

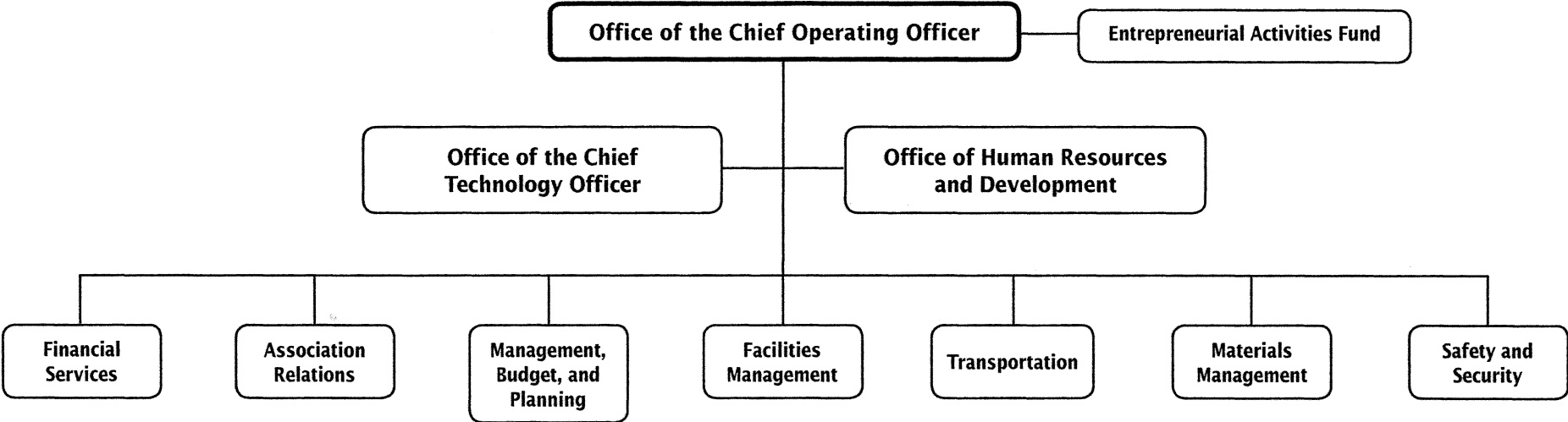
## Office of Chief Operating Officer

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

OBJECT OF EXPENDITURE	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 BUDGET	FY 2017 CHANGE
<b>POSITIONS</b>					
Administrative	34.700	33.700	34.700	34.600	(.100)
Business/Operations Admin.	50.650	50.650	49.650	49.650	
Professional	4.000	4.000	5.000	3.000	(2.000)
Supporting Services	4,221.213	4,190.776	4,191.276	4,227.651	36.375
<b>TOTAL POSITIONS</b>	<b>4,310.563</b>	<b>4,279.126</b>	<b>4,280.626</b>	<b>4,314.901</b>	<b>34.275</b>
<b>01 SALARIES &amp; WAGES</b>					
Administrative	\$4,400,687	\$4,735,111	\$4,838,401	\$4,945,201	\$106,800
Business/Operations Admin.	4,719,992	5,053,331	4,950,041	5,189,708	239,667
Professional	465,045	498,587	610,094	373,440	(236,654)
Supporting Services	171,624,759	184,642,281	184,570,774	189,226,489	4,655,715
<b>TOTAL POSITION DOLLARS</b>	<b>181,210,483</b>	<b>194,929,310</b>	<b>194,969,310</b>	<b>199,734,838</b>	<b>4,765,528</b>
<b>OTHER SALARIES</b>					
Administrative					
Professional	477,905	493,866	493,866	496,946	3,080
Supporting Services	16,601,880	13,317,224	13,317,224	13,744,422	427,198
<b>TOTAL OTHER SALARIES</b>	<b>17,079,785</b>	<b>13,811,090</b>	<b>13,811,090</b>	<b>14,241,368</b>	<b>430,278</b>
<b>TOTAL SALARIES AND WAGES</b>	<b>198,290,268</b>	<b>208,740,400</b>	<b>208,780,400</b>	<b>213,976,206</b>	<b>5,195,806</b>
<b>02 CONTRACTUAL SERVICES</b>	<b>12,419,646</b>	<b>10,797,774</b>	<b>10,757,774</b>	<b>11,122,652</b>	<b>364,878</b>
<b>03 SUPPLIES &amp; MATERIALS</b>	<b>40,659,541</b>	<b>41,411,353</b>	<b>41,411,353</b>	<b>40,117,165</b>	<b>(1,294,188)</b>
<b>04 OTHER</b>					
Local/Other Travel	206,039	258,480	258,480	255,130	(3,350)
Insur & Employee Benefits	499,737,978	503,612,180	503,612,180	571,882,195	68,270,015
Utilities	36,535,665	37,706,974	37,706,974	38,716,618	1,009,644
Miscellaneous	7,737,854	10,549,206	10,549,206	10,104,032	(445,174)
<b>TOTAL OTHER</b>	<b>544,217,536</b>	<b>552,126,840</b>	<b>552,126,840</b>	<b>620,957,975</b>	<b>68,831,135</b>
<b>05 EQUIPMENT</b>	<b>13,704,250</b>	<b>16,055,347</b>	<b>16,055,347</b>	<b>16,372,490</b>	<b>317,143</b>
<b>GRAND TOTAL AMOUNTS</b>	<b>\$809,291,241</b>	<b>\$829,131,714</b>	<b>\$829,131,714</b>	<b>\$902,546,488</b>	<b>\$73,414,774</b>

