

Chapter 7

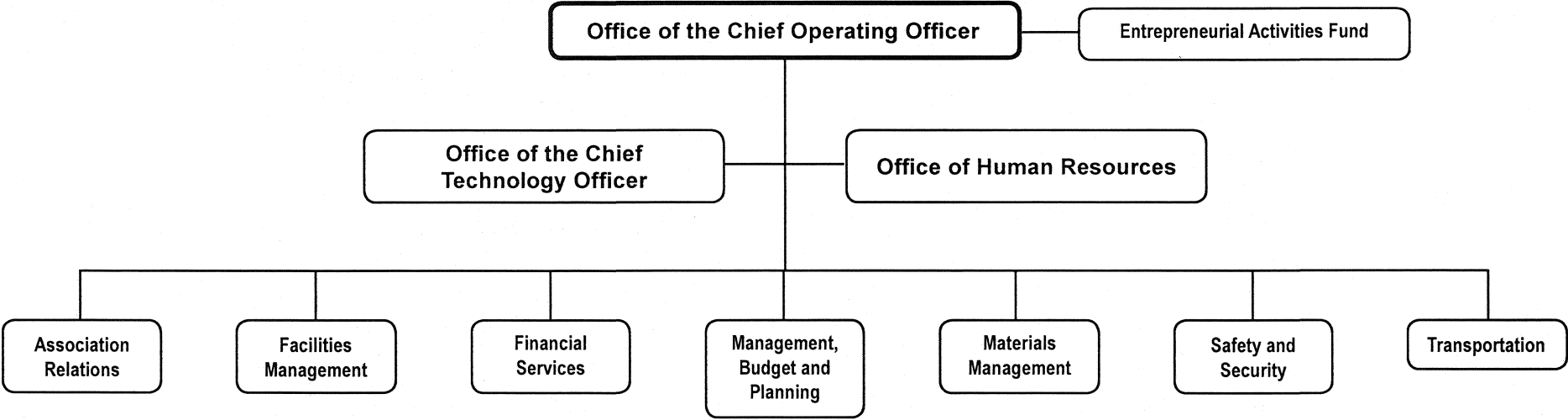
Office of Chief Operating Officer

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

OBJECT OF EXPENDITURE	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 BUDGET	FY 2011 CHANGE
POSITIONS					
Administrative	33.000	32.000	32.000	32.000	
Business/Operations Admin.	45.000	47.000	49.000	49.000	
Professional	2.000	3.000	3.000	2.000	(1.000)
Supporting Services	4,172,922	4,133,810	4,133,085	4,141,585	8.500
TOTAL POSITIONS	4,252,922	4,215,810	4,217,085	4,224,585	7.500
01 SALARIES & WAGES					
Administrative	\$4,513,324	\$4,459,088	\$4,459,088	\$4,505,501	\$46,413
Business/Operations Admin.	3,296,163	4,417,717	4,568,539	4,718,287	149,748
Professional	232,720	290,741	290,741	223,652	(67,089)
Supporting Services	160,371,896	167,338,524	167,335,062	169,189,392	1,854,330
TOTAL POSITION DOLLARS	168,414,103	176,506,070	176,653,430	178,636,832	1,983,402
OTHER SALARIES					
Administrative					
Professional	243,574	215,638	215,638	531,345	315,707
Supporting Services	17,013,400	14,192,772	14,368,136	14,000,539	(367,597)
TOTAL OTHER SALARIES	17,256,974	14,408,410	14,583,774	14,531,884	(51,890)
TOTAL SALARIES AND WAGES	185,671,077	190,914,480	191,237,204	193,168,716	1,931,512
02 CONTRACTUAL SERVICES	8,960,126	9,679,025	9,768,111	10,191,567	423,456
03 SUPPLIES & MATERIALS	32,744,183	35,449,281	35,422,991	37,154,069	1,731,078
04 OTHER					
Staff Dev & Travel	576,974	609,480	609,480	675,510	66,030
Insur & Fixed Charges	415,984,840	430,461,807	429,538,247	499,515,582	69,977,335
Utilities	40,411,971	45,026,165	44,676,678	40,030,307	(4,646,371)
Grants & Other	9,933,908	87,433,157	87,542,691	7,936,369	(79,606,322)
TOTAL OTHER	466,907,693	563,530,609	562,367,096	548,157,768	(14,209,328)
05 EQUIPMENT	10,762,303	11,001,576	11,001,344	12,189,457	1,188,113
GRAND TOTAL AMOUNTS	\$705,045,382	\$810,574,971	\$809,796,746	\$800,861,577	(\$8,935,169)

Chief Operating Officer—Overview



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F.T.E. Positions 4,224.585
 (In addition, there are 64.5 Capital Budget positions, 21.0 from ICB, 25.5 funded by Trust Funds. There are 1,925.222 school-based positions shown on K-12 charts.)

Office of the Chief Operating Officer

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

Mission

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

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

Major Functions

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

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

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

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

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

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

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

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

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

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

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

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

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

Work is under way with the OCOO Leadership Team to develop equitable practices in the workplace. These practices are aligned to the Framework for Equity and Excellence that have been incorporated in *Our Call to Action: Pursuit of Excellence*. Fostering an organizational culture of high expectations for all students requires equitable practices in all workplaces. It also requires the commitment to high expectations for all staff; cultural competence; and positive relationships with all students, staff, parents, and community members, regardless of race, ethnicity, or background.

Trends and Accomplishments

Montgomery County entered a major economic recession in 2008 that became steadily worse during 2009. In the fall of 2008, financial losses triggered by the sub-prime mortgage

crisis led to increased home foreclosures and a "freezing up" of credit markets in the United States and worldwide. This has led to unprecedented federal involvement to contain the financial meltdown. Huge losses in the stock market have reduced the value of personal investments and retirement accounts, reducing consumer spending. Consumer spending is key to the economy, as it makes up two-thirds of economic activity. Financial losses have resulted in banking institutions restricting credit much more than in the past. This makes economic recovery slower, as business investments and consumer spending are constrained. Federal stimulus legislation adopted in February 2009 provided timely support to avoid state and local layoffs, but it is not great enough to overcome a collapse in private investment and consumer demand.

The national economic recession has seriously affected Montgomery County. The county has experienced a sharp increase in unemployment, reaching a level of 5.7 percent in June 2009. There also have been significant declines in the number of home sales and in the sales price of new and existing homes. The sales of existing homes in FY 2009 were down 53 percent compared with the high reached during FY 2005. Sales prices declined by 15.8 percent in FY 2009, falling to levels below those of FY 2005. Residential and non-residential construction has slowed considerably to the lowest levels in many years. The number of new housing units constructed in FY 2009 was 80 percent below the FY 2005 levels. Buyers who should not have been qualified for mortgages defaulted on their loans and foreclosures escalated. This led to a credit crisis that has rippled through the economy and led to millions of job losses and a national unemployment rate that is nearing 10 percent. The credit crisis and related job losses have led to unprecedented federal involvement to contain the financial meltdown and stimulate the economy. In addition to the banking crisis, huge losses in the stock market have resulted in a steep reduction in the value of personal investments and retirement accounts, sharply reducing consumer spending patterns. Consumer spending is key to the economy, as it makes up two-thirds of economic activity. Although many economists see signs that the recession will end by the end of this year, fears also are being expressed that persistent high unemployment levels and a resumption of high energy costs could delay recovery. The commercial vacancy rate for "Class A" space rose to 12.1 percent in FY 2009. As a result of the economic downturn, local and state tax revenues are expected to remain low for several years, affecting resources available for public school and other governmental expenditures.

MCPS enrollment grew by more than 1,500 students between 2007 and 2008. Enrollment increased another 2,500 students between 2008 and 2009. This upward trend is occurring despite a weak economy and housing market. The increase in enrollment is driven by increases in county births, movement of private school students into public schools, and more households staying put in the county as commuting costs have risen and home sales have declined. Births have increased every year since 2000, an all time high of 13,843 in 2007 and 13,681 in 2008. The forecast is for

increases in births in the future. Consequently, elementary school enrollment is increasing rapidly, with a gain of 4,761 students projected by 2015–2016. Secondary enrollment is being affected by a temporary dip in enrollment that began at the elementary school level in 2002. A projected decrease in middle and high school enrollment will soon be replaced by growth—beginning in 2012 for middle school enrollment, and in 2016 for high school enrollment. Overall, MCPS enrollment is projected to increase from 141,777 in 2009 to 148,043 in 2015.

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

Socioeconomic diversity in the student population also has increased. Movement into the county of economically impacted households has resulted in high levels of participation in the federal Free and Reduced-price Meals System (FARMS). Since 1985, the proportion of MCPS students participating in FARMS has risen from 12 percent to 29.2 percent in 2009, representing 41,464 students receiving assistance.

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

Major accomplishments of this office include the successful completion and approval of the operating and capital budgets and the implementation of cost saving measures. It effectively managed all expenditures for the operating and capital budgets. The FY 2010 Operating Budget is built on Board of Education goals and academic priorities and provides money to maintain most program initiatives from *Our Call to Action: Pursuit of Excellence*. The FY 2010 Operating Budget was funded for \$2,220,577,000, a 6.4 percent increase over the FY 2009 Operating Budget. However, without the addition of \$79.5 million to reimburse the county government for debt service on school construction, the operating budget increase would have been only 2.6 percent. Excluding the debt service reimbursement, the local contribution declined by 4.2 percent, despite a budgeted enrollment increase of 2,737 students. The Amended FY 2009–2014 CIP was approved by the County Council for a total of \$1.271 billion in expenditures over six years. In addition, the County Council approved \$190.3 million in capital expenditures for FY 2009.

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

Major accomplishments in the area of school facilities include the completion of 10 major capital projects that will add significant new capacity to facilities and help reduce our dependence on relocatable classrooms. For school year 2007–2008, new construction added 232,876 square feet and school modernizations added 35,718 square feet, for a total of 268,594 square feet.

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

MCPS has adopted the Malcolm Baldrige Education Criteria for Performance Excellence as its model for continuous improvement. Leadership for this effort comes from the OCOO. The criteria are designed to help organizations use an integrated approach that results in the delivery of ever-improving value to students and stakeholders, contributing to education quality, improvement of overall organizational effectiveness and capabilities, and organizational and personal learning. In addition, Six Sigma processes have been introduced, and a number of significant projects throughout MCPS are utilizing this model to ensure the highest quality goods and services for our students, staff, and community.

MCPS is part of a new project sponsored by the American Productivity and Quality Center (APQC) in Houston, Texas, which is a highly respected internationally known organization providing research, benchmarking, training, and process improvement strategies to private and public companies across the globe as well as school districts across the United States. The project is entitled North Star, which assists school districts on becoming more process-centered by using process management 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 has 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. The Hub and Spokes model is being supported by APQC through four days of professional development on site and Knowledge Transfer Sessions at APQC headquarters in Houston. The on-site training focuses on using process management strategies to address major process initiatives in the district. MCPS selected the Seven Keys, Equity in MCPS, and Providing Service to Schools as our projects and was facilitated by an internationally known consultant. The Knowledge Transfer Sessions are designed to learn from the other Hub districts and identify best practices that can be replicated.

Major Mandate

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

Performance Measures

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

Budget Explanation Chief Operating Office—331

The FY 2011 request for this office is \$2,222,925, an increase of \$38,483 from the current FY 2010 budget of \$2,184,442. An explanation of this change follows.

Continuing Salary Costs—\$38,483

There is an increase of \$38,483 in continuing salary costs to reflect step or longevity increases for current employees.

Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	15.500	14.500	14.500	14.500	
Position Salaries	\$1,528,669	\$1,521,779	\$1,521,779	\$1,560,262	\$38,483
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		60,889	60,889	60,889	
Supporting Services Part Time		8,397	8,397	8,397	
Other		1,695	1,695	1,695	
Subtotal Other Salaries	109,313	70,981	70,981	70,981	
Total Salaries & Wages	1,637,982	1,592,760	1,592,760	1,631,243	38,483
02 Contractual Services					
Consultants		2,500	2,500	2,500	
Other Contractual		583,327	583,327	583,327	
Total Contractual Services	932,942	585,827	585,827	585,827	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,586	3,586	3,586	
Other Supplies & Materials		404	404	404	
Total Supplies & Materials	4,339	3,990	3,990	3,990	
04 Other					
Local Travel		1,865	1,865	1,865	
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	6,803	1,865	1,865	1,865	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$2,582,066	\$2,184,442	\$2,184,442	\$2,222,925	\$38,483

Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
1	Chief Operating Officer		1.000	1.000	1.000	1.000	
1	Q Director II		1.000				
2	P Director I		1.000	1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	1.000	
1	P Executive Assistant		2.000	2.000	2.000	2.000	
1	I Business & Fiscal Admin				1.000	1.000	
2	BD Instructional Specialist		1.000	1.000	1.000	1.000	
1	19 Admin Services Mgr III			1.000	1.000	1.000	
1	18 Admin Services Manager II		1.000				
1	17 Copy Editor/Admin Sec		1.000	1.000	1.000	1.000	
2	16 Appls Trans Control Asst		1.000	1.000	1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
1	16 Allocations Assistant		1.000	1.000			
2	15 Administrative Secretary II			1.000	1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
2	12 Secretary		2.500	1.500	1.500	1.500	
Total Positions			15.500	14.500	14.500	14.500	

Entrepreneurial Activities Fund

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

Mission

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

Major Functions

The purpose of this activity is to serve as the main focal point to organize marketing efforts, identify and mobilize staff resources and expertise, plan and implement revenue-generating activities, and identify and secure the start-up capital necessary to expand the program with additional revenue-generating activities. Activities that have been moved into this fund include the Taylor Science Materials Center, Supply Warehouse, Printing and Graphic Services, Student Online Learning, managing human resources transaction and professional development online, and entrepreneurial activity development.

The Taylor Science Materials Center provides complete sets of science materials for MCPS teachers and students. Through bulk purchasing practices, the cost of providing an effective inquiry-based, hands-on, minds-on science program is significantly reduced. The center sells customized science kit materials and tools and manipulatives for assessment activity to school districts that are implementing similar science programs.

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

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

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

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

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

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

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

Trends and Accomplishments

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

Major Mandate

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

Strategies

- Establish activities that, when fully implemented, will generate enough revenue that the activity will contribute to the enhancement of the instructional program.
- Market and sell only goods and services that are exemplary and reflect positively on the school system.

Entrepreneurial Activities Fund—820/822/823/824/825/826

Larry A. Bowers, Chief Operating Officer

301-279-3626

Performance Measures

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

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
170%	110%	113%

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

Performance Measure: Supply Warehouse Services revenue activity.

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
\$218,121	\$200,000	\$200,000

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

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

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
\$639,839	\$600,000	\$650,000
15%	10%	12%

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

Budget Explanation

Entrepreneurial Activities Fund—820/821/822/823/824/825/826

The FY 2011 request for this fund is \$2,232,614, an increase of \$458,514 from the current FY 2010 budget of \$1,774,100. An explanation of this change follows.

Continuing Salary Costs—\$68,514

There is an increase of \$61,083 in continuing salary costs to reflect step or longevity increases for current employees and \$7,431 on related employee benefits.

Realignments—\$390,000

The budget includes a realignment of \$390,000 from the Division of Food and Nutrition Services to the Entrepreneurial Activities Fund to support the following programs:

- Student Online Learning—\$40,000
- Technical Services Fund—\$250,000
- Choral Music Performances—\$57,934
- Instrumental Music Performances—\$42,066

In addition, within the Online Learning Program, there is a decrease of a 1.0 instructional specialist position and a 1.0 application developer 1 position. The \$156,995 from these positions is realigned to support professional part-time salaries.

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

Larry A. Bowers, Chief Operating Officer

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	8,000	10,000	10,000	8,000	(2,000)
Position Salaries	\$452,105	\$620,432	\$620,432	\$481,536	(\$138,896)
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends		20,000	20,000	71,000	51,000
Professional Part Time		105,000	105,000	369,707	264,707
Supporting Services Part Time		96,990	96,990	96,990	
Other		60,412	60,412	60,412	
Subtotal Other Salaries	205,848	282,402	282,402	598,109	315,707
Total Salaries & Wages	657,953	902,834	902,834	1,079,645	176,811
02 Contractual Services					
Consultants		33,125	33,125	46,125	13,000
Other Contractual		4,000	4,000	279,000	275,000
Total Contractual Services	40,739	37,125	37,125	325,125	288,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		215,312	215,312	235,098	19,786
Office					
Other Supplies & Materials		362,600	362,600	362,600	
Total Supplies & Materials	496,487	577,912	577,912	597,698	19,786
04 Other					
Local Travel		8,000	8,000	9,500	1,500
Staff Development		11,000	11,000	6,500	(4,500)
Insurance & Employee Benefits		194,352	194,352	171,269	(23,083)
Utilities					
Miscellaneous					
Total Other	196,067	213,352	213,352	187,269	(26,083)
05 Equipment					
Leased Equipment		18,977	18,977	18,977	
Other Equipment		23,900	23,900	23,900	
Total Equipment	29,520	42,877	42,877	42,877	
Grand Total	\$1,420,766	\$1,774,100	\$1,774,100	\$2,232,614	\$458,514

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

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
	820 Entrepreneurial Activities Fund						
81	BD Instructional Specialist		1.000	1.000	1.000	1.000	
81	13 Fiscal Assistant I		1.000	1.000	1.000	1.000	
81	11 Truck Drive/Whr Wkr Shift 1		2.000	2.000	2.000	2.000	
	Subtotal		4.000	4.000	4.000	4.000	
	822 Printing Services						
81	17 Printing Equip Operator III		1.000	1.000	1.000	1.000	
81	16 Customer Service Spec		1.000	1.000	1.000	1.000	
81	11 Bindery Equip Operator I		2.000	2.000	2.000	2.000	
	Subtotal		4.000	4.000	4.000	4.000	
	823 Student Online Learning						
81	BD Instructional Specialist			1.000	1.000		(1.000)
81	23 Applications Developer I			1.000	1.000		(1.000)
	Subtotal			2.000	2.000		(2.000)
	Total Positions		8.000	10.000	10.000	8.000	(2.000)

Department of Financial Services

Chief Financial Officer (Q)	1.0
Investment Specialist (27)	1.0*
Administrative Secretary III (16)	1.0

Division of Controller

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

Employee Services Administration	
Director I (P)	1.0
Senior Specialist, Insurance and Retirement (K)	1.0*
Senior Specialist, Position and Salary Administration (K)	1.0
Senior Specialist, Leave and Workers Compensation (I)	1.0
Specialist, Leave and Workers Compensation (19)	1.0*
Specialist, Insurance and Retirement (19)	3.0*
Specialist, Payroll (19)	2.0
Specialist, Position and Salary Administration (19)	2.0
Garnishments Assistant (17)	1.0
Assistant, Leave and Workers Compensation (15)	1.0

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

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

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F.T.E. Positions 23.5

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

Mission

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

Major Functions

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

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

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

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

Employee and Retiree Benefits

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

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

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

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

Trends and Accomplishments

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

tem continued to expand across the user community. Process improvements continue as experience and expertise increase.

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

Containment of rising employee and retiree medical, dental, and prescription costs is an important focus of the Department of Financial Services. A dependent eligibility verification for the benefits programs was completed during FY 2009. The verification process provided education to employees regarding eligibility rules and included an amnesty period during which 500 dependents were dropped. The verification provided for collection and review of current documents establishing the eligibility of covered dependents. Final numbers and projected savings are being compiled. During FY 2009, the comprehensive employee and retiree communications program continued, using a variety of media including active employee retirement statements, an expanded website, and employee presentations. This program educates employees about their compensation, benefits, and other related issues, such as retirement planning, leave, and workers' compensation. Employees are encouraged through the ERSC communication program to expand their knowledge of the retirement program and to increase retirement savings to supplement state and MCPS pension plans.

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

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

During FY 2009, the Department of Financial Services continued to use a document imaging system, moving to electronic images of vendor, employee, and retiree forms, as well as correspondence. The system allows shared access to imaged forms, improving efficiency in the storage and retrieval of documents. Newly hired employees no longer have paper folders but have all forms stored electronically which enhances the safety of the forms from water, fire, or other damage. Staff is developing processes to image historical employee and retiree forms. The Office of Human Resources also has implemented the same document imaging system, leveraging the lessons learned and foundation used by the Department of Financial Services.

During FY 2009, work continued on an Applicant Tracking System (ATS). This system will primarily benefit both internal and external applicants for positions but will impact the coordination and workflow from the Office of Human Resources to the Employee and Retiree Service Center as data is gathered that will support the timely and accurate processing of newly hired employees and employees changing positions or work schedule. Work also was begun on a Human Resources On-Line system which improved processing of schedule changes for bus drivers and attendants in its first phase. Ultimately, the system is expected to move many human resources transactions to electronic workflows, integrating with the ATS for newly hired or transferring employees, as well as provide employee self-service capabilities.

Benefits Strategy and Vendor Relations

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

Major Mandates

- The overriding mandate is to comply with all federal and state laws and Board of Education policies regarding accounting, insurance, payroll, benefit plans, and investments, including generally accepted accounting standards, reporting requirements, income and other taxes, social

security, fair labor standards, and supported projects procedures and requirements.

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

Strategies

- Provide leadership on financial issues and requirements.
- Involve all levels of department staff in operation and process improvement.
- Involve all levels of department staff in planning and process improvement in the use of the new financial system.
- Provide communications to employees and retirees to help them become effective users of health insurance and prescription programs. Wellness and disease management programs are examples of services offered to encourage employees and retirees to be active partners in the use of health benefits and to select programs that meet their particular needs. Ongoing communications educate participants about available options and help them make educated choices as consumers of health care.
- Expand education efforts to ensure that employees understand the need to contribute to defined contributions

plans to augment the benefits provided by the state- and county-sponsored defined benefit program.

- Continue cross-functional process review and improvements to increase coordination, accuracy, and efficiency of financial and human resource transactions.
- Expand training offerings to units and offices to facilitate adherence to procedures and use of management data.
- Use performance measure data to identify opportunities for process and training improvements.
- Expand a comprehensive communication plan to provide information and receive critical input concerning goals, functions, and issues.
- Rotate staff across tasks and ensure that these tasks are continually reassessed for effectiveness and efficiencies.
- Support management decision making through the use of reporting and analysis tools.
- Expand technical training for ongoing HRIS enhancements, software operations, and emerging methodologies.
- Explore additional technology solutions for improved information, efficiency, and service.

Performance Measures

Call Center Efficiency:

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
• Average wait time	68 sec.	55 sec.	45 sec.
• Average duration	3 min., 5 sec.	2 min., 55 sec	2 min., 45 sec
• Average volume/business day	252 calls	240 calls	230 calls
• Average wait/abandoned call	2 min., 34 sec.	2 min., 25 sec.	2 min., 15 sec.
• Percent of abandoned calls	9.6%	8.5%	7.5%
• Percent of calls answered within 1 min	69%	75%	77%

Transaction processing efficiency:

• Percent of new teachers paid on first pay date	94.0%	98%	99%
• Year-to-year trend in growth rates of benefit costs compared to national averages	-4.0%	-2.0%	-1.0%
• Trend In growth rate of benefit costs compared to regional peers	-5.5%	-2.0%	-1.0%

Explanation: These two measures compare the rate of increase in costs for employee and retiree health benefits (medical, prescription, dental and vision programs) compared to other organizations, either in the region or the nation. The rate of increase in costs is a measure of the

effectiveness of the program administration and design. Differences in costs may be a result of a state mandated coverage that is different from other parts of the country, so the regional comparison is important.

Budget Explanation

Department of Financial Services—334

The FY 2011 request for this department is \$1,987,712, an increase of \$31,245 from the current FY 2010 budget of \$1,956,467. An explanation of this change follows.

Continuing Salary Costs—\$31,245

There is an increase of \$31,245 in continuing salary costs to reflect step or longevity increases for current employees.

Budget Explanation

Insurance and Employee Benefits—333

The current FY 2010 budget for this unit is changed from the budget adopted by the Board of Education on June 9, 2009. The change is a result of a grant shift moving positions from locally funded accounts to grant funded accounts. This resulted in a reduction in social security of \$759,735, employee health benefits of \$131,955, and retirement of \$31,870.

The FY 2011 request for this unit is \$488,086,422, an increase of \$69,700,150 from the current FY 2010 budget of \$418,386,272. An explanation of this change follows.

Continuing Salary Costs—\$2,766,704

There is an increase of \$1,713,788 for social security benefits and a \$1,052,916 increase for retirement benefits related to continuing salary costs.

Realignment—\$1,234

A realignment of funds from a non-salary account to part-time salaries for the Summer School program requires an additional \$1,234 for FICA.

