

School Safety and Security

Program Description

This budget includes funding for programs, functions, and activities of the Department of School Safety and Security that includes the Electronic Detection Section, the 24-hour alarm monitoring, and the Patrol Unit. It also includes school security resources budgeted in middle and high schools. The department strives to promote a safe and secure environment for students and staff through partnerships with the school community, providing support, resources, and training to all schools and facilities, and using technology to provide the highest level of service.

Major functions and activities include the following:

- Provides 24-hour security services for Montgomery County Public Schools (MCPS) assets
- Serves as liaison to the local, state, and federal law enforcement agencies
- Coordinates and implements a comprehensive safety and security program
- Develops and implements security initiatives for closed-circuit television cameras, visitor management systems, and access control systems

The following functions and activities are implemented by department staff members:

- Design, develop, and ensure the completion of the annual emergency plan review
- Design, develop, and conduct safety and security training programs for MCPS staff and stakeholders
- Provide emergency response to critical incidents, assess serious incident needs, and provide security resources in liaison with police and fire/rescue agencies
- Perform site evaluations and review construction plans with regard to safety and security for new and modernization construction projects
- Provide security support and perform security assessments for existing schools and facilities
- Assist school administrators in the scheduling and completion of emergency preparedness drills and in the development and completion of their school's comprehensive emergency plan
- Coordinate with security contractors to upgrade and integrate new CCTV surveillance systems, electronic access control systems, and visitor management systems

Also, the department works closely with school administrators regarding their school safety and security concerns and plans. Principals rely on school-based security team leaders and assistants to recognize and report incidents of violence, drug/alcohol use and possession, property damage, and theft committed by students during the school day. School security staff is called on to provide insight regarding the condition of a student suspected to be under the influence of drugs or alcohol. In consideration of an increasingly diverse student population, security staff must be prepared to communicate effectively with students of varied cultural and ethnic backgrounds. Also, security staff is mindful of their loss/crime prevention responsibilities. A multifaceted

School Safety and Security (continued)

safety and security program is critical to creating a safe and secure learning environment and for protecting the school system's assets.

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 \$10,228,140. Included is \$2,676,340 from the middle schools budget, \$5,785,072 from the high schools budget, and \$1,766,728 from the Department of School Safety and Security. 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 and its budget can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

Middle Schools: Page 1 - 11

High Schools: Page 1 - 19

Department of School Safety and Security: Page 8 - 123

SCHOOL SAFETY AND SECURITY

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	228,000	228,000	
Position Salaries	\$10,224,756	\$9,954,749	(\$270,007)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	120,387	127,081	6,694
Other	29,605	29,605	
Subtotal Other Salaries	149,992	156,686	6,694
Total Salaries & Wages	10,374,748	10,111,435	(263,313)
02 Contractual Services			
Consultants			
Other Contractual	57,000	57,000	
Total Contractual Services	57,000	57,000	
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	2,605	2,605	
Other Supplies & Materials	56,000	56,000	
Total Supplies & Materials	58,605	58,605	
04 Other			
Local/Other Travel	250	250	
Insur & Employee Benefits			
Utilities			
Miscellaneous	850	850	
Total Other	1,100	1,100	
05 Equipment			
Leased Equipment	6,694		(6,694)
Other Equipment			
Total Equipment	6,694		(6,694)
Grand Total	<u>\$10,498,147</u>	<u>\$10,228,140</u>	<u>(\$270,007)</u>

SCHOOL SAFETY AND SECURITY

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
10	Q Director Schl Support & Improv		1.000	1.000	
10	K Supervisor		1.000	1.000	
10	25 Safety & Staff Dev Manager		1.000	1.000	
10	22 Cluster Security Coordinator		6.000	6.000	
10	19 Supv Electronic Detection		1.000	1.000	
2	16 Security Team Leader	X	25.000	25.000	
10	16 Administrative Secretary III		1.000	1.000	
2	14 Security Assistant	X	70.000	70.000	
2	14 Security Assistant	X	113.000	113.000	
2	14 Security Assistant	X			
10	14 Office Security Monitor		1.000	1.000	
10	14 Security Patroller Shift 2		2.000	2.000	
10	14 Security Patroller Shift 3		2.000	2.000	
10	12 Secretary		1.000	1.000	
10	11 Security Sys Monitor Shft 2		2.000	2.000	
10	11 Security Sys Monitor Shift 3		1.000	1.000	
Total Positions			228.000	228.000	

Plant Operations and Maintenance

Program Description

The Plant Operations and Maintenance program budget includes funding in the divisions of School Plant Operations and Maintenance.

The Division of School Plant Operations provides support services to ensure Montgomery County Public Schools (MCPS) facilities are clean and provide healthy learning environments; Heating, Ventilation, and Air Conditioning (HVAC) equipment is operating properly; quality standards are maintained; emergency conditions are remediated; cleaning equipment is available and operating properly; and community use activities are supported. School Plant Operations accomplishes its work through the following activities:

- Training programs for building service staff on proper building and equipment maintenance, healthy and effective cleaning processes, and workplace safety and compliance
- Conducting formal and informal inspections, coaching, and mentoring of staff to ensure that quality standards are maintained
- Providing labor, materials, and equipment to remediate facility emergencies
- Administration of funds for housekeeping supplies, equipment, and materials
- Allocation of custodial staff and substitute personnel when necessary to ensure essential services are provided without interruption
- Managing custodial equipment replacement programs and repair services
- Allocating building service workers for community activities in schools, and representing MCPS on various committees of the county's Interagency Coordinating Board for the Community Use of Public Facilities

The Division of Maintenance plans, programs, and manages four major functional areas of support for all MCPS facilities—maintenance and repairs, environmental services, capital asset replacements, and automated energy management operations. These varied services are coordinated and performed by three regional maintenance depots (Bethesda, Clarksburg, and Randolph) and one central depot (Shady Grove). Maintenance accomplishes its work through the following activities:

- Providing a wide variety of repairs to building components and performing limited preventive maintenance services at all MCPS facilities.
- Providing grounds maintenance services, such as grass cutting for large fields and snow and ice removal for driveways and parking lots
- Providing facility-related environmental services such as indoor air quality assessments and management plans; fire and life safety code compliance; trash removal; hazardous waste management and disposal; integrated pest management services; water quality testing; underground storage tank management and removal; management of asbestos-

Plant Operations and Maintenance (continued)

containing materials, and proper disposal of fats, oils, and greases (FOG)

- Managing the replacement of building components funded in the capital budget, such as Planned Life-cycle Asset Replacement and Roof Replacement programs
- Operating and maintaining computerized controls for heating and cooling systems

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 \$91,109,537. Included is \$60,227,623 from the Division of School Plant Operations and \$30,881,914 from the Division of Maintenance. There are no significant program changes.

Program Funding

For FY 2014, it is projected that program will be funded 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:

Division of Maintenance: Page 8 - 74

Division of School Plant Operations: Page 8 - 82

PLANT OPERATIONS & MAINTENANCE

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	1,704.700	1,726.700	22.000
Position Salaries	\$78,073,093	\$78,823,625	\$750,532
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	373,523	373,523	
Other	1,202,665	1,202,665	
Subtotal Other Salaries	1,576,188	1,576,188	
Total Salaries & Wages	79,649,281	80,399,813	750,532
02 Contractual Services			
Consultants	21,755	21,755	
Other Contractual	2,238,785	2,238,785	
Total Contractual Services	2,260,540	2,260,540	
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	1,299	1,299	
Other Supplies & Materials	5,278,696	5,341,578	62,882
Total Supplies & Materials	5,279,995	5,342,877	62,882
04 Other			
Local/Other Travel	62,159	62,159	
Insur & Employee Benefits			
Utilities	13,200	13,200	
Miscellaneous	1,831,225	1,831,225	
Total Other	1,906,584	1,906,584	
05 Equipment			
Leased Equipment	775,540	775,540	
Other Equipment	424,183	424,183	
Total Equipment	1,199,723	1,199,723	
Grand Total	\$90,296,123	\$91,109,537	\$813,414