# Chief Operating Officer—Overview



Chapter 7 – 3

F.T.E. Positions 4,314.901

(In addition, there are 67.5 positions funded by the Capital Budget, 22.0 funded by ICB, and 30.5 funded by the Employee Benefits Trust Fund. These non-operating budget positions are noted on other charts in this chapter. Also, there are 1,964.823 school-based positions shown on K-12 charts in Chapter 1)

# Office of the Chief Operating Officer

Chief Operating Officer	1.0
Executive Director (P)	2.0
Director I (P)	2.0
Administrator for Business and Finance Support (M)	1.0
Instructional Specialist (B-D)	2.0
Fiscal Specialist I (24)	1.0
Administrative Services Manager III (19)	1.0
Copy Editor/Administrative Secretary I (17)	1.0
Administrative Services Manager (17)	1.0
Fiscal Assistant II (15)	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 implementing equitable practices and continuous improvement strategies.*

## MAJOR FUNCTIONS

### Responsibilities

OCOO works at the direction of the superintendent of schools and in collaboration with the deputy superintendent of school support and improvement (DSSSI) and the chief academic officer (CAO) to ensure implementation of the Montgomery County Public Schools (MCPS) strategic planning framework, *Building Our Future Together*. OCOO works closely with the DSSSI, CAO, and the Executive Leadership Team to operate as a professional learning community (PLC) focused on upholding system priorities and core competencies. OCOO has overall responsibility for the Office of Human Resources and Development (OHRD), the Office of the Chief Technology Officer (OCTO), the Department of School Safety and Security (DSSS), the Department of Facilities Management (DFM), the Department of Financial Services (DFS), the Department of Management, Budget, and Planning (DMBP), the Department of Transportation (DOT), the Department of Materials Management (DMM), the Department of Association Relations (DAR), the Appeals/Transfer Team, and the Athletics Unit. OCOO monitors each of its offices, departments, and division strategic plans to ensure that they are aligned with the MCPS strategic planning framework, *Building Our Future Together*. OCOO works with each of its offices, departments, and divisions to develop, monitor, and assess short- and long-term goals and performance measures. OCOO leadership staff uses what they are learning about the characteristics of successful PLCs to lead their offices and departments. Also, service contracts are developed to provide high-quality customer service.

All units monitor data and provide progress reports on a family of measures—financial results, organizational results, workforce excellence, and customer focus. All units have developed process maps and related Inputs, Guides, Outputs, and Enablers (IGOE) for key processes under their responsibilities. Additionally, OCOO has primary responsibility for staffing of schools and the Entrepreneurial Activities Fund. The office also prepares items for Board of Education action, discussion, and information relating to schools, procurement, facilities planning and management, budget, materials management, food services, security, personnel matters, technology, transportation, association relations, and all financial matters.

## ACCOMPLISHMENTS AND INITIATIVES

- » OCOO supports schools in a very dynamic environment. Since 2007, there have been large increases in enrollment, totaling 18,929 students. As of fall 2015, the MCPS enrollment is 156,674 students. Large annual increases in enrollment are projected to continue for the six-year forecast period, with another 10,143 students expected by the 2021–2022 school year.
- » The FY 2016 Operating Budget is \$2.318 billion, a 1.8 percent increase over Fiscal Year 2015.
- » The FY 2017–2022 Capital Improvements Program (CIP) totals \$1.728 billion for the six-year period, an increase of \$185 million over the previously approved CIP. Approved FY 2016 expenditures total \$283.3 million.
- » Major accomplishments in the area of school facilities include the completion of five addition projects for the 2015–2016 school year.
- » The Division of Controller continues to benefit from the Financial Management System (FMS) modules designed to enhance online capabilities. The iExpense module enables employees to enter their monthly mileage expense reports online. More than 138 MCPS suppliers are using the iSupplier module to access FMS directly, review invoice and payment information, and enter billing information.
- » During FY 2015, DFS continued its implementation of the new online payment system for parents to pay student extracurricular activities fees electronically. More than 14,600 students—63 percent of payments—were paid online. The online payment system also is used for electronic payment of summer school fees and for schools to use in creating online payment options for parents.
- » One major goal of DMM is to continue developing programs that shift school administrative tasks to the department, which results in improving the instructional time efficiency of school staff. The Ambassador Service, an inventory-management program, designed to improve supply efficiency in schools, continues to be successful. Reporting enhancements within the FMS continue to be developed to provide accurate, timely data to financial managers.
- » Copy-Plus responds to hundreds of individual work orders from teachers every day. In FY 2015, the work group produced 151 million pages of printing requested by teachers for classroom instruction, homework, assessments, and parent information packets.
- » The Department of Professional Growth Systems implemented revisions to the Professional Growth Systems (PGS) for teachers and principals. Also, the department implemented professional development plans to provide support to principals and school leadership teams on the new Student Learning Objectives and revisions to the PGS.