Enrollment Changes—\$3,360,100

Based on current enrollment projections, budgeted salaries and positions are projected to increase for FY 2011. The FY 2011 budget contains increases for social security contributions of \$825,435, employee health benefits of \$2,041,576, and retirement contributions of \$493,089.

New Schools—\$112,555

Benefits associated with the staffing for additional square footage of building space requires an increase of \$112,555 in employee benefits. This amount includes increases for employee health benefits of \$68,856, social security contributions of \$27,069, and retirement contributions of \$16,630.

Employee Health Benefits—\$25,934,270

Between FY 2005 and FY 2010, health care costs for MCPS have been trending upward, but at a rate below national trends. The trend is projected to continue upward resulting in a budget increase for employee health care programs for both active and retirees of \$25,934,270. This is net of a projected increase of \$200,000 for Medicare Part D reimbursements. The primary cause of the increase is the continuation of inflation and rate adjustments for health services and prescription drugs.

Retirement Contributions—\$3,141,851

Retirement contributions increase by \$3,141,851 based on actuarial values and projected rates of returns on the assets in the fund.

Other—(\$164,184)

Due to other operational staffing changes, the budget request includes a decrease of \$101,029 in employee health benefits, a \$38,754 decrease for social security contributions, and a \$24,401 decrease in retirement contributions.

Self Insurance—\$3,605,370

The budget includes a significant increase of \$3,605,370 in contributions to the county's self-insurance program. This overall increase is the result of significant investment and operational losses, although the volume of MCPS self insurance claims has not changed significantly.

Specific increases include higher amounts for Worker's Compensation Insurance of \$2,858,591, fire insurance of \$576,742, and higher amounts for other insurance items such as excess liability and insurance on physical plant and equipment of \$170,037.

Other Post Employment Benefits (OPEB)—\$30,942,250

To resume the eight-year phase-in plan, the operating budget includes an increase in the contribution for the Retiree Health Trust Fund for Other Post-Employment Benefits (OPEB) totaling \$30,942,250. This amount includes an \$18,621,125 "catch up" from prior years delayed by the severe economic downturn.

Selected Expenditure Information

Description	FY 2010 Current Budget	FY 2011 Budget	Change
Worker's Compensation	\$6,970,754	\$9,829,345	\$2,858,591
Social Security	100,301,000	102,829,772	2,528,772
Employee Benefit - Active	198,437,624	221,448,717	23,011,093
Employee Benefit - Retirees	37,773,274	42,705,854	4,932,580
Retirement	59,387,788	64,067,873	4,680,085
Unemployment Compensation	300,000	300,000	0
Other Post Employment Benefits	11,920,000	42,862,250	30,942,250
Other	<u>3,295,832</u>	<u>4,042,611</u>	<u>746,779</u>
Total	<u><u>\$418,386,272</u></u>	<u><u>\$488,086,422</u></u>	<u><u>\$69,700,150</u></u>

Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	25.000	23.500	23.500	23.500	
Position Salaries	\$1,843,162	\$1,859,094	\$1,859,094	\$1,890,339	\$31,245
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		34,309	34,309	34,309	
Other		17,099	17,099	17,099	
Subtotal Other Salaries	-812,613	51,408	51,408	51,408	
Total Salaries & Wages	1,030,549	1,910,502	1,910,502	1,941,747	31,245
02 Contractual Services					
Consultants					
Other Contractual		19,560	19,560	19,560	
Total Contractual Services	19,191	19,560	19,560	19,560	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		23,022	23,022	23,022	
Other Supplies & Materials					
Total Supplies & Materials	18,143	23,022	23,022	23,022	
04 Other					
Local Travel		3,383	3,383	3,383	
Staff Development					
Insurance & Employee Benefits		419,309,832	418,386,272	488,086,422	69,700,150
Utilities					
Miscellaneous					
Total Other	407,356,974	419,313,215	418,389,655	488,089,805	69,700,150
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$408,424,857</u>	<u>\$421,266,299</u>	<u>\$420,342,739</u>	<u>\$490,074,134</u>	<u>\$69,731,395</u>

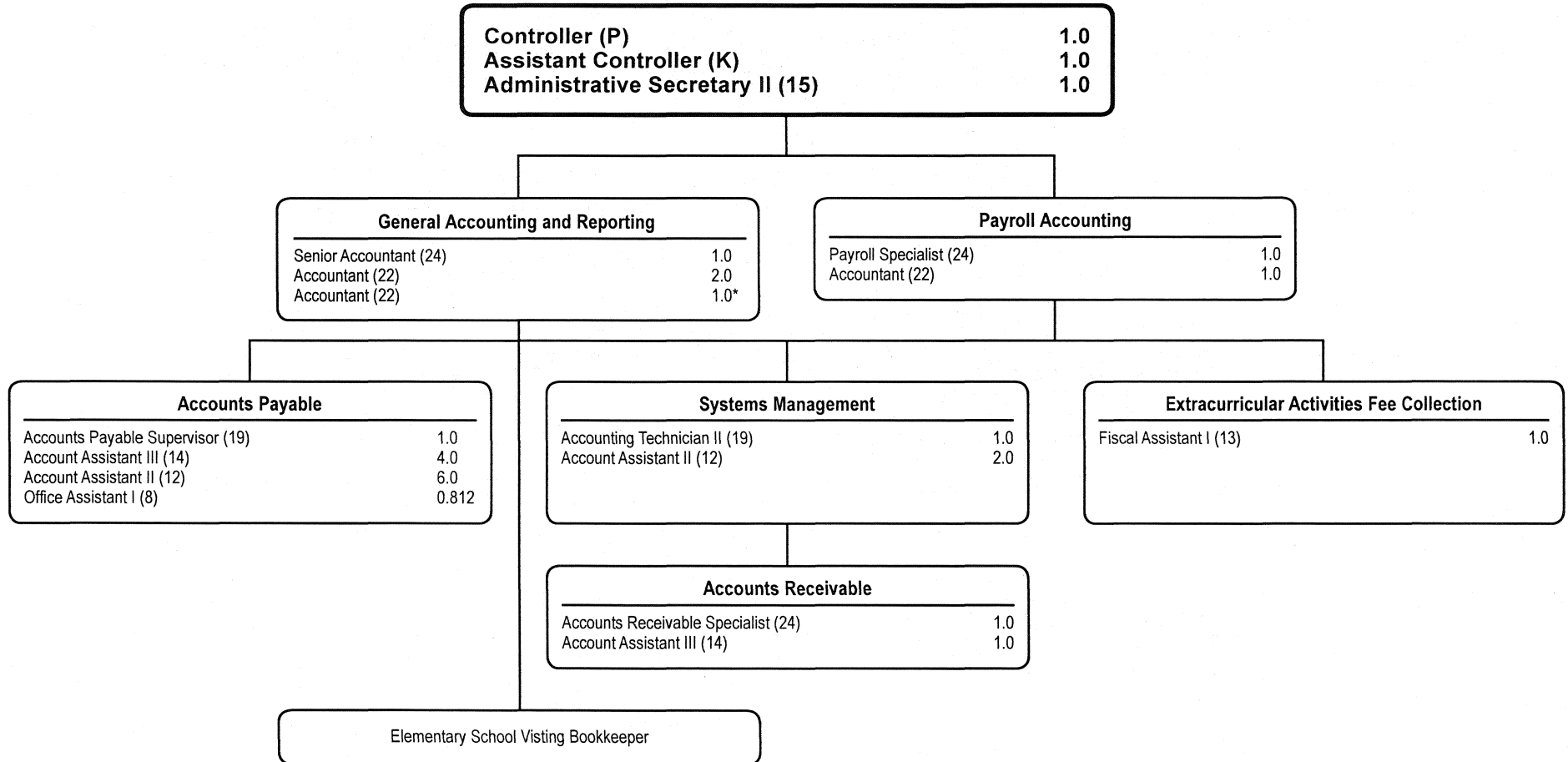
Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
1	Q Chief Financial Officer		1.000	1.000	1.000	1.000	
1	P Director I		1.000	1.000	1.000	1.000	
1	P Administrator Spec Assign		1.000	1.000	1.000	1.000	
1	K Sr Spec Pos & Sal Admin		1.000	1.000	1.000	1.000	
1	K ERSC Call Ctr/Transaction Supv		1.000	1.000	1.000	1.000	
1	I Sr Spec Leave/Wkrs Com		1.000	1.000	1.000	1.000	
1	G Payroll Supervisor		1.000	1.000	1.000	1.000	
1	G ERSC Call Ctr/Trans Asst Supv		1.000	1.000	1.000	1.000	
1	21 Comm Spec/Web Producer		1.000	1.000	1.000	1.000	
1	21 Data Support Specialist I		1.000	1.000	1.000	1.000	
1	19 Specialist, Payroll		2.000	2.000	2.000	2.000	
1	19 Spec, Position/Salary Admin		2.000	2.000	2.000	2.000	
1	17 Garnishments Assistant		1.000	1.000	1.000	1.000	
1	16 Administrative Secretary III			1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000				
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	1.000	
1	14 Transactions Assistant I		5.000	3.500	3.500	3.500	
1	14 Payroll Assistant		3.000	3.000	3.000	3.000	
	Total Positions		25.000	23.500	23.500	23.500	

Division of Controller

Chapter 7 - 24



F.T.E. Positions 25.812

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

Mission

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

Major Functions

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

Other division activities include controlling encumbrance activity; paying vendors; verifying authorizations and account classifications for all payments; administering the purchasing card program and monitoring purchasing card activity; preparing comprehensive annual federal and state reports; preparing audited financial statements for the MCPS Educational Foundation, a 501(c)(3) corporation; preparing the income tax and personal property tax statements for the foundation; providing effective management of the MCPS operating accounts, trust funds, and foundation cash balances; collecting and monitoring payments of extracurricular activities fees; billing customers for services rendered by MCPS units; processing payroll tax withholdings and other deduction payments and related reports; monitoring the recording of salary encumbrances and expenditures; and providing wage-related information to customers and stakeholders.

The division administers the Visiting Bookkeepers (VB) program. The VB program provides general bookkeeping, reporting, and/or bank reconciliation services for all 131 elementary schools and five special centers. The VB program enhances fiscal management of elementary school independent activities funds by providing bookkeeping services and offering training assistance. The program also provides assurance of consistent application of accounting procedures across all elementary schools and assists the Internal Audit Unit in performing its oversight responsibility.

Trends and Accomplishments

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

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

FMS functionality managed by the division includes general ledger accounting and reporting, accounts payable, accounts receivable, grants management, fixed assets, and cash management. The division's existing document management system also was modified to function with the FMS so that the payment process continues to operate as a paperless environment.

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

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

The division devoted considerable time during FY 2009 to training and operational support for the FMS. Individual and group training and orientation sessions were provided throughout the year for schools and central office personnel. The division took a leadership role in evaluating and adapting the procure-to-pay process in response to lessons learned during the first year of implementation.

The division continues to benefit from FMS modules designed to enhance internet capabilities within the FMS. The iExpense module enables employees to enter their monthly mileage expense reports over the internet. Over 300 MCPS suppliers are actively using the iSupplier module to directly access FMS to review invoice and payment information and to directly enter billing information in FMS. The iStore module enables parents to quickly pay extracurricular activity fees by credit card over the internet. The iReceivable module allows customers to view and pay amounts owed to MCPS through the Internet.

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

MCPS has received the Association of School Business Officials International's (ASBO) Award of Excellence in Financial Reporting for excellence in the preparation and issuance of the FY 2008 Comprehensive Annual Financial Report (CAFR). This is the 29th time (28th consecutive) that MCPS has received this prestigious award. The award, the highest recognition for school district financial operations offered by ASBO, is only presented to school systems that have met or exceeded the standards of the program.

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to MCPS for its CAFR for the fiscal year ended June 30, 2008. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized CAFR.

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

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

Major Mandates

- Maryland law requires an annual audit by a certified public accountant, a comprehensive Annual Financial Report, state budget reports, and annual financial reports.
- Federal, state, and other grantor agencies require the submission of monthly, quarterly, semiannual, or annual reports for all grants received by MCPS.
- The Federal American Recovery and Reinvestment Act (ARRA) of 2009, requires MCPS to file comprehensive quarterly reports on how Federal stimulus funds have been used and have meet the overall goals of the ARRA.
- The federal Office of Management and Budget Circular A-133 requires annual audits and reports on all federal programs.

- Federal law requires the filing of Form W-2 employee wage and tax statements and Forms 1099 and 1099R tax reports for many vendors/contractors and terminated employees who receive payments.
- Federal and state laws require biweekly, monthly, quarterly, and annual reporting of income and social security taxes, employee earnings, unemployment insurance, and workers' compensation.

Strategies

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

Performance Measures

Performance Measure: Invoice to payment days.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
15.4 days	15	15

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

Performance Measure: Percent of payments voided.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
0.4 percent	0.4	0.4

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

Performance Measure: Percent of supplier invoices received electronically.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
10.5 percent	14	16

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

Budget Explanation

Division of Controller—332/100/155

The FY 2011 request for this division is \$1,663,363, a decrease of \$79,520,581 from the current FY 2010 budget of \$81,183,944. An explanation of this change follows.

Continuing Salary Costs—\$16,741

There is an increase of \$16,741 in continuing salary costs to reflect step or longevity increases for current employees.

Other—(\$79,537,322)

There is a decrease of \$79,537,322 in non-categorized expenditures required for the one-time payment of debt service for construction of Montgomery County Public Schools facilities.

Division of Controller - 332/100/155

Robert J. Doody, Controller

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	25.812	25.812	25.812	25.812	
Position Salaries	\$1,651,472	\$1,712,310	\$1,712,310	\$1,729,051	\$16,741
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		34,635	34,635	34,635	
Other		(139,429)	(139,429)	(139,429)	
Subtotal Other Salaries	141,539	(104,794)	(104,794)	(104,794)	
Total Salaries & Wages	1,793,011	1,607,516	1,607,516	1,624,257	16,741
02 Contractual Services					
Consultants					
Other Contractual		5,400	5,400	5,400	
Total Contractual Services	12,749	5,400	5,400	5,400	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		16,266	16,266	16,266	
Other Supplies & Materials					
Total Supplies & Materials	16,323	16,266	16,266	16,266	
04 Other					
Local Travel		540	540	540	
Staff Development		10,900	10,900	10,900	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		79,543,322	79,543,322	6,000	(79,537,322)
Total Other	15,346	79,554,762	79,554,762	17,440	(79,537,322)
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$1,837,429</u>	<u>\$81,183,944</u>	<u>\$81,183,944</u>	<u>\$1,663,363</u>	<u>(\$79,520,581)</u>

Division of Controller - 332/155/100

Robert J. Doody, Controller

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
	332 Division of Controller						
1	P Controller		1.000	1.000	1.000	1.000	
1	K Assistant Controller		1.000	1.000	1.000	1.000	
1	24 Payroll Specialist		1.000	1.000	1.000	1.000	
1	24 Accounts Receivable Specialist		1.000	1.000	1.000	1.000	
1	24 Senior Accountant		1.000	1.000	1.000	1.000	
1	22 Accountant		3.000	3.000	3.000	3.000	
1	19 Account Technician II		1.000	1.000	1.000	1.000	
1	19 Accounts Payable Supervisor		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II			1.000	1.000	1.000	
1	14 Administrative Secretary I		1.000				
1	14 Account Assistant III		5.000	5.000	5.000	5.000	
1	12 Account Assistant II		8.000	8.000	8.000	8.000	
1	8 Office Assistant I		.812	.812	.812	.812	
	Subtotal		24.812	24.812	24.812	24.812	
	155 Extra Curr Activity Fee Admin.						
2	13 Fiscal Assistant I		1.000	1.000	1.000	1.000	
	Subtotal		1.000	1.000	1.000	1.000	
	Total Positions		25.812	25.812	25.812	25.812	

Department of Association Relations

Director II	1.0
Administrative Secretary III (16)	1.0

Mission

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

Major Functions

The Department of Association Relations coordinates all employee relations activities with the unions that represent administrators/principals, teachers, supporting services employees, and supporting services supervisory personnel. It conducts formal negotiations with the four recognized organizations on wages, hours, and other working conditions. It administers the negotiated agreements through regular contact with the employee organizations, handles informal complaints, provides advice to management on contract interpretations, oversees the grievance and administrative complaint procedures, represents the Montgomery County Board of Education in grievance hearings and arbitrations, and prepares cases for the Maryland State Board of Education or court action.

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

Trends and Accomplishments

Day-to-day contract administration continues to be a major focus. Formal employee grievances and administrative complaints have remained at fewer than 100 per-year for the past six years. State legislative proposals related to labor relations require much time and attention from the department. The department's work was further impacted by recent state legislative actions that significantly changed the nature of negotiations. New MCPS program initiatives; federal laws affecting benefits and work rules; Maryland State Board of Education rulings on the scope of bargaining, economic trends, and comparability issues among school systems, government, and the private sector also continue to impact this department's work load. During FY 2009, MCPS successfully negotiated four-year extensions of the contracts with administrators (MCAAP), with noncertificated

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

Major Mandates

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

Strategies

- Continually relate the efforts of this department to the goal of enhancing the education of all students.
- Build on the interest-based training that was used during recent negotiations with the three existing unions and use the principles in relationships with the unions.
- Continue to train and advise administrators in contract administration on a regular basis.
- Work closely with representatives of the four bargaining units to resolve problems with minimal disruption.
- Provide support, facilitation, and training to labor management councils, joint work groups, and other labor/management cooperative groups.
- Continue to investigate and respond to support services grievances at Step Two in a timely and effective manner.
- Continue to support the use of an alternative dispute resolution (ADR) process to address interpersonal problems

between employees that are not covered by the contracts or laws.

Performance Measures

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
59	55	50

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
12	20	15

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
18 (40%)	11 (20%)	10 (20%)

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
2 (20%)	4 (20%)	4 (25%)

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

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

The FY 2011 request for this department is \$321,343, an increase of \$3,158 from the current FY 2010 budget of \$318,185. An explanation of this change follows.

Continuing Salary Costs—\$3,158

There is an increase of \$3,158 in continuing salary costs to reflect step or longevity increases for current employees.

Department of Association Relations - 661

Donald P. Kopp, Director II

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	2,000	2,000	2,000	2,000	
Position Salaries	\$200,454	\$208,163	\$208,163	\$211,321	\$3,158
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		17,000	17,000	17,000	
Supporting Services Part Time		884	884	884	
Other					
Subtotal Other Salaries	17,588	17,884	17,884	17,884	
Total Salaries & Wages	218,042	226,047	226,047	229,205	3,158
02 Contractual Services					
Consultants					
Other Contractual		86,300	86,300	86,300	
Total Contractual Services	67,664	86,300	86,300	86,300	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,885	2,885	2,885	
Other Supplies & Materials					
Total Supplies & Materials	1,469	2,885	2,885	2,885	
04 Other					
Local Travel		453	453	453	
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,500	2,500	2,500	
Total Other	2,055	2,953	2,953	2,953	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment	6,384				
Grand Total	\$295,614	\$318,185	\$318,185	\$321,343	\$3,158

Department of Association Relations - 661

Donald P. Kopp, Director II

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
1	Director II		1.000	1.000	1.000	1.000	
1	16 Administrative Secretary III			1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000				
	Total Positions		2.000	2.000	2.000	2.000	

Department of Management, Budget, and Planning

Director II (Q)	1.0
Supervisor (O)	1.0
Grants Specialist (27)	1.0
Management and Budget Specialist III (27)	1.0
Management and Budget Specialist II (26)	3.0
Applications Developer II (25)	1.0
Management and Budget Specialist I (24)	2.0
Administrative Secretary III (16)	1.0
Fiscal Assistant II (15)	0.75
Grants Assistant (15)	1.0
Administrative Secretary I (14)	1.0

Mission

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

Major Functions

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

The department staff monitors and analyzes demographic, economic, and fiscal data and trends to provide guidance on potential revenues and expenditures. Staff works closely with state officials to monitor state education funding and develop financing alternatives; assists executive staff and program managers as they develop long-range strategic program and budget plans; and communicates planning data and information both within the organization and to the public through a variety of publications, forums, and presentations.

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

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

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

that high quality grant proposals and requests for funding are submitted on time. As a result of grant seeking efforts that the department coordinated, MCPS received more than 80 percent of the competitive grants for which it applied in FY 2009.

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

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

Trends and Accomplishments

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

During FY 2009, the growing national and regional economic crisis shaped the operating budget process. It became clear that new or expanded initiatives to address academic priorities could not be funded with anticipated resources. Instead the budget process emphasized the development of reduction alternatives. Negotiations with employee unions paralleled review of potential budget reductions through the well-established Program Efficiency, Abandonment, and Redirection (PEAR) process.

Significant changes in state aid and federal stimulus revenue increased attention to federal and state fiscal issues and to local revenue estimates. In December 2008, the state recognized and apologized for a 24.2 million error in FY 2009 foundation aid that resulted from a mistake in calculating Montgomery County wealth. Montgomery County had earlier drawn attention to the potential mistake and was vindicated by the state admission. The combination of this error and the increasing relative poverty of Montgomery County resulted in an increase in state aid for FY 2010 of \$70.1 million.

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

During FY 2009, significant improvements occurred in operating budget preparation. The department prepared the operating budget by continuing to strengthen the zero-based budgeting process used to align the operating budget with strategic planning priorities. Improved projection techniques provided more comprehensive and accurate estimates of financial resources and requirements much earlier in the process. This enabled a clear budget strategy to be developed earlier in the fiscal year. The department played an increased role in analyzing state and local revenue trends and agency expenditure patterns. The budget development process also included unprecedented participation by the representatives of employee and parent organizations and a thorough review of the "base" budget of each office.

The budget development process included strengthened public outreach. DMBP participated in the design of outreach tools, including the questionnaire and background information used at public meetings and on the web site. The public community forums, Special Education Staffing Plan Committee, and other forms of outreach provided an opportunity for residents to participate more fully in the budget process. The process increased awareness of the MCPS strategic plan and involved many stakeholders in the budget development process. Leaders of each of the employee organizations and MCCPTA participated fully throughout the budget development process, reviewing each budget submission, making their own proposals using the same process used by staff, and increasing their understanding of budget issues. DMBP staff participated in preparation for two community forums held in September and October 2008. More than 400 citizens attended the forums. This stakeholder involvement was critical to public acceptance of budget reductions, including changes in the collective bargaining agreements. Both county executive and Council officials lauded MCPS' efforts to involve stakeholders and began to adopt the MCPS approach.

DMBP staff also made several important improvements in budget publications designed to make the operating budget more transparent and understandable to the public. The FY 2006 Operating Budget incorporated a comprehensive program budget, which included the entire budget in identified programs. The FY 2007 Operating Budget included an automated Personnel Complement that accompanied the Program Budget. This improvement enables citizens to understand all resources devoted to each individual program. Automation was the result of extensive staff work to tie budget personnel information to Human Resources Information System (HRIS) data. The FY 2008 Operating Budget included a modified Program Budget, the format of which included for

the first time a crosswalk between the Program Budget, the MCPS strategic plan, and the regular operating budget (management budget) document to facilitate access to the connections between these publications. For FY 2009, an Operating Budget Summary was published for the first time. It provided citizens and decision makers with concise information on budget decisions in the recommended operating budget. For FY 2010, the Operating Budget in Brief, provided citizens and decision-makers with concise information on budget decisions in the recommended operating budget.

With assistance from the Office of Communications and Family Outreach, DMBP significantly strengthened the Budget web site. In addition to promptly posting budget documents, the site included a section of frequently asked questions. The Web site also included a video explaining the budget process to citizens. Community stakeholders expressed appreciation of more transparent and easily understandable budget publications.

The FY 2010 operating budget included specific performance targets and measures for almost all MCPS units. These performance measures were carefully scrutinized by the Board of Education as it reviewed the budget. DMBP staff also completed more comparative budget analyses, including available Maryland statewide data and Washington metropolitan area information.

Board of Education consideration and adoption of the FY 2010 operating budget included a more programmatic approach to budget issues. The Board of Education considered budget issues based on its academic priorities, examining the budget for its alignment with these priorities. This allowed Board members to consider major policy issues in making their budget decisions, made the budget more understandable for Board members, and contributed to improve public understanding of budget choices. Board members expressed satisfaction with this process and decided to build on the new approach in future years. The goal during review of the FY 2011 operating budget will be to strengthen the programmatic approach with greater use of the Program Budget as a tool to assess alignment of the operating budget with the strategic plan.

FY 2009 concluded with the adoption of the FY 2010 operating budget with an increase of \$133.1 million (6.4 percent) that funded 98.6 percent of the Board of Education's request. The approved FY 2010 operating budget totals \$2,220,577,000, a 6.4 percent increase over the FY 2009 operating budget. However, without the addition of \$79.5 million to reimburse the County Government for debt service on school construction, the operating budget increase would have been only 2.6 percent. Excluding the debt service reimbursement, the local contribution declined by 4.2 percent, despite a budgeted enrollment increase of 2,737 students.

