

Employee and Retiree Services

Program Description

This budget includes the funding for programs, functions, and activities of the Department of Financial Services/Employee and Retiree Service Center (ERSC), the Office of Human Resources and Development (OHRD), and the Department of Association Relations.

ERSC serves as the single point of contact for employees and retirees for information about compensation and benefits. ERSC is focused on providing quality products and services to its customers—students, teachers, administrators, parents, and staff. Major functions and activities include the following:

- Operation of a call center and transactions unit, including collection of time and attendance information and production of paychecks
- Administration of employee benefit programs covering active and retired plan participants, including managing the relationship with vendors and providers
- Administration of leave, workers' compensation, MCPS positions, and salaries

The functions and activities of OHRD are recruiting, selecting, developing, and retaining the highest performing, diverse workforce to support teaching, learning, and overall student success. OHRD oversees the Performance Evaluation and Employee Assistance Program units. Major functions and activities of these units include the following:

- Performing pre-employment background checks
- Monitoring equal employment opportunity, human relations, and *Americans with Disabilities Act Amendments Act* issues that are raised by employees
- Conducting employee investigations
- Overseeing the employee evaluation systems, including the processing of all employee dismissals and non-renewals

The major functions and activities of the Department of Association Relations include the following:

- Coordinating employee relations activities with the employee organizations that represent administrators, teachers, and supporting services personnel
- Conducting formal negotiations with the three employee associations on wages, hours, and other working conditions
- Administering negotiated agreements through communication with managers and supervisors and regular contact with the employee associations and handling informal complaints, including advising management on contract interpretations and overseeing the grievance and administrative complaint procedures
- Representing the Board of Education in grievance hearings and arbitrations and preparing cases for the Maryland State Board of Education, the Public School Labor Relations Board, or court action

Employee and Retiree Services (continued)

Numbers of Students Served: All MCPS students are directly or indirectly served by this program.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2014 is \$8,613,835. Included is \$1,574,850 from the Department of Financial Services/Employee and Retiree Service Center, \$6,764,015 from the Office of Human Resources and Development, and \$274,970 from the Department of Association Relations. Significant changes in the budget that impact the program's functions and operations are as follows.

Program Efficiencies and Reductions

There is a reduction of a 1.0 personnel assistant III position and \$56,888. This position is eliminated due to an upgrade of the electronic filing system, and the completion of scanning and transferring historical documents to electronic files. There is a reduction of \$58,900 for professional development stipends due to a fewer number of instructors that are needed to teacher continuing professional development classes. Also, there is reduction of \$22,006 for program supplies and a reduction of \$1,179 budgeted for professional part-time salaries. A reduction of \$453,140 for university partnership tuition can be made due to a decrease in candidate enrollment and program operation efficiencies. In addition, there is a shift of a .299 chief financial officer position and \$43,949, and a .371 ERSC call center transaction supervisor position and \$43,444 to the Employee Benefits Trust Fund.

Program Funding

For FY 2014, it is projected that this program will be funded entirely by local funds.

Crosswalk to Other Budget Documents

More detailed information about this unit and its budget can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

Department of Financial Services (ERSC): Page 8-17
Office of Human Resources and Development: Page 9-3
Department of Association Relations: Page 8-33

EMPLOYEE AND RETIREE SERVICES

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	55,475	53,805	(1,670)
Position Salaries	\$4,491,050	\$4,399,809	(\$91,241)
Other Salaries			
Summer Employment			
Professional Substitutes	14,975	9,975	(5,000)
Stipends	301,027	133,000	(168,027)
Professional Part Time	23,579	21,200	(2,379)
Supporting Services Part Time	75,347	98,459	23,112
Other	347,503	414,030	66,527
Subtotal Other Salaries	762,431	676,664	(85,767)
Total Salaries & Wages	5,253,481	5,076,473	(177,008)
02 Contractual Services			
Consultants	19,000	19,000	
Other Contractual	138,259	101,746	(36,513)
Total Contractual Services	157,259	120,746	(36,513)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	31,580	49,740	18,160
Other Supplies & Materials	88,687	40,926	(47,761)
Total Supplies & Materials	120,267	90,666	(29,601)
04 Other			
Local/Other Travel	12,954	14,704	1,750
Insur & Employee Benefits	3,771,998	3,288,746	(483,252)
Utilities			
Miscellaneous	32,500	22,500	(10,000)
Total Other	3,817,452	3,325,950	(491,502)
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$9,348,459</u>	<u>\$8,613,835</u>	<u>(\$734,624)</u>

