiatives continues to impact the availability of space that MCPS can make available for before and after the school day child care programs, as well as programs

that complement early childhood education. Space that has been rented to child care providers in previous years has had to be retrieved for instructional use, at the same time the need for top quality child care services is growing. Expansion of full-day kindergarten has eliminated the need for complementary kindergarten programs.

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

Accomplishments in FY 2008 include successfully working with county and municipal leaders to negotiate a right-of-way taking by the Maryland State Highway Administration at Judith A. Resnik Elementary School. Team members hosted a Site Selection Advisory Committee, which recommended an elementary and a middle school site approved by the Board of Education for the Clarksburg/Damascus Middle School and the Clarksburg Cluster Elementary School. Team members also facilitated the lease and relocation of administrative staff serving on the team implementing the successful launch of the Financial Management System. In addition, they negotiated numerous right-of-way grants in connection with utility, road improvements, and forest conservation easements. One cellular tower lease was executed at Springbrook High School. The unit's effective management of the revenue and expenses associated with the department's leasing operations created sufficient net earnings to reduce a portion of the operating budget funds needed to rent space for administrative functions that cannot be housed in schools or at the Carver Educational Services Center.

## Major Mandates

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

the State Public School Construction Program to obtain Board of Public Works approval to acquire, modify, or dispose of school sites.

- County land use master plans are regularly amended, requiring review for projected school and administrative needs. The amended Shady Grove Sector Plan has caused a need to reassess the Board's service park for potential relocation. Other master plan amendments may cause the need to identify additional sites or retrieve closed facilities.
- Newly amended laws regarding forest conservation and storm water management may indicate the need to acquire real property rights to reduce impermeable surfaces and provide for tree save in support of new and modernized school projects.

**Strategies**

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

**Performance Measures**

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

	<b>FY 2008 Actual</b>	<b>FY 2009 Estimate</b>	<b>FY 2010 Recommended</b>
Revenues	\$2,254,431	\$2,255,518	\$2,326,832
Expenses	2,313,251	\$2,542,903	\$2,326,832
Net Income	(\$58,820)	(\$287,385)	\$ — 0 —

**Explanation:** This measures ability to balance revenues and expenses. In FY 2008, a decision was made to allow spending to exceed revenues collected and spend a portion of net assets to further supplement the Department of Facilities Management operating budget for office rents. In FY 2009, revenues have decreased due to termination of leases to accommodate space for increased enrollments. A loss is anticipated, but remaining net assets will continue to be 20 percent of projected income. The recommendation for FY 2010 is to break even on projected revenues and expenses.

**Budget Explanation**

**Real Estate Management Fund—850**

The FY 2010 request for this fund is \$2,651,095, an increase of \$101,992 from the current FY 2009 budget of \$2,549,103. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$17,933*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$15,986 in continuing salary costs to reflect step or longevity increases for current employees. Benefits associated with continuing salary costs are increased by \$1,947.

*Other—\$84,059*

There is a \$6,226 reduction in revenue sharing payments to schools related to delays in getting new cell towers installed. A reduction of \$53,873 in the budget for utilities is the result of a decrease in square footage that is being leased. There is a reduction in the relocatables budget of \$31,140 due to the elimination of relocatables for child care services.

The budget for building rental costs is increased by \$158,298 and the budget for legal expenses is increased by \$17,000 to reflect actual costs and operations of the fund.

# Real Estate Management Fund - 850

## Joseph J. Lavorgna, Acting Director II

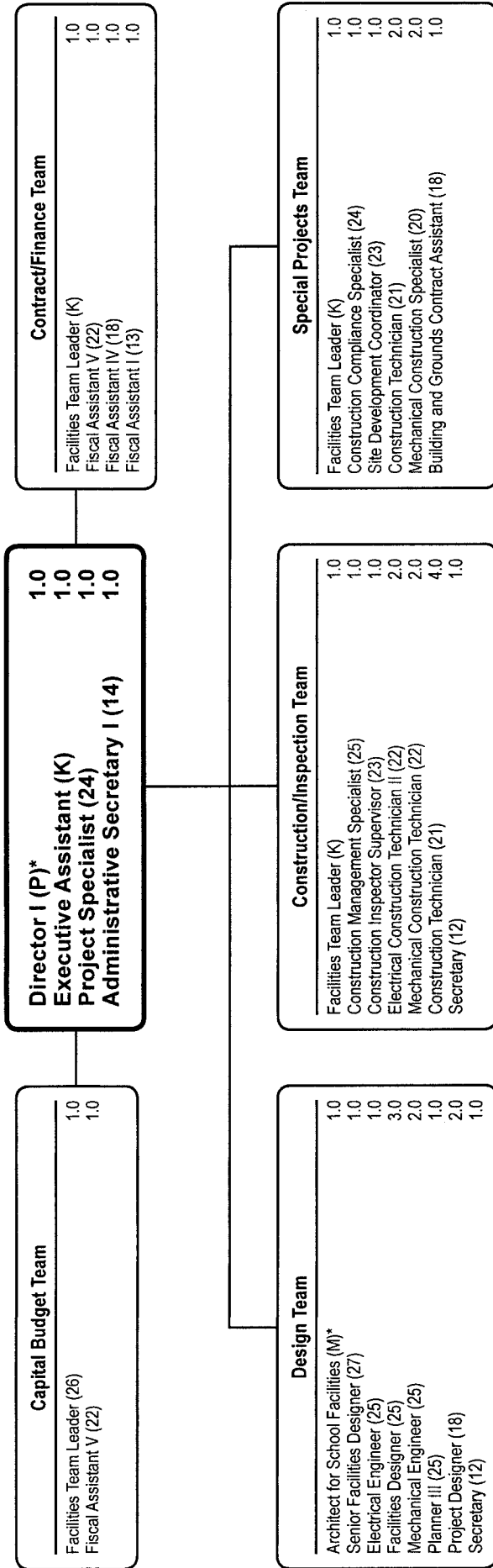
Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	4.500	6.500	6.500	<b>6.500</b>	
Position Salaries	\$340,343	\$389,559	\$389,559	<b>\$405,545</b>	\$15,986
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		87,583	87,583	<b>87,583</b>	
Other		79,611	79,611	<b>79,611</b>	
Subtotal Other Salaries	141,683	167,194	167,194	<b>167,194</b>	
<b>Total Salaries &amp; Wages</b>	482,026	556,753	556,753	<b>572,739</b>	15,986
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,233,183	1,233,183	<b>1,408,481</b>	175,298
<b>Total Contractual Services</b>	111,010	1,233,183	1,233,183	<b>1,408,481</b>	175,298
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,700	5,700	<b>5,700</b>	
Other Supplies & Materials		66,163	66,163	<b>66,163</b>	
<b>Total Supplies &amp; Materials</b>	21,546	71,863	71,863	<b>71,863</b>	
<b>04 Other</b>					
Local Travel		3,693	3,693	<b>3,693</b>	
Staff Development		2,000	2,000	<b>2,000</b>	
Insurance & Employee Benefits		131,496	131,496	<b>133,443</b>	1,947
Utilities		235,824	235,824	<b>181,951</b>	(53,873)
Miscellaneous		304,591	304,591	<b>267,225</b>	(37,366)
<b>Total Other</b>	1,659,515	677,604	677,604	<b>588,312</b>	(89,292)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		9,700	9,700	<b>9,700</b>	
<b>Total Equipment</b>	5,508	9,700	9,700	<b>9,700</b>	
<b>Grand Total</b>	<b>\$2,279,605</b>	<b>\$2,549,103</b>	<b>\$2,549,103</b>	<b>\$2,651,095</b>	<b>\$101,992</b>

# Real Estate Management Fund - 850

Joseph J. Lavorgna, Acting Director II

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
51	M Team Leader		1.000	1.000	1.000	<b>1.000</b>	
51	15 Data Systems Operator II		.500	.500	.500	<b>.500</b>	
51	15 Fiscal Assistant II		1.000	1.000	1.000	<b>1.000</b>	
51	12 Secretary		1.000	1.000	1.000	<b>1.000</b>	
51	12 Building Service Manager II		1.000	2.000	2.000	<b>2.000</b>	
51	10 Build Svcs Asst Mgr I Shft 2			1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>4.500</b>	<b>6.500</b>	<b>6.500</b>	<b>6.500</b>	

# Division of Construction



\*F.T.E. Positions 2.0  
(In addition, there are 40.0 Capital Budget positions shown on this chart)

## FY 2010 OPERATING BUDGET

## Mission

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

## Major Functions

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

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

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

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

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

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

## Trends and Accomplishments

Construction costs have stabilized in the Washington metropolitan area mainly due to slower growth in the commercial market and a significant decline in the residential market. As result of the decline in construction activities in the region, more contractors and labor resources are available, resulting in competitive bid prices. However, costs for raw materials, such as steel, copper, plastics, concrete, and gypsum, remain extremely volatile due to global demands. In addition, the cost of oil and other petroleum related products continues to escalate at unprecedented rates, creating short supply and long lead time for construction materials. Even though the

commercial construction market is stable and the residential market has weakened, there has been a continued increase in the number of public projects needed to meet the demand for schools, transportation, and federal government infrastructure. With construction prices increasing and growing demands on county tax revenues, the division must intensify efforts to control costs and streamline operations to ensure the most effective use of available funds and manpower. Emphasis will be placed on improving current practices to control cost, such as feasibility planning, repeated designs, lifecycle cost analysis, value engineering, constructability analysis, and effective management of building processes.

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

In FY 2008, the Division of Construction successfully completed the following construction projects:

1. Modernization of Richard Montgomery High School
2. Modernization of College Gardens Elementary School
2. Additions to Ashburton, Fallsmead, Fields Road, Stedwick, Travilah, and Wayside elementary schools; and Thomas W. Pyle and Westland middle schools
3. Gymnasium additions to Brookhaven, Cloverly, Stonegate, and Strathmore elementary schools
4. School-Based Health Center at Summit Hall Elementary School

In FY 2009, the following projects will be under construction:

1. Modernization of Bells Mill, Carderock Springs, Cashell, Cresthaven, and Galway elementary schools; Francis Scott Key Middle School; and Walter Johnson High School
2. Additions to East Silver Spring, Luxmanor, Takoma Park, and Washington Grove elementary schools; and Bethesda-Chevy Chase and Poolesville high schools
3. New Clarksburg Elementary School #8
4. Various improvements at Northwood High School
5. Gymnasium addition at Meadow Hall Elementary School
5. School Based Health Center at New Hampshire Estate Elementary School

As part of the FY 2009 and FY 2010 capital budgets, 22 major capital projects have been funded for architectural planning and 22 feasibility studies are under way for future projects.

The division also provides design and management oversight of countywide CIP projects including Americans with



# Division of Construction—322

James Song, Director

240-314-1000

Disabilities Act (ADA) compliance retrofits, fire safety code upgrades, HVAC replacements, improved (safe) access to schools, and relocatable classrooms.

## Major Mandates

- The Division of Construction must comply with local, state, and federal codes in designing and building facilities. These codes include federal requirements in the Americans with Disabilities Act; the Asbestos Hazard Emergency Response Act; state environmental codes; bidding statutes; funding reimbursements/payment requirements for projects funded by the Interagency Agency for School Construction; and Montgomery County building, storm water management, and fire/safety codes.
- There are 14 codes and regulations that require the employment of people who are licensed to perform professional and technical services, such as professional architects, engineers, electricians, and plumbers. These codes/regulations impose requirements to ensure that new facilities are constructed in compliance with federal, state, and local statutes.
- As a part of county requirements, all new and modernization projects with planning started in FY 2008 and later must obtain minimum of silver rating in Leadership in Energy and Environmental Design (LEED) through the United States Green Building Council (USGBC) or through the county permitting office.

## Strategies

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

## Performance Measures

### Customer Focus

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
4.6	4.5	4.5

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

### Employee Focus

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
4.0	4.1	4.2

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

### Financial Results

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
3.7%	3.5%	3.3%

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

**Performance Measure:** Construction cost per square foot.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
\$259.00	\$265.00	\$279.00

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

### Organizational Results

**Performance Measure:** Timely completion of major capital projects.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
94%	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 2010 request for this division is \$256,536, an increase of \$1,980 from the current FY 2009 budget of \$254,556. An explanation of this change follows.

#### Continuing and Negotiated Salary Costs—\$1,980

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$1,980 in continuing salary costs to reflect step or longevity increases for current employees.

## Division of Construction - 322

James Song, Director I

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	2.000	2.000	2.000	2.000	
Position Salaries	\$241,587	\$254,556	\$254,556	\$256,536	\$1,980
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>	241,587	254,556	254,556	256,536	1,980
<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 Travel					
Staff Development					
Insurance & 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>\$241,587</u>	<u>\$254,556</u>	<u>\$254,556</u>	<u>\$256,536</u>	<u>\$1,980</u>

## Division of Construction - 322

James Song, Director I

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 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

Director I (P)	1.0
Coordinator GIS Services (26)	1.0
Senior Facilities Planner (26)	1.0
Administrative Secretary I (14)	1.0
Boundary Information Specialist (13)	0.6

## Mission

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

## Major Functions

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

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

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

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

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

placements—including special education programs, prekindergarten programs, ESOL centers, centers for the highly gifted, language immersion centers, and others.

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

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

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

## Trends and Accomplishments

### Trends

Major trends impacting the mission of the Division of Long-range Planning include changing enrollment levels, increased student race/ethnic and language diversity, a changing economy, a volatile housing market, and space requirements needed to implement the federal *No Child Left Behind Act of 2001*, and the state *Bridge to Excellence in Public Schools Act of 2002* (full-day kindergarten in all elementary schools and prekindergarten opportunities for all disadvantaged children. MCPS program initiatives have resulted in a significant reduction of elementary school capacities. In addition, a recalculation of middle school program capacities now better reflects facility utilization at this level. Ongoing issues with aging facilities, increased construction costs, increased housing densities around METRO stations, and growth management efforts, also effect Division operations.

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

Elementary school enrollment decreased from 2002 through 2006. However, as larger birth cohorts have reached school-age, and the phase-in of the new kindergarten entry age

has been completed, increases in elementary enrollment began again in 2007. Over the next six years elementary enrollment is projected to increase by 4,000 students. At the secondary level the dip that occurred in elementary enrollment is now working its way through the grade levels. Consequently, middle and high school enrollment are projected to decrease for the next five to six years. These decreases in secondary enrollment offset the increases in elementary enrollment, resulting in a leveling of total enrollment for the next six years.