The Department of Management, Budget, and Planning provided leadership for the hiring freeze and comprehensive expenditure restrictions implemented in September 2008. These restrictions applied more broadly to schools and offices than previous restrictions. The Freeze Committee

considered hundreds of requests for exceptions and met weekly to review requests. In general, the recommendations of the Freeze Committee were adopted and provided consistent expectations to offices. As a result of this effort, expenditure savings of \$26.4 million were achieved to permit the MCPS budget to overcome significant deficits in Fixed Charges (employee benefits) and to provide a net of \$19.5 million in savings that helped to fund the FY 2010 operating budget.

DMBP staff took a leading responsibility for position management and control. New procedures were developed and personnel data confirmed. Improved cooperation with the Department of Financial Services and the Office of Human Resources facilitated the many personnel changes that became effective during FY 2009. During FY 2010, there needs to be further improvement in position control procedures by collaborating with other MCPS offices. A cooperative pilot project with the Office of Curriculum and Instructional Programs has contributed to simplifying position control processes.

DMBP staff coordinated the preparation of sections of the MCPS Master Plan involving financial data and federal grant submissions. This included coordination of involvement of nonpublic schools as required by federal law. Staff prepared revised regulations to streamline the grant application process, especially for schools applying directly for grants.

Other special projects were completed or continued in such areas as special education, prekindergarten programs, Title I, transportation, grants administration, federal grants, financial systems, revenue, and employee benefits. DMBP, along with other units, implemented the new Financial Management System. Implementation in July 2008 included systemwide financial reporting and funds transfer functionality.

Major Mandates

- Maryland law requires MCPS to prepare an annual budget by category and submit it to the county executive and County Council.
- Board of Education Policy DAA, *Fiscal Responsibility and Control*, requires procedures to ensure fiscal responsibility and control of all MCPS funds. The Board of Education and the County Council impose strict limits regarding permissible transfers among state categories of expenditure.
- DMBP must obtain Board of Education approval to receive and expend grant funds and County Council approval for supplemental appropriations of grant revenue.
- Each year the County Council provides a lump-sum appropriation under the Provision for Future Supported Projects to allow the Board of Education to approve additional projects that are identified subsequent to the adoption of the annual budget. The Council established the provision because it was considered the most effective way to handle eligible projects. The provision is administered in accordance with Board of Education and County Council policies and procedures.

Strategies

- Organize the budget planning, preparation, and administration process to ensure that resources are aligned with the MCPS strategic plan.
- Develop the long-range fiscal planning process, including improved six-year revenue and expenditure projections, so that the operating budget becomes a tool for supporting the goals of the MCPS strategic plan.
- Expand staff and citizen participation in the budget development process to ensure that budget planning reflects the needs and priorities of customers and stakeholders.
- Implement zero-based budgeting process to align all resources with approved strategic plans.
- Maintain consistency of position management to maintain tighter fiscal control of position authorization.
- Improve communications within the office and with customers and stakeholders to promote greater understanding of budget procedures and proposals.
- Respond to changes in federal and state funding patterns to comply with mandates and maximize available resources in line with strategic plans.
- Improve the quality and timeliness of grant applications to maximize non-tax revenue.
- Improve the quality of budgetary and financial planning tools available to program managers for budget development and fiscal monitoring using available technology effectively.
- Use the capability of the Financial Management System to provide timely and useful data as effectively as possible to provide decision makers with the highest quality information and analysis.
- Continually evaluate and redesign work processes in collaboration with customers and stakeholders.
- Improve staff competencies through the professional growth process.
- Develop performance measurements to ensure that the department maximizes the value of its resources and supplies a high-quality product to its customers.

Performance Measures

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
0.4%	0.3 %	0.3%

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

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

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
\$0.56	\$0.63	\$0.62

Explanation: This measures the efficiency of expenditures on budget preparation and administration. FY 2010 Operating budget includes debt service.

Performance Measure: Percentage of budget preparation deadlines met.

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
85%	90%	90%

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

Performance Measure: Percent of grant application funding received.

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
84.2%	85%	90%

Explanation: This measures success in obtaining grant revenue.

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

The FY 2011 request for this department is \$1,181,406, an increase of \$13,557 from the current FY 2010 budget of \$1,167,849. An explanation of this change follows.

Continuing Salary Costs—\$13,557

There is an increase of \$13,557 in continuing salary costs to reflect step or longevity increases for current employees.

**Budget Explanation
Title I Grant—949**

The FY 2011 request for this grant is \$62,286, a decrease of \$8,379 from the current FY 2010 budget of \$70,665. An explanation of this change follows.

Continuing Salary Costs—(\$8,379)

There is a decrease of \$8,379 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Project's Funding History

Sources	FY 2010 Projected 7/1/09	FY 2010 Received 11/30/09	FY 2011 Projected 7/1/10
Federal	\$70,665	\$70,665	\$62,286
State			
Other			
County			
Total	\$70,665	\$70,665	\$62,286

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

The current FY 2010 budget for the Provision is changed from the budget adopted by the Board of Education on June 9, 2009. The change is a result of the realignment of \$203,178 in appropriation from the Provision to support increased revenue received for specific grant projects as of November 30, 2009.

The FY 2011 request for the Provision is \$8,977,343, an increase of \$189,438 from the current FY 2010 budget of \$8,787,905. An explanation of this change follows.

Other—\$189,438

There is an increase of \$189,438 in this budget. There is a corresponding decrease in the funding for the Medical Assistance project in Chapter 5.

Provision's Funding History

Sources	FY 2010 Projected 7/1/09	FY 2010 Received 11/30/09	FY 2011 Projected 7/1/10
Federal			
State			
Other	\$8,991,083	\$8,787,905	\$8,977,343
County			
Total	\$8,991,083	\$8,787,905	\$8,977,343

Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director II

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	14.500	13.500	13.750	13.750	
Position Salaries	\$1,230,402	\$1,249,026	\$1,249,026	\$1,254,204	\$5,178
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		2,199	2,199	2,199	
Supporting Services Part Time		3,353	3,353	3,353	
Other		(42,508)	(42,508)	(42,508)	
Subtotal Other Salaries		(36,956)	(36,956)	(36,956)	
Total Salaries & Wages	1,230,402	1,212,070	1,212,070	1,217,248	5,178
02 Contractual Services					
Consultants					
Other Contractual		905	905	905	
Total Contractual Services		905	905	905	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		4,817	4,817	4,817	
Other Supplies & Materials					
Total Supplies & Materials	3,125	4,817	4,817	4,817	
04 Other					
Local Travel		959	959	959	
Staff Development					
Insurance & Employee Benefits		17,826	17,826	17,826	
Utilities					
Miscellaneous		1,937	1,937	1,937	
Total Other	16,440	20,722	20,722	20,722	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$1,249,967</u>	<u>\$1,238,514</u>	<u>\$1,238,514</u>	<u>\$1,243,692</u>	<u>\$5,178</u>

Provision for Future Supported Projects - 999

Dr. Marshall C. Spatz, Director II

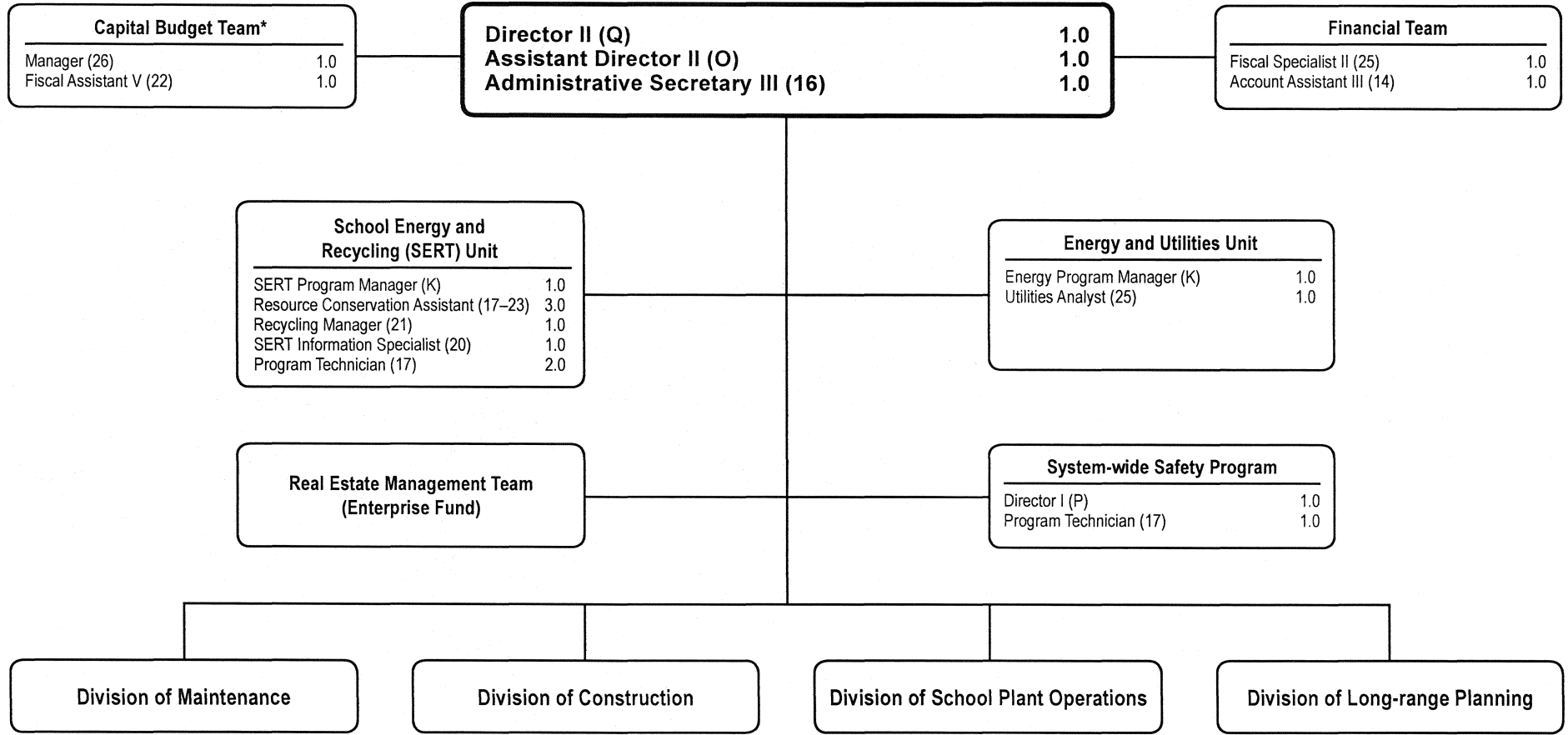
Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		4,680,222	4,855,586	5,040,649	185,063
Subtotal Other Salaries	6,253,567	4,680,222	4,855,586	5,040,649	185,063
Total Salaries & Wages	6,253,567	4,680,222	4,855,586	5,040,649	185,063
02 Contractual Services					
Consultants					
Other Contractual		795,772	758,086	758,086	
Total Contractual Services	1,050,744	795,772	758,086	758,086	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		961,567	904,177	908,552	4,375
Total Supplies & Materials	1,041,039	961,567	904,177	908,552	4,375
04 Other					
Local Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,553,522	2,270,056	2,270,056	
Total Other	1,485,164	2,553,522	2,270,056	2,270,056	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment	70,860				
Grand Total	<u>\$9,901,374</u>	<u>\$8,991,083</u>	<u>\$8,787,905</u>	<u>\$8,977,343</u>	<u>\$189,438</u>

Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director II

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
	336 Dept. of Management, Budget & Plan.						
1	Q Director II		1.000	1.000	1.000	1.000	
1	O Supervisor		1.000	1.000	1.000	1.000	
1	27 Grants Specialist		1.000	1.000	1.000	1.000	
1	27 Management & Budget Spec III		1.000	1.000	1.000	1.000	
1	26 Management & Budget Spec II		2.500	2.500	2.500	2.500	
1	25 Applications Developer II		1.000	1.000	1.000	1.000	
1	24 Management & Budget Spec I		3.000	2.000	2.000	2.000	
1	16 Administrative Secretary III			1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000				
1	15 Grants Assistant		1.000	1.000	1.000	1.000	
1	15 Fiscal Assistant II		.500	.500	.750	.750	
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
	Subtotal		14.000	13.000	13.250	13.250	
	949 Comprehensive Admin. - Title I						
1	26 Management & Budget Spec II		.500	.500	.500	.500	
	Subtotal		.500	.500	.500	.500	
	Total Positions		14.500	13.500	13.750	13.750	

Department of Facilities Management



Chapter 7 - 43

F.T.E. Positions 17.0

*Capital Budget 2.0

Mission

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

Major Functions

The department is responsible for the following functional areas:

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

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

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

Ensuring adequate facilities are available for student enrollment

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

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

Ensuring a safe and healthy learning environment in facilities

The Systemwide Safety Programs Team oversees MCPS safety program and assists schools, departments, and offices to ensure safety programs are in place to comply with safety and health regulations, and safety training requirements mandated by the Federal Occupational Safety and Health Administration (OSHA), Maryland Occupational Safety and Health Administration (MOSHA), National Fire Protection Association (NFPA) life safety code, Montgomery County

fire code requirements, and Consumer Product Safety Commission (CPSC) guidelines and American Society of Testing and Materials requirements for safe playgrounds and play equipment at all MCPS schools and facilities.

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

The Division of Maintenance contributes to student success by working as a team to provide a high-quality learning environment through facility maintenance and repair services, environmental services, capital asset replacement services, and automated energy management services. The division's environmental services includes an Indoor Air Quality (IAQ) Team that conducts indoor air quality assessments; identifies and implements indoor air quality improvements; develops comprehensive building maintenance plans for schools; performs preventative and routine maintenance; trains school-based staff on preventive and routine maintenance procedures/practices; and works closely with the Systemwide Safety Programs Team to ensure that programs and procedures are in place to comply with safety requirements, life safety and fire code requirements, and hazardous material disposal, use, and storage requirements at MCPS facilities.

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

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

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

The School Energy and Recycling Team (SERT) significantly reduces energy consumption and increases recycling rates systemwide through providing training and education; incentives, recognition, and award programs for conservation; accessible energy and recycling data; individual school programs for energy and environmental investigation-based learning opportunities; and conservation operations and procedures. Students participate in school-based programs that encourage environmental stewardship and provide financial incentives to their schools for conservation and recycling efforts. The department is committed to realigning resources and improving services through systematic reviews of key

business processes to ensure that best practices are utilized to deliver services so that OSP and schools get the support needed for student and school success.

Trends and Accomplishments

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

Over the past several years, utility prices have increased dramatically. This trend has required the department to aggressively pursue resource conservation measures. The Energy and Utilities Team and the SERT Team are tasked as the lead units in responding to this challenge. These teams have established an impressive record of developing and implementing several innovative energy saving initiatives. Most recently, the Energy and Utilities Team developed a solicitation that resulted in an agreement with a major solar energy corporation to install large-scale photovoltaic (PV) systems on several county schools. Under a power purchase agreement, MCPS agrees to buy the power produced by the solar energy system without providing any up-front cost. The contractor finances, owns, and operates the PV systems. The agreement provides fixed rate electricity at below market prices for 20 years. By hosting the solar PV systems, MCPS facilitates the local production of clean, renewable energy that reduces the stress on the local electric infrastructure and the need for additional interstate transmission lines. MCPS is the first school system in the region to have large production-scale solar PV systems installed. Four schools have received solar PV systems that are providing between 20 and 40 percent of the electricity requirements of the host school during the peak hours of 10 a.m. to 2 p.m. Another four schools are in the construction phase.

Another important initiative is the procurement of electricity on the wholesale market. By having access to the wholesale market, MCPS is able to purchase future blocks of power through competitive bidding in a very timely and strategic manner. Through this initiative, MCPS has been able to manage market volatility by locking the electricity rates for portions of its power requirements for up to five years. MCPS developed and adheres to a comprehensive risk management plan. This wholesale purchasing initiative has allowed MCPS to take advantage of a significant reduction in electricity rates as reflected by a significant drop in the electricity budget request. A series of energy conservation retrofits and procedures were developed based on collaboration of a work group of school administrators, bargaining unit representatives, and energy program staff. These retrofits included replacing over 500,000 fluorescent lamps with

higher efficiency lamps with longer life, replacing outdoor lighting mechanical time clocks with much more reliable electronic time clocks, installing highly efficient indirect lighting fixtures in computer classrooms, and installing task lamps on teachers' desks. These initiatives have been pursued over the last two years and are close to completion. The estimated cost avoidance from these retrofits exceeds \$1.6 million. These initiatives are reducing energy consumption and minimizing the impact of more expensive utilities.

In conjunction with these energy strategy initiatives, the direction of the SERT program has been expanded to include all schools in exciting energy conservation and recycling behavior efforts. The SERT program has restructured its financial incentive awards to encourage greater participation in both energy conservation and recycling efforts of students and staff in schools. Centralized training through Professional Development Online is available to staff along with opportunities for student and staff training on site at schools to increase awareness, recycling rates, and energy savings,

The department will continue to implement its management plans to improve quality, safety, efficiency, and cost-effective delivery of service through emphasis on strategies that reduce construction costs without sacrificing quality, increase maintenance/operation productivity, and focus on real estate management practices that maximize revenue. The department also will continue to emphasize conservation projects and efforts, including integrating energy management controls with network interface to provide greater accessibility for school and department staff. These efforts will become more important as available resources decrease due to declining tax revenues. In addition, the department will continue to expand its focus to emphasize safety in the workplace and learning environments, through injury prevention/reduction and safety compliance training programs.

The major accomplishments of the department for 2009 include the successful completion of the replacement Richard Montgomery High School, including an artificial turf stadium field, the opening of a new elementary school, William B. Gibbs Elementary School, the reopening of a modernized middle school and three modernized elementary schools, three new school classroom additions, a new elementary school gymnasium, and a new elementary school-based health clinic. Facilities staff also completed more than 398 planned maintenance/improvement projects, and has worked with schools, departments, and offices in meeting compliance with safety and health regulations, and reducing accidents/injuries in the workplace. The department is projected to produce at least \$2.546 million in rental revenue in FY 2009 through the real estate management operation.

Major Mandates

- The Americans with Disabilities Act of 1990 requires school districts to modify facilities to improve access for people with disabilities. Since 1978, this department has received capital funds to retrofit and modify facilities to accommodate individuals with disabilities.

- The Asbestos Hazard Emergency Response Act (AHERA) contains a wide range of requirements for handling asbestos-containing materials in school buildings that are being modernized or repaired. Stringent standards dictate how asbestos must be inspected, documented, maintained, repaired, handled, and removed.
- The 1990 Clean Air Act requires the conversion or replacement of any air-conditioning equipment that uses ozone-depleting refrigerants. The Lead Contamination Control Act of 1988 requires testing for lead-containing materials, such as paint, and control and abatement procedures to control possible lead contamination.
- The OSHA General Duty Clause requires each employer to furnish each employee with a place of employment that is free from recognized hazards that cause or are likely to cause death or serious physical harm. Each employer and employee is required to comply with occupational safety and health standards under OSHA.
- The OSHA/MOSH Blood-borne Pathogens Standard (29 CFR 1910.1030) regarding exposure control procedures.
- The OSHA/MOSH Hazard Communication (Employee Right-to-Know) Standard (29CFR1910.1200) regarding proper use, storage, and labeling of hazardous chemicals.
- The ASTM regulations and CPSC guidelines for play equipment and playground safety surfacing.
- The Maryland Automated External Defibrillators (AEDs) in High Schools Program regulation requires AEDS and CPR/AED trained staff at each high school and athletic event, including ongoing maintenance and training requirements.
- There are an estimated 100 federal and state laws, local ordinances, licensing reviews, building codes, and fire-safety codes with which MCPS must comply. The cost of implementing these requirements is funded through the capital and operating budgets. A considerable amount of staff time and effort is expended on compliance.
- Maintaining ventilation rates to meet good indoor air quality standards will require that the department collaborate with other units, school staff, and communities to ensure building equipment is properly maintained and operated. This initiative is necessary to create classroom environments that promote successful learning.
- In 2009, all new and modernized MCPS building are required to be designed to meet the Leadership in Energy and Environmental Design (LEED) standard of silver or an equivalent rating system. While many of the design improvements are cost effective, there is a reporting and record keeping regime that adds significant costs to each project.
- In 2010, all MCPS construction projects involving stormwater management will be required to comply with new State of Maryland stormwater management. Two significant changes will substantially increase site costs of MCPS projects: (1) the overall stormwater discharge must approximate what would be discharged if the same site was undeveloped forest, and (2) environmental site design strategies must be used to the “maximum extent practicable” prior to the use of conventional stormwater management structures.
- The increasing complexity of constructing new facilities or modernizations with students remaining on site requires new methods for monitoring construction activities to ensure a safe learning environment while the construction work is being completed. Also, the increasing capital budget needs, construction price increases, and decline in funding for major improvements will require that the department search for new techniques and strategies to ensure capital funds are effectively utilized.
- In FY 2004, the County Council mandated that all county agencies would be required to file an Environmental Action Plan (EAP). This mandate will require the department to identify measures as part of annual budget plans to comply with countywide practices for resource conservation and environmental stewardship. The MCPS EAP includes several capital budget initiatives for energy conservation pilots, such as ground source heat pump systems. It also includes a High Performance Green Building Plan that outlines a program to develop green standards for building designs and apply for Leadership in Energy and Environmental Design certification.
- During FY 2004, elevated lead levels in water were discovered in public facilities throughout the Washington Metropolitan Area. This precipitated extensive testing of the water in MCPS facilities to identify problem areas and implement corrective measures where needed. Remediation efforts started in FY 2006 and will continue through the current school year.
- State and local authorities continue to establish more stringent restrictions for special protection areas, such as wetlands and stream valley buffers. These restrictions have prevented MCPS from developing certain properties for facility improvements or as potential new school sites and will require that more expensive strategies be pursued for future improvements.
- In 2005, the Offices of the County Executive adopted Executive Regulation 15-04AM (superceding Executive Regulation 109-92AM), mandating that all residential and commercial businesses comply with the recycling regulations outlined in Section 30(3). This regulation requires the school system to recycle paper, commingled materials, yard trim, and scrap metal items. It also includes the submission of a waste reduction and recycling plan demonstrating how MCPS facilities will recycle and reduce the amount of solid waste going to disposal facilities with a goal of 50 percent annually and an annual report on waste reduction and recycling activities. This increases the need for recycling collection, systemwide infrastructure, training for building services staff and teachers, and programs to stimulate, encourage, and enforce recycling.
- In FY 2005, a legislative statute was approved that requires the state to establish licensing provisions for employees responsible for operating low pressure boilers. This will increase the level of training that is required for building service staff assigned to elementary schools.

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

Strategies

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

Performance Measures

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

FY 2009 Actual	FY 2010 Estimated	FY 2011 Recommended
60.8	59.8	59.0

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

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

FY 2009 Actual	FY 2010 Estimated	FY 2011 Recommended
3.3	3.6	3.8

This measures the effectiveness and efficiency of energy savings programs.

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

FY 2009 Actual	FY 2010 Estimated	FY 2011 Recommended
100%	100%	100%

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

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

The current FY 2010 budget for this department is changed from the budget adopted by the Board of Education on June 9, 2009. The change is the result of efforts to further improve the recycling program efficiency and alignment by moving the entire recycling function and program administration from the Division of Maintenance to the SERT Unit within the Department of Facilities Management. The realignment increases the SERT Unit by 2.0 positions, a 1.0 program technician position (\$76,149) and a 1.0 recycling manager position (\$65,191). There also is a realignment to this budget of \$755,500 from the Division of Maintenance. In addition there is a realignment of \$348,000 within this budget from utilities to provide funds to award schools for their efforts to reduce energy costs.

The FY 2011 request for this department is \$18,577,930, a decrease of \$4,578,717 from the current FY 2010 budget of \$23,156,647. An explanation of this change follows.

Continuing Salary Costs—\$65,911

There is an increase of \$65,911 in continuing salary costs to reflect step or longevity increases for current employees.

New Schools—\$870,005

There is an increase of \$870,005 in electricity expenses related to the addition of Grade 5 at William B. Gibbs, Jr. Elementary School and renovations at other schools that increased MCPS building square footage by approximately 185,353 square feet.

Other—(\$5,514,633)

The budget includes a \$5,516,376 reduction for utilities. This is based on projected rates and usage for electricity, heating oil, natural gas, propane, and water and sewer. Electricity rates are projected to decrease by 13 percent, heating oil rates are projected to decrease by 24 percent, natural gas rates are expected to decrease by 7 percent, propane rates are expected to decrease by 31 percent, and water and sewer rate are projected to remain constant.