EMPLOYEE AND RETIREE SERVICES

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Associate Superintendent		1.000	1.000	
1	Director II		1.000	1.000	
1	Q Chief Financial Officer		1.000	.701	(.299)
1	Q Director II		1.000	1.000	
2	Q Director II				
1	P Director I		1.000	1.000	
1	P Administrator Spec Assign				
2	P Director I		1.000	1.000	
1	N Asst. to Assoc Supt		1.000	1.000	
1	N Coordinator		1.000	1.000	
1	N Coordinator		1.000	1.000	
1	K Sr Spec Pos & Sal Admin		1.000	1.000	
1	K ERSC Call Ctr/Transaction Supv		1.000	.629	(.371)
1	I Sr Spec Leave/Wkrs Com		1.000	1.000	
1	G Payroll Supervisor		1.000	1.000	
1	G ERSC Call Ctr/Trans Asst Supv		1.000	1.000	
1	BD Employee Assistance Spec		2.100	2.100	
3	BD Instructional Specialist				
2	BD Instructional Specialist		1.000	1.000	
1	25 Personnel Specialist		1.000	1.000	
1	25 Fiscal Specialist II		1.000	1.000	
1	25 Investigation Specialist		1.000	1.000	
1	25 Personnel Specialist				
1	24 Certification Specialist		1.000	1.000	
2	23 Fiscal/Logistics Assistant				
1	23 A&S Personnel Assistant		1.000	1.000	
1	21 Data Support Specialist I		1.000	1.000	
1	19 Specialist, Payroll		2.000	2.000	
1	19 Spec, Position/Salary Admin		2.000	2.000	
1	19 Data Management Specialist		1.000	1.000	
1	18 Certification Assistant		1.000	1.000	
1	17 Garnishments Assistant		1.000	1.000	
1	17 Admin Services Manager I		1.000	1.000	
1	16 Administrative Secretary III		.500	.500	
1	16 Administrative Secretary III		1.000	1.000	
1	16 Communications Assistant		1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	
2	15 Administrative Secretary II		1.000	1.000	
1	15 Personnel Assistant IV		1.500	1.500	
2	15 Data Systems Operator II				

EMPLOYEE AND RETIREE SERVICES

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	14 Transactions Assistant I		3.000	3.000	
1	14 Payroll Assistant		3.000	3.000	
1	14 Staffing Assistant		1.000	1.000	
1	14 Staffing Assistant		1.500	1.500	
2	14 CPD Registrar		1.000	1.000	
2	13 Fiscal Assistant I				
2	13 Fiscal Assistant I		1.000	1.000	
2	13 Fiscal Assistant I		1.000	1.000	
1	12 Secretary		1.000	1.000	
1	12 Personnel Assistant III		2.000	1.000	(1.000)
1	12 Personnel Assistant III		1.000	1.000	
2	12 Secretary		1.000	1.000	
2	11 Office Assistant IV				
2	11 Office Assistant IV				
1	10 Personnel Assistant I		.875	.875	
Total Positions			55.475	53.805	(1.670)

Recruitment and Staffing

Program Description

The Department of Recruitment and Staffing (DRS) promotes workforce excellence by ensuring that the highest quality applicant is selected to support student achievement through effective communication and systematic accountability to all stakeholders, applicants, administrators, teacher-level and supporting services staff, employee association representatives, and university/community partners. DRS is focused on recruiting, hiring, and retaining highly qualified, diverse individuals for teaching, supporting services, and substitute positions, and promoting fair and equitable human resources practices in the recruitment, selection, promotion, and assignment processes. Major functions and activities include the following:

- Collaborating with the Office of the Chief Technology Officer to refine the applicant tracking system
- Collaborating with the Office of the Chief Technology Officer and the Employee and Retiree Service Center to develop and refine Human Resources Online (HRO) to automate human resources processes for greater efficiency
- Using social networks such as Twitter and Craigslist to conduct online recruitment and Skype/webcam technology to conduct online interviews
- Recruiting via the Web to ensure that positions are filled from a broad, diverse, and high-quality applicant pool
- Recruiting through visits to college campuses and consortia, job fairs, association and community events, student teachers, university partnerships, and career awareness programs and employee referrals, and by advertising in various publications and online recruiting sources and the MCPS Careers website
- Establishing and maintaining university partnerships that will meet the need for hiring a qualified, diverse workforce, especially in the most challenging school settings and/or in critical shortage areas; provide a master's degree scholarship program for students who, while in school, work as paraeducators or fill teacher positions but are paid as long-term substitutes; and involve no net cost to MCPS and are budget neutral
- Interviewing and evaluating the credentials of all candidates and working closely with school-based administrators, content area supervisors, and program managers to select the applicants most qualified to work with students
- Administering processes for voluntary/involuntary transfers, promotions, and reassignments to ensure that each employee works in a position closely matched to his/her skills and abilities
- Managing positions to ensure that vacancies are filled with balanced staffing and a diverse workforce
- Collaborating with the Hiring for Excellence and Equity work group to improve ways to identify the best teacher applicants

Recruitment and Staffing (continued)

- Ensuring, through the Certification Unit that only qualified instructional personnel work directly with students
- Classifying position studies resulting in policy, procedure, and regulation recommendations and classification benchmarking to determine MCPS competitiveness

Number of Students Served: All MCPS students are directly or indirectly served by this program.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2014 is \$2,084,076. There are no significant program changes.

Program Funding

For FY 2014, it is projected that this program will be funded entirely by local funds.

Crosswalk to Other Budget Documents

More detailed information about this program can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

Department of Recruitment and Staffing: Page 10-12

RECRUITMENT AND STAFFING

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	23,000	23,000	
Position Salaries	\$2,040,923	\$2,015,854	(\$25,069)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	25,199	25,199	
Other			
Subtotal Other Salaries	25,199	25,199	
Total Salaries & Wages	2,066,122	2,041,053	(25,069)
02 Contractual Services			
Consultants			
Other Contractual	11,098	11,098	
Total Contractual Services	11,098	11,098	
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	5,000	5,000	
Total Supplies & Materials	5,000	5,000	
04 Other			
Local/Other Travel	26,925	26,925	
Insur & Employee Benefits			
Utilities			
Miscellaneous			
Total Other	26,925	26,925	
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	\$2,109,145	\$2,084,076	(\$25,069)

RECRUITMENT AND STAFFING

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Q Director II		1.000	1.000	
1	N Coordinator		8.000	8.000	
1	26 Staffing Analyst		4.000	4.000	
1	23 A&S Personnel Assistant				
1	17 Employment Process Coordinator		1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	
1	15 Personnel Assistant IV		3.000	3.000	
1	14 Staffing Assistant		4.000	4.000	
1	12 Personnel Assistant III		1.000	1.000	
	Total Positions		23.000	23.000	

Professional Development and Support

Program Description

The budget includes resources for the Office of Professional Development and Support. The office will oversee a comprehensive professional development program aimed at enhancing instructional leadership and forming professional learning communities focused on improving the instructional practices of educators. The associate superintendent will oversee the work of the Department of Instructional Leadership Support formerly under the Office of Curriculum and Instructional Programs (OCIP), the Equity Initiatives Unit formerly under the Office of Human Resources and Development (OHRD), and the Professional Learning Unit created by merging the functions of the Staff Development Teachers Program under OCIP and the Team Development Unit under the OHRD.