PLANT OPERATIONS & MAINTENANCE

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
11	P Director I		1.000	1.000	
10	P Director I		1.000	1.000	
11	N Assistant Director I		1.000	1.000	
11	M Team Leader		3.000	3.000	
10	K Assistant to the Director		1.000	1.000	
11	J Maintenance Facility Area Mgr		3.000	3.000	
11	J Capital Impr Construct Supv		1.000	1.000	
10	G Building Service Area Supv		6.000	6.000	
11	25 IT Systems Specialist		1.000	1.000	
11	24 Energy Mgt Supervisor		1.000	1.000	
11	24 Maintenance Automation Spec		1.000	1.000	
11	23 Resource Conservation Asst		1.500	1.500	
11	23 Environmental Specialist		1.000	1.000	
11	23 Maint/Facility Area Asst Mgr		4.000	4.000	
11	22 Fiscal Assistant V		1.000	1.000	
11	22 Energy Management Spec		4.000	4.000	
11	22 Energy Mgt Tech Admin		1.000	1.000	
11	22 Roof Construction Specialist		1.000	1.000	
11	21 Mechanical Systems Supervisor		3.000	3.000	
11	21 General Maint Central Supv		1.000	1.000	
11	21 Training and Safety Specialist		1.000	1.000	
10	21 Building Service Trainer		1.000	1.000	
11	20 Mech Systems Team Ldr Shft 1		6.000	6.000	
11	20 Electronic Technician Supv		1.000	1.000	
11	20 Mech Systems Team Ldr Shft 2		2.000	2.000	
11	19 Energy Mgt Customer Svc Spec		1.000	1.000	
11	19 Mechanical Systems Tech Shft 1		59.000	59.000	
11	19 Mechanical Systems Tech Shft 2		2.000	2.000	
11	19 Electrician Area Supervisor		3.000	3.000	
11	19 Electronic Tech Asst Superv		1.000	1.000	
11	19 Auto Technican II Shift 1		2.000	2.000	
11	19 Mechanical Systems Tech Shft 2		9.000	9.000	
11	18 Fiscal Assistant IV				
11	18 Carpentry Area Supervisor		3.000	3.000	
11	18 General Maintenance Area Supv		3.000	3.000	
11	18 Build & Grounds Contracts Asst		3.000	3.000	
11	18 Material Fabrication Sup		1.000	1.000	
11	18 Electronic Technician II		3.000	3.000	
11	18 Industrial Equipment Supv		1.000	1.000	
11	17 Carpentry Asst Area Supv		3.000	3.000	
11	17 Maintenance Electrician II		3.000	3.000	

PLANT OPERATIONS & MAINTENANCE

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
11	17 Electric Motor Mechanic		1.000	1.000	
11	17 Electronic Technician I		16.000	16.000	
11	17 Paint Specialist		1.000	1.000	
11	17 Equipment Mechanic		1.000	1.000	
11	17 Auto Technican I Shift 1		2.000	2.000	
10	17 Building Service Training Spec		2.000	2.000	
11	16 General Maintenance Supervisor		3.000	3.000	
11	16 Maintenance Electrician I		18.000	18.000	
11	16 Small Equipment Mechanic		4.000	4.000	
10	16 Building Service Manager VI		2.000	2.000	
10	16 Fiscal Assistant III				
11	16 Indoor Air Qual Electrician		1.000	1.000	
11	15 Administrative Secretary II		1.000	1.000	
11	15 Supervisor		1.000	1.000	
11	15 Integr Pest Mgt Assoc II		4.000	4.000	
11	15 Maintenance Carpenter I		27.000	27.000	
11	15 Floor Covering Mechanic		6.000	6.000	
11	15 Roof Mechanic		6.000	6.000	
11	15 Glazier		6.000	6.000	
11	15 Tool Mechanic		2.000	2.000	
11	15 Cabinet Maker		1.000	1.000	
11	15 Maintenance Welder		2.000	2.000	
11	15 Mason		2.000	2.000	
10	15 Building Service Manager V		21.000	21.000	
10	15 Administrative Secretary II		1.000	1.000	
10	15 Fiscal Assistant II		1.000	1.000	
10	15 Tool Mechanic		1.000	1.000	
11	14 Admin Operations Secretary		3.000	3.000	
11	14 Mechanical Sys Worker Shift 1		3.000	3.000	
11	14 Mechanical Sys Worker Shift 2		1.000	1.000	
11	14 Locksmith		5.000	5.000	
11	14 Maintenance Painter II		3.000	3.000	
11	14 Water Treatment Tester		2.000	2.000	
11	14 Fire Safety Compliance Tech.		1.000	1.000	
10	14 Build Svc Asst Mgr IV Shft 2		5.000	5.000	
10	14 Building Service Manager IV		1.000	1.000	
10	14 Outdoor Ed Facilities Manager		1.000	1.000	
10	14 Building Service Manager IV		1.000	1.000	
11	13 Integr Pest Mgt Assoc I Shf1				
11	13 General Maintenance Worker III		6.000	6.000	
11	13 Reupholsterer Seamster II		2.000	2.000	

PLANT OPERATIONS & MAINTENANCE

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
11	13 Maintenance Painter I		5.000	5.000	
10	13 Building Service Manager III		103.000	103.000	
10	13 Building Service Manager III		39.000	39.000	
10	13 Building Service Manager III		1.000	1.000	
10	13 Building Service Manager III		2.000	2.000	
11	12 Secretary		1.000	1.000	
11	12 Account Assistant II		3.000	3.000	
11	12 Equipment Operator		3.000	3.000	
11	12 Materials Fabrication Worker		4.000	4.000	
10	12 Build Svc Asst Mgr III Shft 2		1.000	1.000	
10	12 Building Service Manager II		29.000	29.000	
10	12 Build Svc Asst Mgr III Shft 2		22.000	22.000	
10	12 Building Service Manager II		13.000	13.000	
10	12 Building Service Manager II		4.000	4.000	
11	12 HVAC Apprentice		4.000	4.000	
11	11 Roof Maintenance Worker		3.000	3.000	
11	11 Service Writer		1.000	1.000	
11	11 Compactor Truck Operator		4.000	4.000	
10	11 Build Svc Asst Mgr II Shft 2		55.000	55.000	
10	11 Plant Equipment Operator II		25.000	25.000	
10	11 Build Svc Asst Mgr II Shft 2		36.000	36.000	
10	11 Plant Equipment Operator II		1.000	1.000	
10	11 Build Svc Asst Mgr II Shft 2		1.000	1.000	
10	11 Equip Repair/ Mechanic Assist		1.000	1.000	
10	11 Build Svc Asst Mgr II Shft 2		1.000	1.000	
11	10 General Maintenance Worker II		34.000	34.000	
10	10 Plant Equipment Operator I		1.000	1.000	
10	10 Build Svcs Asst Mgr I Shft 2		76.000	76.000	
10	10 Plant Equipment Operator I		38.000	38.000	
10	10 Outdoor Ed Maint Wkr I Shft 2		3.000	3.000	
10	10 Build Svcs Asst Mgr I Shft 2		9.000	9.000	
10	10 Plant Equipment Operator I		1.000	1.000	
10	10 Build Svcs Asst Mgr I Shft 2		5.000	5.000	
11	9 Office Assistant II		1.500	1.500	
11	9 General Maintenance Worker I		17.000	17.000	
11	9 Trash Service Worker		4.000	4.000	
10	6 Building Service Wkr Shft 1		270.000	282.000	12.000
10	6 Building Service Wkr Shft 2		51.000	51.000	
10	6 Building Service Wkr Shft 1		236.500	246.500	10.000
10	6 Building Service Wkr Shft 2		240.000	240.000	
10	6 Building Service Wkr Shft 1		25.700	25.700	

PLANT OPERATIONS & MAINTENANCE

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
10	6	Building Service Wkr Shft 2	11.000	11.000	
10	6	Building Service Wkr Shft 1	5.500	5.500	
10	6	Building Service Wkr Shft 2	1.000	1.000	
Total Positions			1,704.700	1,726.700	22.000

Facilities Management and Utilities

Program Description

The Facilities Management and Utilities program budget includes the programs and funding for the Division of Construction and two units—The Energy and Utilities Team and Systemwide Safety Programs. The budget and program narratives for Maintenance, School Plant Operations, Long-range Planning, School Energy and Recycling (SERT), and Real Estate Management are shown in separate sections. The Department of Facilities Management (DFM) provides demographic/long-range planning, architectural design and construction management, maintenance, plant operations, safety, energy conservation, and real estate management services for the various school buildings and support facilities that are part of the Montgomery County Public Schools (MCPS) system. DFM is focused on providing quality facilities and healthy learning environments to support student success.

Through the following, DFM ensures a safe, healthy, and sustainable learning environment in facilities.

- DFM ensures quality facilities are available for student enrollment. The Division of Construction manages the architectural design and construction of new schools, the modernization of aging facilities, relocatable classroom placements, roof replacements, vehicular/pedestrian access improvements, and accessibility improvements for individuals with disabilities to ensure capital projects are completed on schedule.
- The systemwide safety director assists schools, departments, and offices in addressing safety concerns and ensuring safety programs are in place to comply with environmental health, occupational safety, student safety, fire safety, and consumer product safety requirements and guidelines for MCPS schools and facilities.
- DFM also identifies methods for conserving resources and improving efficiency to maximize funding available for educational programs.
- The Energy and Utilities Team develops and manages cutting-edge programs to improve school energy efficiency and conserve resources in collaboration with SERT, and ensures utility rates are procured at the lowest cost possible.
- All divisions and units systematically review key business processes to ensure that best practices are utilized to deliver services and to measure output in a manner that promotes continuous improvement.