- » The Career Pathways Program assists supporting services employees to prepare, plan, determine, and discover the options they have in their own career pathways. The program website provides links to multiple resources that individuals can access to determine their interests and discover potential jobs and careers that match their skill sets.

## PERFORMANCE MEASURES

OCOO uses a family of measures with an equity lens to monitor the organizational effectiveness and performance of its offices, departments, divisions, and units. The OCOO Strategic Plan includes the following categories: Leadership; Customer Focus; Strategic Planning; Operational Focus; Workforce Focus; Measurement, Analysis, and Knowledge Management; and Performance Results. Additionally, OCOO is working in collaboration with the Office of the Chief Academic Officer and the Office of School Support and Improvement on monitoring and managing the school system's strategic planning framework, *Building Our Future Together*.

## OVERVIEW OF BUDGET CHANGES

### FY 2016 Current Budget

The current FY 2016 budget for this office is changed from the budget adopted by the Board of Education on June 16, 2015. The change is a result of a realignment of a 1.0 appeals transfer control assistant position to form a 1.0 instructional specialist position within the office.

### FY 2017 Recommended Budget

The FY 2017 recommended budget for this office is \$1,977,224, an increase of \$20,633 over the current FY 2016 budget. An explanation of this change follows.

### **Same Service Level Changes—\$20,633**

#### *Continuing Salary Costs—\$22,433*

There is an increase of \$22,433 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

#### *Realignments to Meet Expenditure Requirements and Program Priorities—(\$1,800)*

There is a realignment of \$1,800 from other program expenditures to the Office of the Superintendent to cover office material expenses.

# Office of the Chief Operating Officer - 331/798

Dr. Andrew M. Zuckerman, Chief Operating Officer

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	17,500	16,500	16,500	16,500	
Position Salaries	\$1,490,800	\$1,719,041	\$1,759,041	\$1,781,123	\$22,082
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		15,000	15,000	15,300	300
Supporting Services Part Time					
Other		2,528	2,528	2,579	51
Subtotal Other Salaries	12,510	17,528	17,528	17,879	351
<b>Total Salaries &amp; Wages</b>	1,503,310	1,736,569	1,776,569	1,799,002	22,433
<b>02 Contractual Services</b>					
Consultants		2,500	2,500	2,500	
Other Contractual		105,900	65,900	65,900	
<b>Total Contractual Services</b>	906,776	108,400	68,400	68,400	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		6,900	6,900	6,900	
Other Supplies & Materials		26,357	26,357	26,357	
<b>Total Supplies &amp; Materials</b>	13,934	33,257	33,257	33,257	
<b>04 Other</b>					
Local/Other Travel		8,365	8,365	8,365	
Insur & Employee Benefits					
Utilities					
Miscellaneous		70,000	70,000	68,200	(1,800)
<b>Total Other</b>	82,727	78,365	78,365	76,565	(1,800)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$2,506,747</u>	<u>\$1,956,591</u>	<u>\$1,956,591</u>	<u>\$1,977,224</u>	<u>\$20,633</u>

# Office of the Chief Operating Officer - 331

Dr. Andrew M. Zuckerman, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
1	Chief Operating Officer		1.000	1.000	1.000	<b>1.000</b>	
2	P Director I		1.000	1.000	1.000	<b>1.000</b>	
2	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	P Executive Director		2.000	2.000	2.000	<b>2.000</b>	
2	O Supervisor		1.000				
1	M Admin for Business and Finance				1.000	<b>1.000</b>	
1	I Business & Fiscal Admin		1.000	1.000			
2	BD Instructional Specialist		1.000	1.000	2.000	<b>2.000</b>	
2	24 Fiscal Specialist I		1.000	1.000	1.000	<b>1.000</b>	
1	19 Admin Services Mgr III		1.000	1.000	1.000	<b>1.000</b>	
1	17 Copy Editor/Admin Sec		1.000	1.000	1.000	<b>1.000</b>	
1	17 Admin Services Manager I		1.000	1.000	1.000	<b>1.000</b>	
2	16 Appls Trans Control Asst		1.000	1.000			
2	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
2	15 Fiscal Assistant II		1.000	1.000	1.000	<b>1.000</b>	
2	14 Administrative Secretary I		1.000	1.000	1.000	<b>1.000</b>	
2	12 Secretary		1.500	1.500	1.500	<b>1.500</b>	
<b>Total Positions</b>			<b>17.500</b>	<b>16.500</b>	<b>16.500</b>	<b>16.500</b>	