There is also an increase of \$6,500 for vehicle replacement partially offset by a reduction for building rentals of \$4,757.

Budget Explanation
State Fiscal Stabilization Fund—901

The current FY 2010 budget for this project is changed from the budget adopted by the Board of Education on June 9, 2009. The change is the result of a technical adjustment that reduces the current budget by \$1,487. These funds are unrestricted by use and are allocated to electricity and natural gas expenditures.

The FY 2011 request for this grant is \$27,844,286, the same as FY 2010.

Project's Funding History

Sources	FY 2010 Projected 7/1/09	FY 2010 Received 11/30/09	FY 2011 Projected 7/1/10
Federal	\$27,845,773	\$27,844,286	\$27,844,286
State			
Other			
County			
Total	\$27,845,773	\$27,844,286	\$27,844,286

UTILITIES

	FY 2010 CURRENT BUDGET	FY 2010 RATE	FY 2011 REQUESTED AMOUNT	FY 2011 REQUESTED RATE	INC/(DEC) FY 11 - FY 10 AMOUNT
Electricity ⁽¹⁾	\$ 30,451,588	\$ 0.1453	\$ 26,716,863	\$ 0.1257	\$ (3,734,725)
Fuel Oil #2	443,477	2.50	227,435	1.90	(216,042)
Natural Gas	9,994,389	1.47	9,458,951	1.36	(535,438)
Propane	133,936	2.60	83,700	1.80	(50,236)
Water and Sewer	3,441,937	5.79	3,332,007	5.79	(109,930)
Total	\$ 44,465,327		\$ 39,818,956		\$ (4,646,371)

Electricity ⁽¹⁾ - Amounts do not include Energy Awards Program of \$348,000

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

Joseph J. Lavorgna, Acting Director II

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	15.500	15.000	17.000	17.000	
Position Salaries	\$1,329,415	\$1,285,317	\$1,426,657	\$1,492,568	\$65,911
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends		10,550	10,550	10,550	
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	1,329,415	1,295,867	1,437,207	1,503,118	65,911
02 Contractual Services					
Consultants					
Other Contractual		1,897,522	1,897,522	1,892,765	(4,757)
Total Contractual Services	132,290	1,897,522	1,897,522	1,892,765	(4,757)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,000	1,000	1,000	
Other Supplies & Materials		46,417	46,417	46,417	
Total Supplies & Materials	104,395	47,417	47,417	47,417	
04 Other					
Local Travel		858	858	858	
Staff Development					
Insurance & Employee Benefits					
Utilities		16,969,041	16,621,041	11,974,670	(4,646,371)
Miscellaneous		2,039,798	3,143,298	3,143,298	
Total Other	43,873,192	19,009,697	19,765,197	15,118,826	(4,646,371)
05 Equipment					
Leased Equipment					
Other Equipment		9,304	9,304	15,804	6,500
Total Equipment	29,787	9,304	9,304	15,804	6,500
Grand Total	<u>\$45,469,079</u>	<u>\$22,259,807</u>	<u>\$23,156,647</u>	<u>\$18,577,930</u>	<u>(\$4,578,717)</u>

State Fiscal Stabilization Fund - 901

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Supplemental 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 Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities		27,845,773	27,844,286	27,844,286	
Miscellaneous					
Total Other		27,845,773	27,844,286	27,844,286	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total		<u>\$27,845,773</u>	<u>\$27,844,286</u>	<u>\$27,844,286</u>	

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

Joseph J. Lavorgna, Acting Director II

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
1	Q Director II		1.000	1.000	1.000	1.000	
10	P Director I		1.000	1.000	1.000	1.000	
10	O Assistant Director II		1.000	1.000	1.000	1.000	
10	K Energy Program Manager		1.000	1.000	1.000	1.000	
10	J SERT Program Manager		1.000	1.000	1.000	1.000	
10	25 Fiscal Specialist II		1.000	1.000	1.000	1.000	
10	25 Green Schools Prog Mgr		.500				
10	25 Utilities Analyst		1.000	1.000	1.000	1.000	
10	23 Resource Conservation Asst		3.000	3.000	3.000	3.000	
10	21 Recycling Manager					1.000	1.000
11	21 Recycling Manager				1.000		(1.000)
10	20 SERT Information Specialist		1.000	1.000	1.000	1.000	
11	17 Program Technician		1.000		1.000		(1.000)
10	17 Program Technician		1.000	2.000	2.000	3.000	1.000
1	16 Administrative Secretary III			1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000				
10	14 Account Assistant III		1.000	1.000	1.000	1.000	
Total Positions			15.500	15.000	17.000	17.000	

Real Estate Management Fund

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

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

Mission

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

Major Functions

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

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

Team members identify, negotiate, and acquire sites for future schools through dedication or by purchase. Team members collaborate with developers to provide, at no cost, safe pedestrian access to schools. Inventoried school sites that have not been identified for immediate construction are advertised and leased for agricultural or recreational purposes, producing revenue and eliminating the cost of maintenance. Team members also resolve school property boundary issues and coordinate the review and approval of license agreements and memoranda of understanding with local and bi-county agencies for use of portions of school sites. Team members oversee the Adopt-a-Field Program, which saves the Board of Education the cost of maintaining athletic fields by having private groups pay for maintenance in exchange for exclusive use during non-school hours.

Team members forecast revenues and expenses for each budget cycle to ensure that the fund remains self-supporting. They monitor tenants on a regular basis for lease compliance and survey customers for satisfaction.

Trends and Accomplishments

Increasing enrollment impacts the availability of space that MCPS can make available for child care programs, particularly programs that complement early childhood education.

Space that has been rented to child care providers in previous years has had to be retrieved for instructional use, at the same time the need for top quality child care services is growing. Where space permits, some schools are seeking preschool programs to increase kindergarten readiness. Others are seeking programs for infants and toddlers to aid school staff retention and community support.

Countywide land use master plans, such as White Flint and Gaithersburg West, continue to permit expansion of residential development, while in-fill development occurs in older areas of the county. Students generated from housing growth and younger families moving into older, established neighborhoods have led to the need for additional sites, retrieval and reopening of closed schools, and relocating administrative staff. In older areas of the county, team members will seek opportunities to expand smaller school sites to accommodate current school programming and identify suitable sites in newly developing areas. The Smart Growth Initiative championed by the Montgomery County government in support of the Shady Grove Master Plan will impact infrastructure facilities such as school and bus maintenance facilities targeted for relocation.

Accomplishments in FY 2009 include successfully negotiating an early termination of the Germantown Square administrative office lease in order to re-lease space at the Festival Center on Muddy Branch Road for a training center, while also making a substantial contribution towards its build-out. Staff successfully defended the value of Board property against a zoning proposal to classify school land as a park zone. Staff collaborated with county staff to defend against a state proposal to capture a portion of income from closed schools. Staff also negotiated stadium field agreements with partner athletic organizations to provide funds for installation of artificial turf at two newly modernized high schools. Staff negotiated with the City of Gaithersburg on a right-of-way taken through Gaithersburg Elementary and Gaithersburg Middle schools and collaborated on the approval of a land lease to the city for a teen center. In addition, they negotiated numerous right-of-way grants in connection with utility, road improvement, and forest conservation easements. Seven cellular tower leases were executed at various schools. The unit's effective management of the revenue and expenses associated with the department's leasing operations created sufficient net earnings to reduce a portion of the operating budget funds needed to rent space for administrative functions that cannot be housed in schools or at the Carver Educational Services Center.

Major Mandates

- The school community seeks objective measures to determine the quality of on-site child-care providers. Team members encourage tenant child-care providers to obtain professional designation in the National Association for the Education of Young Children (NAEYC) for preschool care or the National School Age Care Alliance (NSACA) for before- and after-school care. The Maryland State Department of Education also has developed a certification

program that is available to qualify vendors at a lower cost. The Board policy and regulation for joint occupancy of MCPS facilities (ECM and ECM-RA) set forth the procedures and criteria for leasing surplus school space.

- Board of Education Policy ECN, Telecommunications Transmission Facilities, sets forth the criteria for evaluating applications for the installation of private telecommunication facilities on school land.
- Board of Education Policy FAA, Long-Range Educational Facilities Planning, sets forth the criteria for school site size and the process for site selection. Team members comply with the State Public School Construction Program to obtain Board of Public Works approval to acquire, modify, or dispose of school sites.
- County land use master plans are regularly amended, requiring review for projected school and administrative needs. The amended Shady Grove Sector Plan has caused a need to reassess the Board's service park for potential relocation. Other master plan amendments, such as White Flint and Gaithersburg West, during this past fiscal year indicated the need to identify additional sites or retrieve closed facilities.
- Newly amended laws regarding forest conservation and stormwater management may indicate the need to acquire real property rights to provide for tree-save and reduce impermeable surfaces in support of new and modernized school projects.

Strategies

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

Performance Measures

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

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
Revenues	\$2,397,720	\$2,518,975	\$2,711,064
Expenses	\$2,496,571	\$3,001,095	\$2,074,719
Net Income	(\$98,851)	(\$482,120)	(\$363,653)

Explanation: This measures ability to balance revenues and expenses. In FY 2009, the fund was budgeted to expend more funds than current revenues in order to reduce fund net assets. This was done by shifting a greater share of office rent expenses to the fund away from the Department of Facilities Management budget. Revenues were higher than anticipated due to a greater number of telecommunication tower leases being executed, which more than offset decreases in child care leases. A reduction in available space for child care caused by increasing public school enrollments will continue to affect joint occupancy income. In FY 2010, expenses are expected to again exceed revenues in order to take advantage of net assets. The recommendation for FY 2011 is to keep spending below projected revenues to reap a small net asset increase.

**Budget Explanation
Real Estate Management Fund– 850**

The current FY 2010 budget for this fund is changed from the budget adopted by the Board of Education on June 9, 2009. The budget is increased by \$350,000 due to a supplemental appropriation of \$230,000 attributed to building rentals and \$120,000 for payments to schools for leasing a portion of their sites to telecommunication companies.

The FY 2011 request for this fund is \$3,074,719, an increase of \$73,624 from the current FY 2010 budget of \$3,001,095. An explanation of this change follows.

Continuing Salary Costs—\$3,624

There is an increase of \$3,225 in continuing salary costs to reflect step or longevity increases for current employees and \$399 for related employee benefits.

Realignments—\$70,000

The budget includes a realignment of \$70,000 from the Division of Food and Nutrition Services to the Real Estate Management Fund. Specifically, \$35,000 is realigned to support additional lease payments to schools for telecommunication towers and \$35,000 is realigned for contractual services to support additional building rentals. Additionally, within the Real Estate Management Fund, there is a realignment of \$2,000 from building rentals to legal expenses.

Real Estate Management Fund - 850

Joseph J. Lavorgna, Acting Director II

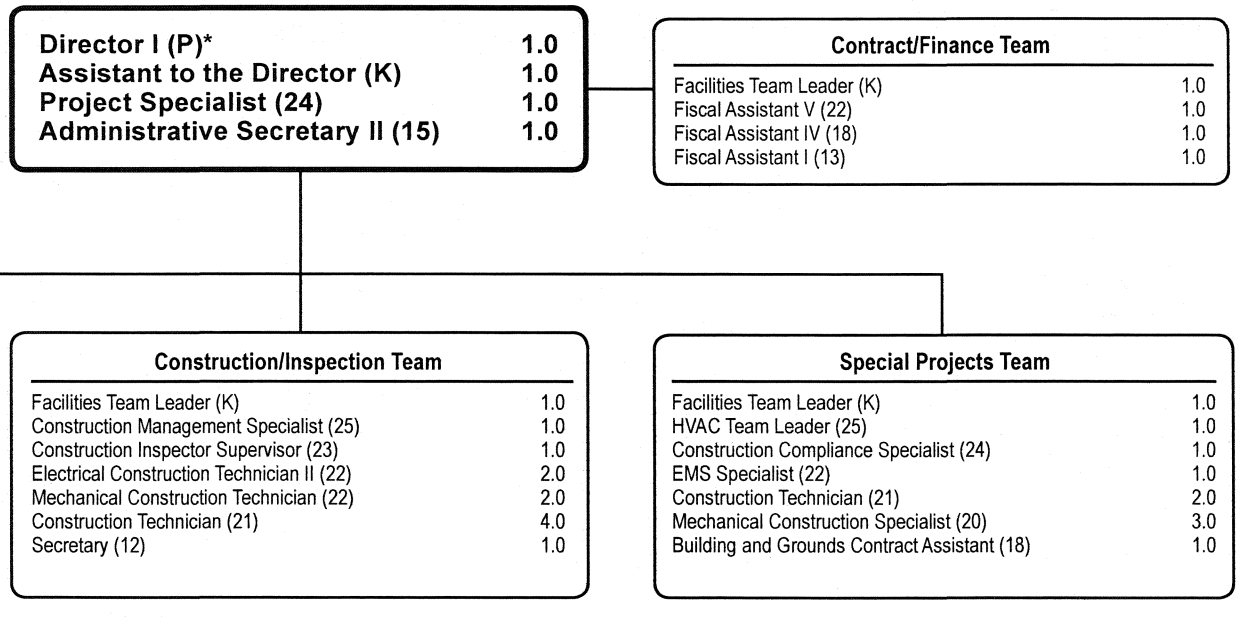
Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	6,500	6,500	6,500	6,500	
Position Salaries	\$383,490	\$405,545	\$405,545	\$408,770	\$3,225
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		87,583	87,583	87,583	
Other		79,611	79,611	79,611	
Subtotal Other Salaries	37,942	167,194	167,194	167,194	
Total Salaries & Wages	421,432	572,739	572,739	575,964	3,225
02 Contractual Services					
Consultants					
Other Contractual		1,408,481	1,638,481	1,673,481	35,000
Total Contractual Services	227,564	1,408,481	1,638,481	1,673,481	35,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,700	5,700	5,700	
Other Supplies & Materials		66,163	66,163	66,163	
Total Supplies & Materials	19,772	71,863	71,863	71,863	
04 Other					
Local Travel		3,693	3,693	3,693	
Staff Development		2,000	2,000	2,000	
Insurance & Employee Benefits		133,443	133,443	133,842	399
Utilities		181,951	181,951	181,951	
Miscellaneous		267,225	387,225	422,225	35,000
Total Other	1,822,686	588,312	708,312	743,711	35,399
05 Equipment					
Leased Equipment					
Other Equipment		9,700	9,700	9,700	
Total Equipment	5,239	9,700	9,700	9,700	
Grand Total	\$2,496,693	\$2,651,095	\$3,001,095	\$3,074,719	\$73,624

Real Estate Management Fund - 850

Joseph J. Lavorgna, Acting Director II

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
51	M Team Leader		1.000	1.000	1.000	1.000	
51	15 Data Systems Operator II		.500	.500	.500	.500	
51	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
51	12 Secretary		1.000	1.000	1.000	1.000	
51	12 Building Service Manager II		2.000	2.000	2.000	2.000	
51	10 Build Svcs Asst Mgr I Shft 2		1.000	1.000	1.000	1.000	
	Total Positions		6.500	6.500	6.500	6.500	

Division of Construction



Chapter 7 – 57

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

Mission

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

Major Functions

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

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

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

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

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

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

Trends and Accomplishments

Construction costs have declined in the Washington metropolitan area due to the world-wide recession. As a result of the decline in construction activities in the region, more contractors and labor resources are available, resulting in the lowest bid prices experienced in several years. Due to the lack of construction volume, companies are foregoing profit mark-ups just to maintain their labor force. Costs for raw materials, such as steel and crude oil, were about half of what they were at their peak one year ago. While it is difficult to predict the duration of the recession in

the construction market, the division is focused on hiring qualified and stable contractors. With growing demands on county tax revenues, the division must intensify efforts to control costs and streamline operations to ensure the most effective use of available funds and manpower. Emphasis will be placed on improving current practices to control cost, such as feasibility planning, repeated designs, lifecycle cost analysis, value engineering, constructability analysis, and effective management of building processes.

Another trend affecting the unit is the increasing complexity of planning a major facility project. The time required to complete the architectural design and obtain approval from the various permitting agencies has increased significantly due to regulatory and procedural requirements. The division has implemented an increased timeframe for architectural planning and construction on certain projects as part of the FY 2011–2016 CIP to allow for improved planning and design.

In FY 2009, the Division of Construction successfully completed the following construction projects:

1. Construction of new William B. Gibbs, Jr., Elementary School
2. Modernization of Francis Scott Key Middle School
3. Modernization of Bells Mill, Cashell, and Galway elementary schools
4. Additions to Luxmanor Elementary School and Bethesda-Chevy Chase and Poolesville high schools
5. Gymnasium addition to Meadow Hall Elementary school
6. Site improvements at Northwood High School
7. School-Based Health Center at New Hampshire Estates Elementary School

In FY 2010, the following projects will be under construction:

1. Modernization of Carderock Springs, Cresthaven, and Farmland elementary schools; Cabin John Middle School; and Walter Johnson and Paint Branch high schools
2. Additions to East Silver Spring, Takoma Park, Brookhaven, Fairland, Fox Chapel, Harmony Hills, Jackson Road, Montgomery Knolls, Rock View, Sherwood, Whetstone, and Washington Grove elementary schools
3. Various facility improvements at Redland Middle School

As part of the FY 2010 capital budget, 20 major capital projects have been funded for architectural planning, and 10 feasibility studies are under way for future projects.

The division also provides design and management oversight of countywide CIP projects, including Americans with Disabilities Act (ADA) compliance retrofits, building modifications and program improvements, fire safety code upgrades, HVAC replacements, improved (safe) access to schools, and relocatable classrooms.

Major Mandates

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

Strategies

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

Performance Measures

Customer Focus

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
4.7	4.6	4.5

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

Employee Focus

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
4.2	4.2	4.3

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

Financial Results

Performance Measure: Average project change order percentage.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
4.1%	4.3%	3.7%

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

Performance Measure: Construction cost per square foot.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
\$278.00	\$238.00	\$246.00

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

Organizational Results

Performance Measure: Timely completion of major capital projects.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
100%	100%	100%

Explanation: This measures the timely completion of design and construction projects and variance of bid costs versus project budgets.

Budget Explanation

Division of Construction—322

The FY 2011 request for this division is \$257,295, an increase of \$759 from the current FY 2010 budget of \$256,536. An explanation of this change follows.

Continuing Salary Costs—\$759

There is an increase of \$759 in continuing salary costs to reflect step or longevity increases for current employees.

Division of Construction - 322

James Song, Director I

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	2.000	2.000	2.000	2.000	
Position Salaries	\$257,148	\$256,536	\$256,536	\$257,295	\$759
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	257,148	256,536	256,536	257,295	759
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 Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other					
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$257,148</u>	<u>\$256,536</u>	<u>\$256,536</u>	<u>\$257,295</u>	<u>\$759</u>

Division of Construction - 322

James Song, Director I

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
1	P Director I		1.000	1.000	1.000	1.000	
1	M Architect - School Facilities		1.000	1.000	1.000	1.000	
	Total Positions		2.000	2.000	2.000	2.000	

Division of Long-range Planning

Director I (P)	1.0
Coordinator GIS Services (26)	1.0
Senior Facilities Planner (26)	1.0
Planner II (25)	1.0*
Administrative Secretary II (15)	1.0
Boundary Information Specialist (13)	0.625

F.T.E. Positions 4.625

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

Mission

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

Major Functions

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

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

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

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

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

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

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

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

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

Trends and Accomplishments

Trends

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

The number of county resident births has topped 13,000 in Montgomery County since 2000. In 2008 resident births were 13,681, and projected to increase. These increases in county births will impact enrollments in the long term and keep pressure on MCPS to add capacity in the future. Prior to the current recession, a strong local economy generated substantial migration of households to the county, the construction of new housing, turnover of existing homes, and in some cases, multiple occupancy of residences. Consequently, significant enrollment increases occurred in parts of the county with large subdivisions under development, and in established neighborhoods where young families with children moved into existing housing and the demographic composition changed. The school system is still “catching up” to

enrollment increases generated by households moving to the county in the past 20 years.

Elementary school enrollment decreased from 2002 through 2006. This was due to the phase-in of a new kindergarten entry age and a slight dip in county births. However, as larger birth cohorts have now reached school-age, and the phase-in of the new kindergarten entry age has been completed, increases in elementary enrollment have begun. Between 2008 and 2009 MCPS enrollment exceeded projections, with a gain of 2,500 students. This increase was the result of more students entering MCPS from county private schools. In addition, the weak housing market has made it difficult to sell homes, and this has reduced the outflow of students from the county. Over the next six years, elementary enrollment is projected to increase by 4,761 students. At the secondary level the dip that occurred in elementary enrollment is now working its way through the grade levels. Consequently, middle school enrollment will not see increases until 2012, and high school enrollment will not see increases until 2016. Total MCPS enrollment is projected to increase from 141,777 in 2009 to 148,043 in 2015. The greatest pressure for additional school capacity is at the elementary school level, where nearly 90 percent of the system's 437 relocatable classrooms are located.

In a coordinated effort to address student performance, student-to-teacher ratios have been reduced at the elementary school level. Elementary school classroom capacities are rated at 23:1, except in Focus elementary schools where kindergarten classrooms are rated at 15:1 and Grades 1 and 2 at 17:1. Smaller class sizes, especially at Focus schools, have increased space needs greatly. Relocatable classrooms continue to be an important interim measure to meet the space needs from enrollment increases and class size reduction efforts. Reducing the number of relocatable classrooms is an important objective. However, recent enrollment increases suggest it will be difficult to continue to reduce the number of relocatables. (The number of relocatables at schools was reduced from the peak of 685 in 2005 to 424 in 2008. However, in 2009, the number increased to 436.)

Accomplishments

In FY 2009 the Division of Long-range Planning achieved high performance levels in forecast accuracy and community satisfaction with planning processes. Enrollment forecasts were made more difficult as a result of a worsening economy and unexpected high numbers of students enrolling in MCPS from county private schools. Total enrollment this year was above forecast by 1,513 students, with a total of 139,276 students enrolled. This enrollment represented a forecast accuracy of 98.9 percent. In addition, 73.6 percent of all schools fell within 5 percent of their projected enrollment. Division staff researched and prepared extensive data on county and school system demographics, helping to explain the new trend in enrollment.

Performance measures on community involvement processes showed high satisfaction levels with processes conducted by staff. In FY 2009 one elementary school boundary review process was conducted concerning East Silver Spring, Piney

Branch, Sligo Creek, and Takoma Park elementary schools. The majority of participants in this process rated the process highly, with 94 percent responding that they felt they had the opportunity to participate in the process, 84 percent responding that the process enabled their ideas and thoughts to be represented, and 80 percent indicating the committee process worked well in surfacing community viewpoints.

Division staff facilitated the internal MCPS process for the recommended Amendments to the FY 2010 Capital Budget and the FY 2009–2014 Capital Improvements Program (CIP). This process included preparation of the superintendent's recommendations for elementary school boundary changes in Potomac and Clarksburg. In addition, staff conducted an annual forum on the CIP for PTA leaders and the community immediately after the superintendent's recommendation was released.

The adopted Amended FY 2009–2014 CIP includes \$1.271 billion in expenditures for the six-year period, a decrease of \$16.9 million from the previously adopted six-year total. The adopted Amended FY 2009–2014 CIP maintains the completion dates for all individual school and addition projects, as well as school modernizations, as requested by the Board of Education. Also, funding for planning and construction of nine new elementary school additions—Brookhaven, Fairland, Fox Chapel, Harmony Hills, Jackson Road, Montgomery Knolls, Rock View, Sherwood, and Whetstone. In addition, funding to open a new elementary school in the Downcounty Consortium is included to address overutilization at Oakland Terrace and Woodlin elementary schools.

Division staff coordinated the completion of educational specifications and feasibility studies for eight elementary school projects (Beverly Farms modernization, Bradley Hills addition, Clarksburg Cluster, Darnestown addition, Georgian Forest addition, Glenallan modernization, Viers Mill addition, and Wyngate addition), three middle school projects (Clarksburg/ Damascus, Herbert Hoover modernization, and Montgomery Village addition), and two high school projects (Clarksburg addition and Gaithersburg modernization). Division staff developed program scopes for several Building Modification and Program Improvement (BMPI) projects, including science laboratories at four high schools (Bethesda-Chevy Chase, James Hubert Blake, Winston Churchill, and Thomas S. Wootton), CISCO labs at Northwest High School and Quince Orchard High School, a Musical Dance Academy at Northwood High School, and a Digital Art/Music Laboratory and Project Lead the Way Biomedical Laboratory at Wheaton High School. Division staff serves as the MCPS contact for Montgomery County Department of Health and Human Services CIP projects at MCPS schools, including planning for a Wellness Center at Northwood High School and a feasibility study for a Wellness Center at Watkins Mill High School.