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

Facilities Management and Utilities (continued)

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2014 is \$42,729,763. Included is \$42,493,767 from the Department of Facilities Management, and \$235,996 from the Division of Construction. There is an increase of \$955,680 for electric expenses related to 445,999 of additional square footage of space.

Realignments

There is a realignment of \$678,500 from the Real Estate Management program budget to the Facilities Management and Utilities program budget to support office rental costs.

Program Efficiencies and Reductions

The budget includes a decrease of \$2,152,996 for utility costs based on FY 2014 projected usage for electricity and natural gas declining by three percent and nine percent, respectively.

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 and its budget can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

Department of Facilities Management: Page 8 - 46

Division of Construction: Page 8 - 62

FACILITIES MGMT. & UTILITIES

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	11,000	11,000	
Position Salaries	\$1,188,786	\$1,212,713	\$23,927
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time			
Other			
Subtotal Other Salaries	_____	_____	_____
Total Salaries & Wages	1,188,786	1,212,713	23,927
02 Contractual Services			
Consultants			
Other Contractual	944,739	1,805,571	860,832
Total Contractual Services	944,739	1,805,571	860,832
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	1,000	1,000	
Other Supplies & Materials	17,980	15,480	(2,500)
Total Supplies & Materials	18,980	16,480	(2,500)
04 Other			
Local/Other Travel	1,700	1,700	
Insur & Employee Benefits			
Utilities	38,310,819	37,113,503	(1,197,316)
Miscellaneous	2,322,685	2,565,796	243,111
Total Other	40,635,204	39,680,999	(954,205)
05 Equipment			
Leased Equipment			
Other Equipment	14,000	14,000	
Total Equipment	14,000	14,000	
Grand Total	<u><u>\$42,801,709</u></u>	<u><u>\$42,729,763</u></u>	<u><u>(\$71,946)</u></u>

FACILITIES MGMT. & UTILITIES

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Q Director II		1.000	1.000	
10	P Director I		1.000	1.000	
1	P Director I		1.000	1.000	
10	O Assistant Director II		1.000	1.000	
10	M Team Leader		1.000	1.000	
1	M Architect - School Facilities		1.000	1.000	
10	K Energy Program Manager		1.000	1.000	
10	25 Fiscal Specialist II		1.000	1.000	
10	25 Utilities Analyst		1.000	1.000	
10	17 Program Technician		1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	
	Total Positions		11.000	11.000	

Real Estate Management

Program Description

The Real Estate Management (REM) Team manages the real estate interests of the Board of Education to retain and improve the quality of public school facilities through site acquisitions, leasing of facility space to tenants, disposition of excess real property, right-of-way grants and acquisitions, administrative office space leases, adopt-a-field agreements, memoranda of understanding, and other contracts.

The functions of REM ensure resources are focused on the classroom by generating revenue from surplus space to support budget initiatives with noncounty funds and acquiring future school sites at the lowest possible cost. The major functions of the REM are as follows:

- Land acquisition for adequate school sites at no or minimum cost
- Right-of-way acquisition and dedication for utilities and road improvements in support of school construction
- Property management, including leasing surplus classroom space for child care, leasing pad sites for telecommunications and relocatable classrooms, monitoring property boundaries for encroachments
- Negotiation of memoranda of understanding and other agreements in partnership with state and local agencies, community, and athletic groups for the benefit of schools and community
- Participation in regional land use master planning, subdivision review, school site selection, and office space planning for the benefit of schools and administration
- Assurance that all MCPS real property interests are managed in the most cost-effective manner
- Administration of program to ensure accurate revenue forecasting, expense monitoring, and tenant compliance that yields a balanced enterprise fund

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 \$2,913,646. Significant changes in the budget that impact the program's functions and operations are as follows.

Realignments

There is a realignment of \$678,500 from this program to the Facilities Management and Utilities program budget to support office rental costs.

Real Estate Management
(continued)

Program Funding

For FY 2014, it is projected that this enterprise program will be funded by rental fees and net assets.

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:

Real Estate Management Fund: Page 8 - 56

REAL ESTATE MANAGEMENT

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	7,000	7,000	
Position Salaries	\$401,298	\$411,101	\$9,803
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	73,677	73,677	
Other	80,011	80,011	
Subtotal Other Salaries	153,688	153,688	
Total Salaries & Wages	554,986	564,789	9,803
02 Contractual Services			
Consultants			
Other Contractual	2,304,222	1,625,722	(678,500)
Total Contractual Services	2,304,222	1,625,722	(678,500)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	5,700	5,700	
Other Supplies & Materials	42,604	42,604	
Total Supplies & Materials	48,304	48,304	
04 Other			
Local/Other Travel	3,693	3,693	
Insur & Employee Benefits	138,314	160,054	21,740
Utilities			
Miscellaneous	442,225	482,225	40,000
Total Other	584,232	645,972	61,740
05 Equipment			
Leased Equipment	19,159	19,159	
Other Equipment	9,700	9,700	
Total Equipment	28,859	28,859	
Grand Total	\$3,520,603	\$2,913,646	(\$606,957)

REAL ESTATE MANAGEMENT

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

School Energy and Recycling Team

Program Description

The School Energy and Recycling Team (SERT) Program manages a mandated systemwide resource conservation program.

The major functions and activities are as follows:

- Coordinating and implementing systemwide conservation programs, including recycling
- Coordinating the work within the Department of Facilities Management to achieve maximum energy and water savings and recycling performance
- Collaborating with the county government, community agencies, parent groups, and other MCPS offices to support a culture of conservation
- Collaborating with curriculum and classroom teachers to integrate a culture of conservation into classrooms
- Providing leadership and support to schools and non-school-based facilities to achieve success in energy and recycling programs
- Analyzing and interpreting data to develop strategies to maximize school performance
- Identifying methods for conserving resources and improving efficiency to maximize funding available for educational programs
- Providing systemwide interventions addressing recycling, energy, and water concerns, including inspection responses from the Montgomery County Government

The energy-savings results have been broad-based and significant. In FY 2012, cost avoidance for this program was \$3.7 million. SERT actively participated in the peak load management program, taking the lead in verifying, visiting, inspecting, and providing third-party verification in collaboration with Energy Management Services and the Energy Resources Team to avoid \$1.4 million in energy capacity charges (included in the \$3.7 million cost avoidance). SERT provides monetary incentives to high-performing schools based on increased performance and significant cost avoidance.

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

SERT introduced a newly improved energy and recycling poster contest for all students in Grades K–12 and staff. Training formats were employed, addressing clusters and like-position audiences with a goal of insuring a sustainable SERT presence through student articulation, staff transitions, and specific roles and responsibilities. Program enhancements included a “Recycling Plus” initiative for schools in need of recycling support; “SERT Reach Out” lunch program; “Sharing Resources and Making Connections” outreach to schools with newly assigned administrators;

School Energy and Recycling Team (continued)

classroom and curriculum support; elementary energy assemblies; recycling resource classroom presentations; peak load management oversight and outreach; eligibility in a performance-based recycling rewards program; and competitive contests in energy and recycling programs. These efforts were evidenced and supported by a record-setting recycling rate of 43 percent for required recycling and 67 percent for voluntary and required recycling. Additional tipping fees of \$1.1 million were avoided through capturing recycling in our schools and from our construction sites during 2012.

The SERT Program helps to significantly reduce energy and water consumption and improve system recycling rates through outreach to students and staff with identified SERT teams in every school. Students participate in school-based programs that encourage environmental stewardship and provide financial incentives for conservation and recycling efforts.

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 \$1,587,184. 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 \$86,039 for recycling supplies and services in the School Energy and Recycling Team (SERT) Unit. It is expected that remaining funds will be adequate for FY 2014.

Program Funding

For FY 2014, it is projected that this program will be entirely funded 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 Facilities Management: Page 8 - 46

SCHOOL ENERGY RECYCLING TEAM

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	8.000	8.000	
Position Salaries	\$535,297	\$537,653	\$2,356
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time			
Other			
Subtotal Other Salaries	_____	_____	_____
Total Salaries & Wages	535,297	537,653	2,356
02 Contractual Services			
Consultants			
Other Contractual			
Total Contractual Services	_____	_____	_____
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	155,316	98,527	(56,789)
Total Supplies & Materials	155,316	98,527	(56,789)
04 Other			
Local/Other Travel	858	858	
Insur & Employee Benefits			
Utilities	5,000	5,000	
Miscellaneous	970,146	945,146	(25,000)
Total Other	976,004	951,004	(25,000)
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment	_____	_____	_____
Grand Total	<u><u>\$1,666,617</u></u>	<u><u>\$1,587,184</u></u>	<u><u>(\$79,433)</u></u>

SCHOOL ENERGY RECYCLING TEAM

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
10	K SERT Program Manager		1.000	1.000	
10	23 Resource Conservation Asst		3.000	3.000	
10	21 Recycling Manager		1.000	1.000	
10	20 SERT Information Specialist		1.000	1.000	
10	17 Program Technician		2.000	2.000	
	Total Positions		8.000	8.000	

Transportation

Program Description

Transporting students safely to school in a pleasant environment, on time, and ready to learn, are some of the primary objectives of the Department of Transportation. The department contributes to the success of students with a well-trained workforce of over 2,100 people working together to provide the highest level of service to ensure student safety. The department functions are separated into the following major areas of responsibility:

- Operation of regular and special program bus service for eligible students
- Maintenance and repair of buses
- Safety, training, and operations support for school bus operators, bus attendants, and supporting staff
- Transportation support operations
- Transportation administrative services

Bus operations provide transportation services for over 100,000 students daily. Ridership comprises two categories of students—regular education and special education. Currently, 95,500 students ride regular education buses to neighborhood schools and Head Start, Magnet, International Baccalaureate, language immersion, consortium, and other programs, and 4,700 students ride special education buses to special education programs. Transportation also is provided for Career and Technology Education, Outdoor Education, and some after-school activities. Program functions are designed to support students with myriad of needs and interests and ensure that each student is able to maximize his/her potential through the ability to attend the program most suited to their needs.