Number of Students Served: All MCPS students are directly or indirectly served by this program.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2014 is \$3,301,509. Significant changes in the budget that impact the program's functions and operations are as follows.

Strategic Program Restorations and Enhancements

Achieving Collegiate Excellence and Success (ACES) is a program designed to create a seamless educational pathway and support structure from high school to college completion. The program is aimed at those who are underrepresented in higher education, including African American, Hispanic, and low-income students, as well as those who would be the first in their family to attend college. The FY 2014 budget includes \$87,037 for part-time salaries for summer work and materials to support the participation of eight high schools to best prepare 9th and 10th grade students for success on a college path.

Program Funding

For FY 2014, it is projected that program will be funded by entirely by local funds.

Crosswalk to Other Budget Documents

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

Office of Professional Development and School Support: Page 2-11

Department of Instructional Leadership Support: Page 2-18

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Program Funding

For FY 2014, it is projected that program will be funded by entirely by local funds.

Crosswalk to Other Budget Documents

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

Office of Professional Development and School Support: Page 2-11

Department of Instructional Leadership Support: Page 2-18

PROFESSIONAL DEV. & SPPT.

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	25.500	25.500	
Position Salaries	\$2,853,035	\$2,821,805	(\$31,230)
Other Salaries			
Summer Employment			
Professional Substitutes	83,142	82,322	(820)
Stipends	66,025	66,025	
Professional Part Time	5,000	82,037	77,037
Supporting Services Part Time			
Other	2,000	2,000	
Subtotal Other Salaries	156,167	232,384	76,217
Total Salaries & Wages	3,009,202	3,054,189	44,987
02 Contractual Services			
Consultants	3,000	3,000	
Other Contractual	149,133	159,787	10,654
Total Contractual Services	152,133	162,787	10,654
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials	9,000	19,000	10,000
Office			
Other Supplies & Materials	45,310	42,310	(3,000)
Total Supplies & Materials	54,310	61,310	7,000
04 Other			
Local/Other Travel	14,903	23,223	8,320
Insur & Employee Benefits			
Utilities			
Miscellaneous			
Total Other	14,903	23,223	8,320
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u><u>\$3,230,548</u></u>	<u><u>\$3,301,509</u></u>	<u><u>\$70,961</u></u>

PROFESSIONAL DEV. & SPPT.

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Associate Superintendent		1.000	1.000	
2	Q Director II		1.000	1.000	
2	Q Director II		1.000	1.000	
2	P Director I		3.000	3.000	
2	P Director I		2.000	2.000	
2	P Director I				
2	O Supervisor		1.000	1.000	
3	N Coordinator				
2	N Coordinator		1.000	1.000	
1	N Asst. to Assoc Supt		1.000	1.000	
2	BD Instructional Specialist		4.000	4.000	
2	BD Instructional Specialist		1.000	1.000	
3	BD Instructional Specialist		2.000	2.000	
2	24 Partnerships Manager		.500	.500	
1	17 Admin Services Manager I		1.000	1.000	
2	16 Administrative Secretary III		2.000	2.000	
2	15 Administrative Secretary II		3.000	3.000	
2	15 Administrative Secretary II		1.000	1.000	
2	15 Administrative Secretary II				
Total Positions			25.500	25.500	

Professional Growth Systems

Program Description

This program budget includes resources for the comprehensive Professional Growth System (PGS) that Montgomery County Public Schools (MCPS) has developed for teachers (TPGS), administrators (A&S PGS), and supporting services (SSPGS). Each of the professional growth systems was developed collaboratively with the appropriate employee organization. Each professional growth system is continually monitored by an implementation team that includes representatives of the MCPS executive staff and the appropriate employee organization. The professional growth systems are the foundation for expectations about the performance of every employee within MCPS.

Also included in this program budget are resources from the Onboarding, Induction, and Growth Program, and the Skillful Teaching and Leading Program. These programs are discussed in more detail below.