In a coordinated effort to address student performance, student-to-teacher ratios have been reduced at the elementary school level. Elementary schools were staffed at a ratio of approximately 23:1 in FY 2008. Focus elementary schools have even lower staffing ratios, with full-day kindergarten at 15:1 and Grades 1 and 2 at 17:1. Smaller class sizes have increased space needs throughout the county. Relocatable classrooms continue to be an important interim measure to meet the space needs from enrollment increases and class size reduction efforts. Reducing the number of relocatable classrooms is an important objective. In FY 2006, the peak of relocatable usage, there were 685 relocatables at schools to address capacity shortages. By FY 2008, that number had been reduced to 462. Further decreases are expected in the coming years.

### *Accomplishments*

In FY 2008, the Division of Long-range Planning pursued its mission through a range of planning activities, highlighted by the adoption of the FY 2009 Capital Budget and FY 2009–2014 CIP that includes \$1.288 billion in expenditures over the six-year period. Division staff developed and facilitated the review process for this CIP. This CIP provided an increase in expenditures of \$76.1 million from the previously approved CIP. This increase enabled most capital projects to remain on schedule, with the exception of a one year delay in modernizations at three high schools, a two year modernization delay at two other high schools, and a two year delay in gym construction at three elementary schools.

Division enrollment forecasts for FY 2008 were highly accurate, with official enrollment only 738 over projection, a forecast accuracy of 99.5 percent. In addition, 72.5 percent of all schools were very close to forecast—within 5 percent of their projected enrollment. Division staff developed and presented demographic information and analyses to MCPS officials in order to frame facility planning needs. The Division worked closely with school principals and community superintendents to revise school enrollment forecasts for FY 2009 staffing allocations. An accelerated schedule for the forecast revision, staffing allocations, and relocatable classroom placement decisions has improved services to schools. In addition, a new approach to adjusting enrollment forecasts after they have been published provided more information to refine staffing levels.

Division staff responded to Board of Education concerns over the inclusion of Special Education parents in facility planning—especially parents of students in special center programs. Division staff revised the Long-range Educational

Facilities Planning regulations (FAA-RA) to provide more opportunities for input from the Special Education community. A number of outreach efforts to this community will now be routinely conducted.

Division staff coordinated the completion of educational specifications and feasibility studies for seven elementary schools, three middle schools, and two high school projects. Division staff developed program scopes for a number of Building Modification and Program Improvement (BPMI) projects, including science labs at four high schools, Cisco labs at two high schools, a Musical Dance Academy at one high school, and a Digital Art/ Music laboratory at another high school. Division staff worked closely with the Montgomery County Department of Health and Human Services on CIP projects at MCPS schools, including Wellness Centers.

Division staff conducted two school boundary studies—one in Clarksburg and the other in Potomac. The Clarksburg study was focused on developing boundaries for the new Clarksburg Elementary School #8, which opens in August, 2009, at the Milestone site. The Potomac study was focused on relieving Potomac Elementary School of overutilization through boundary changes with two schools that are being expanded; Bells Mill and Seven Locks elementary schools. Both of these boundary studies resulted in high levels of community satisfaction with the process, and the opportunities for advisory committee representatives to participate and be heard.

Division staff worked with county officials on a comprehensive review of the county growth policy that resulted in adoption of a more restrictive schools adequacy test. Division staff worked with county officials to draft regulations for new school impact taxes on residential development. New school impact tax rates will increase revenue for school capital projects. Division staff provided support to growth policy efforts in the cities of Gaithersburg and Rockville where school tests also are conducted on an annual basis. Division staff worked closely with county planning officials to coordinate master plans with school site needs and facility planning activities. Plans under review included the Germantown, Gaithersburg West, Twinbrook, and White Flint master plans. Division staff also participated in the site selection process for a new elementary school and a new middle school in the Clarksburg Cluster.

Division staff continued development work on a new Oracle-based demographic and facility planning database. The application is providing a more robust system for data management, analysis, and report writing. Although further work on the application is needed, it was operational for development of the 2008 to 2013 enrollment forecast, and production of the FY 2009–2014 CIP and Master Plan. In addition, Division staff upgraded the school system's Geographic Information System (GIS). Division staff provided mapping services to an expanding internal MCPS customer base, as well as other county agencies.

Division staff responded to a high volume of requests for boundary information. The school boundary line responds

to an increasingly diverse population of non-English speakers (approximately 50 percent of calls are from non-English speakers). The ability of staff to speak Spanish greatly enhances this service. Use of the Division's Web-based school assignment locator is well established and features new enhancements regularly. In FY 2008 an average of 12,000 address searches occurred monthly on this service, including multiple address searches that a single individual may conduct.

Division staff received Six Sigma training and facilitated a review process for the Division of School Plant Operations. This process identified ways to improve basic skills training for School Plant Operations staff.

**Major Mandates**

- Section 5-306 of the Education Article, Annotated Code of Maryland, requires MCPS to prepare a six-year CIP annually and submit it to the county executive and County Council.
- The Rules, Regulations, and Procedures for Administration of the School Construction Program adopted by the State Board of Public Works requires that MCPS prepare, submit, and annually amend its educational facilities master plan. Under the State School Construction Program, MCPS also is required to submit its annual and subsequent five-year CIP.
- Section 302 (Amended 1996) of the Montgomery County Charter requires MCPS to prepare a biennial CIP and submit it to the county executive and County Council by December 1st for odd-numbered fiscal year requests, and amendments for even-numbered fiscal year requests.
- The Montgomery County Government Growth Policy requires MCPS to annually provide enrollment projections, school capacities, and the Board of Education-requested capital improvements for incorporation in the Growth Policy.
- Board of Education Policy FAA, Long-range Educational Facilities Planning, requires MCPS facility planning to incorporate educational program objectives, goals of the quality integrated education policy, and extensive public involvement.
- The federal *No Child Left Behind Act of 2001* and the state *Bridge to Excellence in Public Schools Act of 2002* require that space be available in high-performing schools to allow students in under-performing federal Title I schools to transfer. The state legislation requires that space be provided for full-day kindergarten in all elementary schools, and space for disadvantaged students to participate in prekindergarten classes.

**Strategies**

- Continually improve processes to identify and understand the needs of customers and stakeholders.
- Continuously improve communication tools to enable external customers and stakeholders to understand planning issues and activities.

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

**Performance Measures**

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

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
99.5%	99.5%	99.5%

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

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

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
97.8%	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 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
72.5%	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).

# Division of Long-range Planning—335

Bruce H. Crispell, Director I

240-314-4700

**Performance Measure:** Community involvement in planning “opportunity to participate.”

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
100.0%	95.0%	95.0%

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

**Performance Measure:** Community involvement in planning “ideas respected and thoughts represented.”

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
100.0%	95.0%	95.0%

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

## Budget Explanation

### Division of Long-range Planning—335

The FY 2010 request for this division is \$453,983, a decrease of \$3,657 from the current FY 2009 budget of \$457,640. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$26,777*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$26,777 in continuing salary costs to reflect step or longevity increases for current employees.

*Realignment—\$0*

There is a realignment of \$400 from contractual maintenance to local travel to cover the increase in the local mileage reimbursement rate.

*Reductions—(\$30,434)*

Reductions in the Division of Long-range planning are as follows:

.4 boundary information specialist position—(\$22,434)

Supporting services part-time salaries—(\$575)

Contractual maintenance—(\$500)

Office supplies—(\$750)

Geographic Information Systems (GIS) supplies—(\$6,175)



# Division of Long-range Planning - 335

## Bruce Crispell, Director I

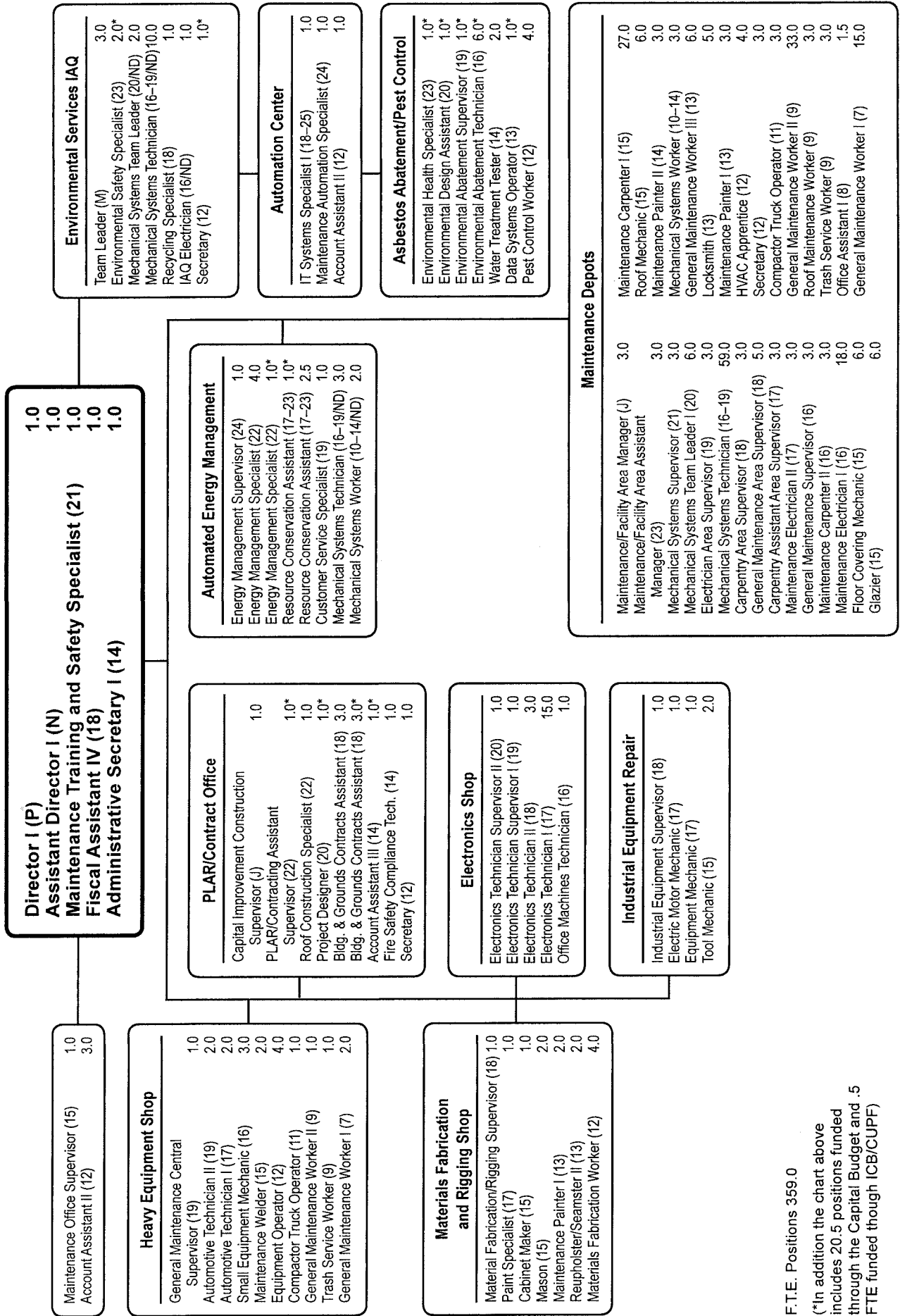
Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	5.000	5.000	5.000	4.600	(.400)
Position Salaries	\$406,855	\$427,326	\$427,326	\$431,669	\$4,343
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,575	1,575	1,000	(575)
Other					
Subtotal Other Salaries		1,575	1,575	1,000	(575)
<b>Total Salaries &amp; Wages</b>	406,855	428,901	428,901	432,669	3,768
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		13,500	13,500	12,600	(900)
<b>Total Contractual Services</b>	5,800	13,500	13,500	12,600	(900)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,333	3,333	2,583	(750)
Other Supplies & Materials		9,577	9,577	3,402	(6,175)
<b>Total Supplies &amp; Materials</b>	3,858	12,910	12,910	5,985	(6,925)
<b>04 Other</b>					
Local Travel		2,329	2,329	2,729	400
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	3,791	2,329	2,329	2,729	400
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$420,304</u>	<u>\$457,640</u>	<u>\$457,640</u>	<u>\$453,983</u>	<u>(\$3,657)</u>

## Division of Long-range Planning - 335

Bruce Crispell, Director I

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 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	14 Administrative Secretary I		1.000	1.000	1.000	<b>1.000</b>	
1	13 Boundary Information Spec		1.000	1.000	1.000	<b>.600</b>	(.400)
<b>Total Positions</b>			<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>4.600</b>	<b>(.400)</b>

# Division of Maintenance



F.T.E. Positions 359.0

(\*In addition the chart above includes 20.5 positions funded through the Capital Budget and .5 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 provides supervisory and administrative support to plan, program, and manage four major functional areas for all MCPS facilities—maintenance and repairs, environmental services, capital asset replacements, and automated energy management. These varied services are coordinated and performed by three regional maintenance depots (Bethesda, Clarksburg, and Randolph) and one central depot (Shady Grove).

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

## Trends and Accomplishments

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

HVAC and related mechanical systems; and (4) property damage caused by weather events and acts of vandalism.

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

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

During the past six fiscal years (FY 2003 through FY 2008), the amount of building space maintained by the Division of Maintenance grew by more than 1.7 million square feet, or about 8.0 percent, for a total of about 23 million square feet. The addition of new schools and other modernization projects, offset by some reductions in the number of relocatable classrooms, has contributed to the significant increase in facilities to be maintained. During this same five-year period, the number of work orders received annually has grown from about 48,000 to over 60,000. However, the number of employees who perform maintenance and repair services has not kept pace with the growth in square feet maintained or work orders generated. Growing demand for service and vacancy rates in maintenance positions that vary from five to eight percent combine to challenge the ability of the division to respond to customer needs. These challenges extend to the area of IAQ. Each year, requests for unplanned air quality investigations and remediation projects have steadily increased and have reduced the IAQ teams' ability to perform their other major functions of preparing building maintenance plans and providing scheduled inspections and preventive maintenance services.