Safely maintaining a fleet of 1,264 school buses (the sixth largest publicly owned fleet in the nation) is a primary function of the fleet maintenance and repair unit. Assuring that each school bus is inspected properly to meet all state requirements, monthly and annually, is accomplished through a well-trained workforce committed to ensuring the safety of the vehicles students ride to and from school daily.

Unique staff training needs are part of the responsibility of the department's training unit. A major focus of this unit is to provide training to newly hired school bus operator and bus attendant candidates and to plan, design, and present programs for continued growth to veteran employees. Ensuring that all employees meet state and federal licensing and training criteria are major functions of this unit. Additionally, due to the unique nature of the department's functions, the training unit prepares workers in other categories to receive training opportunities specific to their tasks—such as training for mechanics on the latest automotive technological advances—and invests in the success of employees through an environment of continued professional growth. The unit is becoming increasingly involved in management and leadership training.

Transportation (continued)

The department's support services unit oversees route planning and manages employee assignments, personnel services, accounting, and related services to the more than 2,100 permanent and temporary employees in the department. Other responsibilities of the unit include reviewing and maintaining the extensive technology needs of the department. This includes software upgrades and analysis and implementation of new technology as it is available.

The administrative service unit's responsibility includes managing the department for continuous transportation improvements; communicating with parents, students, and other community members; maintaining a strong working relationship with employee organization leaders; and preparing and monitoring the use of transportation budgeted resources. A collaborative approach is used to incorporate the interests and needs of customers by active involvement of customer groups.

Number of Students Served

Approximately 100,000 students are projected to be served by this program in FY 2014.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2014 is \$95,616,613. Included is \$34,142,400 for Bus Operations—Regular Education, \$37,337,952 for Bus Operations—Special Programs, \$1,433,544 for Safety Training, \$14,020,020 for Fleet Maintenance, \$8,007,452 for Support Operations, and \$675,245 for Administration. Significant changes in the budget that impact the program's functions and operations are as follows.

Program Efficiencies and Reductions

There is reduction of \$257,783 for 7.8 bus operator positions and 2.7 bus attendant positions. In addition, there is a reduction in operating costs of \$304,828 by eliminating six transit-style buses, three conventional-style buses, and costs for substitute bus drivers, bus repairs, parts and supplies. These amounts were budgeted to serve changes in student enrollment and can be made as a result of improved efficiency in routing without decreasing services to students.

Program Funding

For FY 2014, it is projected that this program will be funded 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:

Department of Transportation: Page 8 - 88

BUS OPERATIONS - REGULAR ED.

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	658,497	661,137	2,640
Position Salaries	\$21,985,349	\$21,289,890	(\$695,459)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	1,338,018	1,343,090	5,072
Other	519,623	519,623	
Subtotal Other Salaries	1,857,641	1,862,713	5,072
Total Salaries & Wages	23,842,990	23,152,603	(690,387)
02 Contractual Services			
Consultants			
Other Contractual	132,289	137,289	5,000
Total Contractual Services	132,289	137,289	5,000
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	5,945,265	5,965,739	20,474
Total Supplies & Materials	5,945,265	5,965,739	20,474
04 Other			
Local/Other Travel			
Insur & Employee Benefits	582,997	474,283	(108,714)
Utilities			
Miscellaneous			
Total Other	582,997	474,283	(108,714)
05 Equipment			
Leased Equipment	4,327,973	4,412,486	84,513
Other Equipment			
Total Equipment	4,327,973	4,412,486	84,513
Grand Total	<u>\$34,831,514</u>	<u>\$34,142,400</u>	<u>(\$689,114)</u>

BUS OPERATIONS - REGULAR ED.

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
9	16 Bus Route Supervisor		23.200	23.200	
9	14 Radio Bus Operator	X	11.800	11.800	
9	11 Bus Operator I	X	623.497	626.137	2.640
	Total Positions		658.497	661.137	2.640

BUS OPERATIONS - SPECIAL PRGS.

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	824.153	821.453	(2.700)
Position Salaries	\$25,293,901	\$25,783,402	\$489,501
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	1,621,042	1,621,042	
Other	153,517	153,517	
Subtotal Other Salaries	1,774,559	1,774,559	
Total Salaries & Wages	27,068,460	27,557,961	489,501
02 Contractual Services			
Consultants			
Other Contractual	407,271	350,519	(56,752)
Total Contractual Services	407,271	350,519	(56,752)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	4,133,812	4,133,812	
Total Supplies & Materials	4,133,812	4,133,812	
04 Other			
Local/Other Travel			
Insur & Employee Benefits	451,569	342,854	(108,715)
Utilities			
Miscellaneous			
Total Other	451,569	342,854	(108,715)
05 Equipment			
Leased Equipment	4,952,806	4,952,806	
Other Equipment			
Total Equipment	4,952,806	4,952,806	
Grand Total	\$37,013,918	\$37,337,952	\$324,034

BUS OPERATIONS - SPECIAL PRGS.

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
9	16 Bus Route Supervisor		16.800	16.800	
9	14 Radio Bus Operator	X	8.200	8.200	
9	11 Bus Operator I	X	410.263	410.263	
9	11 Transportation Staff Assistant		1.000	1.000	
9	7 Bus Attendant Spec Ed	X	387.890	385.190	(2.700)
Total Positions			824.153	821.453	(2.700)

TRANSPORTATION SAFETY TRAINING

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	18.000	18.000	
Position Salaries	\$1,062,014	\$1,144,971	\$82,957
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time			
Other	282,488	282,488	
Subtotal Other Salaries	282,488	282,488	
Total Salaries & Wages	1,344,502	1,427,459	82,957
02 Contractual Services			
Consultants			
Other Contractual			
Total Contractual Services			
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	6,085	6,085	
Total Supplies & Materials	6,085	6,085	
04 Other			
Local/Other Travel			
Insur & Employee Benefits			
Utilities			
Miscellaneous			
Total Other			
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$1,350,587</u>	<u>\$1,433,544</u>	<u>\$82,957</u>

TRANSPORTATION SAFETY TRAINING

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
9	19 Senior Trainer		1.000	1.000	
9	17 Wellness Coach		1.000	1.000	
9	17 Safety Trainer II		3.000	3.000	
9	14 Admin Operations Secretary		1.000	1.000	
9	14 Safety Trainer I		12.000	12.000	
Total Positions			18.000	18.000	

TRANSPORTATION FLEET MAINT.

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	112,000	112,000	
Position Salaries	\$6,904,126	\$6,958,099	\$53,973
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time			
Other	366,657	366,657	
Subtotal Other Salaries	366,657	366,657	
Total Salaries & Wages	7,270,783	7,324,756	53,973
02 Contractual Services			
Consultants			
Other Contractual	943,103	885,229	(57,874)
Total Contractual Services	943,103	885,229	(57,874)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	4,288	4,288	
Other Supplies & Materials	5,092,115	5,476,885	384,770
Total Supplies & Materials	5,096,403	5,481,173	384,770
04 Other			
Local/Other Travel			
Insur & Employee Benefits			
Utilities			
Miscellaneous	214,248	214,248	
Total Other	214,248	214,248	
05 Equipment			
Leased Equipment	96,479	96,479	
Other Equipment	18,135	18,135	
Total Equipment	114,614	114,614	
Grand Total	<u>\$13,639,151</u>	<u>\$14,020,020</u>	<u>\$380,869</u>

TRANSPORTATION FLEET MAINT.