# Entrepreneurial Activities Fund

Instructional Specialist (B-D)	1.0
Communications Specialist/Web Producer (21)	1.0
Printing Equipment Operator IV (18)	1.0
Customer Service Specialist (16)	1.0
School Registrar (16)	0.6
Copier Repair Technician (15)	1.0
Fiscal Assistant II (15)	2.0
Printing 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 Montgomery County Public Schools (MCPS) expertise, services, and products.*

## **MAJOR FUNCTIONS**

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

### **Taylor Science Materials Center**

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

### **Supply Warehouse Services**

MCPS 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.

### **Editorial, Graphics, and Publishing Services Unit (EGPS)**

EGPS is a centrally funded function that provides direct support to schools and offices. Products include classroom instructional materials, examination booklets, student daily planners, and diplomas, as well as parent guides and public information materials. The EGPS entrepreneurial activities are directed toward local and county government agencies, nonprofit organizations, and the independent activities and parent teacher association-sponsored initiatives within MCPS schools. Revenue generated by this activity is used to improve efficiencies and capabilities within EGPS, reducing the annual operating budget requirements for the publishing needs of the school system.

The MCPS partnership with a private company has created a handheld-based formative reading assessment for use by primary grade teachers. The private partner markets this product nationally to school systems interested in using

technology-enhanced assessments to replace traditional paper-based assessments with state-of-the-art technology to monitor and analyze student performance. Administering the assessment electronically improves the process and accuracy of providing individual student data to teachers and principals to support teaching and learning.

### **Student e-Learning**

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

### **Human Resources Online**

Human Resources Online provides an online system that will utilize automation, workflow, process metrics, and self-service applications to enable MCPS to continuously improve the development, efficiency, and management of its human resource processes. The system replaces manual, paper-based, inefficient processes with electronic transactions, using a reusable process library for greater control and flexibility.

The Professional Development Online (PDO) system incorporates a powerful registration component, course management, and electronic portfolio with automation of mentor tracking and tuition reimbursement. PDO delivers customized reporting solutions to the Office of Human Resources and Development and streamlines complex processes, such as payment for attending Tier 1 training and tracking required course completion.

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

### **Pearson Project**

The Pearson Project includes funds for two instructional specialist positions that serve on the Math Implementation Team in the Office of Curriculum and Instruction. Team members provide direct support to teachers related to mathematics instruction under Curriculum 2.0. The budget also includes funds for temporary part-time salaries and contractual services.

### **Other Entrepreneurial Activity Development**

MCPS continues to identify instructional and other business services for entrepreneurial activities development. Some resources that continue to be utilized within MCPS are choral and instrumental music program, curriculum guides sales, business and instructional software, video productions, and educational training services.

**ACCOMPLISHMENTS AND INITIATIVES**

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

**PERFORMANCE MEASURES**

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

<b>FY 2015 Actual</b>	<b>FY 2016 Estimate</b>	<b>FY 2017 Recommended</b>
98%	108%	111%

**Explanation:** This measure reflects the percentage of elementary science material center expenditures funded by the Entrepreneurial Fund. The national science standards changed, significantly impacting the sales of kits. Local school systems have not been purchasing the kits at the same rate as in the past. Now that the national standards are implemented and approved, the sale of kits to local systems is increasing.

**Performance Measure:** Supply Warehouse Services revenue activity

<b>FY 2015 Actual</b>	<b>FY 2016 Estimate</b>	<b>FY 2017 Recommended</b>
\$196,186	\$205,995	\$216,295

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

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

<b>FY 2015 Actual</b>	<b>FY 2016 Estimate</b>	<b>FY 2017 Recommended</b>
\$600,814 7%	\$615,000 4%	\$630,000 5%

**Explanation:** This measure reflects the gross revenue received and the percentage retained as cumulative net assets and dollars spent on durable equipment systems used to directly support the schools.

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this fund is \$2,364,802, a decrease of \$335,707 from the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—(\$335,707)**

*Continuing Salary Costs—(\$15,243)*

There is a decrease of \$15,243 for continuing salary costs. Included in this amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015, that is offset by reductions for staff turnover.