Real growth in facilities inventory, the number of relocatable classrooms, and heavy after-hours utilization of schools contribute to increased demand for maintenance-related services. In addition, annual budgets for maintenance supplies, contracted maintenance, and vehicle operations 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 is continuing a multiyear process of implementing a "get to excellence plan" to improve business efficiencies based on "lean" management concepts. Included in this initiative are ongoing enhancements to the computerized maintenance management system ("Maximo") to expand

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

The division is continuing to improve its Internet website to provide more information to schools and staff on maintenance organization, capabilities, services, procedures, and points of contact for assistance.

The division is continuing a six-year-old initiative of conducting annual in-house training for first line supervisors, managers, staff, and other interested employees in an effort to improve the quality of leadership and levels of professionalism and production. In conjunction with cyclic professional development training, the director also provides annual briefings to employees to review performance; share information; and discuss priorities, expectations, and special subjects of interest.

The division has improved its procedures for interviewing and selecting candidates to fill vacant positions and for ensuring fair and equitable job competition on a "level playing field." In a related effort, the division completed cultural competence workshops for all managers, supervisors, and key staff members in FY 2008.

The division is in the second year of executing a state-approved apprenticeship program for four HVAC mechanic trainees. This four-year training program will help the division improve long-term management of vacancies in this critical skilled trade and, as a result, improve service to customers.

The division developed and implemented the first phase of a position banding initiative, in which the HVAC and plumbing shops were consolidated into a new mechanical systems shop. This initiative provides improved opportunities for employee advancement and greater flexibility of the maintenance depots to respond to work requests, while reducing the overall number of job classifications to be managed.

The division fosters employee ownership of the strategic business plan by involving staff in periodic updates of the plan and by providing all employees with copies of updated plans. During FY 2009, the division will update its business plan and append it to its Internet web site so that it can be viewed by all customers and stakeholders.

The collective and measurable successes of these various initiatives include improving productivity, a level backlog of work in spite of growing demand, stable levels of employee morale and job satisfaction, minimal employee grievances, improved employee perceptions of their leaders, and steady levels of customer satisfaction. In summary, the Division of Maintenance continues to contribute to student success by effectively employing its available resources to meet the maintenance and related service needs of a growing facilities inventory.

**Major Mandates**

Mandated work for the division includes the following:

- Semiannually test all fire suppression systems in kitchens (state and county regulations).
- Semiannually inspect all roofs and provide reports to the state of Maryland
- Semiannually conduct inspections and update management plans for asbestos abatement in more than 95 facilities (Asbestos Hazard Emergency Response Act).
- Annually test and certify more than 200 fire alarm and sprinkler systems in all schools and administrative facilities (Montgomery County Fire Code and National Fire Protection Association Life Safety Code).
- Annually inspect and service more than 2,000 fire extinguishers (Montgomery County Fire Code and National Fire Protection Association Life Safety Code).
- Annually inspect and test more than 160 elevators (state of Maryland).
- Annually inspect and certify more than 950 back-flow plumbing valves. Perform overhauls of selected items every three to five years (state and county regulations).
- Annually perform integrated pest management in over 200 facilities; maintain records and provide required notifications of pest control applications (state of Maryland).
- Annually recycle 50 percent of the total waste stream generated by schools (Montgomery County goal).

**Strategies**

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

**Performance Measures**

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

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
3.9	4.0	4.1

**Explanation:** The Baldrige National Quality program suggests that standards of service quality should be customer-driven. Therefore, the level of customer satisfaction is a core performance measure for delivery of maintenance and repair services. Performance information for FY 2008 is based on January 2008 survey responses from 124 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 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
56,096	57,000	58,000

**Explanation:** The total number of maintenance work orders completed is a direct measure of completed work effort in support of customer schools and facilities. Documented annual increases in work output occurred from FY 2003 to FY 2006, with consistent growth in the major trade areas (e.g., carpentry, electrical, general maintenance, HVAC, and plumbing).

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
3.7	3.8	3.9

**Explanation:** Levels of productivity and efficiency in an organization are closely related to how employees feel about their workplace environment, wages and benefits, the quality of supervision, and opportunities for professional development and career advancement. Employee satisfaction levels for FY 2008 are based on surveys performed in October 2007 as part of the director's annual workforce briefings. Five years of employee satisfaction data show a slowly improving trend in results.

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

The current FY 2009 budget for this division is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of the realignment of a 1.0 mechanical systems technician position and \$42,895 from this division's budget to fund a 1.0 SERT program administrator position in the Department of Facilities Management. Also, \$390,174 and 6.0 mechanical systems technician positions are realigned from shift I to shift II.

The FY 2010 request for this division is \$32,113,608, an increase of \$154,647 from the current FY 2009 budget of \$31,958,961. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$287,433*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$287,433 in continuing salary costs to reflect step or longevity increases for current employees.

*Inflation—\$82,099*

Applying an inflation factor of 3 percent increases the budget for general maintenance supplies by \$82,099.

*Other—\$200,000*

An additional \$100,000 is budgeted for contractual services and \$100,000 is budgeted for general maintenance supplies. These increases are needed to reflect the actual costs of these items.

*Reductions—(\$414,885)*

Reductions in the Division of Maintenance are as follows:  
 3.0 general maintenance worker III positions—(\$176,973)  
 3.0 maintenance painter I positions—(\$173,268)  
 1.0 plasterer position—(\$59,743)  
 Contractual services—(\$4,901)

## Division of Maintenance - 323/338/339/972

### Roy Higgins, Director I

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	356.000	367.000	366.000	359.000	(7.000)
Position Salaries	\$19,458,850	\$22,074,142	\$22,031,247	\$21,908,696	(\$122,551)
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends		26,000			
Professional Part Time					
Supporting Services Part Time					
Other		691,660	717,660	717,660	
Subtotal Other Salaries	612,557	717,660	717,660	717,660	
<b>Total Salaries &amp; Wages</b>	20,071,407	22,791,802	22,748,907	22,626,356	(122,551)
<b>02 Contractual Services</b>					
Consultants		21,755	21,755	21,755	
Other Contractual		3,013,686	3,013,686	3,108,785	95,099
<b>Total Contractual Services</b>	2,555,211	3,035,441	3,035,441	3,130,540	95,099
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		582	582	582	
Other Supplies & Materials		2,638,496	2,638,496	2,820,595	182,099
<b>Total Supplies &amp; Materials</b>	2,985,633	2,639,078	2,639,078	2,821,177	182,099
<b>04 Other</b>					
Local Travel		2,474	2,474	2,474	
Staff Development		61,015	61,015	61,015	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,393,925	2,393,925	2,393,925	
<b>Total Other</b>	1,980,376	2,457,414	2,457,414	2,457,414	
<b>05 Equipment</b>					
Leased Equipment		736,561	736,561	736,561	
Other Equipment		341,560	341,560	341,560	
<b>Total Equipment</b>	1,304,359	1,078,121	1,078,121	1,078,121	
<b>Grand Total</b>	<u>\$28,896,986</u>	<u>\$32,001,856</u>	<u>\$31,958,961</u>	<u>\$32,113,608</u>	<u>\$154,647</u>

# Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 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	2.500	2.500	<b>2.500</b>	
11	23 Maint/Facility Area Asst Mgr		3.000	3.000	3.000	<b>3.000</b>	
11	22 Energy Management Spec		4.000	4.000	4.000	<b>4.000</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	<b>3.000</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	<b>6.000</b>	
11	20 Electronic Technician Supv II		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			62.000	62.000	<b>62.000</b>	
11	19 General Maint Central Supv		1.000	1.000	1.000	<b>1.000</b>	
11	19 Electrician Area Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	19 Electronic Technician Supv I		1.000	1.000	1.000	<b>1.000</b>	
11	19 HVAC Refrigerator Area Supv		3.000				
11	19 Auto Technican II Shift 1		2.000	2.000	2.000	<b>2.000</b>	
11	18 Fiscal Assistant IV			1.000	1.000	<b>1.000</b>	
11	18 Carpentry Area Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	18 Plumber Area Supervisor		3.000				
11	18 General Maintenance Area Supv		3.000	5.000	5.000	<b>5.000</b>	
11	18 Boiler Mechanic II		3.000				
11	18 Recycling Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	18 Build & Ground 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	18 HVAC Mechanic Shift I		3.000				
11	17 Carpentry Asst Area Supv		3.000	3.000	3.000	<b>3.000</b>	
11	17 Heating Boiler Mechanic		3.000				
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		15.000	15.000	15.000	<b>15.000</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 Refrigerator Maint Mechanic		3.000				
11	17 HVAC Mechanic I Shift 1		14.000				



## Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

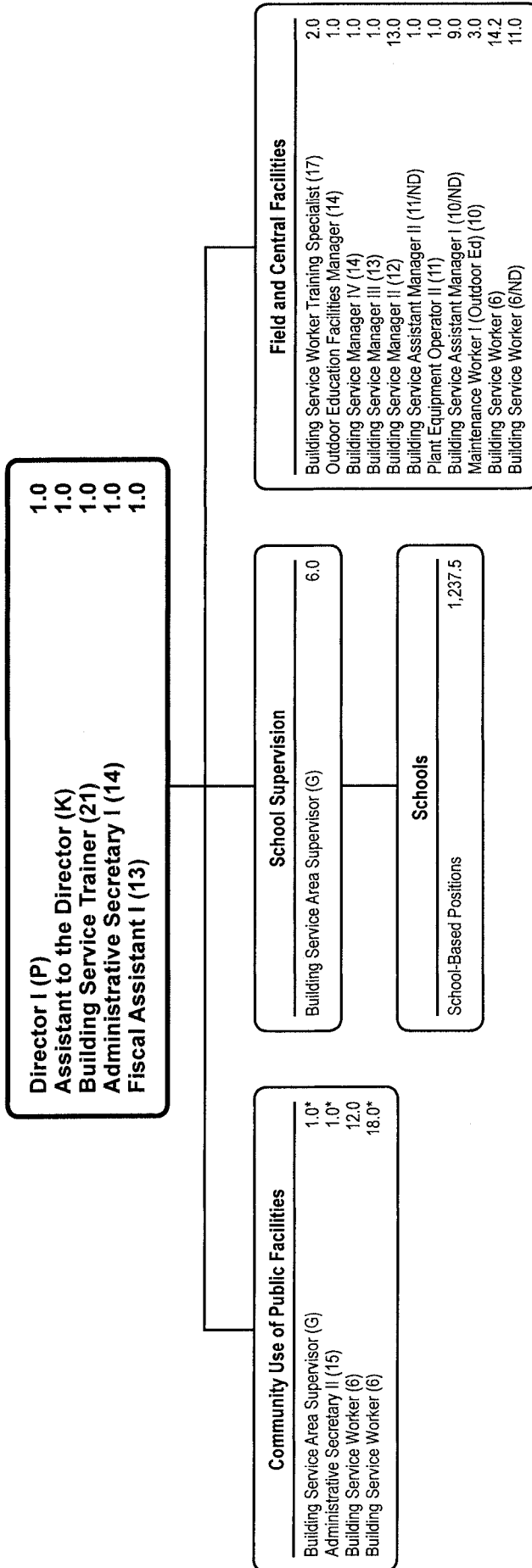
CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
	<b>323 Division of Maintenance</b>						
11	17 Auto Technican I Shift 1		2.000	2.000	2.000	<b>2.000</b>	
11	16 Maintenance Carpenter II		3.000	3.000	3.000	<b>3.000</b>	
11	16 Heating Mechanic I		3.000				
11	16 Maintenance Plumber		3.000				
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 Office Machine Technician		1.000	1.000	1.000	<b>1.000</b>	
11	16 Small Equipment Mechanic		3.000	3.000	3.000	<b>3.000</b>	
11	15 Supervisor		1.000	1.000	1.000	<b>1.000</b>	
11	15 Maintenance Carpenter I		27.000	27.000	27.000	<b>27.000</b>	
11	15 Floor Covering Mechanic		6.000	6.000	6.000	<b>6.000</b>	
11	15 Roof Mechanic		6.000	6.000	6.000	<b>6.000</b>	
11	15 Glazier		6.000	6.000	6.000	<b>6.000</b>	
11	15 Maintenance Plumber I		12.000				
11	15 Boiler Mechanic I		6.000				
11	15 Tool Mechanic		2.000	2.000	2.000	<b>2.000</b>	
11	15 Cabinet Maker		1.000	1.000	1.000	<b>1.000</b>	
11	15 Maintenance Welder		2.000	2.000	2.000	<b>2.000</b>	
11	15 Mason		2.000	2.000	2.000	<b>2.000</b>	
11	15 Gas Mechanic		3.000				
11	14 Administrative Secretary I		1.000	1.000	1.000	<b>1.000</b>	
11	14 Mech Sys Worker Shift 1			3.000	3.000	<b>3.000</b>	
11	14 Mechanical Sys Worker Shift 2			3.000	2.000	<b>2.000</b>	
11	14 Sheet Metal Mechanic		3.000				
11	14 Maintenance Painter II		4.000	3.000	3.000	<b>3.000</b>	
11	14 Water Treatment Tester		2.000	2.000	2.000	<b>2.000</b>	
11	14 Fire Safety Compliance Tech.		1.000	1.000	1.000	<b>1.000</b>	
11	14 Firebrick Repairer		3.000				
11	13 General Maintenance Worker III		9.000	9.000	9.000	<b>6.000</b>	(3.000)
11	13 Locksmith		5.000	5.000	5.000	<b>5.000</b>	
11	13 Reupholsterer Seamster II		2.000	2.000	2.000	<b>2.000</b>	
11	13 Plasterer		1.000	1.000	1.000		(1.000)
11	13 Maintenance Painter I		8.000	8.000	8.000	<b>5.000</b>	(3.000)
11	12 Secretary		4.000	4.000	4.000	<b>4.000</b>	
11	12 Account Assistant II		4.000	4.000	4.000	<b>4.000</b>	
11	12 Equipment Operator		4.000	4.000	4.000	<b>4.000</b>	
11	12 Pest Control Worker Shift 1		4.000	4.000	4.000	<b>4.000</b>	
11	12 Materials Fabrication Worker		4.000	4.000	4.000	<b>4.000</b>	
11	11 Compactor Truck Operator		4.000	4.000	4.000	<b>4.000</b>	
11	10 Heating Service Worker Shift I		3.000				
11	9 General Maintenance Worker II		34.000	34.000	34.000	<b>34.000</b>	
11	9 Roof Maintenance Worker		3.000	3.000	3.000	<b>3.000</b>	

## Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
	<b>323 Division of Maintenance</b>						
11	9 Trash Service Worker		4.000	4.000	4.000	<b>4.000</b>	
11	8 Office Assistant I		1.500	1.500	1.500	<b>1.500</b>	
11	7 General Maintenance Worker I		17.000	17.000	17.000	<b>17.000</b>	
	<b>Subtotal</b>		<b>336.000</b>	<b>347.000</b>	<b>346.000</b>	<b>339.000</b>	<b>(7.000)</b>
	<b>338 Indoor Air Quality</b>						
11	M Team Leader		3.000	3.000	3.000	<b>3.000</b>	
11	20 Mech Systems Team Ldr Shft 2			2.000	2.000	<b>2.000</b>	
11	19 Mechanical Systems Tech Shft 1			6.000			
11	19 Mechanical Systems Tech Shft 2			4.000	10.000	<b>10.000</b>	
11	18 Indoor Air Quality Team Ldr		2.000				
11	17 HVAC Mechanic I Shift 2		4.000				
11	16 Indoor Air Qual Electrician		1.000	1.000	1.000	<b>1.000</b>	
11	15 Indoor Air Quality Tech I		6.000				
	<b>Subtotal</b>		<b>16.000</b>	<b>16.000</b>	<b>16.000</b>	<b>16.000</b>	
	<b>339 Maintenance Apprenticeship Program</b>						
11	12 HVAC Apprentice			4.000	4.000	<b>4.000</b>	
3	12 HVAC Apprentice		4.000				
	<b>Subtotal</b>		<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	
	<b>Total Positions</b>		<b>356.000</b>	<b>367.000</b>	<b>366.000</b>	<b>359.000</b>	<b>(7.000)</b>

# Division of School Plant Operations



F.T.E. Positions 1,317.20

(\*Chart includes 1,237.0 school-based positions shown on K-12 chart. In addition, there are 20.0 positions funded by ICB.)