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
9	K Auto Repair Supervisor III		1.000	1.000	
9	H Auto Repair Supervisor II		1.000	1.000	
9	23 Auto Parts Supervisor		1.000	1.000	
9	22 Auto Repair Supv I		4.000	4.000	
9	19 Auto Technican II Shift 1		2.000	2.000	
9	19 Auto Technican II Shift 2		5.000	5.000	
9	19 Auto Technican II Shift 3		5.000	5.000	
9	17 Auto Technican I Shift 1		21.000	21.000	
9	17 Auto Technican I Shift 2		17.000	17.000	
9	17 Auto Technican I Shift 3		16.000	16.000	
9	15 Auto Parts Specialist		1.000	1.000	
9	13 Tire Repairer		2.000	2.000	
9	13 Auto Parts Asst Shift 1		1.000	1.000	
9	13 Auto Parts Asst Shift 2		1.000	1.000	
9	12 Satellite Parts Asst Shift I		4.000	4.000	
9	11 Service Writer		2.000	2.000	
9	11 Auto Tech Apprentice Shift 1		3.000	3.000	
9	11 Auto Tech Apprentice Shift 2		2.000	2.000	
9	11 Auto Tech Apprentice Shift 3		3.000	3.000	
9	10 Account Assistant I		3.000	3.000	
9	9 Office Assistant II				
9	8 Auto Service Worker Shift 1		4.000	4.000	
9	8 Auto Service Worker Shift 2		5.000	5.000	
9	8 Auto Service Worker Shift 3		3.000	3.000	
9	8 Transportation Fueling Asst		5.000	5.000	
Total Positions			112.000	112.000	

TRANSPORTATION SUPPORT OPS.

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	113,750	113,750	
Position Salaries	\$7,478,831	\$7,673,279	\$194,448
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	7,000	7,000	
Other			
Subtotal Other Salaries	<u>7,000</u>	<u>7,000</u>	
Total Salaries & Wages	7,485,831	7,680,279	194,448
02 Contractual Services			
Consultants			
Other Contractual	139,125	126,168	(12,957)
Total Contractual Services	<u>139,125</u>	<u>126,168</u>	(12,957)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	36,330	36,330	
Other Supplies & Materials	31,684	31,684	
Total Supplies & Materials	<u>68,014</u>	<u>68,014</u>	
04 Other			
Local/Other Travel	70,002	80,002	10,000
Insur & Employee Benefits			
Utilities			
Miscellaneous	52,989	52,989	
Total Other	<u>122,991</u>	<u>132,991</u>	10,000
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u><u>\$7,815,961</u></u>	<u><u>\$8,007,452</u></u>	<u><u>\$191,491</u></u>

TRANSPORTATION SUPPORT OPS.

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
9	K Supervisor		1.000	1.000	
9	K Bus Operations Manager		1.000	1.000	
9	J Safety/Staff Development Mgr		1.000	1.000	
9	J Transportation Spec - Spec Ed		.750	.750	
9	J Transportation Depot Manager		7.000	7.000	
9	H Transportation Routing Spec		1.000	1.000	
9	27 IT Systems Engineer		1.000	1.000	
9	25 IT Systems Specialist		2.000	2.000	
9	25 Database Administrator II		1.000	1.000	
9	25 Transport Admin Svcs Mgr		1.000	1.000	
9	21 Route/Program Specialist		1.000	1.000	
9	20 Transportation Assignment Spec		1.000	1.000	
9	19 Transportation Asst Supv		1.000	1.000	
9	19 Transportation Dispatcher		6.000	6.000	
9	19 Transportation Cluster Mgr		23.000	23.000	
9	18 Fiscal Assistant IV		1.000	1.000	
9	18 Regional Router		2.000	2.000	
9	17 Employment Process Coordinator		1.000	1.000	
9	16 Bus Route Supervisor		40.000	40.000	
9	16 Transportation Router		4.000	4.000	
9	14 Admin Operations Secretary		9.000	9.000	
9	14 Account Assistant III		2.000	2.000	
9	12 Transport Time/Attend Asst		6.000	6.000	
Total Positions			113.750	113.750	

TRANSPORTATION ADMINISTRATION

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	6.750	6.750	
Position Salaries	\$562,248	\$573,292	\$11,044
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time			
Other			
Subtotal Other Salaries	_____	_____	_____
Total Salaries & Wages	562,248	573,292	11,044
02 Contractual Services			
Consultants			
Other Contractual			
Total Contractual Services	_____	_____	_____
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	2,373	2,373	
Other Supplies & Materials	3,102	3,102	
Total Supplies & Materials	5,475	5,475	
04 Other			
Local/Other Travel			
Insur & Employee Benefits			
Utilities			
Miscellaneous			
Total Other	_____	_____	_____
05 Equipment			
Leased Equipment	96,478	96,478	
Other Equipment			
Total Equipment	96,478	96,478	
Grand Total	<u>\$664,201</u>	<u>\$675,245</u>	<u>\$11,044</u>

TRANSPORTATION ADMINISTRATION

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
9	Q Director II		1.000	1.000	
9	O Assistant Director II		1.000	1.000	
9	24 Fiscal Specialist I		.750	.750	
9	16 Administrative Secretary III		1.000	1.000	
9	15 Transport Special Assistant		1.000	1.000	
9	14 Admin Operations Secretary		1.000	1.000	
9	11 Office Assistant IV		1.000	1.000	
	Total Positions		6.750	6.750	

Field Trips

Program Description

The Field Trip Enterprise Fund provides transportation for school activities, summer recreation programs, and other Board of Education-approved programs on a reimbursable basis. Field trips, sports programs, and other activities for which this fund provides transportation services are part of a well-rounded education for students of Montgomery County Public Schools (MCPS).

Customers for field trips and transportation services include the following:

- Students, staff, and parents at 202 MCPS schools
- Local Montgomery County governmental agencies
- Nonprofit organizations whose goals and objectives are compatible with those of MCPS
- Day-care providers

The partnerships with local governments, nonprofit organizations, and day-care providers support local citizens and enhance educational opportunities for children living within Montgomery County. Collaboration with other agencies and businesses is essential so that they may successfully plan their programs and budgets and sustain outside programs or service. Annual contracts with day-care providers are negotiated to facilitate student transportation to and from day-care centers located across school boundaries.

Number of Students Served: The Department of Transportation serves elementary, middle, and high school students that participate in more than 10,500 field trips and extracurricular trips each year.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2014 is \$1,909,415. There are no significant program changes.

Program Funding

For FY 2014 it is projected that this enterprise program will be funded by fees.

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:

Field Trip Fund: Page 8 - 97

FIELD TRIPS

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

FIELD TRIPS

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 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	
71	19 Sr Field Trip Coordinator		1.000	1.000	
71	12 Field Trip Assistant	X	2.000	2.000	
	Total Positions		4.500	4.500	

Materials Management

Program Description

The Department of Materials Management oversees the divisions of Food and Nutrition Services and Procurement, as well as the units of Supply and Property Management, Media Processing, and Editorial, Graphics, and Publishing Services. Major functions and activities include the following:

- Contracts with vendors for all goods and services required to operate and maintain world-class instructional programs through effective strategies like strategic sourcing
- Provides logistical services involving the receipt, delivery, and relocation of supplies, textbooks, furniture, and equipment
- Provides approved textbooks, curriculum guides, assessments, and testing materials
- Provides an efficient and economical internal mail service (the Pony) that receives, sorts, and distributes MCPS mail, videos, DVDs, and small packages
- Provides and maintains a central database of evaluated, cataloged library materials in support of all MCPS media programs for ordering and circulating content to students
- Provides and maintains an accurate, central inventory database of fixed assets in support of the policy of capitalization and budget for replacement of instructional equipment resources
- Provides, through bulk purchases, supplies used repetitively by instructional programs with an identified “just-in-time delivery” of 98 percent
- Provides “just-in-time” science materials to MCPS elementary programs through science kits by grade level with high-quality materials that are equitable to all schools
- Provides a central library of videos and DVDs for loan to schools in support of the curriculum
- Provides full publishing services including editorial assistance and review, illustration, graphic layout, and bindery by staff; critical print products are produced for the school system including diplomas, high school examinations, teacher assessment/instructional guides, course bulletins, student planners, and parent guides
- Provides copy service through Copy-Plus, allowing teachers to order classroom materials, homework, and student assessments by e-mail or the Pony; these documents are delivered directly to the schools
- Provides direct support to schools through the *TeamWorks* school copier repair program

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

Materials Management (continued)

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2014 is \$12,323,508. Included is \$421,706 from the Department of Materials Management, \$5,002,108 from the Supply and Property Management Unit, \$381,379 from the Property/Materials Control Team, \$113,870 from the Video Services Unit, \$979,691 from the Division of Procurement, \$596,869 from Printing and Graphic Entrepreneurial Services, and \$4,827,885 from the Editorial, Graphics, and Publishing Services unit. Significant changes in the budget that impact the program's functions and operations are as follows.