Division staff worked closely with school principals and community superintendents in revising school enrollment forecasts for FY 2010 staffing allocations. An accelerated schedule for the forecast, staffing allocations, and relocat-

able classroom placement decisions has improved services to schools.

Division staff that was trained in Six Sigma process improvement facilitated a review process for the Division of School Plant Operations. This process identified ways to ensure that all new building service workers successfully complete the Basic Skills training for Division of School Plant Operations staff. The new process has officially been put in place for new hires in FY 2010.

Division staff worked with the Montgomery County Department of Planning in review of the county growth policy school test. A tightening of the school test in 2007 is being reviewed and may be changed when the 2009 policy is adopted. Under the current school test, in FY 2010, nine MCPS clusters are sufficiently over capacity to warrant a school facility payment before subdivisions may be approved. Another three MCPS clusters, Bethesda-Chevy Chase, Clarksburg, and Seneca Valley, have such high utilization rates that they will be in moratorium in FY 2010. Division staff worked with City of Gaithersburg and City of Rockville staff to provide information for school adequacy tests that these jurisdictions now conduct annually.

Division staff represented school system interests in county master plans for Germantown, Gaithersburg West, and White Flint. These plans look to increase housing densities along transportation corridors, by providing for thousands of multi-family units in mid-rise and high-rise structures. Division staff provided estimates of student generation for plan scenarios, and worked with planners on the difficult issue of obtaining school sites in these compact and high land cost planning areas. In addition, staff maintained documentation for new subdivisions and continuously monitored and updated building schedules for new developments. These activities enabled accurate school enrollment forecasting and identification of schools of assignment for new communities. Division staff represented MCPS on the county's Census 2010 Complete Count Committee that involves identifying strategies to ensure the success of the upcoming census.

Division staff continued to respond to a high volume of requests for boundary information by phone and Internet. The school boundary line responds to an increasingly diverse population of non-English speakers, with approximately 50 percent of calls from persons with limited English language skills. The ability of staff to speak Spanish greatly enhances this service. The Division's website enables online school assignment information, and recorded an average of 25,500 unique address searches per month in FY 2009.

Division staff continued implementation of the new Oracle-based CIP database that supports MCPS facility planning activities. This application is providing a more robust system for data management, analysis, and report writing. The application is now fully operational, although some enhancements continue to be made. In addition, staff developed more Geographic Information System (GIS) applications and expanded the mapping capabilities of this system. Staff provided mapping services to an expanding internal MCPS customer base, as well as other county agencies.

Major Mandates

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

Strategies

- Continually improve processes to identify and understand the needs of customers and stakeholders.
- Continuously improve communication tools to enable external customers and stakeholders to understand planning issues and activities.
- Maintain and improve the division's information system.
- Routinely assess division planning processes, staff workloads, and staff strengths in the context of the strategic plan.
- Foster an environment where staff is empowered to exercise personal leadership and team work is encouraged.
- Research and identify emerging trends that may impact school system facility planning and the division mission.
- Maintain relationships with communities to better engage these groups in understanding division planning processes.
- Incorporate school system program initiatives and consideration of multi-purpose use of schools in facilities planning processes.

Division of Long-range Planning—335

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240-314-4700

- Continuously assess work practices in light of new technologies, staff capabilities, and customer needs.
- Take every opportunity to recognize employee contributions.

Performance Measures

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
98.9%	99.5%	99.5%

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
96.0%	98.0%	98.0%

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
73.6%	80.0%	80.0%

Explanation: The accuracy of individual school forecasts is critical to operating and capital budget decisions regarding distribution of resources (e.g., staffing, supplies, and relocatable classrooms).

Performance Measure: Community involvement in planning "opportunity to participate."

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
94.0%	95.0%	95.0%

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

Performance Measure: Community involvement in planning "ideas respected and thoughts represented."

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
84.0%	95.0%	95.0%

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

Budget Explanation

Division of Long-range Planning—335

The current FY 2010 budget for this division is changed from the budget adopted by the Board of Education on June 9, 2009. The change is a result of the realignment of \$1,100 from contractual services to supplies and materials.

The FY 2011 request for this division is \$460,097, an increase of \$6,114 from the current FY 2010 budget of \$453,983. An explanation of this change follows.

Continuing Salary Costs—\$6,114

There is an increase of \$6,114 in continuing salary costs to reflect step or longevity increases for current employees.

Division of Long-range Planning - 335

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Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	5.000	4.600	4.625	4.625	
Position Salaries	\$437,962	\$431,669	\$431,669	\$437,783	\$6,114
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,000	1,000	1,000	
Other					
Subtotal Other Salaries	471	1,000	1,000	1,000	
Total Salaries & Wages	438,433	432,669	432,669	438,783	6,114
02 Contractual Services					
Consultants					
Other Contractual		12,600	11,500	11,500	
Total Contractual Services	9,590	12,600	11,500	11,500	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,583	2,583	2,583	
Other Supplies & Materials		3,402	4,502	4,502	
Total Supplies & Materials	2,784	5,985	7,085	7,085	
04 Other					
Local Travel		2,729	2,729	2,729	
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	1,572	2,729	2,729	2,729	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$452,379</u>	<u>\$453,983</u>	<u>\$453,983</u>	<u>\$460,097</u>	<u>\$6,114</u>

Division of Long-range Planning - 335

Bruce Crispell, Director I

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
1	P Director I		1.000	1.000	1.000	1.000	
1	26 Coordinator GIS Services		1.000	1.000	1.000	1.000	
1	26 Sr. Facilities Planner		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II			1.000	1.000	1.000	
1	14 Administrative Secretary I		1.000				
1	13 Boundary Information Spec		1.000	.600	.625	.625	
	Total Positions		5.000	4.600	4.625	4.625	

Division of Maintenance

Maintenance Office Supervisor (15)	1.0
Account Assistant II (12)	3.0

Director I (P)	1.0
Assistant Director I (N)	1.0
Maintenance Training and Safety Specialist (21)	1.0
Fiscal Assistant IV (18)	1.0
Administrative Secretary II (15)	1.0

Heavy Equipment Shop	
General Maintenance Central Supervisor (19)	1.0
Automotive Technician II (19)	2.0
Automotive Technician I (17)	2.0
Small Equipment Mechanic (16)	4.0
Maintenance Welder (15)	2.0
Equipment Operator (12)	3.0
Compactor Truck Operator (11)	1.0
General Maintenance Worker II (9)	1.0
Trash Service Worker (9)	1.0
General Maintenance Worker I (7)	2.0

Materials Fabrication and Rigging Shop	
Material Fabrication/Rigging Supervisor (18)	1.0
Paint Specialist (17)	1.0
Cabinet Maker (15)	1.0
Mason (15)	2.0
Maintenance Painter I (13)	2.0
Reupholster/Seamster II (13)	2.0
Materials Fabrication Worker (12)	4.0

PLAR/Contract Office	
Capital Improvement Construction Supervisor (J)	1.0
PLAR/Contracting Assistant Supervisor (22)	1.0*
Roof Construction Specialist (22)	1.0
Project Designer (20)	1.0*
Bldg. & Grounds Contracts Assistant (18)	3.0
Bldg. & Grounds Contracts Assistant (18)	3.0*
Account Assistant III (14)	1.0*
Administrative Secretary I (14)	1.0
Fire Safety Compliance Tech. (14)	1.0

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

Industrial Equipment Repair	
Industrial Equipment Supervisor (18)	1.0
Electric Motor Mechanic (17)	1.0
Equipment Mechanic (17)	1.0
Tool Mechanic (15)	2.0

Automated Energy Management	
Energy Management Supervisor (24)	1.0
Energy Management Specialist (22)	4.0
Energy Management Specialist (22)	1.0*
Resource Conservation Assistant (17-23)	1.0*
Resource Conservation Assistant (17-23)	2.5
Customer Service Specialist (19)	1.0
Mechanical Systems Technician (16-19/ND)	3.0
Mechanical Systems Worker (10-14/ND)	2.0

Environmental Services IAQ	
Team Leader (M)	3.0
Environmental Safety Specialist (23)	2.0*
Environmental Specialist (23)	1.0
Mechanical Systems Team Leader (20/ND)	2.0
Mechanical Systems Technician (16-19/ND)	10.0
IAQ Electrician (16/ND)	1.0
Administrative Operations Secretary (14)	1.0*

Automation Center	
IT Systems Specialist I (18-25)	1.0
Maintenance Automation Specialist (24)	1.0
Account Assistant II (12)	1.0

Asbestos Abatement/Pest Control	
Environmental Health Specialist (23)	1.0*
Environmental Design Assistant (20)	1.0*
Environmental Abatement Supervisor (19)	1.0*
Environmental Abatement Technician (16)	6.0*
Water Treatment Tester (14)	2.0
Data Systems Operator (13)	1.0*
Pest Control Worker (12)	4.0

Maintenance Depots			
Maintenance/Facility Area Manager (J)	3.0	Maintenance Carpenter I (15)	27.0
Maintenance/Facility Area Assistant Manager (23)	4.0	Roof Mechanic (15)	6.0
Mechanical Systems Supervisor (21)	3.0	Maintenance Painter II (14)	3.0
Mechanical Systems Team Leader I (20)	6.0	Mechanical Systems Worker (10-14)	3.0
Electrician Area Supervisor (19)	3.0	Administrative Operations Secretary (14)	3.0
Mechanical Systems Technician (16-19)	59.0	General Maintenance Worker III (13)	6.0
Carpentry Area Supervisor (18)	3.0	Locksmith (13)	5.0
General Maintenance Area Supervisor (18)	3.0	Maintenance Painter I (13)	3.0
Carpentry Assistant Area Supervisor (17)	3.0	HVAC Apprentice (12)	4.0
Maintenance Electrician II (17)	3.0	Compactor Truck Operator (11)	3.0
General Maintenance Supervisor (16)	3.0	General Maintenance Worker II (9)	33.0
Maintenance Carpenter II (16)	3.0	Roof Maintenance Worker (9)	3.0
Maintenance Electrician I (16)	18.0	Trash Service Worker (9)	3.0
Floor Covering Mechanic (15)	6.0	Office Assistant II (9)	1.5
Glazier (15)	6.0	General Maintenance Worker I (7)	15.0

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F.T.E. Positions 358.0
 (*In addition the chart above includes 20.5 positions funded through the Capital Budget and .5 FTE funded though ICB/CUPF)

ND Night Differential = Shift 2

Mission

The mission of the Division of Maintenance is to contribute to student success by working as a team to provide high-quality facilities support, including maintenance and repair, environmental services, capital asset replacements, and automated energy management.

Major Functions

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

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

Trends and Accomplishments

The Division of Maintenance continues to experience growing demand for services resulting from (1) increases in the number, size, age, and utilization rates of school facilities; (2) compliance with regulations and responses to customer requests related to indoor air quality, environmental protection, fire protection, school security, and emergency preparedness; (3) increased complexity of computer-controlled HVAC and related mechanical systems; and (4) property damage caused by weather events and acts of vandalism.

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

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

During the past seven fiscal years (FY 2003 through FY 2009), the amount of building space maintained by the Division of Maintenance grew by more than 8.5 percent, for a total of more than 23 million square feet. The addition of new schools and other modernization projects, offset by some reductions in the number of relocatable classrooms, has contributed to the significant increase in facilities to be maintained. During this same five-year period, the number of work orders received annually has grown from about 48,000 to about 60,000. However, the number of employees who perform maintenance and repair services has remained relatively stable. Growing demand for service and vacancy rates in maintenance positions that vary from 5 to 8 percent combine to challenge the ability of the division to adequately respond to customer needs or expectations. These challenges extend to the area of IAQ. Each year, requests for unplanned air quality investigations and remediation projects have steadily increased and have reduced the IAQ teams' ability to perform their other major functions of preparing building maintenance plans and providing scheduled inspections and preventive maintenance services.

Real growth in facilities inventory, the number of relocatable classrooms, and heavy after-hours utilization of schools contribute to increased demand for maintenance-related services. In addition, annual budgets for maintenance supplies, contracted maintenance, and vehicle operations have generally not kept up with the actual growth in the costs of these commodities and services.

In spite of significant challenges and constraints, the Division of Maintenance has continued to improve its work processes and levels of production through implementation of various initiatives and professional development of the workforce.

The division is continuing a multiyear process of implementing plans to improve business efficiencies based on "lean" management concepts. Included in this initiative are ongoing enhancements to the computerized maintenance management system ("Maximo") to expand supervisors' and managers' capabilities to process and monitor work orders, track and control inventory, and provide short- and long-term management of facility assets. The enhancements also

include user-friendly, web-based access to allow customers to more easily request work and to monitor work order status and history.

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

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

The division has continued to refine its procedures for interviewing and selecting candidates to fill vacant positions and for ensuring fair and equitable job competition on a “level playing field.” In a related effort, the division completed cultural competence workshops for all managers, supervisors, and key staff members in FY 2008 and FY 2009.

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

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

During FY 2009, the division completed initial reviews and mapping of all 16 of its major business processes, with linkages shown between six key processes and the various measurements used to monitor and manage performance, both during and at the end of the processes.

As a means of enhancing workforce involvement in long-term business success, the division fosters employee understanding and ownership of the strategic business plan by including them in periodic updates of the plan and by providing all employees with copies of updated plans. During FY 2009, the division updated its business plan and will append it to its Internet website so that it can be viewed by all customers and stakeholders.

The collective and measurable successes of these various initiatives include improving productivity, a stable backlog of work in spite of growing demand, improving levels of employee morale and job satisfaction, minimal employee grievances, improved employee perceptions of their leaders, and steady levels of customer satisfaction. In summary, the Division of Maintenance continues to contribute to student

success by effectively employing its available resources to meet the maintenance and related service needs of a growing facilities inventory.

Major Mandates

Mandated work for the division includes the following:

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

Strategies

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

Performance Measures

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
3.9	4.0	4.1

Explanation: The Baldrige National Quality program suggests that standards of service quality should be customer-driven. Therefore, the level of customer satisfaction is a core performance measure for delivery of maintenance and repair services. Performance information for FY 2009 is based on February 2009 survey responses from 126 schools that reported levels of satisfaction with both the timeliness and quality of maintenance and repair services.

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
55,828	57,000	58,000

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
3.8	3.9	4.0

Explanation: Levels of productivity and efficiency in an organization are closely related to how employees feel about their workplace environment, wages and benefits, the quality of supervision, and opportunities for professional development and career advancement. Employee satisfaction levels for FY 2009 are based on surveys performed in October 2008 as part of the director's annual workforce briefings. Six years of employee satisfaction data show a slowly improving trend in results.

Budget Explanation

Division of Maintenance—323/338/339/972

The current FY 2010 budget for this division is changed from the budget adopted by the Board of Education on June 9, 2009. The change is a result of the realignment of a 1.0 general maintenance supervisor position and \$65,191 from this division's budget to fund a 1.0 SERT recycling manager in the Department of Facilities Management. There is a realignment of a 1.0 recycling technician position and \$76,149 to fund a 1.0 SERT program technician in the Department of Facilities Management. There is a realignment of \$755,500 for recycling and refuse fees from this budget to the budget for the Department of Facilities Management. Also, within the Division of Maintenance, there is a realignment of \$52,500 from recycling and refuse fees to create a 1.0 environmental specialist position.

The FY 2011 request for this division is \$30,851,404, an increase of \$657,636 from the current FY 2010 budget of \$30,193,768. An explanation of this change follows.

Continuing Salary Costs—\$381,378

There is an increase of \$381,378 in continuing salary costs to reflect step or longevity increases for current employees.

Realignments—\$0

There is a realignment of \$17,000 from maintenance support services overtime within this division to support overtime for the indoor air quality and the maintenance apprenticeship programs.

Inflation—\$76,258

Applying an inflation factor of 3 percent increases the budget on general maintenance supplies by \$76,258.

Other—\$200,000

An additional \$50,000 is budgeted for contractual maintenance and \$150,000 is budgeted for general maintenance supplies. These increases are needed to reflect the actual costs of these items.

Division of Maintenance - 323/338/339/972

Roy Higgins, Director I

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	366,000	359,000	358,000	358,000	
Position Salaries	\$21,080,195	\$21,908,696	\$21,842,356	\$22,223,734	\$381,378
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		717,660	717,660	717,660	
Subtotal Other Salaries	567,844	717,660	717,660	717,660	
Total Salaries & Wages	21,648,039	22,626,356	22,560,016	22,941,394	381,378
02 Contractual Services					
Consultants		21,755	21,755	21,755	
Other Contractual		2,085,785	2,085,785	2,135,785	50,000
Total Contractual Services	3,878,471	2,107,540	2,107,540	2,157,540	50,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		582	582	582	
Other Supplies & Materials		2,820,595	2,820,595	3,046,853	226,258
Total Supplies & Materials	2,797,970	2,821,177	2,821,177	3,047,435	226,258
04 Other					
Local Travel		2,474	2,474	2,474	
Staff Development		61,015	61,015	61,015	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,393,925	1,563,425	1,563,425	
Total Other	2,530,914	2,457,414	1,626,914	1,626,914	
05 Equipment					
Leased Equipment		736,561	736,561	736,561	
Other Equipment		341,560	341,560	341,560	
Total Equipment	1,079,076	1,078,121	1,078,121	1,078,121	
Grand Total	\$31,934,470	\$31,090,608	\$30,193,768	\$30,851,404	\$657,636

Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
	323 Division of Maintenance						
11	P Director I		1.000	1.000	1.000	1.000	
11	N Assistant Director I		1.000	1.000	1.000	1.000	
11	J Maintenance Facility Area Mgr		3.000	3.000	3.000	3.000	
11	J Capital Impr Construct Supv		1.000	1.000	1.000	1.000	
11	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
11	24 Energy Mgt Supervisor		1.000	1.000	1.000	1.000	
11	24 Maintenance Automation Spec		1.000	1.000	1.000	1.000	
11	23 Resource Conservation Asst		2.500	2.500	2.500	2.500	
11	23 Environmental Specialist				1.000	1.000	
11	23 Maint/Facility Area Asst Mgr		3.000	3.000	4.000	4.000	
11	22 Energy Management Spec		4.000	4.000	4.000	4.000	
11	22 Roof Construction Specialist		1.000	1.000	1.000	1.000	
11	21 Mechanical Systems Supervisor		3.000	3.000	3.000	3.000	
11	21 Training and Safety Specialist		1.000	1.000	1.000	1.000	
11	20 Mech Systems Team Ldr Shft 1		6.000	6.000	6.000	6.000	
11	20 Electronic Technician Supv II		1.000	1.000	1.000	1.000	
11	19 Energy Mgt Customer Svc Spec		1.000	1.000	1.000	1.000	
11	19 Mechanical Systems Tech Shft 1		62.000	62.000	59.000	59.000	
11	19 Mechanical Systems Tech Shft 2				3.000	3.000	
11	19 General Maint Central Supv		1.000	1.000	1.000	1.000	
11	19 Electrician Area Supervisor		3.000	3.000	3.000	3.000	
11	19 Electronic Technician Supv I		1.000	1.000	1.000	1.000	
11	19 Auto Technican II Shift 1		2.000	2.000	2.000	2.000	
11	18 Fiscal Assistant IV		1.000	1.000	1.000	1.000	
11	18 Carpentry Area Supervisor		3.000	3.000	3.000	3.000	
11	18 General Maintenance Area Supv		5.000	5.000	3.000	3.000	
11	18 Build & Ground Contracts Asst		3.000	3.000	3.000	3.000	
11	18 Material Fabrication Sup		1.000	1.000	1.000	1.000	
11	18 Electronic Technician II		3.000	3.000	3.000	3.000	
11	18 Industrial Equipment Supv		1.000	1.000	1.000	1.000	
11	17 Carpentry Asst Area Supv		3.000	3.000	3.000	3.000	
11	17 Maintenance Electrician II		3.000	3.000	3.000	3.000	
11	17 Electric Motor Mechanic		1.000	1.000	1.000	1.000	
11	17 Electronic Technician I		15.000	15.000	16.000	16.000	
11	17 Paint Specialist		1.000	1.000	1.000	1.000	
11	17 Equipment Mechanic		1.000	1.000	1.000	1.000	
11	17 Auto Technican I Shift 1		2.000	2.000	2.000	2.000	
11	16 Maintenance Carpenter II		3.000	3.000	3.000	3.000	
11	16 General Maintenance Supervisor		3.000	3.000	3.000	3.000	
11	16 Maintenance Electrician I		18.000	18.000	18.000	18.000	
11	16 Recycling Technician		1.000	1.000			
11	16 Office Machine Technician		1.000	1.000			

Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
	323 Division of Maintenance						
11	16 Small Equipment Mechanic		4.000	4.000	4.000	4.000	
11	15 Administrative Secretary II			1.000	1.000	1.000	
11	15 Supervisor		1.000	1.000	1.000	1.000	
11	15 Maintenance Carpenter I		27.000	27.000	27.000	27.000	
11	15 Floor Covering Mechanic		6.000	6.000	6.000	6.000	
11	15 Roof Mechanic		6.000	6.000	6.000	6.000	
11	15 Glazier		6.000	6.000	6.000	6.000	
11	15 Tool Mechanic		2.000	2.000	2.000	2.000	
11	15 Cabinet Maker		1.000	1.000	1.000	1.000	
11	15 Maintenance Welder		2.000	2.000	2.000	2.000	
11	15 Mason		2.000	2.000	2.000	2.000	
11	14 Admin Operations Secretary			3.000	3.000	3.000	
11	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
11	14 Mech Sys Worker Shift 1		3.000	3.000	3.000	3.000	
11	14 Mechanical Sys Worker Shift 2		2.000	2.000	2.000	2.000	
11	14 Maintenance Painter II		3.000	3.000	3.000	3.000	
11	14 Water Treatment Tester		2.000	2.000	2.000	2.000	
11	14 Fire Safety Compliance Tech.		1.000	1.000	1.000	1.000	
11	13 General Maintenance Worker III		9.000	6.000	6.000	6.000	
11	13 Locksmith		5.000	5.000	5.000	5.000	
11	13 Reupholsterer Seamster II		2.000	2.000	2.000	2.000	
11	13 Plasterer		1.000				
11	13 Maintenance Painter I		8.000	5.000	5.000	5.000	
11	12 Secretary		4.000				
11	12 Account Assistant II		4.000	4.000	4.000	4.000	
11	12 Equipment Operator		3.000	3.000	3.000	3.000	
11	12 Pest Control Worker Shift 1		4.000	4.000	4.000	4.000	
11	12 Materials Fabrication Worker		4.000	4.000	4.000	4.000	
11	11 Compactor Truck Operator		4.000	4.000	4.000	4.000	
11	9 Office Assistant II			1.500	1.500	1.500	
11	9 General Maintenance Worker II		34.000	34.000	34.000	34.000	
11	9 Roof Maintenance Worker		3.000	3.000	3.000	3.000	
11	9 Trash Service Worker		4.000	4.000	4.000	4.000	
11	8 Office Assistant I		1.500				
11	7 General Maintenance Worker I		17.000	17.000	17.000	17.000	
	Subtotal		346.000	339.000	338.000	338.000	
	338 Indoor Air Quality						
11	M Team Leader		3.000	3.000	3.000	3.000	
11	20 Mech Systems Team Ldr Shft 2		2.000	2.000	2.000	2.000	
11	19 Mechanical Systems Tech Shft 2		10.000	10.000	10.000	10.000	

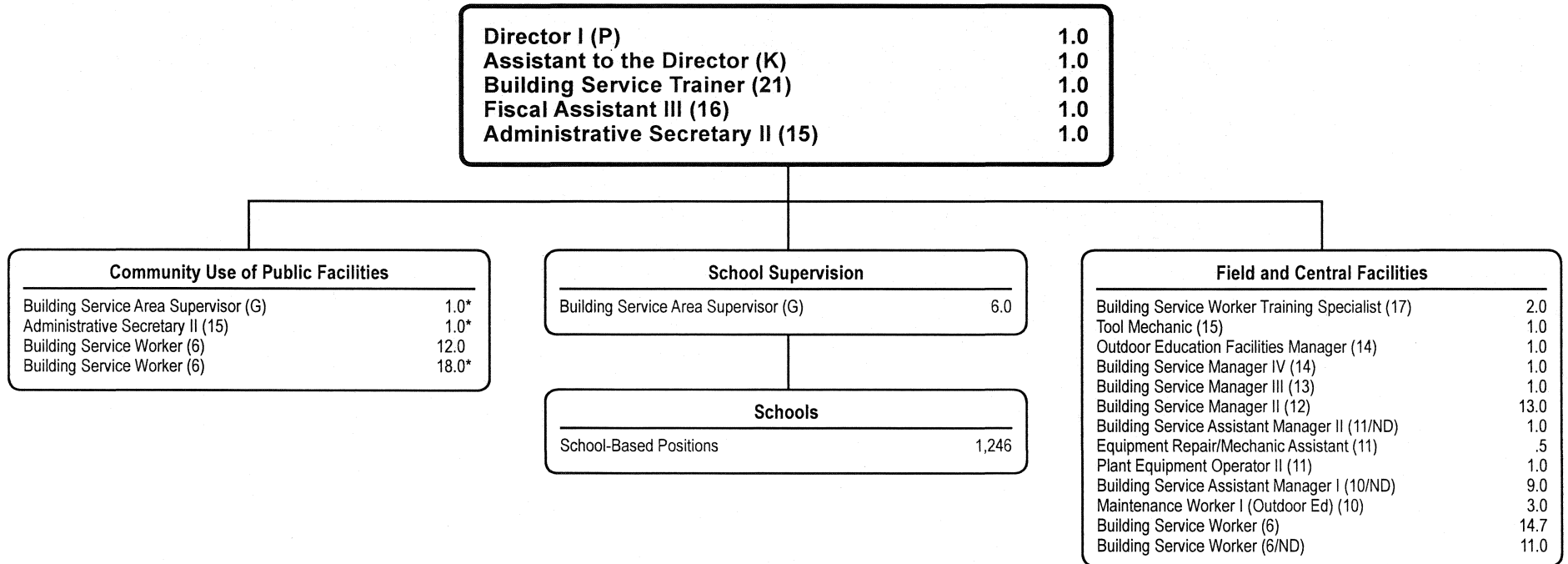
Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
	338 Indoor Air Quality						
11	16 Indoor Air Qual Electrician		1.000	1.000	1.000	1.000	
	Subtotal		16.000	16.000	16.000	16.000	
	339 Maintenance Apprenticeship Program						
11	12 HVAC Apprentice		4.000	4.000	4.000	4.000	
	Subtotal		4.000	4.000	4.000	4.000	
	Total Positions		366.000	359.000	358.000	358.000	

Division of School Plant Operations

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F.T.E. Positions 1,328.2

(*Chart includes 1,246 school-based positions shown on K-12 chart. In addition, there are 20.0 positions funded by ICB.)