ND Night Differential = Shift 2

## FY 2010 OPERATING BUDGET

## Mission

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

## Major Functions

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

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

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

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

## Trends and Accomplishments

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

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

To reduce the environmental impact of facility services on student and staff productivity and to improve operational efficiency, division staff modified operational processes

and adopted environmentally responsible standards for purchases of cleaning products and equipment. Staff implemented a comprehensive Healthy, High Performance Cleaning Program that will ensure that sustainable operations are maintained at all facilities.

Since FY 2002, the numbers of Asian American and Hispanic employees in the division have increased by 66 and 93 percent respectively, while the number of African American and White employees has decreased. Of the 1,423 school plant operations employees surveyed in 2007, approximately 29 percent indicated a desire to receive assistance to improve their English skills. In order to increase the opportunity for succession planning, improve employee and occupant safety, and increase overall employee and customer satisfaction, the division, in collaboration with SEIU Local 500, developed a Workplace English Program. 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. Employees who participated in the initial pilot program were assessed and showed an improvement of 20 percent in speaking and comprehending English after completing the program.

## Major Mandates

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

- The frequency and intensity of school inspections and routine visits to schools will be increased to ensure that quality standards are met and to assist staff in aggressively managing and reducing air quality problems.
- A joint collaboration council of customers and stakeholders will be created to improve business relationships, coordinate facility use, and maximize productivity.

**Performance Measures**

**Performance Measure:** Organizational results-building inspections meeting standard.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
97%	99%	99%

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

**Performance Measure:** Customer satisfaction. (\*Surveys were not issued in 2008)

FY 2008 Actual	FY 2009 Estimate	FY 200109 Recommended
*	84%	84.5%

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
92.5%	93%	93.5%

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

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

The current FY 2009 budget for this division is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of the realignment of \$89,566 and 2.5 building service worker positions to create a 1.0 assistant to the director position. There is a realignment of \$35,049 and a 1.0 building service worker position are realigned to the Department of Facilities Management to create a 1.0 systemwide safety program administrator position.

The FY 2010 request for this division is \$58,208,622, an increase of \$328,380 from the current FY 2009 budget of \$57,880,242. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$408,821*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$408,821 in continuing salary costs to reflect step or longevity increases for current employees.

*Realignment—\$0*

There is a realignment of \$2,909 from local travel to equipment lease/purchase to reflect actual expenditures in the division.

*New Schools—\$547,128*

With the addition of a new elementary school, the budget contains an increase of 5.5 positions and \$219,607. The increase includes \$54,710 to fund a 1.0 building service manager III position, \$87,623 to fund 2.5 building service worker shift I positions, \$31,625 to fund a 1.0 building service worker shift II position, and \$45,649 to fund a 1.0 building service assistant manager II position.

Included in the budget is a projected increase of \$327,521 to fund additional costs from expanded square footage at renovated schools. The increase includes \$192,036 to fund 5.5 building service worker shift I positions, \$107,955 to fund 2.0 building service worker shift II positions, and \$27,530 to fund custodial supplies, uniform supplies and air conditioning filters.

*Inflation—\$54,698*

Applying an inflation factor of 3 percent increases the budget for custodial supplies, uniform supplies, and air conditioning filters by \$54,698.

*Reductions—(\$682,267)*

*Inflation—(\$54,698)*

Reductions are needed to fund higher priority programs. The budget is reduced by \$54,698, to eliminate the funds added to cover the cost of inflation for custodial supplies, uniform supplies, and air conditioning filters.

*Other Reductions—(\$627,569)*

Other reductions in the Division of School Plant Operations are as follows:

- 5.0 elementary school building service workers—(\$175,480)
- 7.0 secondary school building service workers—(\$245,672)
- 4.5 central office building service workers—(\$157,932)
- 1.0 special school building service workers—(\$35,096)
- Supporting services part-time salaries—(\$7,389)
- Local travel—(\$6,000)

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

Dianne Jones, Director I

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	1,319,200	1,324,200	1,321,700	<b>1,317,200</b>	(4,500)
Position Salaries	\$51,132,833	\$54,859,569	\$54,824,520	<b>\$55,138,759</b>	\$314,239
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		384,399	384,399	<b>377,010</b>	(7,389)
Other		516,774	516,774	<b>516,774</b>	
Subtotal Other Salaries	1,137,103	901,173	901,173	<b>893,784</b>	(7,389)
<b>Total Salaries &amp; Wages</b>	52,269,936	55,760,742	55,725,693	<b>56,032,543</b>	306,850
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		102,128	102,128	<b>102,128</b>	
<b>Total Contractual Services</b>	186,409	102,128	102,128	<b>102,128</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		717	717	<b>717</b>	
Other Supplies & Materials		1,822,758	1,822,758	<b>1,840,288</b>	17,530
<b>Total Supplies &amp; Materials</b>	1,654,411	1,823,475	1,823,475	<b>1,841,005</b>	17,530
<b>04 Other</b>					
Local Travel		67,179	67,179	<b>58,270</b>	(8,909)
Staff Development				<b>10,000</b>	10,000
Insurance & Employee Benefits					
Utilities		11,000	11,000	<b>11,000</b>	
Miscellaneous		10,000	10,000	<b>10,000</b>	
<b>Total Other</b>	89,770	88,179	88,179	<b>89,270</b>	1,091
<b>05 Equipment</b>					
Leased Equipment		44,366	44,366	<b>47,275</b>	2,909
Other Equipment		96,401	96,401	<b>96,401</b>	
<b>Total Equipment</b>	592,083	140,767	140,767	<b>143,676</b>	2,909
<b>Grand Total</b>	<b>\$54,792,609</b>	<b>\$57,915,291</b>	<b>\$57,880,242</b>	<b>\$58,208,622</b>	<b>\$328,380</b>

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

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 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	<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	14 Administrative Secretary I		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 Fiscal Assistant I		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	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		27.700	26.200	26.200	<b>21.700</b>	(4.500)
10	6 Building Service Wkr Shft 2		10.000	11.000	11.000	<b>11.000</b>	
<b>Subtotal</b>			<b>79.700</b>	<b>79.200</b>	<b>80.200</b>	<b>75.700</b>	<b>(4.500)</b>
<b>327 Elementary Plant Operations</b>							
10	13 Building Service Manager III		83.000	89.000	89.000	<b>90.000</b>	1.000
10	12 Building Service Manager II		47.000	41.000	41.000	<b>41.000</b>	
10	11 Build Svc Asst Mgr II Shft 2		57.000	58.000	58.000	<b>59.000</b>	1.000
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		73.000	71.000	71.000	<b>71.000</b>	
10	6 Building Service Wkr Shft 1		248.500	256.500	255.500	<b>255.500</b>	
10	6 Building Service Wkr Shft 2		34.000	36.500	36.500	<b>37.500</b>	1.000
<b>Subtotal</b>			<b>543.500</b>	<b>553.000</b>	<b>552.000</b>	<b>555.000</b>	<b>3.000</b>
<b>328 Secondary Plant Operations</b>							
10	16 Building Service Manager VI		1.000	1.000	1.000	<b>1.000</b>	
10	15 Building Service Manager V		22.000	22.000	22.000	<b>22.000</b>	
10	14 Build Svc Asst Mgr IV Shft 2		4.000	4.000	4.000	<b>4.000</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		23.000	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		35.000	37.000	37.000	<b>37.000</b>	
10	10 Plant Equipment Operator I		38.000	38.000	38.000	<b>38.000</b>	
10	10 Build Svcs Asst Mgr I Shft 2		1.000				
10	6 Building Service Wkr Shft 1		273.500	253.500	251.000	<b>247.000</b>	(4.000)

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

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
	<b>328 Secondary Plant Operations</b>						
10	6 Building Service Wkr Shft 2		211.000	227.000	227.000	<b>229.000</b>	2.000
	<b>Subtotal</b>		<b>673.500</b>	<b>669.500</b>	<b>667.000</b>	<b>665.000</b>	<b>(2.000)</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		5.000	5.000	5.000	<b>5.000</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		7.000	7.000	7.000	<b>7.000</b>	
10	6 Building Service Wkr Shft 1		5.500	5.500	5.500	<b>4.500</b>	(1.000)
10	6 Building Service Wkr Shft 2		2.000	2.000	2.000	<b>2.000</b>	
	<b>Subtotal</b>		<b>22.500</b>	<b>22.500</b>	<b>22.500</b>	<b>21.500</b>	<b>(1.000)</b>
	<b>Total Positions</b>		<b>1,319.200</b>	<b>1,324.200</b>	<b>1,321.700</b>	<b>1,317.200</b>	<b>(4.500)</b>



# Department of Transportation

Director II (Q)	1.0
Assistant Director II (O)	1.0
Fiscal Specialist I (24)	0.75
Administrative Secretary II (15)	1.0
Transportation Special Assistant (14)	1.0
Office Assistant III (10)	1.0

Bus Operations	
Bus Operations Manager (K)	1.0
Transportation Depot Manager (J)	6.0
Transportation Cluster Manager (19)	23.0
Transportation Dispatcher (19)	6.0
Bus Route Supervisor (16)	80.0
Bus Radio Operator (10 Month) (14)	20.0
Secretary (12)	7.0
Transportation Time and Attendance Assistant (12)	6.0
Bus Operator I (10 Month) (11)	1,023.26
Bus Operator I (Head Start) (10 Month) (11)	14.8
Bus Attendant (SPED) (10 Month) (7)	393.69

Fleet Maintenance	
Auto Repair Supervisor III (K)	1.0
Auto Repair Supervisor II (H)	1.0
Auto Parts Supervisor (23)	1.0
Auto Repair Supervisor I (22)	4.0
Auto Technician II (19)	2.0
Auto Technician I (19/ND)	10.0
Fiscal Assistant IV (18)	1.0
Auto Technician I (17)	21.0
Auto Technician I (17/ND)	33.0
Auto Parts Assistant (13)	1.0
Auto Parts Assistant (13/ND)	1.0
Tire Repairer (13)	2.0
Satellite Parts Assistant (12)	4.0
Secretary (12)	1.0
Auto Technician Apprentice (11)	4.0
Auto Technician Apprentice (11/ND)	7.0
Service Writer (11)	2.0
Account Assistant I (10)	2.0
Office Assistant III (10)	1.0
Auto Service Worker (9)	3.0
Auto Service Worker (9/ND)	6.0
Office Assistant I (8)	1.0
Fueling Assistant (6)	5.0

Transportation Support	
Supervisor (K)	1.0
Transportation Specialist (SPED) (J)	0.75
Transportation Routing Specialist (H)	1.0
IT Systems Engineer (27)	1.0
Database Administrator II (25)	1.0
IT Systems Specialist (25)	2.0
Transportation Administrative Service Manager (25)	2.0
Router/Program Specialist (21)	1.0
Transportation Assignment Specialist (20)	1.0
Regional Router (18)	2.0
Transportation Assistant Supervisor (SPED) (18)	1.0
Employment Process Coordinator (17)	1.0
Transportation Router (16)	4.0
Account Assistant III (14)	2.0
Secretary (12)	2.0

Safety Training	
Safety & Staff Development Manager (J)	1.0
Transportation Safety Trainer II (15)	4.0
Transportation Safety Trainer I (12)	13.0
Secretary (12)	1.0

## Mission

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

## Major Functions

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

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

The Fleet Maintenance Unit manages vehicle maintenance and repair facilities, provides fuel distribution, and repairs 1,272 buses and 568 other Montgomery County Public Schools (MCPS) vehicles. Most repair services are provided by the five parking/repair facilities. Some specialized services are contracted out. Every effort is made to purchase new buses or retrofit the current fleet with the latest technology in safety and devices that meet the highest safety, energy, and pollution control standards available.

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

## Trends and Accomplishments

Student transportation is provided in a constantly changing environment, including increasing traffic congestion; significant increases 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 transportation programs.

Opening new and modernized schools, implementing consortium school enrollment plans, transporting magnet program students, and transporting students to holding sites during school renovations continue to place high demands

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

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

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

The Department of Transportation is committed to reducing pollution from its school buses with the purchase of biodiesel fuel, installing equipment on older buses to reduce pollution, and purchasing new buses with technology to decrease pollution. The department procured biodiesel blended fuel for use at all depots during the past school year. During fiscal years 2006 and 2007, the Maryland Department of Environment awarded a grant to MCPS for \$306,500. The proceeds of the grant were used for the installation of diesel oxidation catalysts on 234 MCPS school buses during FY 2006 and 17 MCPS school buses during FY 2007. The exhaust enhancements decreased an estimated 58.9 tons of carbon dioxide pollution, 8.1 tons of hydrocarbons pollution, .21 of a ton of particle matter pollution, and 4 tons of nitrogen oxides pollution from MCPS school buses. In addition, MCPS purchased 131 new school buses equipped with diesel particulate filters in FY 2008. The diesel particulate filter is a device to remove at least 85 percent of the soot from the exhaust of a diesel engine. The pollution reduction will provide for a healthier environment for Montgomery County citizens. During the first quarter of FY 2009, MCPS received a grant to install diesel particulate filters in approximately 75 buses. The grant allows MCPS to continue to increase its efforts to be good stewards of the environment.