Realignments

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

Program Efficiencies and Reductions

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

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 and its budget can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

Department of Materials Management: Page 8 - 102

Editorial, Graphics and Publishing Services: Page 8 – 12, Page 8 - 108

Division of Procurement: Page 8 - 111

MATERIALS MANAGEMENT

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	108.500	111.000	2.500
Position Salaries	\$7,056,803	\$7,270,648	\$213,845
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends	180,000	181,600	1,600
Professional Part Time			
Supporting Services Part Time	619,694	582,686	(37,008)
Other	131,338	107,338	(24,000)
Subtotal Other Salaries	931,032	871,624	(59,408)
Total Salaries & Wages	7,987,835	8,142,272	154,437
02 Contractual Services			
Consultants			
Other Contractual	623,634	523,155	(100,479)
Total Contractual Services	623,634	523,155	(100,479)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials	1,055,027	1,121,049	66,022
Office	4,301	4,301	
Other Supplies & Materials	1,282,050	1,225,804	(56,246)
Total Supplies & Materials	2,341,378	2,351,154	9,776
04 Other			
Local/Other Travel	15,973	14,953	(1,020)
Insur & Employee Benefits	84,153	97,587	13,434
Utilities	18,400	18,400	
Miscellaneous	159,495	159,495	
Total Other	278,021	290,435	12,414
05 Equipment			
Leased Equipment	906,357	932,492	26,135
Other Equipment	100,000	84,000	(16,000)
Total Equipment	1,006,357	1,016,492	10,135
Grand Total	<u>\$12,237,225</u>	<u>\$12,323,508</u>	<u>\$86,283</u>

MATERIALS MANAGEMENT

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Q Director II		1.000	1.000	
1	P Director I		1.000	1.000	
1	O Supervisor		1.000	1.000	
1	K Materials Mgt Oper Mgr		1.000	1.000	
1	J Senior Buyer		1.000	1.000	
10	H Logistics Specialist		1.000	1.000	
3	H Printing Supervisor		1.000	1.000	
10	25 IT Systems Specialist		1.000	1.000	
10	23 Business Services Analyst		1.000	1.000	
1	23 Business Services Analyst		1.000	1.000	
1	23 Publications Manager		1.000	1.000	
1	23 Publications Art Director		1.000	1.000	
1	23 Printing Services Supervisor		1.000	1.000	
1	22 Buyer II		2.000	2.000	
2	22 Buyer II		1.000	1.000	
1	21 Comm Spec/Web Producer		1.000	1.000	
10	21 Property Control Specialist		1.000	1.000	
3	21 Comm Spec/Web Producer		1.000	1.000	
2	20 Processing Center Librarian		1.000	1.000	
1	20 Electronics Graph Artist		1.000	1.000	
10	19 Auto Technican II Shift 1		1.000	1.000	
10	18 Operations Supervisor		5.000	5.000	
1	18 Buyer I		3.000	3.000	
3	18 Graphics Designer I		2.000	2.000	
3	18 Printing Equipment Operator IV		2.000	2.000	
3	18 Lithographic Camera Op				
81	18 Printing Equipment Operator IV		1.000	1.000	
10	17 Supply Services Supervisor		1.000	1.000	
3	17 Photographer		1.000		(1.000)
3	17 Equipment Mechanic		1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	
1	16 Materials Support Specialist		1.000	1.000	
3	16 Electronic Publishing Asst				
3	16 Digital Printing Group Leader				
1	16 Customer Service Spec		2.000	2.000	
3	16 Printing Equip Operator III		2.000	2.000	
81	16 Customer Service Spec		2.000	2.000	
81	16 Printing Equip Operator III				
1	15 Fiscal Assistant II		1.000	1.000	
3	15 Copier Repair Technician		4.000	5.000	1.000
10	14 Mail Supervisor		1.000	1.000	

MATERIALS MANAGEMENT

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
10	14 Operations Assistant		2.000	3.000	1.000
10	14 Instruct Materials Asst II		1.000	1.000	
1	14 Buyer Assistant II		2.000	2.000	
2	14 Instruct Materials Asst II		1.000	1.000	
1	14 Administrative Secretary I		1.000	1.000	
3	14 Printing Equip Operator II		5.500	5.500	
3	14 Bindery Equip Operator II				
10	13 Tractor Trailer Operator		2.000	2.000	
10	13 Materials & Property Asst				
2	13 Materials & Property Asst		1.000	1.000	
2	13 Materials & Property Asst		1.000	1.000	
10	12 Purchasing Assistant				
10	12 Instruct Materials Asst I		1.000	1.000	
1	12 Buyer Assistant I		1.000	1.000	
2	12 Instruct Materials Asst I		2.000	2.000	
10	11 Office Assistant IV		1.500	1.500	
10	11 Truck Drive/Whr Wkr Shift 1		22.000	24.000	2.000
3	11 Printing Equip Operator I		7.500	7.000	(.500)
3	11 Bindery Equip Operator I				
81	11 Printing Equip Operator I		2.000	2.000	
81	11 Bindery Equip Operator I				
10	9 Warehouse Worker		2.000	2.000	
10	8 Auto Service Worker Shift 1		1.000	1.000	
	Total Positions		108.500	111.000	2.500

Food and Nutrition Services

Program Description

The Food and Nutrition Services program, administered by the Division of Food and Nutrition Services (DFNS), provides meals and/or services to students and the Montgomery County Public Schools (MCPS) community through five child nutrition programs. It also provides nutrition education and support to schools and various community groups. Meals are provided to students and staff through food service operations at 204 locations. School cafeterias receive food and supplies from the Central Production Facility (CPF) and Central Warehouse via a delivery system operated by DFNS. The CPF and warehouse are state-of-the-art facilities with a variety of automated equipment.

DFNS is managed by using a fully integrated computer software system that includes purchasing, inventory control, distribution, production, nutritional analysis, and point-of-service accountability. The DFNS system is interfaced with various information systems for financial and human resource management. Each cafeteria site is equipped with a computer to facilitate reciprocal communication via the WAN to the administrative office in order to provide meal benefits to students.

The major functions and activities are as follows:

- Providing breakfast and lunch in all school cafeterias, the Lathrop E. Smith Center, and the Carver Educational Services Center
- Supporting the Maryland Meals for Achievement program that provides breakfast, at no charge, to all students in the classrooms at 40 schools
- Administering the free and reduced-price meals program to allow qualifying students to receive meal benefits
- Providing breakfast, lunch, and/or snacks to low-income students during the summer months
- Providing an after-school snack program to school sites
- Providing suppers to students in qualified school sites and as a partnership with the George B. Thomas Sr. Learning Academy during Saturdays, and Montgomery County Recreation and community sites
- Coordinating nutrition education initiatives with school administrators, staff, parents, and communities to fully develop the “Team Nutrition” concept, strengthen the classroom/cafeteria connection, and provide a coordinated approach that empowers students to make healthy choices and become more physically active

Customers expect that DFNS will provide nutritionally balanced and appealing menu items that are available as advertised. Requirements differ based on age level and ethnic/cultural needs. Nutrition education and other information provided by DFNS reflect current scientific research.

Food and Nutrition Services (continued)

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 \$49,703,685. There are no significant program changes.

Program Funding

For FY 2014, it is projected that this enterprise program will be funded by state funds in the amount of \$1,125,607; federal funds in the amount of \$28,797,309; fees for the child-care food program in the amount of \$1,334,335; and sale of meals and other revenue in the amount of \$18,446,434.

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:

Division of Food and Nutrition Services: Page 8 - 116

FOOD AND NUTRITION SERVICES

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

FOOD AND NUTRITION SERVICES

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
61	P Director I		1.000	1.000	
61	N Assistant Director I		1.000	1.000	
61	K Supervisor		1.000	1.000	
61	J CPF/Warehouse Operations Spec		1.000	1.000	
61	H Food Services Supervisor II		1.000	1.000	
61	H Logistics Specialist		1.000	1.000	
61	H Food Services Supervisor II		1.000	1.000	
61	G Food Services Supervisor I		6.000	6.000	
61	25 IT Systems Specialist		1.000	1.000	
61	25 Process Improvement Analyst				
61	24 Fiscal Specialist I		1.000	1.000	
61	23 Wellness Specialist		1.000	1.000	
61	19 Account Technician II		1.000	1.000	
61	19 Auto Technican II Shift 1		1.000	1.000	
61	18 IT Systems Technician			1.000	1.000
61	18 Operations Supervisor		2.000	2.000	
61	17 Food Service Field Manager	X	6.000	6.000	
61	17 Auto Technican I Shift 1				
61	17 Supply Services Supervisor		1.000	1.000	
61	16 Communications Assistant		1.000		(1.000)
61	16 IT Services Tech Asst II		2.000	2.000	
61	16 Cafeteria Manager IV	X	41.500	42.500	1.000
61	16 Food Svcs Spec Prog Mgr		1.000	1.000	
61	16 Food Svcs Spec Prog Mgr			1.000	1.000
61	16 CPF Manager V		1.000	1.000	
61	16 CPF Manager V		2.000	2.000	
61	16 Food Svcs Spec Prog Mgr				
61	16 Family Day Care Manager		1.000	1.000	
61	15 Administrative Secretary II		1.000	1.000	
61	15 Cafeteria Manager III	X	13.875	12.875	(1.000)
61	15 CPF Mechanic		1.000	1.000	
61	14 Administrative Secretary I				
61	14 Accounts Payable Assistant		1.000	1.000	
61	14 Cafeteria Manager II	X	6.425	6.425	
61	14 Cafeteria Manager II 9 mo		3.875	3.875	
61	14 Cafeteria Manager II	X	1.000	1.000	
61	14 Buyer Assistant II				
61	14 Operations Assistant		2.000	2.000	
61	14 Operations Assist Shift 3				
61	13 Data Systems Operator		2.000	2.000	
61	13 Cafeteria Manager I	X	4.625	4.625	