Professional Growth System for Teachers

This budget includes funding for consulting teachers (CTs). CTs are a key component of the Peer Assistance and Review (PAR) Program, which focuses on teacher quality through a rigorous evaluation process. CTs provide differentiated individualized support for novice and underperforming teachers. The PAR panel and co-leads of the Consulting Teacher Team select finalists to be recommended for hire as consulting teachers. The administrators and teachers on the PAR panel evaluate the consulting teachers. The duties of a CT include the following:

For novice teachers:

- Providing information about strategies for teaching and suggestions about resources
- Offering demonstration lessons, team teaching experiences, informal feedback, etc.
- Making frequent visits with informal support
- Conducting a minimum of three observations with at least one per semester
- Preparing and submitting to the PAR panel a midyear and final summative report regarding the teacher's instructional skills
- Making a recommendation regarding future employment for the probationary teacher

For teachers evaluated as “below standard” by their administrators:

- Completing the review process
- Reviewing the most recent formal evaluation and soliciting additional information as appropriate
- Making recommendations to the PAR panel regarding inclusion in the PAR Program
- Planning and implementing an intensive program of intervention and support, which includes a minimum of three formal observations, ongoing communication with the teacher, analysis of student data, demonstrating lessons, etc.

Professional Growth Systems (continued)

- Preparing and submitting to the PAR panel a midyear and final summative report regarding instructional skill levels
- Making a recommendation regarding future employment

Professional Growth System for Administrative and Supervisory Staff (A&S PGS)

This budget also includes funding for the comprehensive A&S PGS which addresses recruiting, mentoring, professional development, evaluation, and recognition of A&S staff. Implementation of the A&S PGS ensures that MCPS is recruiting highly qualified individuals into school leadership positions and then supporting them so they can play a positive role in helping students achieve the targets set in the strategic plan. Consulting principals provide support to novice and underperforming principals, underperforming central services and business and operations administrators, and principal interns through observing, coaching, and providing individualized feedback.

Professional Growth System for Supporting Services Staff (SSPGS)

This budget includes funding for the comprehensive SSPGS that addresses mentoring, professional development, and performance. The major functions and activities of the SSPGS include the following:

- Providing access to components of a competency-based system, which includes an evaluation process, training and development opportunities, career pathways options, and a peer assistance program for underperforming staff
- Training staff in critical areas including school financial training, race and equity, portfolio development, and technology training
- Piloting English language programs for employees with limited English proficiency
- Creating and supporting a collaborative partnership with Montgomery County Government to provide additional professional development opportunities in leadership development, career planning, and customer service
- Coordinating resources and supports to assist underperforming employees to improve and sustain performance through a Performance Improvement Process
- Raising MCPS staff awareness of the components of the SSPGS
- Training evaluators on the SSPGS evaluation component
- Serving on various committees to provide greater understanding of the SSPGS

The Supporting Services Training and Development Program (SSTD) provides professional development experiences that are aligned with the seven core competencies identified in the SSPGS.

Professional Growth Systems (continued)

Onboarding, Induction, and Growth for Teachers

This program budget includes resources for the Onboarding, Induction, and Growth Program which provides a comprehensive induction into MCPS. The program offers a New Educator Orientation, mentoring, new teacher workshops, mentor workshops, and courses that assist new teachers in beginning their first year of teaching and successfully completing their first year of instruction.

The Onboarding experience begins with a mandatory course entitled Traditions that is delivered by a cross-functional team. The Onboarding course focuses on several themes including the story of MCPS through the last six decades; the values of MCPS and our commitment to the community; the opportunities for employee growth within the organization; and our work with equity and excellence with a commitment to continuous improvement. The Induction part of the program provides comprehensive induction into MCPS which includes a New Educator Orientation, mentoring, new teacher workshops, mentor workshops, and courses that assist new teachers in beginning and successfully completing their first year of instruction.