Bus routing for special and regular education programs is performed through the use of the Computer Assisted Routing Transportation System (CARTS). This system assists in achieving efficiencies in routing and scheduling, provides the basis for route audits, and ensures that bus operators are appropriately paid for their routes. Use of the 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. Implementation of the FASTER software system continues to provide improved inventory control for bus parts, and gives management analytical tools to improve the efficiency of vehicle repairs for the 1,840 vehicles owned by MCPS.

The department purchased a new web-based application for entering new trip requests for field trips and extracurricular trips and a new field trip application for managing the trip requests. The web-based application will replace the typing of field trip tickets and will automate 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 FMS 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. The new applications were available for use during the 2008–2009 school year.

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

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

The department's Customer Delight initiative continues to focus efforts on improving service to its customers; increasing accountability; and incorporating Baldrige standards by emphasizing fair, compassionate, and respectful treatment of all students, staff, parents, and other customers. 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. The department continues to be a model for customer service.

A good maintenance program for school buses is a vital part of providing safe and efficient transportation to students. During FY 2008, DOT spent \$3.8 million on bus parts and

tires. The cost of bus parts continues to increase at a rate higher than inflation, as buses with more expensive electronic components are purchased.

Energy commodities have seen unprecedented increases. Price fluctuations during FY 2008 ranged from \$2.405 to \$4.47 per gallon of diesel fuel. The average cost of a gallon of fuel for FY 2008 was \$3.237. Each penny of change represents a \$32,000 fluctuation in annual costs to the department. Identifying a reasonable cost projection is proving to be difficult. During the 2007–2008 school year, DOT purchased 3.204 million gallons of diesel fuel.

## Major Mandates

- Federal law requires that special education students be provided free transportation to and from school. The McKinney Vento Act requires transportation of homeless students to their school of origin, at parent request, regardless of distance or cost. The *No Child Left Behind Act* similarly requires cross-attendance area busing, at parental request, for those attending under-performing Title I schools. In addition, MCPS has agreed to provide transportation to students in Foster Care to their school of origin on a pilot basis.
- Maryland regulations impose pre-service and in-service training requirements and limits preventable accidents in order to maintain certification and/or licensing standards for school bus operators. State regulations also require three safety and one preventative maintenance inspection annually on all buses used to transport students, and all buses over a specific age be retired, regardless of mileage or condition, unless a waiver is granted by the Maryland State Department of Education.
- Federal and state regulations require pre-employment, reasonable cause, random, and post-accident drug and alcohol testing for all school bus operators.
- Board of Education policy requires the provision of transportation services (using central-point pickups) for the following programs—magnet, Global Ecology, elementary and middle school gifted and talented, French Immersion, Spanish Immersion, International Baccalaureate, and alternative programs. Board policy also establishes maximum walking distance to and from school for regular education. Transportation is provided for students who live beyond maximum walking distances or if walking is unsafe.
- New federal clean air requirements stiffen emission standards for bus engines manufactured after January 2007. This has increased bus purchase costs, and requires added training for bus operators and maintenance personnel. Emission standards will be stiffened in 2010.
- Changes to the Code of Maryland Regulations reduce the useful life of MCPS large school buses from 15 to 12 years. To prepare for this, it is necessary to accelerate the replacement of buses. This will help alleviate a need to replace a significant large group of buses in FY 2011. To retain an annual level purchase plan, it is essential

that MCPS replace 106 buses each year or one-twelfth of the fleet annually.

- New Federal Communication rules go into effect on January 1, 2013. There is a second FCC interim deadline of January 1, 2011, that prohibits manufacturing or importation of new equipment that operates on 25 kHz channels. The January 1, 2011, deadline will impact DOT since new school buses must be equipped with the newer digital radios. The FCC move to new narrow band radio frequencies will require the reprogramming of current two-way radios used on school buses. Additionally, new base stations and repeater equipment is required to meet these new federal mandates.

**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 and new Delight Thru Foresight focus, that emphasize exceeding customer expectations and informs 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 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
2.6	3.0	3.0

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
9.8	9.0	8.5

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
93.5%	95%	95%

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

**Performance Measure:** Cost per mile for fleet maintenance expenditures measures operational efficiency of the bus fleet.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
\$.312	\$.320	\$.320

**Explanation:** Fleet Maintenance cost associated for bus lubricants, bus parts, bus tires, and direct labor is evaluated to determine the cost to run and maintain school buses. Evaluation of the data gives DOT the option to purchase school buses with lower operational cost. The data allows DOT to evaluate the cost to maintain older school buses and compare the cost to a lease purchase of a new bus.

**Performance Measure:** Review diesel fuel miles per gallon (MPG) for operational efficiency.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
6.67	6.75	6.8

**Explanation:** Miles per gallon (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 increase will cost the school system \$32,000. MPG information and other operational data by bus manufacturers are used in the selection process of new school buses. Because of the cost of diesel fuel, the MPG data by vehicle will be reviewed and evaluated to control waste from bus idling.

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
90%/81%	95%/83%	96%/84%

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

**Budget Explanation  
Department of Transportation—344**

The current FY 2009 budget for this department is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of the realignment of \$80,570 and 2.0 auto service workers shift II positions to 2.0 auto tech apprentice shift II positions. There is also a realignment of \$36,549 and a 1.0 auto service worker shift I position to a 1.0 auto tech apprentice shift I position.

The FY 2010 request for this department is \$91,773,180, an increase of \$716,708 from the current FY 2009 budget of \$91,056,472. An explanation of this change follows.

**Continuing and Negotiated Salary Costs—\$1,064,679**  
There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$1,064,679 in continuing salary costs to reflect step or longevity increases for current employees.

**Realignment—\$0**

There is a realignment of \$3,997 from bus tires to bus equipment replacement to reflect the actual costs and operations of the department.

There are realignments of 7.5 bus operator I positions and \$223,635 and 7.5 bus operator I permanent substitute

positions to create 15.0 bus route supervisor positions. Additional realignments include \$125,846 and 3.0 bus operator II positions to create 3.0 radio bus operator positions, and \$340,401 and 5.0 transportation cluster supervisors to create a 1.0 transportation dispatcher position and 4.0 transportation cluster manager positions.

**Bus replacements—\$1,239,044**

The department's budget reflects a roll-off of \$480,546 in lease payments on buses purchased in FY 2003. Offsetting this reduction is a \$1,719,590 increase for the lease/purchase of 102 buses to replace those that have reached the end of their normal service and to purchase additional buses as part of the multiyear replacement plan. This results in a net increase of \$1,239,044 to the budget.

**Other—\$331,380**

The budget is increased by \$28,327 for the purchase of two staff and two service vehicles as part of a five year replacement plan that began in FY 2007.

An additional \$303,053 is added to the budget to reflect actual costs and operations of the department. The increases include \$91,633 for mandated drug testing and physical examinations of bus operators, \$113,341 for bus parts, \$64,166 for staff vehicle fuel, and \$33,913 for service vehicle fuel and parts.

**Insurance—\$94,845**

There is a projected increase of \$94,845 for insurance based on projected claims and reserve requirements. Insurance for MCPS is provided under the county's Self-Insurance Program.

**Reductions—(\$2,013,240)**

**Bus Replacement Savings—(\$970,600)**

Reductions are necessary in the budget to fund higher priority program needs. There is a reduction to the budget from not replacing 60 school buses earlier than required by state law as part of the multiyear replacement plan. No state waivers will be necessary to continue using these buses. There will be 42 replacement buses purchased in FY 2010.

**Spare Fleet Reduction—(\$83,184)**

There is a reduction of \$83,184 for 3 transit buses and 1 conventional bus from the transportation spare fleet. The

Description	FY 2009 Budget	FY 2010 Budget	Change
Diesel Fuel	\$7,918,253	\$10,468,082	\$2,549,829
Bus Parts	3,351,409	3,453,635	102,226
Tires and Tubes	513,189	507,762	(5,427)
Indirect Shop Supplies	294,484	294,484	0
Service Vehicle Parts and Fuel	419,416	453,329	33,913
<b>Total</b>	<b>\$ 12,496,751</b>	<b>\$ 15,177,292</b>	<b>\$ 2,680,541</b>

Department of Transportation aims to have 95 percent of the bus fleet available ever day. The spare fleet covers out-of-service buses. The department will be able to maintain this percentage with no impact on current service.

*Transportation Position Review—(\$171,443)*

It has been determined that the fiscal specialist and the transportation specialist spend 25 percent of their workweek on Field Trip Fund activity. As a result, \$43,826 and .25 FTEs of each position will be shifted to the Field Trip Fund.

With task realignment opportunities created with the implementation of the bus route supervisory structure, \$73,159 and a 1.0 transportation cluster manager position

and \$54,458 and a 1.0 safety trainer I position can be eliminated.

*Diesel Fuel—(\$783,112)*

There is a reduction of \$783,112 in diesel fuel. The budgeted rate for diesel fuel is being reduced from \$2.75 to \$2.50 per gallon.

*Other Reductions—(\$4,901)*

There is a reduction of \$4,901 in contractual maintenance as a result of a new copier initiative. Overall, the reduction for the copier initiative is \$868,633, and there are increases and other reductions in other parts of the budget.

**LEASE / PURCHASE OF BUSES**

PURPOSE	Fiscal Year	TYPE			Total
		36 Passenger	48 Passenger	69/57 Passenger	
Growth / New Programs	1999	8	10	9	27
Growth / New Programs	2000		15	13	28
Growth / New Programs	2001	4	5	15	24
Growth / New Programs	2002	8	7	8	23
Growth / New Programs	2003		6	1	7
Growth / New Programs	2004		5	19	24
Growth / New Programs	2005		30		30
Growth / New Programs	2006		9	17	26
Growth / New Programs	2007		12		12
Growth / New Programs	2008			13	13
Growth / New Programs	2009				
Growth / New Programs	2010				
Replacement	1999	13	38	42	93
Replacement	2000	46	11	37	94
Replacement	2001	4	9	91	104
Replacement	2002	10	8	84	102
Replacement	2003		10	38	48
Replacement	2004		1	11	12
Replacement	2005		33	17	50
Replacement	2006		26	69	95
Replacement	2007		12	78	90
Replacement	2008		112	5	117
Replacement	2009		27	31	58
Replacement	2010		42		42
<b>Total</b>		<b>93</b>	<b>428</b>	<b>598</b>	<b>1119</b>

# Department of Transportation - 344

**John L. Matthews, Director II**

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	1,751.570	1,744.750	1,744.750	<b>1,742.250</b>	(2.500)
Position Salaries	\$56,502,368	\$63,608,050	\$63,608,050	<b>\$64,501,286</b>	\$893,236
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,845,249	1,845,249	<b>1,845,249</b>	
Other		2,453,099	2,453,099	<b>2,453,099</b>	
Subtotal Other Salaries	7,115,556	4,298,348	4,298,348	<b>4,298,348</b>	
<b>Total Salaries &amp; Wages</b>	<b>63,617,924</b>	<b>67,906,398</b>	<b>67,906,398</b>	<b>68,799,634</b>	893,236
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,389,446	1,389,446	<b>1,476,178</b>	86,732
<b>Total Contractual Services</b>	<b>314,784</b>	<b>1,389,446</b>	<b>1,389,446</b>	<b>1,476,178</b>	86,732
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		52,876	52,876	<b>52,876</b>	
Other Supplies & Materials		12,563,109	12,563,109	<b>11,910,709</b>	(652,400)
<b>Total Supplies &amp; Materials</b>	<b>14,516,574</b>	<b>12,615,985</b>	<b>12,615,985</b>	<b>11,963,585</b>	(652,400)
<b>04 Other</b>					
Local Travel		45,979	45,979	<b>45,979</b>	
Staff Development		35,009	35,009	<b>35,009</b>	
Insurance & Employee Benefits		582,979	582,979	<b>677,824</b>	94,845
Utilities					
Miscellaneous		185,871	185,871	<b>250,037</b>	64,166
<b>Total Other</b>	<b>1,047,011</b>	<b>849,838</b>	<b>849,838</b>	<b>1,008,849</b>	159,011
<b>05 Equipment</b>					
Leased Equipment		88,897	88,897	<b>93,414</b>	4,517
Other Equipment		8,205,908	8,205,908	<b>8,431,520</b>	225,612
<b>Total Equipment</b>	<b>7,696,520</b>	<b>8,294,805</b>	<b>8,294,805</b>	<b>8,524,934</b>	230,129
<b>Grand Total</b>	<b>\$87,192,813</b>	<b>\$91,056,472</b>	<b>\$91,056,472</b>	<b>\$91,773,180</b>	\$716,708