ND Night Differential = Shift 2

Mission

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

Major Functions

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

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

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

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

Trends and Accomplishments

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

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

To reduce the environmental impact of facility services on student and staff productivity and to improve operational efficiency, division staff modified operational processes and adopted environmentally responsible standards for purchases of cleaning products and equipment. Staff implemented a comprehensive Healthy, High Performance Cleaning Program that will ensure that sustainable operations are maintained at all facilities.

As a result of rising costs and inferior quality of contractual services for repair of custodial equipment, the division opened a custodial equipment repair facility. This shop will allow the division to maintain approximately 4,000 pieces of equipment operational with a projected savings of \$59,000 in the first year, and \$75,000 for each subsequent year thereafter. The shop also will increase the time that custodial equipment is available to provide essential building services in schools.

The numbers of Asian American and Hispanic employees in the division continue to increase while the number of African American and White employees decreases. In order to increase the opportunity for succession planning, improve employee and occupant safety, and increase overall employee and customer satisfaction, limited English proficient employees participate in a Workplace English program that helps employees improve speaking writing and comprehension of English. Two levels of English are offered—basic and Level 2. The program includes user friendly technology, support from an instructor or other support professionals, and a variety of instructional methods and tools to assist employees regardless of their native language. Employees who participated in FY 2009 were assessed and showed an average improvement of 20 percent in speaking and comprehending English after completing the program.

Major Mandates

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

- Fire Inspection Regulations
- Hazard Assessment
- Hazardous Chemicals/Employee Right-to-Know

Strategies

- Building service staff will receive training and be certified as competent in performing effective evaluations, maximizing the efficiency of staff schedules, proper operation and maintenance of mechanical systems, systematic team cleaning, basic cleaning methods, and other building services.
- The frequency and intensity of school inspections and routine visits to schools will be increased to ensure that quality standards are met and to assist staff in aggressively managing and reducing air quality problems.
- A joint collaboration council of customers and stakeholders will be created to improve business relationships, coordinate facility use, and maximize productivity.

Performance Measures

Performance Measure: Organizational results—building inspections meeting standard.

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
99%	99%	99.5%

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

Performance Measure: Customer satisfaction.

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
80%	84%	84.5%

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

Performance Measure: Employee Focus—Absenteeism.

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
92.9%	93.5%	94%

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

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

The FY 2011 request for this division is \$59,015,554, an increase of \$752,234 from the current FY 2010 budget of \$58,263,320. An explanation of this change follows.

Continuing Salary Costs—\$419,651

There is an increase of \$419,651 in continuing salary costs to reflect step or longevity increases for current employees.

Realignments—\$0

There is a realignment of \$3,487 from part-time salaries to position salaries to address the reclassification of a Fiscal Assistant I to a Fiscal Assistant III position.

New Schools—\$288,439

With the addition of Grade 5 at William B. Gibbs, Jr. Elementary School and additional square footage of space added to other schools, the budget contains an increase of 9.5 positions and \$264,214. The increase includes \$194,684 to fund 7.0 building service worker shift I positions for elementary schools and \$69,530 to fund 2.5 building service workers shift I for secondary schools.

Included in the budget is an increase of \$24,225 to fund additional custodial supplies, uniform supplies and air conditioning filters related to expanded square footage.

Inflation—\$44,144

Applying an inflation factor of 3 percent increases the budget for custodial supplies, uniform supplies, and air conditioning filters by \$44,144.

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

Dianne Jones, Director I

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	1,321.700	1,318.700	1,318.700	1,328.200	9.500
Position Salaries	\$54,853,779	\$55,138,759	\$55,211,119	\$55,898,471	\$687,352
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		377,010	377,010	373,523	(3,487)
Other		516,774	516,774	516,774	
Subtotal Other Salaries	939,550	893,784	893,784	890,297	(3,487)
Total Salaries & Wages	55,793,329	56,032,543	56,104,903	56,788,768	683,865
02 Contractual Services					
Consultants					
Other Contractual		102,128			
Total Contractual Services	130,392	102,128			
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		717	717	717	
Other Supplies & Materials		1,894,986	1,924,986	1,993,355	68,369
Total Supplies & Materials	1,588,635	1,895,703	1,925,703	1,994,072	68,369
04 Other					
Local Travel		58,270	58,270	58,270	
Staff Development		10,000	10,000	10,000	
Insurance & Employee Benefits					
Utilities		11,000	11,000	11,000	
Miscellaneous		10,000	10,000	10,000	
Total Other	58,549	89,270	89,270	89,270	
05 Equipment					
Leased Equipment		47,275	47,275	47,275	
Other Equipment		96,401	96,169	96,169	
Total Equipment	106,723	143,676	143,444	143,444	
Grand Total	\$57,677,628	\$58,263,320	\$58,263,320	\$59,015,554	\$752,234

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

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
329 Field and Central Facilities							
10	P Director I		1.000	1.000	1.000	1.000	
10	K Assistant to the Director		1.000	1.000	1.000	1.000	
10	G Building Service Area Supv		6.000	6.000	6.000	6.000	
10	21 Building Service Trainer		1.000	1.000	1.000	1.000	
10	17 Building Service Training Spec		2.000	2.000	2.000	2.000	
10	16 Fiscal Assistant III					1.000	1.000
10	15 Administrative Secretary II			1.000	1.000	1.000	
10	15 Tool Mechanic			1.000	1.000	1.000	
10	14 Administrative Secretary I		1.000				
10	14 Outdoor Ed Facilities Manager		1.000	1.000	1.000	1.000	
10	14 Building Service Manager IV		1.000	1.000	1.000	1.000	
10	13 Fiscal Assistant I		1.000	1.000	1.000		(1.000)
10	13 Building Service Manager III		1.000	1.000	1.000	1.000	
10	12 Building Service Manager II		13.000	13.000	13.000	13.000	
10	11 Plant Equipment Operator II		1.000	1.000	1.000	1.000	
10	11 Build Svc Asst Mgr II Shft 2		1.000	1.000	1.000	1.000	
10	11 Equip Repair/ Mechanic Assist			.500	.500	.500	
10	10 Outdoor Ed Maint Wkr I Shft 2		3.000	3.000	3.000	3.000	
10	10 Build Svcs Asst Mgr I Shft 2		9.000	9.000	9.000	9.000	
10	6 Building Service Wkr Shft 1		26.200	26.700	26.700	26.700	
10	6 Building Service Wkr Shft 2		11.000	11.000	11.000	11.000	
Subtotal			80.200	82.200	82.200	82.200	
327 Elementary Plant Operations							
10	13 Building Service Manager III		89.000	91.000	91.000	91.000	
10	12 Build Svc Asst Mgr III Shft 2			1.000	1.000	1.000	
10	12 Building Service Manager II		41.000	40.000	40.000	40.000	
10	11 Build Svc Asst Mgr II Shft 2		58.000	59.000	59.000	59.000	
10	10 Plant Equipment Operator I		1.000	1.000	1.000	1.000	
10	10 Build Svcs Asst Mgr I Shft 2		71.000	71.000	71.000	71.000	
10	6 Building Service Wkr Shft 1		255.500	251.000	251.000	258.000	7.000
10	6 Building Service Wkr Shft 2		36.500	39.500	39.500	39.500	
Subtotal			552.000	553.500	553.500	560.500	7.000
328 Secondary Plant Operations							
10	16 Building Service Manager VI		1.000	2.000	2.000	2.000	
10	15 Building Service Manager V		22.000	21.000	21.000	21.000	
10	14 Build Svc Asst Mgr IV Shft 2		4.000	4.000	4.000	4.000	
10	14 Building Service Manager IV		1.000	1.000	1.000	1.000	
10	13 Building Service Manager III		39.000	39.000	39.000	39.000	
10	12 Build Svc Asst Mgr III Shft 2		22.000	22.000	22.000	22.000	
10	11 Plant Equipment Operator II		25.000	25.000	25.000	25.000	
10	11 Build Svc Asst Mgr II Shft 2		37.000	37.000	37.000	37.000	

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

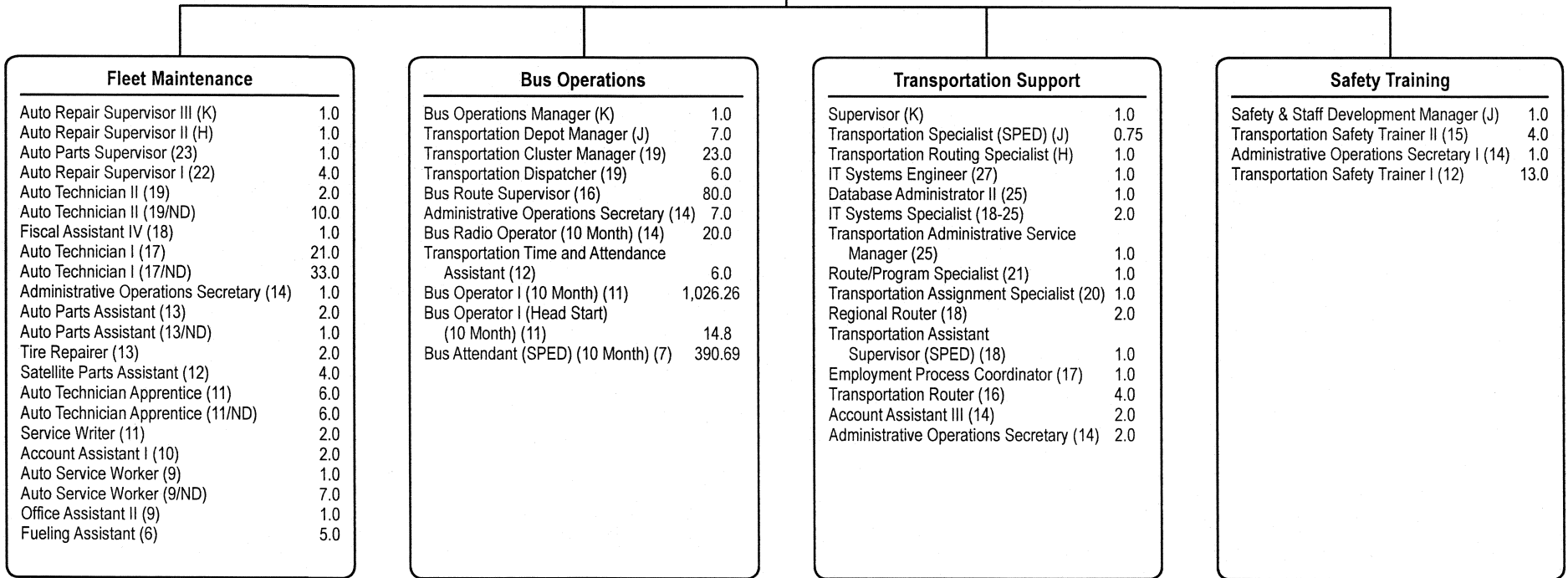
Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
	328 Secondary Plant Operations						
10	10 Plant Equipment Operator I		38.000	38.000	38.000	38.000	
10	6 Building Service Wkr Shft 1		251.000	243.500	243.500	246.000	2.500
10	6 Building Service Wkr Shft 2		227.000	231.000	231.000	231.000	
	Subtotal		667.000	663.500	663.500	666.000	2.500
	330 Special/alternative Prgs. Plant Ops.						
10	13 Building Service Manager III		2.000	2.000	2.000	2.000	
10	12 Building Service Manager II		5.000	4.000	4.000	4.000	
10	10 Plant Equipment Operator I		1.000	1.000	1.000	1.000	
10	10 Build Svcs Asst Mgr I Shft 2		7.000	6.000	6.000	6.000	
10	6 Building Service Wkr Shft 1		5.500	3.000	3.000	3.000	
10	6 Building Service Wkr Shft 2		2.000	3.500	3.500	3.500	
	Subtotal		22.500	19.500	19.500	19.500	
	Total Positions		1,321.700	1,318.700	1,318.700	1,328.200	9.500

Department of Transportation

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

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ND Night Differential = Shifts 2 and 3

F.T.E. Positions 1,742.25

Mission

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

Major Functions

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

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

The Fleet Maintenance Unit manages vehicle maintenance and repair facilities, provides fuel distribution, and repairs 1,271 buses and 604 other Montgomery County Public Schools (MCPS) vehicles. Most repair services are provided by the five parking/repair facilities. Some specialized services are contracted out. Every effort is made to purchase new buses or retrofit the current fleet with the latest technology in safety and devices that meet the highest safety, energy, and pollution control standards available.

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

Trends and Accomplishments

Student transportation is provided in a constantly changing environment, including increasing traffic congestion; significant fluctuations in the cost of diesel fuel; growth and expansion of residential developments and roadways; and constantly changing demographics of student enrollment in regular, special, and alternative education programs.

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

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

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

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

The Department of Transportation is committed to reducing pollution from its school buses with the purchase of biodiesel fuel, installing equipment on older buses to reduce pollution and purchasing new buses with technology to decrease pollution. The department procured biodiesel blended fuel for use at all depots at an additional cost of \$181,368 during the past school year. In addition, MCPS purchased 231 new school buses equipped with diesel particulate filters during the 2008, 2009 and 2010 fiscal years. The diesel particulate filter is a device designed to remove at least 85 percent of the soot from the exhaust of a diesel engine. The pollution reduction will provide for a healthier environment for Montgomery County residents. During the first quarter of FY 2010, MCPS is using grant funds to install diesel particulate filters in approximately 72 buses. The grant allows MCPS to continue increasing its efforts to be good stewards of the environment. The exhaust enhancements with the diesel particulate filters on 231 new and 72 retrofitted school buses decrease annually an estimated 8.9 tons of carbon dioxide pollution, 1.8 tons of hydrocarbons pollution, 3.1 tons of particle matter pollution, and 32.9 tons of nitrogen oxides pollution from MCPS school buses.

Bus routing for special and regular education programs is performed through the use of the Computer Assisted Routing Transportation System (CARTS). This system assists in achieving efficiencies in routing and scheduling, provides the basis for route audits, and ensures that bus operators are appropriately paid for their routes. Use of the internally developed Transportation Information Management System (TIMS) software has automated the maintenance of employee training records, state reporting requirements, payroll, and other administrative functions, and continues

to improve efficiency. Continued development of TIMS will add greater control and monitoring of resources. Implementation of the FASTER software system continues to provide improved inventory control for bus parts, and gives management analytical tools to improve the efficiency of vehicle repairs for the 1,875 vehicles owned by MCPS.

The department implemented a new web-based application for entering trip requests for field trips and extracurricular trips and a new field trip application for managing the trip requests. The web-based application replaced the typing of field trip tickets and automated the requesting and approval of a field trip. The web-based application gives MCPS schools the ability to see the approval status of a trip and the ability to reconcile completed field trips to a FMS Invoice. The field trip application interfaces with the trip request application to import trip requests from MCPS schools and eliminates the double entry of a trip request by schools and the Field Trip Unit. The new applications became available for use during the 2008–2009 school year.

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

This year begins the last year of a four-year phase-in of a new management structure which improves the management to employee ratio from 1:80 to 1:20. This is a major enhancement for the department, aimed at increased supervision of bus operators and attendants and increased accountability. Other goals of the initiative include support for the Ride by the Rules campaign and a management structure capable of successfully implementing the Supporting Services Professional Growth System initiatives. This change also will enhance the department's Customer Delight initiative. Implementation at the Clarksburg, Shady Grove North, Shady Grove South, and West Farm depots proved to be very successful, with positive feedback from customers and staff. Because of fiscal restraints, the department had the choice of delaying the last year of the implementation of the new management structure by one year or modifying the existing management structure. The department chose to modify the plan by increasing the management to employee ratio from 1:20 to 1:25. The modification allowed for the new management structure to be placed at the Bethesda and Randolph depots with no additional positions. The plan was implemented with using the existing full time equivalent employees authorized in the FY 2009 budget. The department goal is to return the original management to employee ratio of 1:20 when the economy improves.

The department's Customer Delight initiative continues to focus efforts on improving service to its customers; increasing accountability; and incorporating Baldrige standards by

emphasizing fair, compassionate, and respectful treatment of all students, staff, parents, and other customers. The department continues its focus on a Delight Through Foresight goal, which encourages staff to anticipate customer needs and proactively address them to prevent issues from arising and to increase service to customers. The department continues to be a model for customer service. An additional area of focus, Drive Right to Delight, has been added to the program. Drive Right to Delight is about always driving every bus in a way that says "safety" to everyone who rides, sees, or otherwise interacts with a bus.

A good maintenance program for school buses is a vital part of providing safe and efficient transportation to students. During FY 2009, DOT spent \$3.7 million on bus parts and tires. The cost of bus parts continues to increase at a rate higher than inflation, as buses with more expensive electronic components are purchased.

Energy commodities continue to see unprecedented increases and decreases. Price fluctuations during FY 2009 ranged from \$1.56 to \$4.39 per gallon of diesel fuel. The average cost of a gallon of fuel was \$3.237 during FY 2008 and \$2.3511 during FY 2009. Each penny of change represents a \$32,000 fluctuation in annual costs to the department. Identifying a reasonable cost projection is proving to be difficult since the high price of a barrel of oil cost was over \$140 a barrel during July 2008 and the low price of a barrel of oil was under \$38 during December 2008. From December 2008 to August 2009, the cost for a barrel of oil increased approximately 80 percent to a cost over \$70 for a barrel of oil. During the 2008–2009 school year, DOT purchased 3.173 million gallons of diesel fuel.

Major Mandates

- Federal law requires that special education students be provided free transportation to and from school. The McKinney Vento Act requires transportation of homeless students to their school of origin, at parent request, regardless of distance or cost. The *No Child Left Behind Act* similarly requires cross-attendance area busing, at parental request, for students attending underperforming Title I schools. In addition, MCPS has agreed to provide transportation to students in Foster Care to their school of origin as a pilot basis.
- Maryland regulations impose pre-service and in-service training requirements and limit preventable accidents in order to maintain certification and/or licensing standards for school bus operators. State regulations also require three safety and one preventative maintenance inspection annually on all buses used to transport students, and all buses over a specific age be retired, regardless of mileage or condition, unless a waiver is granted by the Maryland State Department of Education.
- Federal and state regulations require pre-employment, reasonable suspicion, random, and post-accident drug and alcohol testing for all school bus operators.
- Board of Education policy requires the provision of transportation services (using central-point pickups) for the

following programs—magnet, Global Ecology, elementary and middle school gifted and talented, French Immersion, Spanish Immersion, International Baccalaureate, and alternative programs. Board policy also establishes maximum walking distances to and from school for regular education students. Transportation is provided for students who live beyond maximum walking distances or within the distance if walking is unsafe.

- New federal clean air requirements stiffen emission standards for bus engines manufactured after January 2007. This has increased bus purchase costs, and requires added training for bus operators and maintenance personnel. Emission standards were again stiffened in 2010.
- Changes to the Code of Maryland Regulations reduce the useful life of MCPS large school buses from 15 years to 12 years. To prepare for this, it is necessary to accelerate the replacement of buses between the 2013 and 2016 fiscal years and to request waivers to extend the life of school buses for FY 2011, FY 2012, and fiscal years between 2017 and 2021. This will help alleviate a need to replace a significantly large group of buses in FY 2017 and FY 2018. To attain a level annual purchase plan, it is essential that MCPS eventually replace one-twelfth of the fleet annually.
- New Federal Communication Commission (FCC) rules go into effect on January 1, 2013. There is a second FCC interim deadline of January 1, 2011, that prohibits manufacturing or importation of new equipment that operates on 25 kHz channels. The January 1, 2011, deadline will impact DOT since new school buses must be equipped with the newer digital radios. The FCC move to new narrow band radio frequencies will require the reprogramming of current two-way radios used on school buses. Additionally, new base stations and repeater equipment is required to meet these new federal mandates.

Strategies

- Strengthen existing and develop new communication processes to improve the exchange of information between internal and external customers.
- Develop management strategies that encourage collaboration, involve stakeholders, and analyze performance data for the purpose of becoming a better department. These strategies should anticipate changing customer and stakeholder needs and modify goals as needed, recognize and reward employees for outstanding performance, and ensure periodic evaluation of performance.
- Continually assess and improve technology tools of the department and utilize industry-wide technology and benchmarks. Develop integrated data systems and automated processes.
- Use multiple feedback and survey strategies to identify stakeholder needs and to measure department performance.
- Provide professional growth training that improves performance in current assignment and prepares employees for promotional opportunities.

- Continue emphasis on the Customer Delight program that emphasizes exceeding customer expectations and informing customers of progress and outcome of requests and concerns and handling all matters in a professional, competent, and proactive manner.
- Train all employees to provide a safe, secure, and positive environment that fosters learning in schools and within the department.

Performance Measures

Performance Measure: Number of preventable accidents per million miles.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
2.6	2.5	2.5

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
9.2	9.0	8.5

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
94.4%	95%	95%

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
\$.378	\$.390	\$.400

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
6.44	6.5	6.6

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
90%/83%	91%/84%	92%/85%

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

**Budget Explanation
Department of Transportation—344**

The FY 2011 request for this department is \$95,405,620, an increase of \$3,632,440 from the current FY 2010 budget of \$91,773,180. An explanation of this change follows.

Continuing Salary Costs—\$1,045,803

There is an increase of \$1,045,803 in continuing salary costs to reflect step or longevity increases for current employees.

Realignments—\$0

There is a realignment of \$10,000 from contractual services and \$30,000 from drug testing to equipment rental within

this department. There is also a realignment of \$14,229 from bus parts to bus tires and \$35,000 from staff vehicle fuel to local travel for supervisors to travel among depots. These realignments reflect the actual costs for these items.

Enrollment Changes—\$88,880

There is an increase of \$88,880 for 3 additional buses. This includes \$63,192 for the first year lease payment for the buses and \$8,668 for additional repairs, lubricants, fuel, and indirect shop supplies. There also is an additional \$15,906 budgeted to change 3.0 bus attendant positions to bus operator I positions. There is an increase in funding of \$1,114 for substitute bus operators.

Bus Replacement—\$1,231,495

The department's budget reflects a roll-off of \$1,079,269 in lease payments on buses purchased in prior years. Offsetting this reduction is a \$2,310,764 increase for the lease/purchase of 96 buses to replace some of those buses that have reached the end of their normal service. The increase of 96 buses assumes that the state will approve a waiver request that will extend the life of 23 buses beyond their state mandated in-service limit of twelve years. This results in a net increase of \$1,231,495.