*Realignments to Meet Expenditure Requirements and Priorities—(\$320,464)*

There are a number of realignments budgeted to address priority spending needs within this fund. Specifically, there is \$45,000 realigned among and between various programs budgeted within the Entrepreneurial Activities Fund. The realignments are neutral overall and reflect the actual costs of the programs. In addition, there is a realignment of \$320,464 from the Pearson Project to support additional increases in the Real Estate Management Fund. The realignment includes the reduction of 2.0 instructional specialist positions and the associated position salaries. This realignment can be made as a result of the Pearson Project ending in FY 2016.

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

Dr. Andrew M. Zuckerman, Chief Operating Officer

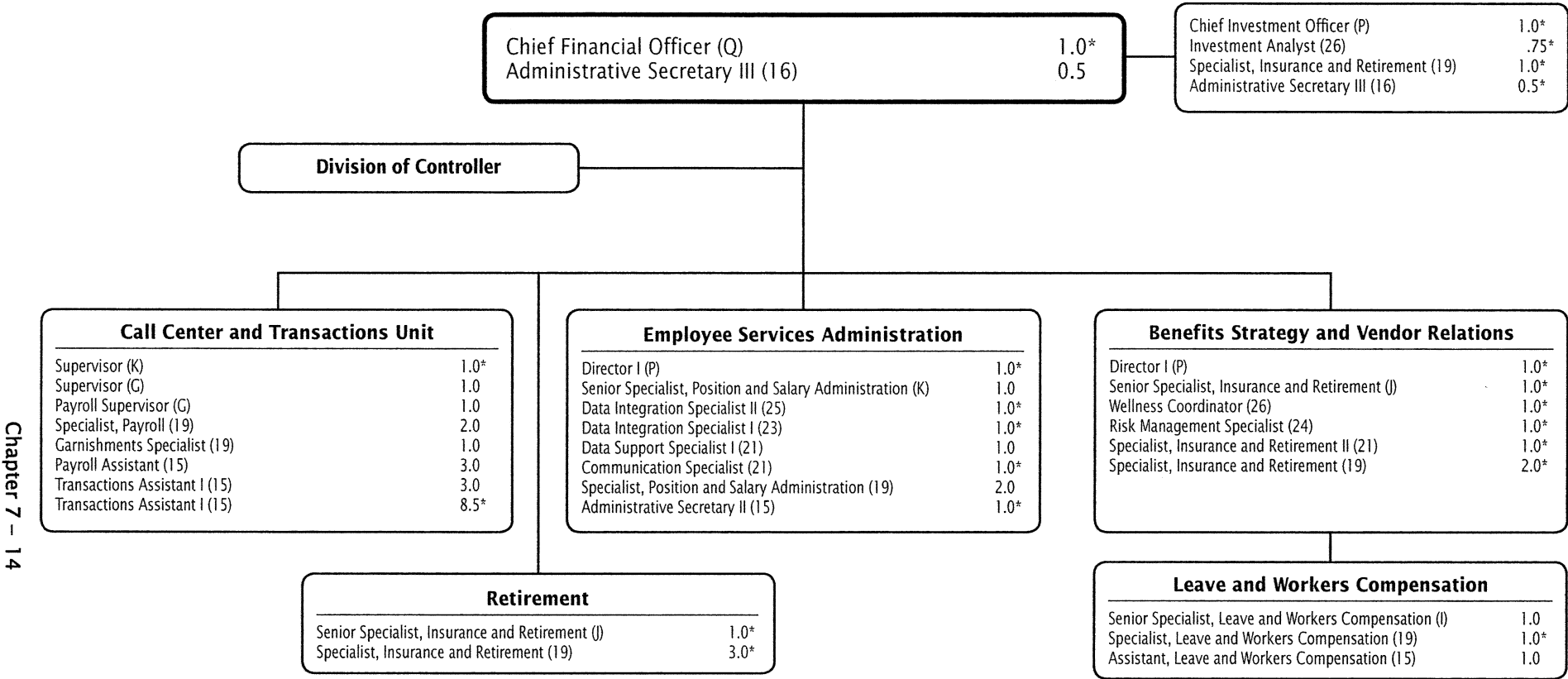
Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	12.600	13.600	13.600	11.600	(2.000)
Position Salaries	\$875,945	\$1,031,901	\$1,031,901	\$756,770	(\$275,131)
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends		44,457	44,457	44,457	
Professional Part Time		222,809	222,809	232,809	10,000
Supporting Services Part Time		5,798	5,798	5,798	
Other		16,239	16,239	16,239	
Subtotal Other Salaries	281,883	289,303	289,303	299,303	10,000
<b>Total Salaries &amp; Wages</b>	<b>1,157,828</b>	<b>1,321,204</b>	<b>1,321,204</b>	<b>1,056,073</b>	<b>(265,131)</b>
<b>02 Contractual Services</b>					
Consultants		490	490	490	
Other Contractual		559,942	559,942	556,942	(3,000)
<b>Total Contractual Services</b>	<b>585,041</b>	<b>560,432</b>	<b>560,432</b>	<b>557,432</b>	<b>(3,000)</b>
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		106,066	106,066	114,066	8,000
Office					
Other Supplies & Materials		298,320	298,320	273,320	(25,000)
<b>Total Supplies &amp; Materials</b>	<b>334,314</b>	<b>404,386</b>	<b>404,386</b>	<b>387,386</b>	<b>(17,000)</b>
<b>04 Other</b>					
Local/Other Travel		18,785	18,785	18,785	
Insur & Employee Benefits		358,722	358,722	308,146	(50,576)
Utilities					
Miscellaneous					
<b>Total Other</b>	<b>320,172</b>	<b>377,507</b>	<b>377,507</b>	<b>326,931</b>	<b>(50,576)</b>
<b>05 Equipment</b>					
Leased Equipment		26,980	26,980	26,980	
Other Equipment		10,000	10,000	10,000	
<b>Total Equipment</b>	<b>141,106</b>	<b>36,980</b>	<b>36,980</b>	<b>36,980</b>	
<b>Grand Total</b>	<b>\$2,538,461</b>	<b>\$2,700,509</b>	<b>\$2,700,509</b>	<b>\$2,364,802</b>	<b>(\$335,707)</b>