This program provides training and structured mentoring to both novice and new-to-MCPS teachers. The major functions and activities include the following:

- Providing one year of mentoring to experienced teachers who are new to MCPS
- Offering ongoing professional development opportunities to mentors
- Networking, collaborating, and sharing research-based best practices
- Providing site-based support for new teachers and mentors from the new teacher induction specialist
- Providing novice and new-to-MCPS teachers with five days of pre-service orientation
- Offering novice and new-to-MCPS teachers opportunities for ongoing professional development through participation in seminars throughout the year.

Skillful Teaching and Leading

This program budget includes funding for the Skillful Teaching and Leading Program. The program includes a series of two courses on Studying Skillful Teaching, a series of two courses on Observing and Analyzing Teaching, and one course for paraeducators—Studying Skillful Teaching for Paraeducators: Supporting Teaching and Learning. A parallel course on supervision for central services and business and operations administrators and supporting services administrators, entitled Supervising and Evaluating Performance, has been added. Courses examine the extensive research about teaching and its complexity. Through successful completion of the courses, the major functions and activities of the teachers, administrators, and supporting services staff include the following:

Professional Growth Systems (continued)

- Building a common vocabulary to identify and evaluate quality instruction that positively impacts student achievement
- Examining their beliefs and determining how these beliefs influence teaching and learning
- Receiving individualized feedback based on sound educational theory and practice
- Understanding the impact of motivation and personal relationship building on student achievement
- Expanding their repertoires of teaching and supervising strategies in order to meet the needs of the diverse learners at MCPS

The budget also supports the direct training and support of assistant principals, assistant school administrators, principals, and school leadership teams to fully implement the supervision and evaluation aspect of the PGS. Additionally, schools request ongoing support and training to their staff about expert instruction, mastery objectives, and planning.

The Skillful Teaching and Leading program manages and implements the Onboarding Traditions course and the Facilitative Leadership 3-day course, which trains MCPS staff to effectively facilitate workgroups, committees, and school-based and central services leadership teams and project teams.

Number of Students Served: All MCPS students are directly or indirectly served by this program.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2014 is \$8,830,161. Significant changes in the budget that impact the program's functions and operations are as follows.

Program Efficiencies and Reductions

There is a reduction of \$37,819 for professional part-time salaries and a reduction of \$22,066 for program supplies in the SSPGS unit. In addition, there is a reduction of \$15,000 for stipends to pay for administrative and supervisor staff mentors trainings. These reductions can be made based on prior year spending trends.

Strategic Program Restorations and Enhancements

An additional 4.0 consulting teacher positions and \$239,980 is recommended to provide better supports and resources to novice and underperforming teachers. The additional consulting teachers will reduce the average caseload per-consulting teacher and allow them to provide intensive individualized instructional support for teachers.

Professional Growth Systems (continued)

Program Funding

For FY 2014, it is projected that this program will be funded by local funds in the amount of \$5,020,062 and by grant funds in the amount of \$3,810,099.

Crosswalk to Other Budget Documents

More detailed information about this program can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

Professional Growth Systems: Page 10-24

PROFESSIONAL GROWTH SYSTEMS

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	58.500	62.500	4.000
Position Salaries	\$5,841,891	\$6,107,532	\$265,641
Other Salaries			
Summer Employment			
Professional Substitutes	80,267	92,343	12,076
Stipends	283,956	356,956	73,000
Professional Part Time	131,287	70,052	(61,235)
Supporting Services Part Time	52,258	52,760	502
Other	474,664	509,413	34,749
Subtotal Other Salaries	1,022,432	1,081,524	59,092
Total Salaries & Wages	6,864,323	7,189,056	324,733
02 Contractual Services			
Consultants	125,966	80,507	(45,459)
Other Contractual	173,455	175,292	1,837
Total Contractual Services	299,421	255,799	(43,622)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	28,000	13,000	(15,000)
Other Supplies & Materials	175,183	237,323	62,140
Total Supplies & Materials	203,183	250,323	47,140
04 Other			
Local/Other Travel	83,531	66,031	(17,500)
Insur & Employee Benefits	977,784	978,217	433
Utilities			
Miscellaneous	109,205	90,735	(18,470)
Total Other	1,170,520	1,134,983	(35,537)
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	\$8,537,447	\$8,830,161	\$292,714