# Department of Transportation - 344

John L. Matthews, Director II

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 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		1.000	1.000	1.000	.750	(.250)
9	J Transportation Depot Manager		6.000	6.000	6.000	6.000	
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	2.000	2.000	2.000	
9	24 Fiscal Specialist I		1.000	1.000	1.000	.750	(.250)
9	23 Auto Parts Supervisor		1.000	1.000	1.000	1.000	
9	22 Auto Repair Supv I		4.000	4.000	4.000	4.000	
9	21 Route/Program Specialist		1.000	1.000	1.000	1.000	
9	20 Transportation Assignment Spec		1.000	1.000	1.000	1.000	
9	19 Auto Technican II Shift 1		2.000	2.000	2.000	2.000	
9	19 Auto Technican II Shift 2		5.000	5.000	5.000	5.000	
9	19 Auto Technican II Shift 3		5.000	5.000	5.000	5.000	
9	19 Transportation Dispatcher		3.000	5.000	5.000	6.000	1.000
9	19 Transportation Cluster Mgr		15.000	20.000	20.000	23.000	3.000
9	18 Fiscal Assistant IV		1.000	1.000	1.000	1.000	
9	18 Transportation Asst Supv		1.000	1.000	1.000	1.000	
9	18 Transport Cluster Supervisor		12.000	5.000	5.000		(5.000)
9	18 Regional Router		2.000	2.000	2.000	2.000	
9	17 Employment Process Coordinator		1.000	1.000	1.000	1.000	
9	17 Auto Technican I Shift 1		21.000	21.000	21.000	21.000	
9	17 Auto Technican I Shift 2		17.000	17.000	17.000	17.000	
9	17 Auto Technican I Shift 3		16.000	16.000	16.000	16.000	
9	16 Bus Route Supervisor		45.000	65.000	65.000	80.000	15.000
9	16 Transportation Router		4.000	4.000	4.000	4.000	
9	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
9	15 Transport Safety Trainer II		4.000	4.000	4.000	4.000	
9	14 Account Assistant III		3.000	2.000	2.000	2.000	
9	14 Transport Special Assistant		1.000	1.000	1.000	1.000	
9	14 Radio Bus Operator	X	12.000	17.000	17.000	20.000	3.000
9	13 Tire Repairer		2.000	2.000	2.000	2.000	
9	13 Auto Parts Asst Shift 1		1.000	1.000	1.000	1.000	
9	13 Auto Parts Asst Shift 2		1.000	1.000	1.000	1.000	
9	13 Bus Operator II	X	8.000	3.000	3.000		(3.000)



# Department of Transportation - 344

John L. Matthews, Director II

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
9	12 Secretary		11.000	11.000	11.000	<b>11.000</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	12 Transport Safety Trainer I		14.000	14.000	14.000	<b>13.000</b>	(1.000)
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	4.000	<b>4.000</b>	
9	11 Auto Tech Apprentice Shift 2		2.000	3.000	5.000	<b>5.000</b>	
9	11 Auto Tech Apprentice Shift 3		1.000	2.000	2.000	<b>2.000</b>	
9	11 Bus Operator I	X	1,024.580	1,010.580	1,010.580	<b>1,003.080</b>	(7.500)
9	11 Bus Operator I Perm Sub	X	52.480	42.480	42.480	<b>34.980</b>	(7.500)
9	10 Office Assistant III		2.000	2.000	2.000	<b>2.000</b>	
9	10 Account Assistant I		2.000	2.000	2.000	<b>2.000</b>	
9	9 Auto Service Worker Shift 1		4.000	4.000	3.000	<b>3.000</b>	
9	9 Auto Service Worker Shift 2		5.000	4.000	2.000	<b>2.000</b>	
9	9 Auto Service Worker Shift 3		5.000	4.000	4.000	<b>4.000</b>	
9	8 Office Assistant I		1.000	1.000	1.000	<b>1.000</b>	
9	7 Bus Attendant Spec Ed	X	396.510	393.690	393.690	<b>393.690</b>	
9	6 Transportation Fueling Asst		5.000	5.000	5.000	<b>5.000</b>	
	<b>Total Positions</b>		<b>1,751.570</b>	<b>1,744.750</b>	<b>1,744.750</b>	<b>1,742.250</b>	<b>(2.500)</b>

## Field Trip Fund

Transportation Specialist (SPED) (J)	0.25
Fiscal Specialist (24)	0.25
Business Services Analyst (23)	1.0
Senior Field Trip Coordinator (18)	1.0
Field Trip Assistant (10)	2.0

**Mission**

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

**Major Functions**

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

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

Annual contracts with day care providers are negotiated to support educational continuity for students whose day care providers are outside their home school area.

**Trends and Accomplishments**

Growth in programs and a continuing increase in demands create a significant mid-day need for buses. Mid-day programs and the limited field trip operating window reduce the availability of buses to support field trips. These actions, coupled with the increased use of field trip services, have required efficient use of the bus fleet. In FY 2008, more than 10,800 field trips and extracurricular trips were taken.

The Department of Transportation purchased a new web-based application for entering new trip requests for field trips and extracurricular trips and a new field trip application for managing the trip requests. The web-based application will replace the typing of field trip tickets and will automate 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 FMS 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 office. The new applications will be available for use during the 2008-2009 school year.

**Major Mandates**

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

trip transportation services to schools on a contractual basis.

**Strategies**

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

**Performance Measure**

Performance Measure: Number of Field Trips Provided.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
10,845	11,000	11,100

**Budget Explanation  
Field Trip Fund—830**

The FY 2010 request for this fund is \$2,314,716, an increase of \$115,055 from the current FY 2009 budget of \$2,199,661. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$54,575*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$48,649 in continuing salary costs to reflect step or longevity increases for current employees. Benefits associated with continuing salary lots are increased by \$5,926.

*Realignments—\$0*

The budget includes a realignment of \$10,091 from supplies and materials to office supplies to reflect actual costs and operations of the fund.

*Reductions—\$60,480*

There is an increase of \$60,480 and .5 FTEs which represents a shift of funding from tax supported funds to this enterprise fund. This shift is due to reductions taken in positions that were originally budgeted in the Department of Transportation and related benefits from the Department of Financial Services.

# Field Trip Fund - 830

John L. Matthews, Director II

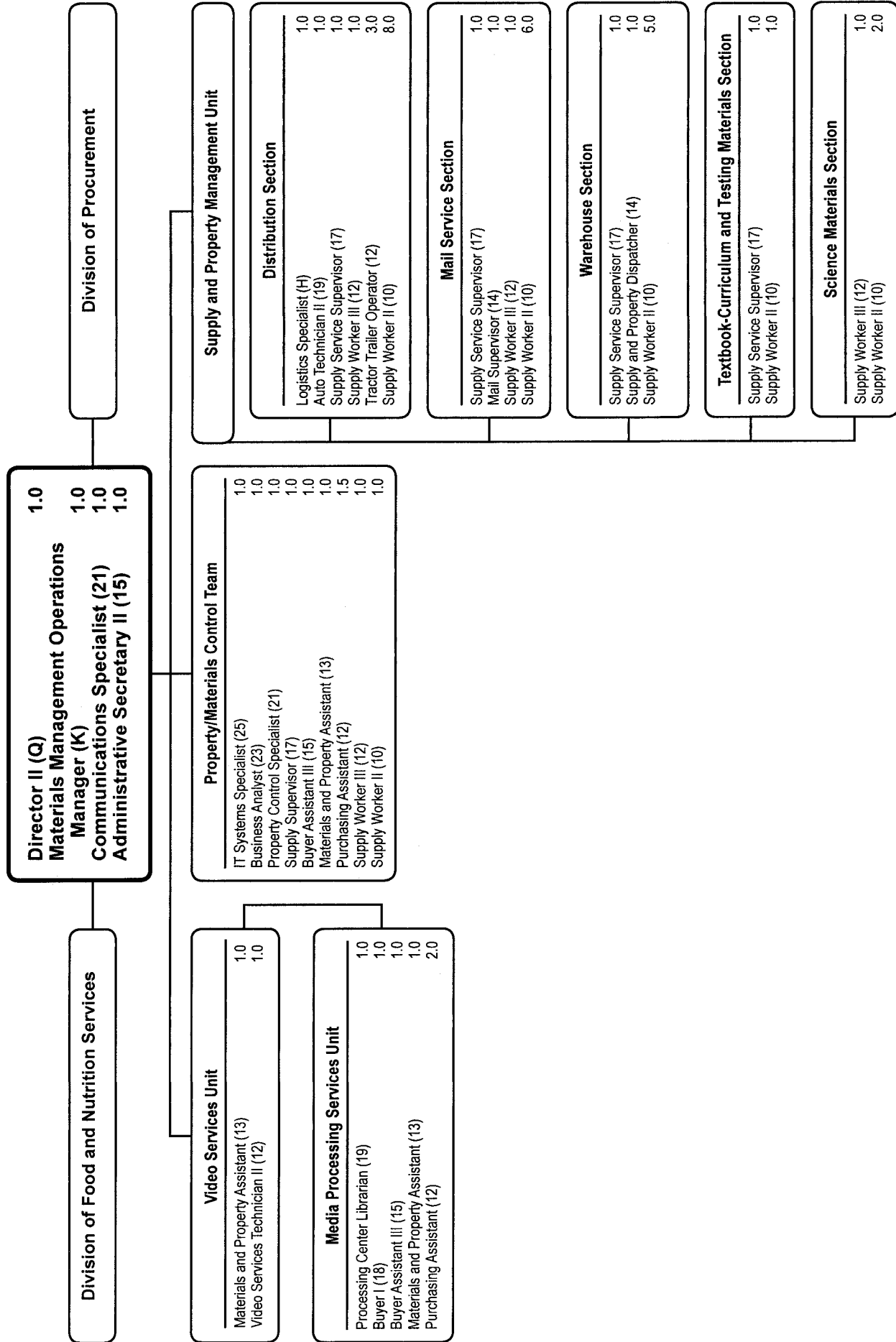
Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	3.000	4.000	4.000	4.500	.500
Position Salaries	\$159,516	\$194,835	\$194,835	\$287,310	\$92,475
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		604,678	604,678	604,678	
Other		565,082	565,082	565,082	
Subtotal Other Salaries	1,007,241	1,169,760	1,169,760	1,169,760	
<b>Total Salaries &amp; Wages</b>	1,166,757	1,364,595	1,364,595	1,457,070	92,475
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		76,411	76,411	76,411	
<b>Total Contractual Services</b>	81,774	76,411	76,411	76,411	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office				10,091	10,091
Other Supplies & Materials		597,888	597,888	587,797	(10,091)
<b>Total Supplies &amp; Materials</b>	427,248	597,888	597,888	597,888	
<b>04 Other</b>					
Local Travel		54	54	54	
Staff Development					
Insurance & Employee Benefits		159,108	159,108	181,688	22,580
Utilities					
Miscellaneous					
<b>Total Other</b>	112,692	159,162	159,162	181,742	22,580
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		1,605	1,605	1,605	
<b>Total Equipment</b>		1,605	1,605	1,605	
<b>Grand Total</b>	<u>\$1,788,471</u>	<u>\$2,199,661</u>	<u>\$2,199,661</u>	<u>\$2,314,716</u>	<u>\$115,055</u>

## Field Trip Fund - 830

John L. Matthews, Director II

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
71	J Transportation Spec - Spec Ed					.250	.250
71	24 Fiscal Specialist I					.250	.250
71	23 Business Services Analyst			1.000	1.000	1.000	
71	18 Sr Field Trip Coordinator		1.000	1.000	1.000	1.000	
71	10 Field Trip Assistant	X	2.000	2.000	2.000	2.000	
<b>Total Positions</b>			<b>3.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.500</b>	<b>.500</b>

# Department of Materials Management



F.T.E. Positions 57.5

FY 2010 OPERATING BUDGET

## Mission

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

## Major Functions

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

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

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

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

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

## Trends and Accomplishments

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

To meet the needs of customers during FY 2008, DMM continued implementation of the customer feedback system through the use of customized focus groups. The uniqueness of this program is that the focus groups are conducted at schools where customers are able to communicate directly with DMM about any product, service, or program provided by the department. Customer expectations and needs are

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

The Department of Materials Management and the Department of Communications developed a program that provides copying services to schools. This program, Copy-Plus, was initiated with the express purpose of reducing the burden on school-based staff preparing document copies for classroom instruction, homework materials, and student assessments. Over 79 million copies were provided by this program that equates to a savings of over 30,000 hours of school staff time efficiency.

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

One major goal is to continue development of programs that shift school administrative tasks to DMM, resulting in improving the instructional time efficiency of school staff. In FY 2009, DMM will explore the development of a inventory managed program, Ambassador Service, with the objective of improving supply efficiency. Also, DMM will explore 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 FMS will be developed to provide accurate, timely data to financial managers.

## Major Mandates

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

## Strategies

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

**Performance Measures**

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

FY 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
98.7%	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 2008	FY 2009	FY 2010
Actual	Estimate	Recommended
\$0.17	\$0.175	\$0.18

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

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

The current FY 2009 budget for this department is changed from the budget adopted by the Board of Education on June 10, 2008. The change is a result of the realignment of \$67,806 and a 1.0 auto technician I position to create a 1.0 auto technician II position.

The FY 2010 request for this department is \$6,142,828, an increase of \$128,463 from the current FY 2009 budget of \$6,014,365. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$412,314*  
There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget

projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$412,314 in continuing salary costs to reflect step or longevity increases for current employees.

*Realignment—\$0*  
There is a realignment of \$989 from overtime to contractual maintenance to cover maintenance of the video booking software.

*Reductions—(\$283,851)*  
*1.0 video services technician I position—(\$51,631)*  
Reductions are necessary to fund higher priority program needs. There is a reduction of a 1.0 video services tech position and \$51,631.

*Professional part-time salaries—(\$110,935)*  
There is a reduction of \$110,935 to the professional part-time salary account.

*Equipment lease/purchase—(\$108,704)*  
The lease/purchase account is reduced by \$108,704. These funds are used to replace broken and worn out furniture for the schools and central office. No new furniture and equipment will be replaced in FY 2010 unless is it purchased directly by the schools and central offices.

*Postage—(\$12,581)*  
There is a reduction of \$12,581 to the postage account. This account provides funding for school mailings. There is an increased use of electronic communications but if expenditures exceed the central postage budget, schools may have to fund mailings from the individual school budgets.