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

Dr. Andrew M. Zuckerman, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
	<b>820 Entrepreneurial Activities Fund</b>						
81	BD Instructional Specialist		1.000	1.000	1.000	<b>1.000</b>	
81	15 Fiscal Assistant II		1.000	1.000	1.000	<b>1.000</b>	
81	11 Truck Drive/Whr Wkr Shift 1		2.000	2.000	2.000	<b>2.000</b>	
	<b>Subtotal</b>		<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	
	<b>822 Printing Services</b>						
81	18 Printing Equipment Operator IV		1.000	1.000	1.000	<b>1.000</b>	
81	16 Customer Service Spec		2.000	2.000	1.000	<b>1.000</b>	
81	15 Fiscal Assistant II			1.000	1.000	<b>1.000</b>	
81	15 Copier Repair Technician				1.000	<b>1.000</b>	
81	11 Printing Equip Operator I		2.000	2.000	2.000	<b>2.000</b>	
	<b>Subtotal</b>		<b>5.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	
	<b>823 Student Online Learning</b>						
81	21 Comm Spec/Web Producer		1.000	1.000	1.000	<b>1.000</b>	
81	16 School Registrar		.600	.600	.600	<b>.600</b>	
	<b>Subtotal</b>		<b>1.600</b>	<b>1.600</b>	<b>1.600</b>	<b>1.600</b>	
	<b>827 Pearson North Star Project</b>						
81	BD Instructional Specialist		2.000	2.000	2.000		(2.000)
	<b>Subtotal</b>		<b>2.000</b>	<b>2.000</b>	<b>2.000</b>		<b>(2.000)</b>
	<b>Total Positions</b>		<b>12.600</b>	<b>13.600</b>	<b>13.600</b>	<b>11.600</b>	<b>(2.000)</b>

# Department of Financial Services



Chapter 7 – 14

F.T.E. Positions 19.75

(In addition, the chart includes 28.5\* positions funded by the Employee Benefits Trust Fund, including (.30) of the Chief Financial Officer position, (.35) of the ERSC Call Center Supervisor position), and (.10) of the Employee Services Administration Direction I position.

**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 Lifeworks Retirement System to provide high-quality services to schools and employees and a comprehensive employee compensation and benefits, loss prevention, and a 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

### Employee and Retiree Service Center and the Division of Controller

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

ERSC is a single point of contact for employees and retirees for information about compensation and benefits. The unit provides administration of employee programs such as payroll, health and retirement benefits, leave, salary administration, and workforce reporting. It operates a call center, transactions unit, and communications program; provides support for policy implementation; and provides continued expansion of the use of technology to improve service and efficiency.

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

Both the Division of Controller and ERSC provide information to schools; offices, departments, and divisions (ODDs); and individuals regarding the business operations of MCPS through workshops, communications, and direct assistance.

By providing assistance and support to schools and ODDs, staff members in the Department of Financial Services contribute to the efficient functioning of MCPS. As the unit responsible for financial and employee data, the department has the depth of understanding of data required to answer complex questions and provide consistent, accurate responses to data requests, surveys, and other required reporting.

### Employee and Retiree Benefits

MCPS employees and retirees may choose to participate in medical, dental, prescription drug, vision, and life insurance plans. Medical plan options include three point-of-service plans and three health maintenance organization options. Dental coverage includes a choice between a preferred dental option plan with both in- and out-of-network benefit features and a dental maintenance organization. Employee life, dependent life, and optional life insurance programs are offered, and employees have the opportunity to participate in 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 for employees to participate in this program.