Other—\$1,018,282

An additional \$1,018,282 is added to the budget to reflect actual costs and operations of the department. The increases include \$800,000 for bus fuel, \$97,271 for bus repairs, \$48,402 for bus parts and tires, \$36,204 for equipment replacement, \$16,132 for local travel, \$15,227 for equipment rental, \$2,251 for vehicle replacement, \$1,895 for contractual maintenance, \$450 for service vehicle repairs, and \$450 for staff vehicle repairs.

Insurance—\$247,980

There is a projected increase of \$247,980 for insurance based on projected claims and reserve requirements. Insurance for MCPS is provided under the county's Self-Insurance Program.

Selected Expenditure Information			
Operation and Maintenance of Buses and Vehicles			
Description	FY 2010 Current Budget	FY 2011 Budget	Change
Diesel Fuel	\$7,135,141	\$7,941,637	\$806,496
Bus Parts	3,453,635	3,439,406	(14,229)
Tires and Tubes	507,762	570,393	62,631
Indirect Shop Supplies	294,484	295,234	750
Service Vehicle Parts and Fuel	444,887	445,589	702
Total	\$ 11,835,909	\$ 12,692,259	\$ 856,350

LEASE / PURCHASE OF BUSES

PURPOSE	Fiscal Year Purchased	TYPE			Total
		36 Passenger	48 Passenger	69/57 Passenger	
Growth / New Programs	1999	8	10	9	27
Growth / New Programs	2000		15	13	28
Growth / New Programs	2001	4	5	15	24
Growth / New Programs	2002	8	7	8	23
Growth / New Programs	2003		6	1	7
Growth / New Programs	2004		5	19	24
Growth / New Programs	2005		30		30
Growth / New Programs	2006		9	17	26
Growth / New Programs	2007		12		12
Growth / New Programs	2008			13	13
Growth / New Programs	2009				
Growth / New Programs	2010				
Growth / New Programs	2011		3		3
Replacement	1999	13	38	42	93
Replacement	2000	46	11	37	94
Replacement	2001	4	9	91	104
Replacement	2002	10	8	84	102
Replacement	2003		10	38	48
Replacement	2004		1	11	12
Replacement	2005		33	17	50
Replacement	2006		26	69	95
Replacement	2007		12	78	90
Replacement	2008		112	5	117
Replacement	2009		27	31	58
Replacement	2010		42		42
Replacement	2011		34	62	96
Total		93	465	660	1,218

Department of Transportation - 344

Todd Watkins, Director II

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	1,744,750	1,742,250	1,742,250	1,742,250	
Position Salaries	\$60,154,372	\$64,501,286	\$64,501,286	\$65,562,995	\$1,061,709
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,845,249	1,845,249	1,846,363	1,114
Other		2,453,099	2,453,099	2,453,099	
Subtotal Other Salaries	6,561,224	4,298,348	4,298,348	4,299,462	1,114
Total Salaries & Wages	66,715,596	68,799,634	68,799,634	69,862,457	1,062,823
02 Contractual Services					
Consultants					
Other Contractual		1,476,178	1,476,178	1,592,191	116,013
Total Contractual Services	1,311,883	1,476,178	1,476,178	1,592,191	116,013
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		52,876	52,876	52,876	
Other Supplies & Materials		11,910,709	11,910,709	12,767,059	856,350
Total Supplies & Materials	11,151,347	11,963,585	11,963,585	12,819,935	856,350
04 Other					
Local Travel		45,979	45,979	97,111	51,132
Staff Development		35,009	35,009	35,009	
Insurance & Employee Benefits		677,824	677,824	925,804	247,980
Utilities					
Miscellaneous		250,037	250,037	215,037	(35,000)
Total Other	971,122	1,008,849	1,008,849	1,272,961	264,112
05 Equipment					
Leased Equipment		93,414	93,414	93,414	
Other Equipment		8,431,520	8,431,520	9,764,662	1,333,142
Total Equipment	8,232,149	8,524,934	8,524,934	9,858,076	1,333,142
Grand Total	<u>\$88,382,097</u>	<u>\$91,773,180</u>	<u>\$91,773,180</u>	<u>\$95,405,620</u>	<u>\$3,632,440</u>

Department of Transportation - 344

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
9	Q Director II		1.000	1.000	1.000	1.000	
9	O Assistant Director II		1.000	1.000	1.000	1.000	
9	K Supervisor		1.000	1.000	1.000	1.000	
9	K Auto Repair Supervisor III		1.000	1.000	1.000	1.000	
9	K Bus Operations Manager		1.000	1.000	1.000	1.000	
9	J Safety/Staff Development Mgr		1.000	1.000	1.000	1.000	
9	J Transportation Spec - Spec Ed		1.000	.750	.750	.750	
9	J Transportation Depot Manager		6.000	6.000	7.000	7.000	
9	H Auto Repair Supervisor II		1.000	1.000	1.000	1.000	
9	H Transportation Routing Spec		1.000	1.000	1.000	1.000	
9	27 IT Systems Engineer		1.000	1.000	1.000	1.000	
9	25 IT Systems Specialist		2.000	2.000	2.000	2.000	
9	25 Database Administrator II		1.000	1.000	1.000	1.000	
9	25 Transport Admin Svcs Mgr		2.000	2.000	1.000	1.000	
9	24 Fiscal Specialist I		1.000	.750	.750	.750	
9	23 Auto Parts Supervisor		1.000	1.000	1.000	1.000	
9	22 Auto Repair Supv I		4.000	4.000	4.000	4.000	
9	21 Route/Program Specialist		1.000	1.000	1.000	1.000	
9	20 Transportation Assignment Spec		1.000	1.000	1.000	1.000	
9	19 Auto Technican II Shift 1		2.000	2.000	2.000	2.000	
9	19 Auto Technican II Shift 2		5.000	5.000	5.000	5.000	
9	19 Auto Technican II Shift 3		5.000	5.000	5.000	5.000	
9	19 Transportation Dispatcher		5.000	6.000	6.000	6.000	
9	19 Transportation Cluster Mgr		20.000	23.000	23.000	23.000	
9	18 Fiscal Assistant IV		1.000	1.000	1.000	1.000	
9	18 Transportation Asst Supv		1.000	1.000	1.000	1.000	
9	18 Transport Cluster Supervisor		5.000				
9	18 Regional Router		2.000	2.000	2.000	2.000	
9	17 Employment Process Coordinator		1.000	1.000	1.000	1.000	
9	17 Auto Technican I Shift 1		21.000	21.000	21.000	21.000	
9	17 Auto Technican I Shift 2		17.000	17.000	17.000	17.000	
9	17 Auto Technican I Shift 3		16.000	16.000	16.000	16.000	
9	16 Administrative Secretary III			1.000	1.000	1.000	
9	16 Bus Route Supervisor		65.000	80.000	80.000	80.000	
9	16 Transportation Router		4.000	4.000	4.000	4.000	
9	15 Administrative Secretary II		1.000				
9	15 Transport Safety Trainer II		4.000	4.000	4.000	4.000	
9	15 Transport Special Assistant		1.000	1.000	1.000	1.000	
9	14 Admin Operations Secretary			11.000	11.000	11.000	
9	14 Account Assistant III		2.000	2.000	2.000	2.000	
9	14 Radio Bus Operator	X	17.000	20.000	20.000	20.000	
9	13 Tire Repairer		2.000	2.000	2.000	2.000	
9	13 Auto Parts Asst Shift 1		1.000	2.000	2.000	2.000	
9	13 Auto Parts Asst Shift 2		1.000	1.000	1.000	1.000	

Department of Transportation - 344

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
9	13 Bus Operator II	X	3.000				
9	12 Secretary		11.000				
9	12 Satellite Parts Asst Shift I		4.000	4.000	4.000	4.000	
9	12 Transport Time/Attend Asst		6.000	6.000	6.000	6.000	
9	12 Transport Safety Trainer I		14.000	13.000	13.000	13.000	
9	11 Office Assistant IV			1.000	1.000	1.000	
9	11 Service Writer		2.000	2.000	2.000	2.000	
9	11 Auto Tech Apprentice Shift 1		4.000	4.000	6.000	6.000	
9	11 Auto Tech Apprentice Shift 2		5.000	5.000	4.000	4.000	
9	11 Auto Tech Apprentice Shift 3		2.000	2.000	2.000	2.000	
9	11 Bus Operator I	X	1,010.580	1,003.080	1,003.080	1,006.080	3.000
9	11 Bus Operator I Perm Sub	X	42.480	34.980	34.980	34.980	
9	10 Office Assistant III		2.000				
9	10 Account Assistant I		2.000	2.000	2.000	2.000	
9	9 Office Assistant II			1.000	1.000	1.000	
9	9 Auto Service Worker Shift 1		3.000	3.000	1.000	1.000	
9	9 Auto Service Worker Shift 2		2.000	2.000	3.000	3.000	
9	9 Auto Service Worker Shift 3		4.000	4.000	4.000	4.000	
9	8 Office Assistant I		1.000				
9	7 Bus Attendant Spec Ed	X	393.690	393.690	393.690	390.690	(3.000)
9	6 Transportation Fueling Asst		5.000	5.000	5.000	5.000	
Total Positions			1,744.750	1,742.250	1,742.250	1,742.250	

Field Trip Fund

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

Mission

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

Major Functions

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

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

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

Trends and Accomplishments

Growth in programs and a continuing increase in demands create a significant mid-day need for buses. Mid-day programs and the limited field trip operating window reduce the availability of buses to support field trips. These actions, coupled with the increased use of field trip services, have required efficient use of the bus fleet. In FY 2009, more than 9,277 field trips and extracurricular trips were taken, which is approximately 1,100 fewer trips than the previous fiscal year. The downturn in the economy had an impact on the number of trips with fewer trips being funded from grants (i.e., Title 1, Head Start, etc.) and fewer trip requests from other local government agencies.

The department implemented a new web-based application for entering trip requests for field trips and extracurricular trips and a new field trip application for managing the trip requests. The web-based application replaced the typing of field trip tickets and automated the requesting and approval of a field trip. The web-based application gives MCPS schools the ability to see the approval status of a trip and the ability to reconcile completed field trips to a FMS Invoice. The field trip application interfaces with the trip request application to import trip requests from MCPS schools and eliminates the double entry of a trip request by schools and the Field Trip Unit. The new applications became available for use during the 2008–2009 school year.

Major Mandates

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

Strategies

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

Performance Measure

Performance Measure: Number of Field Trips Provided.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
9,277	10,500	10,700

**Budget Explanation
Field Trip Fund—830**

The FY 2011 request for this fund is \$2,369,952, an increase of \$55,236 from the current FY 2010 budget of \$2,314,716. An explanation of this change follows.

Continuing Salary Costs—\$15,236

There is an increase of \$13,964 in continuing salary costs to reflect step or longevity increases for current employees and \$1,272 for related employee benefits.

Realignments—\$40,000

The budget includes a realignment of \$40,000 from the Division of Food and Nutrition Services to the Field Trip Fund. Specifically, \$36,940 is realigned to fund part-time salaries and \$3,060 is realigned for insurance and employee benefits. Additionally, within the Field Trip Fund, there is a technical realignment of \$310,082 from overtime to part-time salaries.

Field Trip Fund - 830

Todd Watkins, Director II

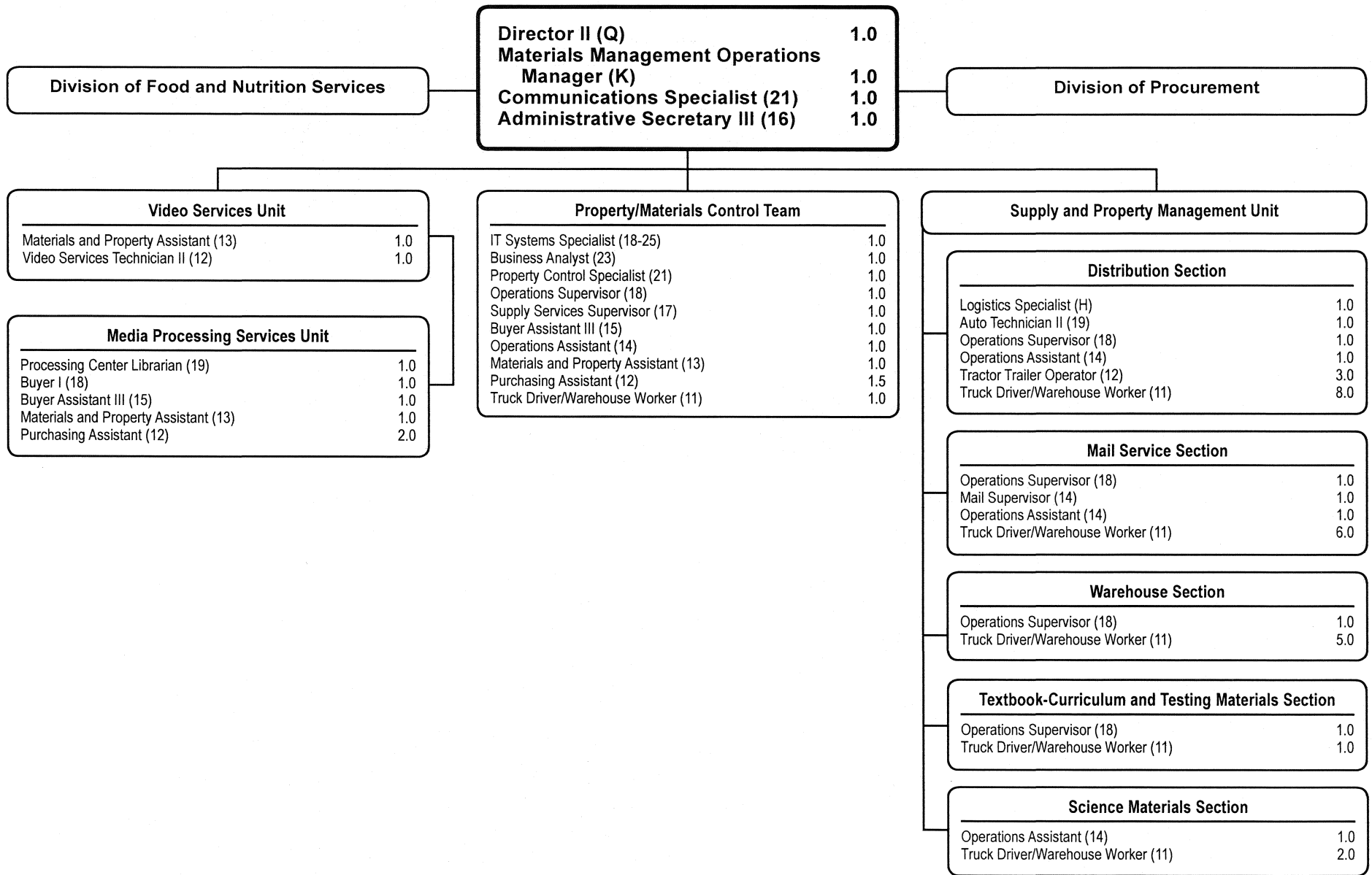
Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	4.000	4.500	4.500	4.500	
Position Salaries	\$226,372	\$287,310	\$287,310	\$301,274	\$13,964
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		604,678	604,678	951,700	347,022
Other		565,082	565,082	255,000	(310,082)
Subtotal Other Salaries	896,554	1,169,760	1,169,760	1,206,700	36,940
Total Salaries & Wages	1,122,926	1,457,070	1,457,070	1,507,974	50,904
02 Contractual Services					
Consultants					
Other Contractual		76,411	76,411	76,411	
Total Contractual Services	63,300	76,411	76,411	76,411	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,091	10,091	10,091	
Other Supplies & Materials		587,797	587,797	587,713	(84)
Total Supplies & Materials	426,498	597,888	597,888	597,804	(84)
04 Other					
Local Travel		54	54	138	84
Staff Development					
Insurance & Employee Benefits		181,688	181,688	186,020	4,332
Utilities					
Miscellaneous					
Total Other	136,394	181,742	181,742	186,158	4,416
05 Equipment					
Leased Equipment					
Other Equipment		1,605	1,605	1,605	
Total Equipment		1,605	1,605	1,605	
Grand Total	\$1,749,118	\$2,314,716	\$2,314,716	\$2,369,952	\$55,236

Field Trip Fund - 830

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
71	J Transportation Spec - Spec Ed			.250	.250	.250	
71	24 Fiscal Specialist I			.250	.250	.250	
71	23 Business Services Analyst		1.000	1.000	1.000	1.000	
71	18 Sr Field Trip Coordinator		1.000	1.000	1.000	1.000	
71	10 Field Trip Assistant	X	2.000	2.000	2.000	2.000	
	Total Positions		4.000	4.500	4.500	4.500	

Department of Materials Management



Chapter 7 - 96

Mission

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

Major Functions

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

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

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

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

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

Trends and Accomplishments

The demand on the department's logistical network continues to grow as the number of instructional programs and schools increases. The county's increased traffic congestion challenges staff to maintain the delivery and support functions essential to instructional programs. Over the past five years, there has been a 42 percent increase in logistical support requests, and a 39 percent increase in supplies and textbooks delivered.

To meet the needs of customers during FY 2009, DMM continued implementation of the customer feedback system through the use of customized focus groups. The uniqueness of this program is that the focus groups are conducted at schools where customers are able to communicate directly with DMM about any product, service, or program provided by the department. Customer expectations and needs are

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

DMM and the Office of Communications and Family Outreach developed a program that provides copying services to schools. This program, Copy-Plus, was initiated with the express purpose of reducing the burden on school-based staff preparing document copies for classroom instruction, homework materials, and student assessments. Over 99 million copies were provided by this program that equates to an efficiency savings of more than 39,600 hours of school staff time.

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

One major goal is to continue development of programs that shift school administrative tasks to DMM, resulting in improving the instructional time-efficiency of school staff. In FY 2010, DMM will pilot the development of a inventory managed program—Ambassador Service—with the objective of improving supply efficiency. Also, DMM will explore the benefits of a textbook and instructional materials tracking database. The continued success in strengthening the rigor of the department's program depends on the continuity of goals from MCPS to the department, functional units, and individual staff members. Reporting enhancements within the Financial Management System (FMS) will be developed to provide accurate, timely data to financial managers.

Major Mandates

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

Strategies

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

Performance Measures

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

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
98.3%	98.8%	99.0%

Explanation: This measure reflects the outcome of shipping supply orders with a product completion rate of 98 percent or greater.

Performance Measure: Mail services cost to process each piece of mail.

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
\$0.23	\$0.22	\$0.22

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

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

The FY 2011 request for this department is \$6,082,937, a decrease of \$59,891 from the current FY 2010 budget of \$6,142,828. An explanation of this change follows.

Continuing Salary Costs - (\$59,891)

There is a decrease of \$59,891 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

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

Kathleen C. Lazor, Acting Director II

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	58.500	57.500	57.500	57.500	
Position Salaries	\$3,369,876	\$3,559,161	\$3,559,161	\$3,499,270	(\$59,891)
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		766,907	766,907	766,907	
Other		33,920	33,920	33,920	
Subtotal Other Salaries	1,522,682	800,827	800,827	800,827	
Total Salaries & Wages	4,892,558	4,359,988	4,359,988	4,300,097	(59,891)
02 Contractual Services					
Consultants					
Other Contractual		62,697	62,697	62,697	
Total Contractual Services	56,630	62,697	62,697	62,697	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		50,235	50,235	50,235	
Office					
Other Supplies & Materials		719,184	719,184	719,184	
Total Supplies & Materials	737,276	769,419	769,419	769,419	
04 Other					
Local Travel		1,291	1,291	1,291	
Staff Development		1,336	1,336	1,336	
Insurance & Employee Benefits					
Utilities		18,400	18,400	18,400	
Miscellaneous		152,595	152,595	152,595	
Total Other	299,935	173,622	173,622	173,622	
05 Equipment					
Leased Equipment		676,142	676,142	676,142	
Other Equipment		100,960	100,960	100,960	
Total Equipment	1,020,024	777,102	777,102	777,102	
Grand Total	\$7,006,423	\$6,142,828	\$6,142,828	\$6,082,937	(\$59,891)

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

Kathleen C. Lazor, Acting Director II

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
351 Department of Materials Management							
1	Q Director II		1.000	1.000	1.000	1.000	
1	K Materials Mgt Oper Mgr		1.000	1.000	1.000	1.000	
1	21 Comm Spec/Web Producer		1.000	1.000	1.000	1.000	
1	16 Administrative Secretary III			1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000				
Subtotal			4.000	4.000	4.000	4.000	
352 Supply and Property Management Unit							
10	H Logistics Specialist		1.000	1.000	1.000	1.000	
10	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
10	23 Business Services Analyst		1.000	1.000	1.000	1.000	
10	21 Property Control Specialist		1.000	1.000	1.000	1.000	
10	19 Auto Technican II Shift 1		1.000	1.000	1.000	1.000	
10	18 Operations Supervisor			5.000	5.000	5.000	
10	17 Supply Services Supervisor		5.000	1.000	1.000	1.000	
10	15 Buyer Assistant III		1.000	1.000	1.000	1.000	
10	14 Mail Supervisor		1.000	1.000	1.000	1.000	
10	14 Operations Assistant		4.000	4.000	4.000	4.000	
10	14 Supply Property Dispatcher		1.000				
10	13 Tractor Trailer Operator		3.000	3.000	3.000	3.000	
10	13 Materials & Property Assistant		1.000	1.000	1.000	1.000	
10	12 Purchasing Assistant		1.500	1.500	1.500	1.500	
10	11 Truck Drive/Whr Wkr Shift 1		23.000	23.000	23.000	23.000	
Subtotal			45.500	45.500	45.500	45.500	
354 Media Processing Services Unit							
2	19 Processing Center Librarian		1.000	1.000	1.000	1.000	
2	18 Buyer I		1.000	1.000	1.000	1.000	
2	15 Buyer Assistant III		1.000	1.000	1.000	1.000	
2	13 Materials & Property Assistant		1.000	1.000	1.000	1.000	
2	12 Purchasing Assistant		2.000	2.000	2.000	2.000	
Subtotal			6.000	6.000	6.000	6.000	
355 Video Services Unit							
2	13 Materials & Property Assistant		1.000	1.000	1.000	1.000	
2	12 Video Services Technician II		1.000	1.000	1.000	1.000	
2	10 Video Services Technician I		1.000				
Subtotal			3.000	2.000	2.000	2.000	
Total Positions			58.500	57.500	57.500	57.500	

Division of Procurement

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

Mission

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

Major Functions

The division's key services include the following:

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

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

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

Trends and Accomplishments

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

The next-generation procurement organizations are placing their focus on strategic sourcing initiatives and modifying

their perspective to align its execution with the needs and desires of their customers. The leading edge of strategic sourcing includes organizations that are capable of designing and developing procurement strategies that are aligned with customer product/service needs and tightly linked to the overall business strategy. This, in turn, drives a collaborative and systematic process that enables the procurement function to reduce organizational spending while increasing quality and service levels. In order to meet these rigorous demands the division has increased its training requirements to certify two more members as certified buyers (CPPB-Certified Professional Public Buyer) in FY 2009.

In FY 2010, the Division of Procurement staff will aim to continue to reduce total delivered costs for goods and services by engaging in additional strategic sourcing practices. This will be accomplished through strategic sourcing initiatives featuring a narrow, high-performance supply base and a selection, contracting, and monitoring process that is highly disciplined. By engaging in effective strategic sourcing, the division will greatly improve its ability to buy goods and services at the lowest total delivered cost (not just price); consolidate purchasing power with other county agencies; develop tighter buyer-supplier relationships; realign business processes, work, and information flow; and improve teamwork and purchasing skills.

Major Mandates

State law requires MCPS to advertise for sealed bids for material, equipment, and supplies that cost more than \$25,000. During the past year, the state passed a funding accountability law that pertains to MCPS only that provides for a web-based reporting to the public. The Board of Education has tasked the Division of Procurement with promoting outreach efforts and actively recruiting minority vendors.

Strategies

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

Performance Measures

Performance Measure 1: Number of material transactions.

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
Number of requisition lines	188,784	190,000	190,000
Number of online purchase orders	45,203	46,000	46,000
Number of purchasing card transactions	38,122	39,000	42,000

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
\$0.46	\$0.46	\$0.45

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

**Budget Explanation
Division of Procurement—353**

The FY 2011 request for this division is \$946,517, an increase of \$37,416 from the current FY 2010 budget of \$909,101. An explanation of this change follows.

Continuing Salary Cost—\$37,416

There is an increase of \$37,416 in continuing salary costs to reflect step or longevity increases for current employees.