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

## Giles Benson, Director II

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	58.000	58.500	58.500	<b>57.500</b>	(1.000)
Position Salaries	\$3,019,373	\$3,198,478	\$3,198,478	<b>\$3,559,161</b>	\$360,683
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		110,935	110,935		(110,935)
Supporting Services Part Time		766,907	766,907	<b>766,907</b>	
Other		34,909	34,909	<b>33,920</b>	(989)
Subtotal Other Salaries	1,966,598	912,751	912,751	<b>800,827</b>	(111,924)
<b>Total Salaries &amp; Wages</b>	4,985,971	4,111,229	4,111,229	<b>4,359,988</b>	248,759
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		61,708	61,708	<b>62,697</b>	989
<b>Total Contractual Services</b>	53,579	61,708	61,708	<b>62,697</b>	989
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		50,235	50,235	<b>50,235</b>	
Office					
Other Supplies & Materials		731,765	731,765	<b>719,184</b>	(12,581)
<b>Total Supplies &amp; Materials</b>	698,392	782,000	782,000	<b>769,419</b>	(12,581)
<b>04 Other</b>					
Local Travel		1,291	1,291	<b>1,291</b>	
Staff Development		1,336	1,336	<b>1,336</b>	
Insurance & Employee Benefits					
Utilities		18,400	18,400	<b>18,400</b>	
Miscellaneous		152,595	152,595	<b>152,595</b>	
<b>Total Other</b>	417,664	173,622	173,622	<b>173,622</b>	
<b>05 Equipment</b>					
Leased Equipment		784,846	784,846	<b>676,142</b>	(108,704)
Other Equipment		100,960	100,960	<b>100,960</b>	
<b>Total Equipment</b>	953,932	885,806	885,806	<b>777,102</b>	(108,704)
<b>Grand Total</b>	<b>\$7,109,538</b>	<b>\$6,014,365</b>	<b>\$6,014,365</b>	<b>\$6,142,828</b>	<b>\$128,463</b>

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

Giles Benson, Director II

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
<b>351 Department of Materials Management</b>							
1	Q Director II		1.000	1.000	1.000	1.000	
1	K Materials Mgt Oper Mgr				1.000	1.000	
1	27 Assistant Materials Mgr		1.000	1.000			
1	21 Comm Spec/Web Producer		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
<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	
10	25 IT Systems Specialist			1.000	1.000	1.000	
10	23 Business Services Analyst		1.000	1.000	1.000	1.000	
10	21 Property Control Specialist		1.000	1.000	1.000	1.000	
10	21 Data Support Specialist I		1.000				
10	19 Auto Technican II Shift 1				1.000	1.000	
10	19 Supply/Property Distrib Spec		1.000	1.000			
10	17 Auto Technican I Shift 1		1.000	1.000			
10	17 Supply Svcs Supv Shift 1		4.000	5.000	5.000	5.000	
10	15 Buyer Assistant III			1.000	1.000	1.000	
10	14 Mail Supervisor		1.000	1.000	1.000	1.000	
10	14 Supply Property Dispatcher		1.000	1.000	1.000	1.000	
10	13 Materials & Property Assistant		3.000	1.000	1.000	1.000	
10	12 Purchasing Assistant			1.500	1.500	1.500	
10	12 Supply Worker III		5.000	4.000	4.000	4.000	
10	12 Tractor Trailer Operator		3.000	3.000	3.000	3.000	
10	10 Supply Worker II Shift 1		23.000	23.000	23.000	23.000	
<b>Subtotal</b>			<b>45.000</b>	<b>45.500</b>	<b>45.500</b>	<b>45.500</b>	
<b>354 Media Processing Services Unit</b>							
2	19 Processing Center Librarian		1.000	1.000	1.000	1.000	
2	18 Buyer I		1.000	1.000	1.000	1.000	
2	15 Buyer Assistant III		1.000	1.000	1.000	1.000	
2	13 Materials & Property Assistant		1.000	1.000	1.000	1.000	
2	12 Purchasing Assistant		2.000	2.000	2.000	2.000	
<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 Assistant		1.000	1.000	1.000	1.000	
2	12 Video Services Technician II		1.000	1.000	1.000	1.000	
2	10 Video Services Technician I		1.000	1.000	1.000		(1.000)
<b>Subtotal</b>			<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>2.000</b>	<b>(1.000)</b>
<b>Total Positions</b>			<b>58.000</b>	<b>58.500</b>	<b>58.500</b>	<b>57.500</b>	<b>(1.000)</b>

# Division of Procurement

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

**Mission**

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

**Major Functions**

The division's key services include the following:

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

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

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

**Trends and Accomplishments**

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

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

and systematic process that enables the procurement function to reduce organizational spending while increasing quality and service levels.

In FY 2009, the Division of Procurement staff will aim to continue to reduce total delivered costs for goods and services by engaging in strategic sourcing practices. This will be accomplished through strategic sourcing initiatives featuring a narrow, high-performance supply base and a selection, contracting, and monitoring process that is highly disciplined. By engaging in effective strategic sourcing, the division will greatly improve its ability to buy goods and services at the lowest total delivered cost (not just price); consolidate purchasing power; develop tighter buyer-supplier relationships; realign business processes, work, and information flow; and improve teamwork and purchasing skills.

**Major Mandates**

State law requires MCPS to advertise for sealed bids for material, equipment, and supplies that cost more than \$25,000. The Board of Education has tasked the Division of Procurement with promoting outreach efforts and actively recruiting minority vendors.

**Strategies**

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

**Performance Measures**

**Performance Measure 1:** Number of material transactions.

	FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
Number of requisition lines	152,959	154,000	156,000
Number of online purchase orders	43,233	42,000	42,000
Number of purchasing card transactions	36,217	39,000	42,000

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

## Division of Procurement—353

Philip J. McGaughey, Jr., Director I

301-251-2654

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
\$0.46	\$0.46	\$0.45

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

### Budget Explanation

#### Division of Procurement—353

The FY 2010 request for this division is \$909,101, an increase of \$8,178 from the current FY 2009 budget of \$900,923. An explanation of this change follows.

#### *Continuing and Negotiated Salary Costs—\$11,678*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$11,678 in continuing salary costs to reflect step or longevity increases for current employees.

#### *Realignment—\$0*

There is a realignment of \$1,900 from advertising to office supplies and local travel to reflect actual costs and operations of the division.

#### *Reductions—(\$3,500)*

Reductions in the Division of Procurement are as follows:

Advertising—(\$1,500 )

Dues, registrations, and fees—(\$2,000)

## Division of Procurement - 353

Philip McGaughey, Director I

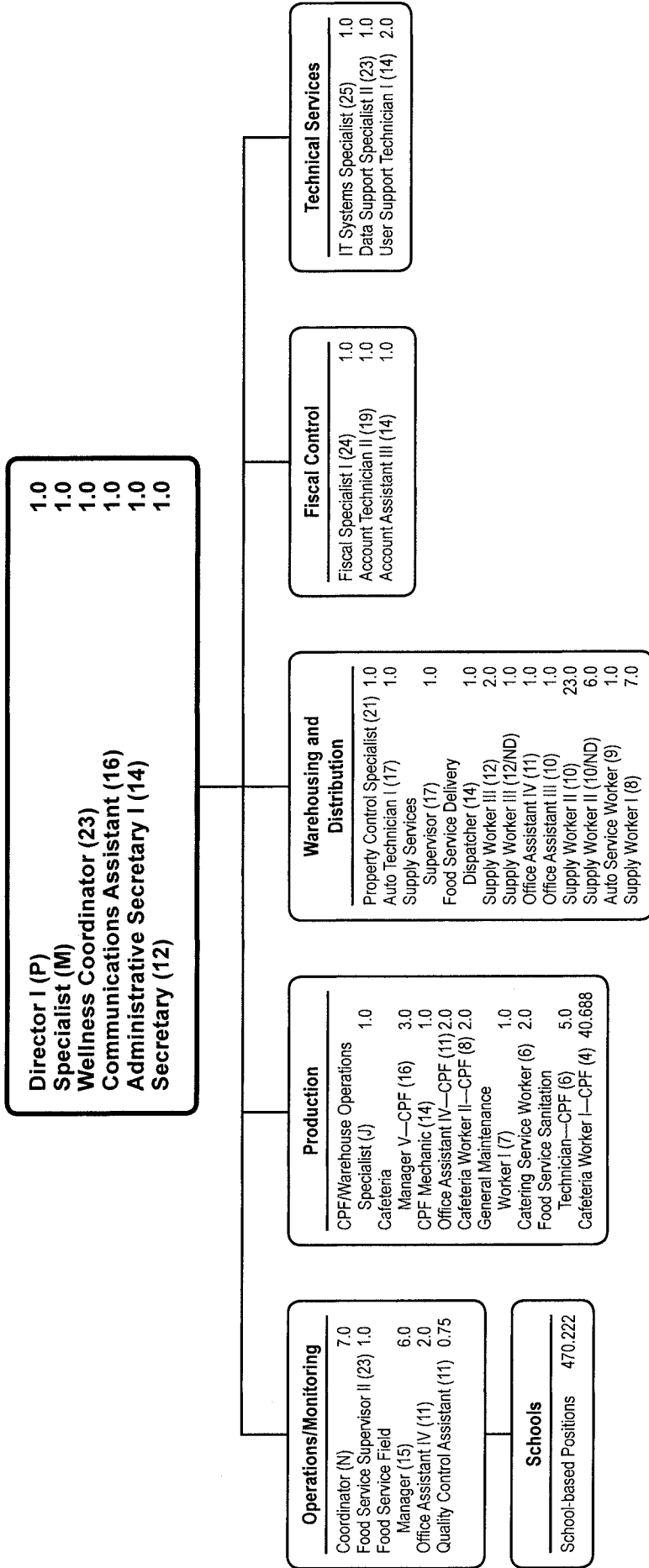
Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	12,000	12,000	12,000	<b>12,000</b>	
Position Salaries	\$821,469	\$883,543	\$883,543	<b>\$895,221</b>	\$11,678
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>	821,469	883,543	883,543	<b>895,221</b>	11,678
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		5,650	5,650	<b>2,250</b>	(3,400)
<b>Total Contractual Services</b>	309	5,650	5,650	<b>2,250</b>	(3,400)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		4,286	4,286	<b>5,786</b>	1,500
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	3,509	4,286	4,286	<b>5,786</b>	1,500
<b>04 Other</b>					
Local Travel		944	944	<b>1,344</b>	400
Staff Development		6,500	6,500	<b>4,500</b>	(2,000)
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	3,513	7,444	7,444	<b>5,844</b>	(1,600)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$828,800</b>	<b>\$900,923</b>	<b>\$900,923</b>	<b>\$909,101</b>	<b>\$8,178</b>

## Division of Procurement - 353

Philip McGaughey, Director I

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
1	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	J Senior Buyer				1.000	<b>1.000</b>	
1	25 Senior Buyer		1.000	1.000			
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	15 Buyer Assistant III		1.000	1.000	1.000	<b>1.000</b>	
1	14 Buyer Assistant II		1.000	1.000	1.000	<b>1.000</b>	
1	13 Materials & Property Assistant		1.000	1.000	1.000	<b>1.000</b>	
1	12 Purchasing Assistant		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



F.T.E. Positions 603.660

(Includes 470.222 school-based positions shown on K-12 charts)

ND Night Differential = Shift 3

## FY 2010 OPERATING BUDGET



## Mission

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

## Major Functions

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

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

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

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

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

## Trends and Accomplishments

There is a continuing increase in the number of school breakfasts and lunches served to MCPS students. This is due not only to increasing enrollment, but also to the division's marketing efforts. The county's changing economics and demographics are creating a change in the number of students eligible for free and reduced-price meals. In FY 2006, the free and reduced-priced meals 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 2008, 25.8 percent of the student population was eligible to participate in the free and reduced-priced meals program.

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

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

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

The division has been an active participant in the Maryland Meals for Achievement (MMFA) project. In 1998, there was one school participating. Participation in MMFA increased to two schools in 1999, eight schools in 2000, 12 schools in 2001, 13 schools in 2002, 14 schools in 2003, 13 schools in 2004 and 2005, 16 schools in 2006, 23 schools in 2007, and 29 schools in 2008. There are 29 schools included in the program for the 2008–2009 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

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

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

301-840-8100

has a positive impact on the learning environment and on student behavior.

There has been a collaborative effort with Montgomery County Government to expand the Summer Food Service Program to provide meals during the summer months to low income students. There were a total of 105 sites operating during the summer of 2008. This represents a 33 percent increase in the number of sites as compared to the previous summer. During the month of July, there were 112,514 breakfasts and 147,424 lunches served, representing an increase over July 2007 of 30 percent and 34 percent respectively. Additionally Georgian Forest Elementary School was an open, walk-in site servicing John F. Kennedy Cluster 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 free and reduced-price meal eligibility, directly to cafeteria managers and eliminates the overt identification of students. It also allows for quick accounting and resource management. Adults are able to electronically place money on students' accounts using mylunchmoney.com.

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 fully implemented and the results sustained.

Centralized and automated food service operations keep food cost well below the industry standard. In FY 2008, food cost was 35 percent of revenues compared to industry standard of 45 percent.

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

## Major Mandates

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

## Strategies

- Utilize the Six Sigma model for planning, management, and evaluation of processes to improve its products, resources, and services.
- Utilize benchmarking to remain competitive in the food service market and to develop training programs.

- Design innovative mechanisms or forums to promote sharing information and exchanging ideas on improving products and services (customer surveys, focus groups, interactive Web page).
- Monitor performance measures to ensure goals are met.

## Performance Measures

**Performance Measure:** Elementary lunch participation reaches 60 percent of enrollment by FY 2012

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
56%	57%	58%

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

**Performance Measure:** Secondary school meal participation reaches 30 percent of enrollment by FY 2012

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
27%	28%	29%

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
97%	99%	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

The FY 2010 request for this division is \$47,821,972, an increase of \$980,828 from the current FY 2009 budget of \$46,841,144. An explanation of this change follows.

**Continuing and Negotiated Salary Costs—\$1,030,904**  
There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$1,030,904 in continuing salary costs to reflect step or longevity increases for current employees.

**Realignment—\$0**

There is a realignment of \$95,611 and a 1.0 process improvement analyst position to fund a 1.0 wellness coordinator position.

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

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

301-840-8100

*New Schools – \$39,803*

With the addition of a new elementary school, the budget contains an increase of \$28,843 and a 1.0 food service satellite manager I position. Benefits are increased by \$10,960.

*Other—(\$89,879)*

Through efficiencies in operations, the division is projecting a reduction of \$89,879 and 2.0 positions. Included in the reductions are \$47,559 for 2.0 cafeteria worker I positions, \$6,805 for substitutes, \$16,899 for program supplies, and \$18,616 for benefits.