ERSC offers a systemwide employee wellness program. Since 2011, ERSC has offered programs designed to increase employee activity, smoking cessation, and preventive health care. Prizes and incentives have been given to schools, offices, and teams who have competed to improve the health of the staff. Regular newsletters, seminars, health screenings, and supports also are provided.

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

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

The investment and retirement function of this unit administers contracts related to the MCPS Employees' Retirement and Pension Systems, oversees the operation of the 403(b) and 457(b) plans, 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.

**ACCOMPLISHMENTS AND INITIATIVES**

- » Containment of rising employee and retiree medical, dental, and prescription costs is an important focus of the Department of Financial Services. MCPS continues to offer comprehensive wellness programs focused on increasing and maintaining employee activity and healthy living, smoking cessation, and proactive preventative care.
- » Through discussion with its employee and retiree associations, MCPS is changing retiree prescription benefits, effective January 1, 2015, to incorporate Medicare Part D prescription benefits, saving MCPS approximately \$5 million per year. The FY 2015 changes are expected to save the county approximately \$36 million in OPEB contributions for FY 2015.
- » In late summer 2014, an online retirement estimator for all employees was implemented, allowing employees to project future retirement benefits, do “what if” simulations to determine the impact of future work years and potential raises, and create their own estimates of the retirement payment options. This system informs employees of the significant value of their MCPS pension benefit.
- » During FY 2013, a web-based system for school accounting for independent activity funds was implemented, improving school efficiency, transparency of school funds, and central accounting. An online store was made available to all schools, reducing teachers’ roles in collecting funds and offering parents the convenience of online payment. During FY 2015, 98 schools used the online store-along with five central service departments.
- » In FY 2015, the 403(b) and 457(b) plans were amended to a more cost-effective model with one record keeper and a menu of investment choices selected by a Defined Contribution Investment Committee (DCIC). Transition of assets occurred on January 1, 2016.
- » In FY 2015, a customer check-in system was installed in the ERSC lobby to track the lobby volume to anticipate future peak service times and schedule resources appropriately.

**Benefits Strategy and Vendor Relations**

The cost of health insurance, including prescription plans, is a significant part of the MCPS budget, and this unit has initiated efforts to contain costs, educate employees and retirees to become better health-care consumers, and provide high-quality health care at competitive prices. MCPS has taken the lead in working with other county agencies in joint procurement efforts that combine the purchasing power of the agencies that resulted in several million dollars of savings for each. In FY 2013, several county agencies

joined together to competitively bid their health plans with the results of that process reflected in vendor contracts, effective January 1, 2014. As a result, savings of more than \$25 million will be recognized by MCPS over the coming three years. Significant changes were negotiated for January 1, 2016, including an increased employee share, the options for employees to “buy back” some of the increase through completion of Health Risk Assessments and annual physical examinations, including appropriate tests. MCPS compares its experience with the cost increases of our health benefits to national and regional peers. Over recent years, we have benefited from early adoption of wellness initiatives and plan design changes. The most recent year reflects later adoption of some of these same initiatives by our peers, so that MCPS performance is being compared with other plans now experiencing the impact of these changes.

**PERFORMANCE MEASURES**

**Call Center Efficiency and Service**

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
Average wait time		
1 min. 41 sec.	1 min. 30 sec.	1 min. 30 sec.
Average duration		
4 min. 46 sec.	4 min. 30 sec.	4 min. 30 sec.
Average volume/business day		
253 calls	250 calls	250 calls
Average wait/abandoned call		
2 min. 7 sec.	2 min.	2 min.
Percentage of abandoned calls		
9.9%	9.5%	9.0%
Percentage of calls answered within 1 minute		
54%	55%	55%

**ERSC Lobby Service**

In FY 2015, 9,416 customers were served by staff in the ERSC lobby.

**Explanation:** These measures demonstrate the service levels provided to employees, allowing employees to focus on teaching and serving our students, knowing their personal business has been addressed.



**Satisfaction Survey Results**

Percentage of employees responding that the staff member assisting them was courteous:

Telephone		
95.7%	96%	97%
E-mail		
92.5%	93%	94%

Percentage of employees responding that they received a timely response:

Telephone		
89.7%	90%	91%
E-mail		
86.1%	87%	88%

**Explanation:** These measures help the unit assess service levels to employees and retirees through the call center as well as customer satisfaction levels.

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

-5.4%	-1.0%	-1.0%
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Trend in growth rate of benefit costs compared with regional peers:

-2.58%	-1.0%	-1.0%
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**Explanation:** These two measures compare the rate of increase in costs for employee and retiree health benefits (medical, prescription, dental, and vision programs) compared with other organizations, either in the region or the nation. The rate of increase in costs is a measure of the effectiveness of the program administration and design. Differences in costs may be a result of a state-mandated coverage that is different from other parts of the country, so the regional comparison is important.