FOOD AND NUTRITION SERVICES

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
61	12 Food Services Satellite Mgr	X	30.875	33.875	3.000
61	12 Family Day Care Assistant		.750	.750	
61	11 Office Assistant IV		1.000	1.000	
61	11 Office Assistant IV CPF	X	1.000	1.000	
61	11 Food Svc Satellite Mgr II	X	40.010	39.010	(1.000)
61	11 Office Assistant IV		2.000	2.000	
61	11 Truck Drive/Whr Wkr Shift 1		9.000	9.000	
61	11 Truck Drive/Whr Wkr Shift 1		14.000	14.000	
61	11 Truck Drive/Wrh Wkr Shift 3		6.000	6.000	
61	10 Satellite Manager I	X	40.025	38.025	(2.000)
61	9 Warehouse Worker	X	5.000	5.000	
61	9 Warehouse Worker		2.000	2.000	
61	9 CPF Worker II	X	2.000	2.000	
61	9 General Maintenance Worker I		1.000	1.000	
61	8 Auto Service Worker Shift 1		1.000	1.000	
61	7 Cafeteria Perm Substitute	X	21.500	21.500	
61	6 Cafeteria Worker I 9 mo		74.675	74.675	
61	6 Cafeteria Worker I	X	168.375	168.375	
61	6 Cafeteria Worker I	X	.500	.500	
61	6 Cafeteria Worker I		1.500	1.500	
61	6 CPF Worker I	X	40.438	39.438	(1.000)
61	6 Catering Services Worker	X	2.000	2.000	
61	6 Food Svc Sanit Tech CPF	X	4.000	4.000	
61	6 Food Svc Sanit Tech CPF		1.000	1.000	
	Total Positions		582.948	582.948	

Planning and Financial Services

Program Description

This budget includes the funding for programs, functions, and activities of the Division of Long-range Planning, the Department of Management, Budget, and Planning, and the Division of Controller.

The Division of Long-range Planning develops student enrollment projections, school boundaries, long-range facility plans, and planning information needed to secure funds for capital projects. Major functions and activities include the following:

- Development of demographic analyses and projection of student enrollment
- Development of long-range facility plans to meet capacity and instructional program needs
- Coordination of publication of the six-year Capital Improvements Program and Educational Facilities Master Plan
- Development of school boundaries and student choice consortia
- Maintenance of accurate school boundary information and dissemination of this information
- Representation of MCPS' interests in county land-use planning and growth policy
- Planning database management and GIS services

The Department of Management, Budget, and Planning develops long-range planning tools, prepares and administers the operating budget, and facilitates grant applications and the administration of grant funds. Major functions and activities include the following:

- Development, publication, and adoption of the annual operating budget
- Expansion of public engagement in the operating budget process
- Monitoring expenditures of the operating budget
- Maintenance of position controls in hiring
- Managing grant application, adoption, and administration
- Working with county and state officials on revenue and legislative issues
- Development and deployment of new analytical tools to assist decision makers

The Division of Controller supports its major activities—general accounting and reporting, payroll accounting, benefits accounting, accounts receivable, accounts payable, accounting information systems, and extracurricular activities fee collection. Major functions and activities include the following:

Planning and Financial Services (continued)

- Preparing financial statements and statistical reports
- Implementing changes in accounting principles and regulatory standards
- Providing timely financial data that assists managers in monitoring and controlling expenditures
- Providing accounting support for the employee benefit plan and Retirement and Pension System

The Division of Controller, the Department of Management, Budget, and Planning, and the Department of Materials Management use the Financial Management System to support operations and provide financial information to schools and departments.

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 \$12,190,033. Included is \$437,209 from the Division of Long-range Planning; \$10,000,114 from the Department of Management, Budget, and Planning; and \$1,752,710 from the Division of Controller. There are no significant program changes.

Program Funding

For FY 2014 it is projected that this program will be funded by local funds in the amount of \$12,190,033.

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:

Division of Controller: Page 8 - 27

Department of Management, Budget, and Planning: Page 8 - 38

Division of Long-range Planning: Page 8 - 67

PLANNING & FINANCIAL SERVICES

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	40.875	40.875	
Position Salaries	\$3,374,663	\$3,312,800	(\$61,863)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time	2,199	2,199	
Supporting Services Part Time	18,688	18,688	
Other	5,517,811	6,339,795	821,984
Subtotal Other Salaries	5,538,698	6,360,682	821,984
Total Salaries & Wages	8,913,361	9,673,482	760,121
02 Contractual Services			
Consultants			
Other Contractual	814,590	859,390	44,800
Total Contractual Services	814,590	859,390	44,800
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	20,978	25,274	4,296
Other Supplies & Materials	939,187	889,187	(50,000)
Total Supplies & Materials	960,165	914,461	(45,704)
04 Other			
Local/Other Travel	4,028	3,158	(870)
Insur & Employee Benefits			
Utilities			
Miscellaneous	2,361,321	738,944	(1,622,377)
Total Other	2,365,349	742,102	(1,623,247)
05 Equipment			
Leased Equipment			
Other Equipment	598	598	
Total Equipment	598	598	
Grand Total	\$13,054,063	\$12,190,033	(\$864,030)

PLANNING & FINANCIAL SERVICES

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
1	Q Director II		1.000	1.000	
1	P Controller		1.000	1.000	
1	P Director I		1.000	1.000	
1	O Supervisor		1.000	1.000	
1	N Assistant Controller		1.000	1.000	
1	G Accounts Payable Supervisor		1.000	1.000	
1	27 Grants Specialist		1.000	1.000	
1	27 Management & Budget Spec III		1.000	1.000	
1	26 Senior Accountant		1.000	1.000	
1	26 Coordinator GIS Services		1.000	1.000	
1	26 Sr. Facilities Planner		1.000	1.000	
1	26 Management & Budget Spec II		3.000	3.000	
1	26 Management & Budget Spec II				
1	25 Applications Developer II		1.000	1.000	
1	24 Payroll Specialist		1.000	1.000	
1	24 Accounts Receivable Specialist		1.000	1.000	
1	24 Staff Accountant		3.000	3.000	
1	24 Management & Budget Spec I		2.000	2.000	
1	23 Data Integration Specialist		1.000	1.000	
1	19 Accts Payable Asst Supervisor		1.000	1.000	
1	16 Accounts Receivable Assistant		1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	
1	16 Fiscal Assistant III		.750	.750	
2	15 ECA Receipts Assistant		1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	
1	15 Fiscal Assistant II				
1	14 Accounts Payable Assistant		10.000	10.000	
1	14 Administrative Secretary I		.500	.500	
1	13 Boundary Information Spec		.625	.625	
	Total Positions		40.875	40.875	

Entrepreneurial Activities

Program Description

Entrepreneurial activities serve as the main focal point for organizing marketing efforts, identifying and mobilizing staff resources and expertise, planning and implementing revenue-generating activities, and identifying and securing the start-up capital necessary to expand the additional revenue-generating activities. Activities included in this fund are the Taylor Science Materials Center, Supply Warehouse, Printing and Graphic Services, Student e-Learning Program, Human Resources Online, Professional Development Online, and entrepreneurial activity development. Resources for Printing and Graphic Services are shown in the Materials Management program budget where it is functionally aligned.

The Taylor Science Materials Center provides complete sets of science materials for Montgomery County Public Schools (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, tools, and manipulatives for assessment activity to school districts that are implementing similar science programs.

The Supply Warehouse Services operate a general supply warehouse that provides, through bulk purchases, quality 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 administrative offices. Products include classroom documents, exams, and instructional guides, as well as staff development, budget, regulatory, and administrative publications that are required for effective MCPS operations. The EGPS entrepreneurial activities are directed toward local and county government agencies, nonprofit organizations, and the independent activities and parent teacher association-sponsored initiatives within schools. Revenue associated with this entrepreneurial activity fund is used to improve efficiencies and capabilities with EGPS, reducing the annual operating budget requirements for the publishing needs of the school system.

The Student e-Learning Program (formerly Student Online Learning) provides an 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 courses and Web-enhanced classroom experiences. The program will receive revenue from student tuition for online courses and the sale and licensing of MCPS-developed online courses.