Division of Procurement - 353

Philip McGaughey, Director I

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	12,000	12,000	12,000	12,000	
Position Salaries	\$883,760	\$895,221	\$895,221	\$932,637	\$37,416
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	883,760	895,221	895,221	932,637	37,416
02 Contractual Services					
Consultants					
Other Contractual		2,250	2,250	2,250	
Total Contractual Services	1,470	2,250	2,250	2,250	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,786	5,786	5,786	
Other Supplies & Materials					
Total Supplies & Materials	4,724	5,786	5,786	5,786	
04 Other					
Local Travel		1,344	1,344	1,344	
Staff Development		4,500	4,500	4,500	
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	7,907	5,844	5,844	5,844	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$897,861	\$909,101	\$909,101	\$946,517	\$37,416

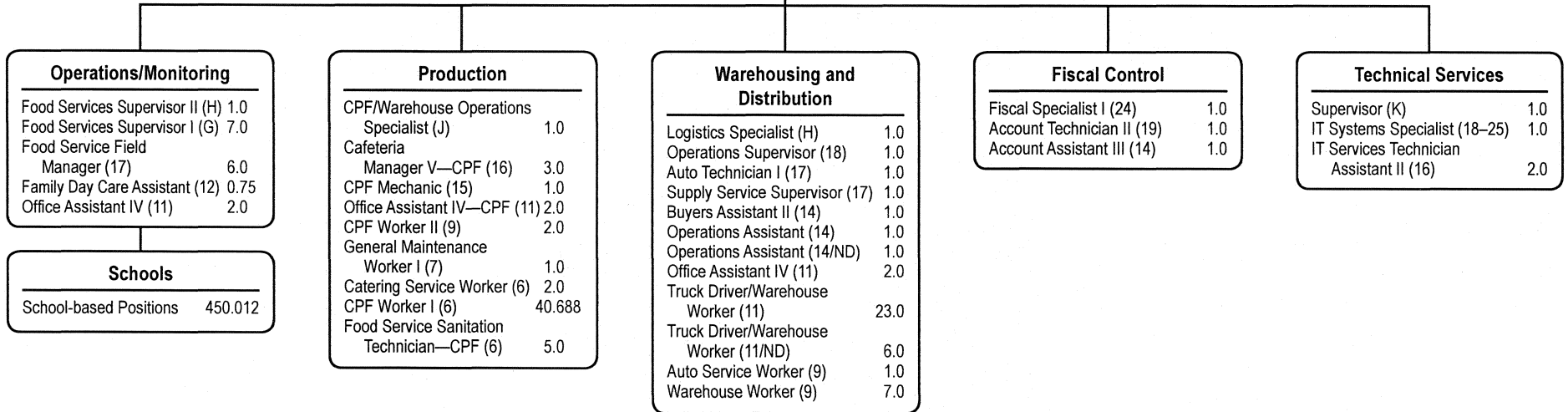
Division of Procurement - 353

Philip McGaughey, Director I

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
1	P Director I		1.000	1.000	1.000	1.000	
1	J Senior Buyer		1.000	1.000	1.000	1.000	
1	23 Business Services Analyst		1.000	1.000	1.000	1.000	
1	22 Buyer II		2.000	2.000	2.000	2.000	
1	18 Buyer I		3.000	3.000	3.000	3.000	
1	15 Buyer Assistant III		1.000	1.000	1.000	1.000	
1	14 Buyer Assistant II		1.000	1.000	1.000	1.000	
1	13 Materials & Property Assistant		1.000	1.000	1.000	1.000	
1	12 Purchasing Assistant		1.000	1.000	1.000	1.000	
	Total Positions		12.000	12.000	12.000	12.000	

Division of Food and Nutrition Services

Director I (P)	1.0
Specialist (M)	1.0
Wellness Coordinator (23)	1.0
Communications Assistant (16)	1.0
Administrative Secretary II (15)	1.0
Administrative Secretary I (14)	1.0



Chapter 7 – 106

F.T.E. Positions 583.448

(Includes 450.012 school-based positions shown on K–12 charts)

ND Night Differential = Shift 3

FY 2011 OPERATING BUDGET

Mission

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

Major Functions

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

The division provides breakfast and lunch in all school cafeterias, the Lathrop E. Smith Center, and the Carver Educational Services Center. Additionally, the division actively supports the Maryland Meals for Achievement (MMFA) program that provides breakfast, at no charge, to all students in the classrooms at 28 schools. It administers the Free and Reduced-price Meals (FARMS) program for students, provides meals to low-income children during the summer and monitors meal service in licensed family day care homes. The division also provides an after-school snack program to students up to the age of 18 in school-based programs. It provides nutrition education services and meals to nonprofit day care centers and after-school programs.

The division coordinates nutrition education initiatives with school administrators, staff, parents, and communities to fully develop the "Team Nutrition" concept and strengthen the classroom/cafeteria connection. Board of Education Policy J9G, Wellness: Physical and Nutritional Health, is fully implemented and embraced by all schools. The division has oversight of the systemwide vending contract for all schools and offices.

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

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

Trends and Accomplishments

There is a continuing increase in the number of school breakfasts and lunches served to MCPS students. This is due not only to increasing enrollment, but also to the division's marketing efforts. The county's changing economics and demographics are creating a change in the number of students eligible for free and reduced-price meals. In FY 2006, the FARMS application changed from an individual student application to a household application. Beginning with the

2006–2007 school year, the meal benefit application is pre-printed with student information. The form has been revised, with input from stakeholders, for ease of completion. In FY 2009, 27 percent of the student population was eligible to participate in FARMS. This number continues to grow.

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

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

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

The division has been an active participant in MMFA. In 1998, 1 school participated. Participation increased to 2 schools in 1999, 8 schools in 2000, 12 schools in 2001, 13 schools in 2002, 14 schools in 2003, 13 schools in 2004 and 2005, 16 schools in 2006, 23 schools in 2007, and 29 schools in 2008 and 2009. There are 28 schools included in the program for the 2009–2010 school year. Breakfast is served in the classrooms of these schools to all students at no cost. Evaluators report that test scores in MMFA schools improve significantly more than in matched comparison schools. Evaluations of the schools participating statewide showed that tardiness and disciplinary suspensions decreased significantly following the start of MMFA. Teachers and administrators overwhelmingly report that the program has a positive impact on the learning environment and on student behavior.

There has been a collaborative effort with the Montgomery County Government to expand the Summer Food Service

Program to provide meals during the summer months to students of low income families. There were a total of 115 sites operating during the summer of 2009. This represents a 9.5 percent increase in the number of sites as compared to the previous summer. During the month of July, there were 128,757 breakfasts and 175,214 lunches served, representing an increase of 14 percent and 18 percent, respectively, over July 2008. Additionally, there were seven walk-in sites servicing students.

A fully integrated software system encompasses all operations. It includes a point-of-sale meals system that manages student accounts and links all schools to the central office. This transmits current student database information, including FARMS eligibility, directly to cafeteria managers and eliminates the overt identification of students. It also allows for quick accounting and resource management. Adults are able to electronically place money on students' accounts using mylunchmoney.com.

The division completed a Six Sigma project that reviewed and improved the ordering process used by elementary schools. The action steps of the project have been fully implemented and the results sustained. The division also conducted a Six Sigma project focusing on student lunch participation in elementary schools. The action plan will be implemented for the 2009–2010 school year.

Centralized and automated food service operations keep food cost well below the industry standard. In FY 2009, food cost was 36 percent of revenues compared to the industry standard of 45 percent.

The division operates as an enterprise fund and maintains a fiscally sound program. The National School Lunch Act requires the division to operate at a break-even point. The revenue from meal sales and other services must meet anticipated expenses. The current economic condition has had a significant impact on school breakfast and lunch programs, and has intensified long-term trends that impact the financial operation of the program. Despite multiyear initiatives to address financial shortfall, it is necessary to provide limited general fund financial support for the enterprise fund. This will be done primarily through support for the cost of employee benefits and occurred in FY 2009 and FY 2010. A fund balance policy statement has been reviewed by the County Council.

Major Mandates

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

Strategies

- Utilize the Six Sigma model for planning, management, and evaluation of processes to improve products, resources, and services.
- Utilize benchmarking to remain competitive in the food service market and to develop training programs.
- Design innovative mechanisms or forums to promote sharing information and exchanging ideas on improving products and services (customer surveys, focus groups, interactive Web page).
- Monitor performance measures to ensure goals are met.

Performance Measures

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
53%	58%	60%

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
27%	29%	30%

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
100%	100%	100%

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

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

Vacant, Director I

301-840-8100

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

The FY 2011 request for this division is \$47,363,001 a decrease of \$458,971 from the current FY 2010 budget of \$47,821,972. An explanation of this change follows.

Continuing Salary Costs—\$322,747

There is an increase of \$288,190 in continuing salary costs to reflect step or longevity increases for current employees and \$34,557 for related social security and retirement benefits.

Realignments—(\$500,000)

There are various technical realignments to align the budget with actual spending needs. Funds are realigned between administration, school-based services, warehouse, and the central production facility accounts.

In addition, \$500,000 is realigned from this budget to increase the following entrepreneurial funds: Choral Performances (\$57,934), Instrumental Music (\$42,066), Technical Services (\$250,000), and Online Learning (\$40,000). In addition amounts are realigned from this budget to increase the Real Estate Management Fund (\$70,000), and the Field Trip Fund (\$40,000).

Other—(\$281,718)

There is a reduction of \$281,718 associated with the lease/purchase of equipment as a result of financing the equipment over 5 years instead of purchasing it outright.

Selected Expenditure Information

Supplies and Materials for Division of Food and Nutrition Services

	FY 2010 Budget	FY 2011 Budget	Change
Meat, Fish, and Poultry	3,526,915	4,379,408	852,493
Fruits and Vegetables	2,252,704	2,028,091	(224,613)
Dairy Products	2,752,769	2,901,775	149,006
Groceries	3,284,197	2,763,925	(520,272)
Bakery Goods	1,440,270	1,514,702	74,432
Ice Cream	235,214	200,120	(35,094)
Disposables	1,870,305	2,023,073	152,768
Other	219,020	326,324	107,304
Total	15,581,394	16,137,418	556,024

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

Vacant, Director I

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	604.660	583.448	583.448	583.448	
Position Salaries	\$17,025,899	\$19,122,699	\$19,122,699	\$18,910,889	(\$211,810)
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,172,565	1,172,565	595,971	(576,594)
Other		65,583	65,583	54,950	(10,633)
Subtotal Other Salaries	655,302	1,238,148	1,238,148	650,921	(587,227)
Total Salaries & Wages	17,681,201	20,360,847	20,360,847	19,561,810	(799,037)
02 Contractual Services					
Consultants					
Other Contractual		936,064	936,064	875,264	(60,800)
Total Contractual Services	954,753	936,064	936,064	875,264	(60,800)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		15,617,394	15,617,394	16,173,418	556,024
Total Supplies & Materials	14,269,608	15,617,394	15,617,394	16,173,418	556,024
04 Other					
Local Travel		121,061	121,061	140,695	19,634
Staff Development		37,470	37,470	35,650	(1,820)
Insurance & Employee Benefits		10,129,127	10,129,127	10,176,684	47,557
Utilities					
Miscellaneous		217,796	217,796	148,796	(69,000)
Total Other	8,122,850	10,505,454	10,505,454	10,501,825	(3,629)
05 Equipment					
Leased Equipment		258,597	258,597	250,684	(7,913)
Other Equipment		143,616	143,616		(143,616)
Total Equipment	149,657	402,213	402,213	250,684	(151,529)
Grand Total	\$41,178,069	\$47,821,972	\$47,821,972	\$47,363,001	(\$458,971)

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

Vacant, Director I

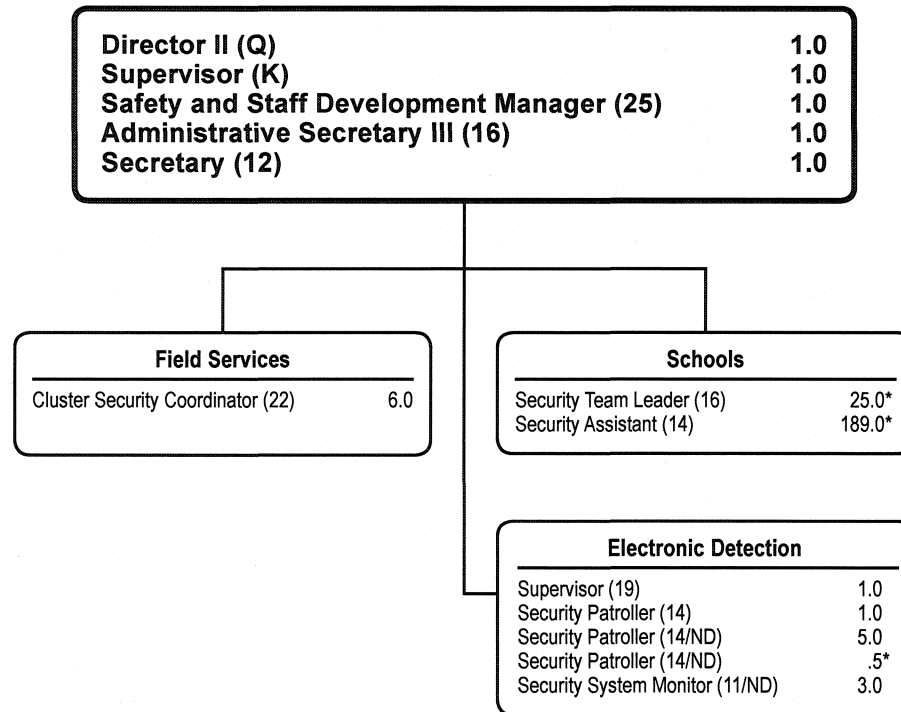
CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
61	P Director I		1.000	1.000	1.000	1.000	
61	M Specialist		1.000	1.000	1.000	1.000	
61	K Supervisor			1.000	1.000	1.000	
61	J CPF/Warehouse Operations Spec		1.000	1.000	1.000	1.000	
61	H Food Services Supervisor II		1.000	1.000	1.000	1.000	
61	H Logistics Specialist			1.000	1.000	1.000	
61	G Food Services Supervisor I		7.000	7.000	7.000	7.000	
61	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
61	25 Process Improvement Analyst		1.000	1.000	1.000	1.000	
61	24 Fiscal Specialist I		1.000	1.000	1.000	1.000	
61	23 Data Support Specialist II		1.000				
61	23 Wellness Coordinator	X		1.000	1.000	1.000	
61	21 Property Control Specialist		1.000				
61	19 Account Technician II		1.000	1.000	1.000	1.000	
61	18 Operations Supervisor			1.000	1.000	1.000	
61	17 Food Service Field Manager		6.000	6.000	6.000	6.000	
61	17 Auto Technican I Shift 1		1.000	1.000	1.000	1.000	
61	17 Supply Services Supervisor		1.000	1.000	1.000	1.000	
61	16 Communications Assistant		1.000	1.000	1.000	1.000	
61	16 IT Services Tech Asst II			2.000	2.000	2.000	
61	16 Food Svcs Spec Prog Mgr		3.000	2.000	2.000	2.000	
61	16 Family Day Care Manager			1.000	1.000	1.000	
61	16 Cafeteria Manager IV	X	37.000	37.000	37.000	37.000	
61	16 CPF Manager V		1.000	1.000	1.000	1.000	
61	16 CPF Manager V		2.000	2.000	2.000	2.000	
61	15 Administrative Secretary II			1.000	1.000	1.000	
61	15 Cafeteria Manager III	X	18.000	18.000	18.000	18.000	
61	15 CPF Mechanic		1.000	1.000	1.000	1.000	
61	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
61	14 Account Assistant III		1.000	1.000	1.000	1.000	
61	14 User Support Technician I		2.000				
61	14 Cafeteria Manager II	X	4.750	4.750	4.750	4.750	
61	14 Cafeteria Manager II 9 mo		1.000	1.000	1.000	1.000	
61	14 Buyer Assistant II			1.000	1.000	1.000	
61	14 Operations Assistant		2.000	1.000	1.000	1.000	
61	14 Operations Assist Shift 3 12m		1.000	1.000	1.000	1.000	
61	14 Food Svc Delivery Dispatcher		1.000				
61	13 Cafeteria Manager I	X	4.000	4.000	4.000	4.000	
61	12 Secretary		1.000				
61	12 Family Day Care Assistant	X	.750	.750	.750	.750	
61	11 Office Assistant IV		3.000	4.000	4.000	4.000	
61	11 Office Assistant IV CPF	X	2.000	2.000	2.000	2.000	
61	11 Food Svc Satellite Mgr II	X	55.760	55.760	55.760	55.760	
61	11 Truck Drive/Whr Wkr Shift 1		7.000	7.000	7.000	7.000	

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

Vacant, Director I

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
61	11 Truck Drive/Whr Wkr Shift 1		16.000	16.000	16.000	16.000	
61	11 Truck Drive/Wrh Wkr Shift 3		6.000	6.000	6.000	6.000	
61	10 Satellite Manager I	X	47.000	48.000	48.000	48.000	
61	10 Office Assistant III		1.000				
61	9 Cafeteria Worker II		1.000				
61	9 Cafeteria Worker II		1.000				
61	9 Auto Service Worker Shift 1		1.000	1.000	1.000	1.000	
61	9 Warehouse Worker	X	5.000	5.000	5.000	5.000	
61	9 Warehouse Worker		2.000	2.000	2.000	2.000	
61	9 CPF Worker II	X	2.000	2.000	2.000	2.000	
61	7 Cafeteria Perm Substitute	X	21.500	21.500	21.500	21.500	
61	7 General Maintenance Worker I		1.000	1.000	1.000	1.000	
61	6 Cafeteria Worker I 9 mo		83.000	78.000	78.000	78.000	
61	6 Cafeteria Worker I	X	190.212	177.000	177.000	177.000	
61	6 Cafeteria Worker I		4.000	1.000	1.000	1.000	
61	6 CPF Worker I	X	40.688	40.688	40.688	40.688	
61	6 Catering Services Worker	X	2.000	2.000	2.000	2.000	
61	6 Food Svc Sanit Tech CPF	X	4.000	4.000	4.000	4.000	
61	6 Food Svc Sanit Tech CPF		1.000	1.000	1.000	1.000	
	Total Positions		604.660	583.448	583.448	583.448	

Department of School Safety and Security



F.T.E. Positions 21.0

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

ND Night Differential = Shifts 2 and 3

FY 2011 OPERATING BUDGET

Mission

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

Major Functions

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

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

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

Trends and Accomplishments

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

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

Working in partnership, the Montgomery County Department of Police and Montgomery County Public Schools have an

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

Accomplishments include training security staff members in current legislation and laws that apply to their school-related responsibilities. Staff also received training in substance abuse intervention and referral assistance strategies. School-based security staff is trained and certified in First Responder First Aid, CPR, and the use of automated external defibrillators. Department staff continues to play an integral part in the development of local comprehensive school emergency/crisis plans. Staff has provided emergency/crisis preparedness training to more than 5,000 school system employees and more than 250 private school administrators and staff. Enhanced crisis preparedness training has been developed and delivered to many staff members who have completed the basic course. Training content constantly is updated to reflect the latest trends and information available from local, state, and federal sources. Administrators, along with the members of their on-site emergency team, are required to attend crisis preparedness training during the 2009–2010 school year if they have not already done so.

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

These new systems will be state-of-the-art network-based digital systems that can be viewed remotely. Other initiatives include visitor management systems at all schools and electronic access control at all elementary schools. The U.S. Department of Education has recognized MCPS as one of the leading school districts in the nation for crisis preparedness.

The department continues to coordinate the school system's identification (ID) card initiative for all non-school-based employees. The department coordinates with school administrators to provide supervisory and evaluative input for security personnel. The department also works with security team leaders and administrators to develop and provide specific support for cluster middle schools. These kinds of partnerships have strengthened the department's relationships with principals and other administrators. Laws, regulations, and procedural guidelines for individual safety require department staff to work with administrators, parents, students, public safety, and the community to ensure a safe learning and working environment. Department staff will continue to respond and assist in resolving critical incidents involving the school system.

The department maintains a Memorandum of Understanding (MOU) Implemented in FY 2007 among the Montgomery County Public Schools, Montgomery County Department of Police, and Montgomery County State's Attorney's Office. The MOU establishes a working protocol for reporting, investigating, and information sharing among the agencies when dealing with specific felony-related crimes that occur on school property. The MOU also sets protocols for sharing of information related to the specified reportable offenses when they occur in our community and involve our students.

Major Mandates

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

The department is responsible for providing and maintaining state certification that requires all schools to develop emergency plans as outlined in the Code of Maryland Regulations 13A.02.02.01-.04 Emergency Plans. The comprehensive school crisis plan is revised each year and submitted to the department for review and approval. The department provides all Montgomery County public safety agencies with an electronic copy of the approved school crisis plans.

Strategies

- Develop mechanisms and guidelines to disseminate information to customers and stakeholders.
- Identify training needs and develop courses that are designed to enhance emergency/crisis preparedness and safety/security.

- Provide technology and mechanisms to assist school-based security staff and administrators in establishing a safe and secure learning and working environment.
- Promote training of security staff and school personnel in improved safety and security techniques.
- Actively involve customers and stakeholders in the development of resources and the design and delivery of security services.
- Maintain and enhance the department's Web page.
- Meet with stakeholders and public safety personnel pertaining to safety and security issues and concerns.

Performance Measures

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
14	34	34

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

Performance Measure: Percentage of schools that have fulfilled the minimum required number of emergency preparedness drills.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
95%	97%	100%

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

Performance Measure: Percentage of schools that have completed the school crisis plans as required by state mandate.

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
100%	100%	100%

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

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

FY 2009 Actual	FY 2010 Estimate	FY 2011 Recommended
70%	80%	100%

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

Department of School Safety and Security—337

Robert B. Hellmuth, Director

301-279-3066

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

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
88%	90%	100%

Explanation: Based on post-training customer evaluation surveys.

Performance Measure: Percentage of customer improvement using a pre-class and post-class questionnaire.

FY 2009	FY 2010	FY 2011
Actual	Estimate	Recommended
29%	30%	40%

Explanation: Percentage shows increase in scores after questionnaire.

Budget Explanation Department of School Safety and Security—337

The FY 2011 request for this department is \$1,876,851, an increase of \$41,366 from the current FY 2010 budget of \$1,835,485. An explanation of this change follows.

Continuing Salary Costs—\$41,366

There is an increase of \$41,366 in continuing salary costs to reflect step or longevity increases for current employees.

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Current	FY 2011 Request	FY 2011 Change
01 Salaries & Wages					
Total Positions (FTE)	21,500	21,000	21,000	21,000	
Position Salaries	\$1,505,571	\$1,543,067	\$1,543,067	\$1,584,433	\$41,366
Other Salaries					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		120,387	120,387	120,387	
Other		29,605	29,605	29,605	
Subtotal Other Salaries	160,163	149,992	149,992	149,992	
Total Salaries & Wages	1,665,734	1,693,059	1,693,059	1,734,425	41,366
02 Contractual Services					
Consultants					
Other Contractual		66,265	66,265	66,265	
Total Contractual Services	69,754	66,265	66,265	66,265	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,605	2,605	2,605	
Other Supplies & Materials		60,000	60,000	60,000	
Total Supplies & Materials	60,249	62,605	62,605	62,605	
04 Other					
Local Travel		162	162	162	
Staff Development		850	850	850	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		500	500	500	
Total Other	3,723	1,512	1,512	1,512	
05 Equipment					
Leased Equipment		12,044	12,044	12,044	
Other Equipment					
Total Equipment	32,884	12,044	12,044	12,044	
Grand Total	\$1,832,344	\$1,835,485	\$1,835,485	\$1,876,851	\$41,366

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

CAT	DESCRIPTION	10 Mon	FY 2009 ACTUAL	FY 2010 BUDGET	FY 2010 CURRENT	FY 2011 REQUEST	FY 2011 CHANGE
10	Q Director II		1.000	1.000	1.000	1.000	
10	K Supervisor		1.000	1.000	1.000	1.000	
10	25 Safety & Staff Dev Manager		1.000	1.000	1.000	1.000	
10	22 Cluster Security Coordinator		6.000	6.000	6.000	6.000	
10	19 Supv Electronic Detection		1.000	1.000	1.000	1.000	
10	16 Administrative Secretary III			1.000	1.000	1.000	
10	15 Administrative Secretary II		1.000				
10	14 Security Patroller Shift 1		1.000	1.000	1.000	1.000	
10	14 Security Patroller Shift 2		3.500	3.000	3.000	3.000	
10	14 Security Patroller Shift 3		2.000	2.000	2.000	2.000	
10	12 Secretary		1.000	1.000	1.000	1.000	
10	11 Security Sys Monitor Shft 2		2.000	2.000	2.000	2.000	
10	11 Security Sys Monitor Shift 3		1.000	1.000	1.000	1.000	
	Total Positions		21.500	21.000	21.000	21.000	