PROFESSIONAL GROWTH SYSTEMS

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
2	Q Director II		1.000	1.000	
2	Q Consulting Principal		3.000	3.000	
2	Q Consulting Principal				
2	Q MCAAP Liaison to MCPS PGS		1.000	1.000	
2	P Director I				
2	P Director I		1.000	1.000	
3	BD Instructional Specialist		1.000	1.000	
3	BD Instructional Specialist		5.500	5.500	
3	AD Teacher		1.000	1.000	
3	AD Central Off Teacher	X	.500	.500	
3	AD Teacher, Consulting	X	6.750	10.250	3.500
3	AD Teacher, Consulting	X	22.250	22.750	.500
2	26 Staff Development Spec		1.000	1.000	
2	26 Liaison - Supporting Svcs PGS		1.000	1.000	
3	24 Coordinator Paraeducator Prog		1.000	1.000	
3	23 Professional Growth Consultant		8.000	8.000	
2	16 Administrative Secretary III		1.000	1.000	
2	15 Administrative Secretary II				
2	15 Administrative Secretary II		1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	
2	12 Secretary		.500	.500	
	Total Positions		58.500	62.500	4.000

Employee Benefits and Insurance

Program Description

The Employee Benefits Program (EBP) consists of resources devoted to the design and deployment of employee and retiree benefits programs, as well as management of all aspects of contract and vendor relations associated with the EBP and county self-insurance programs. Health benefits provided to employees and retirees include medical, prescription, dental, and vision plans. MCPS offers an employee wellness program that began in FY 2011 and sponsors activities, competitions, and programs that serve all schools and central services. This program already has been credited with cost maintenance as employees become more active and healthier.

In addition, eligible employees may receive term life insurance and participate in programs such as flexible spending accounts for medical and dependent care costs, long-term care insurance, and additional employee and dependent life insurance. MCPS also provides a pension which supplements the Maryland State Teachers' Pension and provides benefits for employees who are not eligible for the state plan. Additional retirement savings programs are offered to all employees through 403(b) and 457(b) plans.

The management of these programs includes the dissemination of information about plan provisions, maintenance and analysis of statistical and demographic data, tracking plan utilization and expense data, remittance of monthly premiums, and oversight of all benefit plan-related contracts. Responsibilities of program staff include active leadership in negotiation of employee benefits with employee associations and retiree representation. The expenses contained in this program include employee benefits for staff identified in other programs within this document.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2014 is \$513,648,551. Significant changes in the budget are discussed below.

Enrollment Changes

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

Employee Health Benefits

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

Employee Benefits and Insurance (continued)

Retirement Contributions

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

Self-Insurance

The budget includes a significant increase in contributions to the county's self-insurance program. This increase is primarily due to higher claims and lower than targeted reserves for worker's compensation resulting in a \$1,030,226 increase in the budget. Fire and property insurance also increased by \$682,489 due to increases in claims to cover damages to school property from fire, floods, and structural deficiencies.

Program Efficiencies and Reductions

The FY 2014 program budget includes efficiencies and reductions totaling \$3.8 million. As a result, there is a \$432,349 reduction in employee benefits associated with the elimination of 27.5 positions and part-time salaries. This includes reductions in employee health benefits of \$252,192, social security contributions of \$109,593, and retirement contributions of \$70,564.

Strategic Program Restorations and Enhancements

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

Program Funding

FY 2014, it is projected that this program will be funded entirely by local funds. Employee benefits for grants and enterprise funds are shown in other program budgets.

Crosswalk to Other Budget Documents

More detailed information about this program can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

Department of Financial Services: Page 8-17.