## Selected Expenditure Information

### Supplies and Materials for Food Services

Description	FY 2000 Budget	FY 2010 Budget	Change
Meat, Fish, and Poultry	\$ 3,526,915	3,526,915	—
Fruits and Vegetables	2,252,704	2,252,704	—
Dairy Products	2,752,769	2,752,769	—
Groceries	3,284,197	3,284,197	—
Bakery Goods	1,440,270	1,440,270	—
Ice Cream	235,214	235,214	—
Disposables	1,870,305	1,870,305	—
Other	258,460	219,020	(39,440)
<b>Total</b>	<b>\$15,620,834</b>	<b>\$15,581,394</b>	<b>\$(39,440)</b>

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

Kathleen C. Lazor, Director I

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	601.660	604.660	604.660	<b>603.660</b>	(1,000)
Position Salaries	\$16,763,608	\$18,553,522	\$18,553,522	<b>\$19,565,710</b>	\$1,012,188
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		755,702	687,830	<b>729,554</b>	41,724
Other		46,240	114,112	<b>65,583</b>	(48,529)
Subtotal Other Salaries	832,184	801,942	801,942	<b>795,137</b>	(6,805)
<b>Total Salaries &amp; Wages</b>	17,595,792	19,355,464	19,355,464	<b>20,360,847</b>	1,005,383
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		827,488	827,488	<b>936,064</b>	108,576
<b>Total Contractual Services</b>	816,986	827,488	827,488	<b>936,064</b>	108,576
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		15,653,834	15,653,834	<b>15,617,394</b>	(36,440)
<b>Total Supplies &amp; Materials</b>	12,823,930	15,653,834	15,653,834	<b>15,617,394</b>	(36,440)
<b>04 Other</b>					
Local Travel		121,061	121,061	<b>121,061</b>	
Staff Development		35,650	35,650	<b>37,470</b>	1,820
Insurance & Employee Benefits		10,136,783	10,136,783	<b>10,129,127</b>	(7,656)
Utilities					
Miscellaneous		165,000	165,000	<b>217,796</b>	52,796
<b>Total Other</b>	9,924,168	10,458,494	10,458,494	<b>10,505,454</b>	46,960
<b>05 Equipment</b>					
Leased Equipment		260,170	260,170	<b>258,597</b>	(1,573)
Other Equipment		285,694	285,694	<b>143,616</b>	(142,078)
<b>Total Equipment</b>	315,135	545,864	545,864	<b>402,213</b>	(143,651)
<b>Grand Total</b>	<b>\$41,476,011</b>	<b>\$46,841,144</b>	<b>\$46,841,144</b>	<b>\$47,821,972</b>	<b>\$980,828</b>

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

Kathleen C. Lazor, Director I

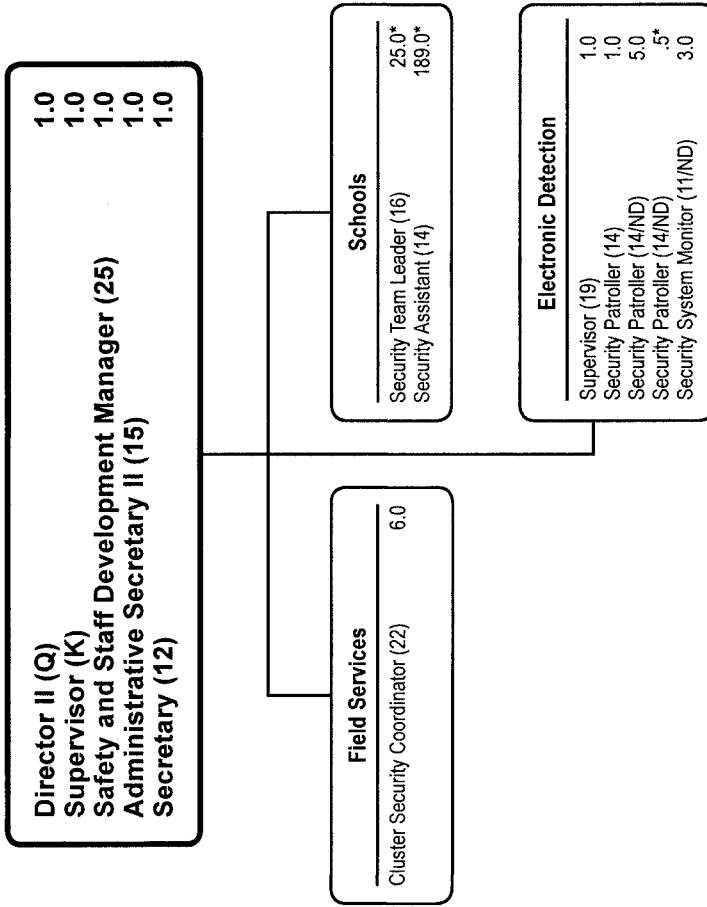
CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
61	P Director I		1.000	1.000	1.000	1.000	
61	N Coordinator		8.000	7.000	7.000	7.000	
61	M Specialist		1.000	1.000	1.000	1.000	
61	J CPF/Warehouse Operations Spec		1.000	1.000	1.000	1.000	
61	H Logistics Specialist		1.000				
61	25 IT Systems Specialist			1.000	1.000	1.000	
61	25 Process Improvement Analyst			1.000	1.000		(1.000)
61	24 Fiscal Specialist I		1.000	1.000	1.000	1.000	
61	23 Food Services Supervisor II			1.000	1.000	1.000	
61	23 Data Support Specialist II		1.000	1.000	1.000	1.000	
61	23 Wellness Coordinator	X				1.000	1.000
61	21 Property Control Specialist		1.000	1.000	1.000	1.000	
61	19 Account Technician II			1.000	1.000	1.000	
61	18 IT Systems Technician		1.000				
61	17 Auto Technican I Shift 1		1.000	1.000	1.000	1.000	
61	17 Supply Svcs Supv Shift 1		1.000	1.000	1.000	1.000	
61	16 Communications Assistant		1.000	1.000	1.000	1.000	
61	16 Cafeteria Manager V CPF	X	1.000	1.000	1.000	1.000	
61	16 Cafeteria Manager V CPF		2.000	2.000	2.000	2.000	
61	15 Cafeteria Manager IV	X	35.000	37.000	37.000	37.000	
61	15 Cafeteria Manager IV		3.000	3.000	3.000	3.000	
61	15 Food Service Field Manager		6.000	6.000	6.000	6.000	
61	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
61	14 Account Assistant III		2.000	1.000	1.000	1.000	
61	14 User Support Technician I		2.000	2.000	2.000	2.000	
61	14 Cafeteria Manager III	X	18.000	18.000	18.000	18.000	
61	14 CPF Mechanic		1.000	1.000	1.000	1.000	
61	14 Food Svc Delivery Dispatcher		1.000	1.000	1.000	1.000	
61	13 Cafeteria Manager II	X	4.750	4.750	4.750	4.750	
61	13 Cafeteria Manager II 9 mo		1.000	1.000	1.000	1.000	
61	12 Secretary		1.000	1.000	1.000	1.000	
61	12 Cafeteria Manager I	X	4.000	4.000	4.000	4.000	
61	12 Supply Worker III		2.000	2.000	2.000	2.000	
61	12 Supply Worker III Shift 3		1.000	1.000	1.000	1.000	
61	11 Office Assistant IV		3.000	3.000	3.000	3.000	
61	11 Office Assistant IV CPF	X	1.000	2.000	2.000	2.000	
61	11 Quality Control Assistant	X	.750	.750	.750	.750	
61	10 Office Assistant III		1.000	1.000	1.000	1.000	
61	10 Food Svc Satellite Mgr II	X	54.760	55.760	55.760	55.760	
61	10 Supply Worker II Shift 1	X	7.000	7.000	7.000	7.000	
61	10 Supply Worker II Shift 1		16.000	16.000	16.000	16.000	
61	10 Supply Worker II Shift 3		6.000	6.000	6.000	6.000	
61	9 Auto Service Worker Shift 1		1.000	1.000	1.000	1.000	

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

Kathleen C. Lazor, Director I

CAT		DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
61	8	Cafeteria Worker II	X	1.000	1.000	1.000	<b>1.000</b>	
61	8	Cafeteria Worker II		1.000	1.000	1.000	<b>1.000</b>	
61	8	Cafeteria Worker II CPF	X	2.000	2.000	2.000	<b>2.000</b>	
61	8	Food Svc Satellite Mgr I	X	47.000	47.000	47.000	<b>48.000</b>	1.000
61	8	Supply Worker I	X	5.000	5.000	5.000	<b>5.000</b>	
61	8	Supply Worker I		2.000	2.000	2.000	<b>2.000</b>	
61	7	Cafeteria Perm Substitute	X	21.500	21.500	21.500	<b>21.500</b>	
61	7	General Maintenance Worker I		1.000	1.000	1.000	<b>1.000</b>	
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>	
61	4	Cafeteria Worker I 9 mo		89.000	83.000	83.000	<b>83.000</b>	
61	4	Cafeteria Worker I	X	185.212	190.212	190.212	<b>188.212</b>	(2.000)
61	4	Cafeteria Worker I		4.000	4.000	4.000	<b>4.000</b>	
61	4	Cafeteria Wkr I CPF	X	40.688	40.688	40.688	<b>40.688</b>	
		<b>Total Positions</b>		<b>601.660</b>	<b>604.660</b>	<b>604.660</b>	<b>603.660</b>	<b>(1.000)</b>

# Department of School Safety and Security



F.T.E. Positions 21.0

(\*In addition, The chart above includes 0.5 positions funded by ICB. There are 214.0 school-based positions shown here and in K-12 Instruction (Chapter 1) and Office of Special Education and Student Services (Chapter 4) charts)

ND Night Differential = Shifts 2 and 3

## FY 2010 OPERATING BUDGET

## Mission

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

## Major Functions

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

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

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

## Trends and Accomplishments

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

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

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

Accomplishments include training security staff 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 are trained and certified in First Responder First Aid, CPR, and the use of automated external defibrillators. Department staff continues to play an integral part in the development of local comprehensive school emergency/crisis plans. Staff has provided emergency/crisis preparedness training to more than 5,000 school system employees and more than 250 private school administrators and staff. Enhanced crisis preparedness training has been developed and delivered to many staff members who have completed the basic course. Training content constantly is updated to reflect the latest trends and information available from local, state, and federal sources. Administrators, along with the members of their on-site emergency team, are required to attend the crisis preparedness training during the 2008–2009 school year if they have not already done so.

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



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

The department is in the process of implementing a six-year security upgrade that includes replacing the existing high school CCTV systems and installing new CCTV systems in all middle schools. These new systems will be state-of-the-art network-based digital systems that can be viewed remotely. Other initiatives include visitor management systems at all schools and electronic access control at all elementary schools.

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

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

**Major Mandates**

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

**Strategies**

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

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

**Performance Measures**

**Performance Measure:** Number of emergency/crisis district wide preparedness training sessions.

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
18	34	34

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
61%	85%	100%

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

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

FY 2008 Actual	FY 2009 Estimate	FY 2010 Recommended
91%	90%	100%

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

**Budget Explanation  
Department of School Safety  
and Security—337**

The FY 2010 request for this department is \$1,835,485, an increase of \$16,480 from the current FY 2009 budget of \$1,819,005. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$89,064*

There are no negotiated salary changes for employees in this unit. As a result of the serious economic outlook and budget projections, MCPS and the employee organizations are in renegotiations with regard to salaries for FY 2010. There is an increase of \$89,064 in continuing salary costs to reflect step or longevity increases for current employees.

*Reductions—(\$72,584)*

*Nextel Phone Service—(\$14,722)*

There is a reduction of \$14,722 in contractual services due to the elimination of Nextel phone service for high school security team leaders. Schools will monitor the impact of this reduction and identify other methods of communication in times of emergencies or crisis, such as using personal cell phones to communicate.

*Security Patroller Position—(\$27,396)*

There is a reduction of a .5 security patroller position and \$27,396 resulting from a shift of this position to the ICB program to reflect actual operations of the department.

*Additional Reductions—(\$30,466)*

Reductions are needed in the budget to fund higher priority program needs. Other reductions in the Department of School Safety and Security are as follows:

Supportive services part-time salaries—(\$4,500)

Office supplies—(\$1,000)

Program supplies—(\$3,078)

Training support—(\$3,500)

Furniture and equipment—(\$5,000)

Equipment lease/purchase—(\$13,388)

# Department of School Safety and Security - 337

**Robert B. Hellmuth, Director II**

Description	FY 2008 Actual	FY 2009 Budget	FY 2009 Current	FY 2010 Request	FY 2010 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	22,500	21,500	21,500	<b>21,000</b>	(.500)
Position Salaries	\$1,379,565	\$1,481,399	\$1,481,399	<b>\$1,543,067</b>	\$61,668
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		124,887	124,887	<b>120,387</b>	(4,500)
Other		29,605	29,605	<b>29,605</b>	
Subtotal Other Salaries	173,375	154,492	154,492	<b>149,992</b>	(4,500)
<b>Total Salaries &amp; Wages</b>	1,552,940	1,635,891	1,635,891	<b>1,693,059</b>	57,168
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		80,987	80,987	<b>66,265</b>	(14,722)
<b>Total Contractual Services</b>	72,987	80,987	80,987	<b>66,265</b>	(14,722)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,605	3,605	<b>2,605</b>	(1,000)
Other Supplies & Materials		63,078	63,078	<b>60,000</b>	(3,078)
<b>Total Supplies &amp; Materials</b>	64,063	66,683	66,683	<b>62,605</b>	(4,078)
<b>04 Other</b>					
Local Travel		162	162	<b>162</b>	
Staff Development		4,350	4,350	<b>850</b>	(3,500)
Insurance & Employee Benefits					
Utilities					
Miscellaneous		500	500	<b>500</b>	
<b>Total Other</b>	4,722	5,012	5,012	<b>1,512</b>	(3,500)
<b>05 Equipment</b>					
Leased Equipment		25,432	25,432	<b>12,044</b>	(13,388)
Other Equipment		5,000	5,000		(5,000)
<b>Total Equipment</b>	28,417	30,432	30,432	<b>12,044</b>	(18,388)
<b>Grand Total</b>	<b>\$1,723,129</b>	<b>\$1,819,005</b>	<b>\$1,819,005</b>	<b>\$1,835,485</b>	<b>\$16,480</b>

# Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

CAT	DESCRIPTION	10 Mon	FY 2008 ACTUAL	FY 2009 BUDGET	FY 2009 CURRENT	FY 2010 REQUEST	FY 2010 CHANGE
10	Q Director II		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	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
10	14 Security Patroller Shift 1		1.000	1.000	1.000	<b>1.000</b>	
10	14 Security Patroller Shift 2		3.500	3.500	3.500	<b>3.000</b>	(.500)
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	12 CESC Security Monitor		1.000				
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>22.500</b>	<b>21.500</b>	<b>21.500</b>	<b>21.000</b>	<b>(.500)</b>