Human Resources Online provides an online system that will utilize automation, workflow, business rules, process metrics, and self-service application to enable MCPS to continuously improve the development, efficiency, and management of its human resource processes. The

Entrepreneurial Activities

(continued)

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 course registration and management component, and an electronic portfolio with automation of Mentor Tracking and Tuition Reimbursement. PDO delivers customized reporting solutions to the Office of Human Resources and Development and streamlines complex processes, such as payment for attending Tier 1 Training and tracking required course completion.

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

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 \$2,217,286. Significant changes in the budget that impact the program's functions and operations are as follows.

Realignments

The budget includes a shift of \$144,615 and 2.0 truck driver/warehouse worker positions and a 1.0 operations assistant position from this program budget to the Materials Management program budget to reflect actual functions within the operation. Also, there is a reduction of a 1.0 applications developer position as a result of funding a 1.0 communications web producer position and a .6 school registrar position in the Online Learning program.

Program Restorations and Enhancements

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

Program Funding

For FY 2014 it is projected that these activities will be funded by fees.

Entrepreneurial Activities
(continued)

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:

Entrepreneurial Activities Fund: Page 8 - 12

ENTREPRENEURIAL ACTIVITIES

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	9.600	7.600	(2.000)
Position Salaries	\$532,337	\$619,589	\$87,252
Other Salaries			
Summer Employment			
Professional Substitutes	303,907		(303,907)
Stipends	38,097	38,097	
Professional Part Time	237,435	305,838	68,403
Supporting Services Part Time			
Other	25,298	25,298	
Subtotal Other Salaries	604,737	369,233	(235,504)
Total Salaries & Wages	1,137,074	988,822	(148,252)
02 Contractual Services			
Consultants	490	490	
Other Contractual	488,500	538,942	50,442
Total Contractual Services	488,990	539,432	50,442
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials	434,917	416,917	(18,000)
Office			
Other Supplies & Materials	2,648	4,555	1,907
Total Supplies & Materials	437,565	421,472	(16,093)
04 Other			
Local/Other Travel	19,864	19,864	
Insur & Employee Benefits	257,372	247,696	(9,676)
Utilities			
Miscellaneous			
Total Other	277,236	267,560	(9,676)
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$2,340,865</u>	<u>\$2,217,286</u>	<u>(\$123,579)</u>

ENTREPRENEURIAL ACTIVITIES

CAT	DESCRIPTION	10 Mon	FY 2013 CURRENT	FY 2014 REQUEST	FY 2014 CHANGE
81	BD Instructional Specialist		1.000	1.000	
81	BD Instructional Specialist			2.000	2.000
81	23 Applications Developer I		1.000		(1.000)
81	21 Comm Spec/Web Producer		1.000	1.000	
81	16 School Registrar		.600	.600	
81	15 Fiscal Assistant II		1.000	1.000	
81	14 Operations Assistant		1.000		(1.000)
81	13 Fiscal Assistant I				
81	11 Truck Drive/Whr Wkr Shift 1		4.000	2.000	(2.000)
	Total Positions		9.600	7.600	(2.000)

Operations and Business Leadership

Program Description

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

OCOO is committed to the tenets of the Organizational Culture of Respect compact developed by employee associations, the Board of Education, and the superintendent of schools. This culture promotes a positive work environment that ensures the success of each employee, high student achievement, and continuous improvement in a self-renewing organization. This is accomplished through a shared responsibility and collaborative partnership with all stakeholders integrated into an organizational culture of respect.

OCOO works in collaboration with the deputy superintendent for school support and improvement and the deputy for teaching, learning, and programs to ensure the implementation of the Board of Education's goals and academic priorities.

OCOO has overall responsibility for the Office of Human Resources and Development; 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 Unit; and the Athletics Unit. OCOO monitors each of its office, department, and division strategic plans to ensure that they reflect equity in the workplace. The office works with each of its offices and departments to develop, monitor, and assess goals and performance measures. Additionally, this office has primary responsibility for legal services, staffing of schools, athletics, and the Entrepreneurial Activities Fund. The office prepares items for Board of Education action, discussion, and information relating to schools, grants, procurement, facilities management, budget, materials management, transportation, appeals, association relations, and all financial matters.

A family of measures is used for establishing and monitoring performance measures throughout OCOO—Customer Focus, Financial Results, Workforce Excellence, and Organizational Results. Staff uses the Baldrige Integrated Management System and Six Sigma as models for continuous improvement. In addition, key processes and Inputs, Guides, Outputs, and Enablers (IGOE) have been identified by each office, department, or division, along with related measures for monitoring progress. In addition, key processes and measures are viewed through an equity lens to ensure equitable practices in the workplace. Through the OCOO Professional Learning Community, managers share problems/challenges, successful practices, and data at monthly staff meetings.

In addition, MCPS is part of a project sponsored by the American Productivity and Quality Center (APQC) in Houston, Texas, which is a highly respected, internationally known

Operations and Business Leadership (continued)

organization providing research, benchmarking, training, and process improvement strategies to private and public companies across the globe as well as school districts across the United States. The project is entitled North Star and assists school districts in becoming more process centered by using process management and improvement strategies. A process-centered organization is one in which everyone in the organization is focused on designing new processes to improve efficiency and effectiveness and evaluating and refining existing processes to eliminate waste. The North Star project identified nine school districts in the United States to become “Hub” districts. A Hub is a district that has moved toward becoming a process-centered organization and can serve as a role model and trainer for other school districts (Spokes) in the immediate geographic region. MCPS was identified as one of the original nine “Hub” school districts in the U.S. There are now 65 “Hub” districts throughout the US, and APQC is planning to significantly increase that number. Collectively, these 65 districts have saved approximately \$70 million by using process management and improvement.

The Hub and Spokes model is being supported by APQC through four days of professional development on site and through Knowledge Transfer Sessions at APQC headquarters in Houston. The on-site training focused on using process management and improvement strategies to address major process initiatives in the district. MCPS selected the Seven Keys to College Readiness, Equity in MCPS, and Providing Service to Schools as our projects and was facilitated by an internationally known consultant. The Knowledge Transfer Sessions were designed to learn from the other Hub districts and identify best practices that can be replicated. MCPS now has processes in place that are guiding our work for these major initiatives. In addition, all offices, departments, and divisions have identified and mapped their key processes, used IGOEs to determine the interrelationship and interdependency of key processes across the district, and have begun identifying in-process and outcome measures to determine efficiency and effectiveness of key processes.

Staff is committed to utilizing equitable practices in the workplace, ensuring that all of our employees have opportunities, resources, and support to be successful. The key to creating this organizational culture and building a diverse, high-quality workforce begins with strong leadership and commitment. This commitment needs to be clearly stated and communicated to all employees. Leadership needs to create an environment that values differences and the rich racial, ethnic, and cultural diversity of our school system and our community. Action plans include opportunities for staff to learn about and understand other cultures and people with different backgrounds and to respect individual and group differences. There is an expectation that all staff will not only respect these differences but celebrate them and treat everyone with respect and dignity.

OCOO is responsible for coordinating the development of the superintendent’s operating and capital budgets and acts as a liaison with County Council and county government staff on budget and fiscal matters.

Operations and Business Leadership (continued)

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 \$2,434,944. A Legal Services Unit comprised of three positions is created in the Office of the Superintendent of Schools. To help offset the cost, \$95,000 is realigned from contractual services in this program budget to the Executive Leadership program budget.

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 and its budget can be found in the *Superintendent's Recommended FY 2014 Operating Budget and Personnel Complement* as follows:

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OPERATIONS/BUSINESS LEADERSHIP

Description	FY 2013 Current	FY 2014 Request	FY 2014 Change
01 Salaries & Wages			
Total Positions (FTE)	17,500	17,500	
Position Salaries	\$1,758,581	\$1,759,720	\$1,139
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time	27,093	27,093	
Supporting Services Part Time	8,397	8,397	
Other	1,695	1,695	
Subtotal Other Salaries	<u>37,185</u>	<u>37,185</u>	
Total Salaries & Wages	1,795,766	1,796,905	1,139
02 Contractual Services			
Consultants	2,500	2,500	
Other Contractual	648,327	553,327	(95,000)
Total Contractual Services	<u>650,827</u>	<u>555,827</u>	(95,000)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	3,586	3,586	
Other Supplies & Materials	26,761	26,761	
Total Supplies & Materials	<u>30,347</u>	<u>30,347</u>	
04 Other			
Local/Other Travel	1,865	1,865	
Insur & Employee Benefits			
Utilities			
Miscellaneous	50,000	50,000	
Total Other	<u>51,865</u>	<u>51,865</u>	
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u><u>\$2,528,805</u></u>	<u><u>\$2,434,944</u></u>	<u><u>(\$93,861)</u></u>

OPERATIONS/BUSINESS LEADERSHIP

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