EMPLOYEE BENEFITS & INSURANCE

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)			
Position Salaries			
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time			
Other			
Subtotal Other Salaries			
Total Salaries & Wages			
02 Contractual Services			
Consultants			
Other Contractual			
Total Contractual Services			
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials			
Total Supplies & Materials			
04 Other			
Local/Other Travel			
Insur & Employee Benefits	492,187,826	513,548,551	21,360,725
Utilities			
Miscellaneous	100,000	100,000	
Total Other	492,287,826	513,648,551	21,360,725
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	\$492,287,826	\$513,648,551	\$21,360,725

Equity Initiatives

Program Description

The mission of the Equity Initiatives Unit is to build the capacity of Montgomery County Public Schools' (MCPS) instructional leaders to eliminate disparities in student achievement by race and ethnicity. Equity training, coaching, and support focuses on building professional learning communities that engage teachers, supporting services, parents, community members, instructional specialists, and administrators in ongoing dialogue, experimentation, and the study and discussion of thoughtful reflection and promotion of high expectations, the establishment of positive relationships, and learning about culturally responsive instruction. The systematic and explicit infusion of equity into the three professional growth systems is supporting the ability of all staff to organize, refine, and modify their work to ensure all students experience an equitable and excellent education.

Specific components of the Equity Initiatives Unit include:

- Equity awareness training and support for all MCPS staff by maintaining the equity website, providing in-service courses on cultural responsiveness, and providing technology-based training through the use of media materials
- Development of new resources and tools for use in schools and offices to support the delivery of culturally relevant instruction
- Ongoing equity training for all staff and MCPS leadership, as well as collaboration with all central office teams to incorporate equity training into other professional development activities
- Long-term equity support and development for schools and central office leadership teams that have requested support in their efforts to eliminate existing inequities in teaching and learning. Selected schools and MCPS offices make year-long commitment for training aligned with coaching and job embedded support as well as consultation and resource identification and provision for other schools requesting support.

Number of Students Served: All MCPS students are directly or indirectly served by this program.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2014 is \$1,287,682. Significant changes in the budget that impact the program's functions and operations are as follows.

Strategic Program Restorations and Enhancements

Montgomery County Public Schools, the Montgomery County Education Association, and McDaniel College have developed and are implementing a graduate-level program that will lead to a certificate in "Equity and Excellence in Education." This program supports teachers and other school personnel in their acquisition and use of best practices in equitable teaching that

Equity Initiatives (continued)

focuses on cultural diversity. The FY 2014 budget includes a .2 instructional specialist position and \$21,332 to coordinate the program.

Program Funding

For FY 2014, it is projected that this program will be funded entirely by local funds.

Crosswalk to Other Budget Documents

More detailed information about this program can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

Office of Professional Development and School Support: Page 2-11

EQUITY INITIATIVES

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	10,000	10,200	.200
Position Salaries	\$1,026,308	\$1,014,119	(\$12,189)
Other Salaries			
Summer Employment			
Professional Substitutes	107,343	107,343	
Stipends	29,000	29,000	
Professional Part Time	12,160	12,160	
Supporting Services Part Time			
Other	4,800	4,800	
Subtotal Other Salaries	153,303	153,303	
Total Salaries & Wages	1,179,611	1,167,422	(12,189)
02 Contractual Services			
Consultants	17,498	12,498	(5,000)
Other Contractual	63,359	63,359	
Total Contractual Services	80,857	75,857	(5,000)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	40,093	33,093	(7,000)
Total Supplies & Materials	40,093	33,093	(7,000)
04 Other			
Local/Other Travel	18,810	11,310	(7,500)
Insur & Employee Benefits			
Utilities			
Miscellaneous			
Total Other	18,810	11,310	(7,500)
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$1,319,371</u>	<u>\$1,287,682</u>	<u>(\$31,689)</u>

EQUITY INITIATIVES

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
2	P Director I		1.000	1.000	
2	O Supervisor		1.000	1.000	
2	N Coordinator		1.000	1.000	
3	BD Instructional Specialist		3.000	3.200	.200
3	23 Equity Training Specialist		1.000	1.000	
3	20 Parent Community Coord		1.000	1.000	
2	16 Administrative Secretary III				
2	15 Administrative Secretary II		1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	
	Total Positions		10.000	10.200	.200