**OVERVIEW OF BUDGET CHANGES**

**Department of Financial Services—334**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this department is \$1,772,227, an increase of \$71,855 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$85,228**

*Continuing Salary Costs—\$85,228*

There is an increase of \$85,228 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

**Program Efficiencies and Reductions—(\$13,373)**

The FY 2017 recommended budget for this department, division, unit, office includes a comprehensive effort to identify potential program reductions and efficiencies. Stakeholders including community partners and employee union representatives participated in the program efficiencies and reduction process. There is a shift of position salaries of \$13,373 and a .10 director position to the MCPS Employees Group Insurance Fund.

**Insurance and Employee Benefits—333**

The FY 2017 request for employee benefits is \$557,998,198, an increase of \$68,193,343 over the current FY 2016 budget. An explanation of this change follows.

*Continuing Salary Costs—\$5,958,284*

There is an increase of \$3,872,885 for social security benefits and a \$2,085,399 increase for retirement benefits for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

*Realignment—\$54,255*

Realignments are budgeted to address priority spending needs for the organization. Due to the need to realign funds to create additional position and non-position salaries within specific organizational units, there are increases in social security contributions of \$35,266 and retirement contributions of \$18,989.

*Grant Shifts—\$19,098*

Due to funding changes and program needs for grants, there are increases in social security contributions of \$12,414 and retirement contributions of \$6,684.

*Enrollment Changes—\$3,781,985*

The budget includes an increase for current enrollment projections, budgeted salaries, and positions related to changes in student enrollment. There is an increase for social security contributions of \$941,802, employee health benefits of \$2,325,940, and retirement contributions of \$514,243.

*New Schools—\$536,690*

Due to additional square footage added as a result of the opening of the new Clarksburg/Damascus middle school, and modernization of facilities, 35.1 positions are added to the budget. The staffing increases result in additional social security contributions of \$132,416, employee health benefits of \$331,957, and retirement contributions of \$72,317.

**Employee Health Benefits—\$62,710,630**

Health and life insurance coverage for current active and retired employees and their families are provided through the Employee Benefit Plan (EBP). The health and life insurance budget for FY 2017 will increase by \$62.7 million. The increase is due to several factors regarding both the active and retiree trust funds. The budget includes \$27.6 million due to a 7.1 percent projected increase in medical and prescription drug claims for FY 2017. Medical claims are projected to increase by \$14 million or 6 percent over FY 2016, and prescription drug claims are projected to increase by \$13 million or 12 percent over FY 2016. The rate increase is based on a blend of national, local, and MCPS claim trends. There is an additional \$11.1 million needed for FY 2017 to restore the MCPS Employees Group Insurance Fund balance back to a zero fund balance. Based on the County Council's action in funding the FY 2016 Operating Budget, as well as actual FY 2015 experience and current projections for FY 2016, the MCPS Employees Group Insurance Fund balance for both active employees and retirees is projected to be in deficit by the end of FY 2016. Lastly, the budget includes the restoration of \$24.0 million that was transferred from the MCPS OPEB Fund to the MCPS Employees Group Insurance Fund in FY 2016. The transfer allowed for a reduction of this amount in appropriation in the FY 2016 Operating Budget. Over the past two fiscal years, a total of \$51.2 million has been transferred from the MCPS OPEB Fund, thereby reducing the appropriation request within the MCPS Operating Budget on a temporary basis. However, since the MCPS OPEB Fund balance has been depleted, funding will be needed from the county in order to restore the budget in FY 2017 and in future fiscal years.

**Retirement Contributions—(\$3,636,310)**

The budget for current retirement programs has decreased by \$3,636,310. There is an increase of \$7,910,862 due to the amount owed to the state for the teacher pension shift to local school districts. The total amount is increased from \$50,761,802 in FY 2016 to \$58,672,664 in FY 2017. In addition, the normal pension cost for current retirement programs is based on a percentage of salary, as provided by the annual actuarial study. The rate applied in FY 2017 has been lowered from 5.01 to 4.18 percent. As a result of this rate

reduction, the budget can be reduced by \$11,586,078 for retirement contributions. In addition, there is an increase of \$38,906 for administrative retirement fees.

**Social Security Contributions—(\$927,772)**

The budget includes a decrease in social security contributions of \$927,772 primarily due to rate increases in employee health insurance premiums of \$11.5 million over FY 2016. The increase in employee health insurance premiums results in a higher deduction in payroll before calculating social security contributions.

**Other—(\$6,464)**

The budget includes a decrease of \$50,000 in unemployment compensation, and an increase of \$40,821 in employee flex spending match based on actual spending trends. There also is a small adjustment for automobile allowance of \$2,715.

**Self-Insurance—\$137,379**

The budget includes an increase in contributions to the county's self-insurance program. As a result of achieving an acceptable reserve fund balance over the past year, while also experiencing slight increases to projected claims, there is an increase in worker's compensation of \$50,510 in the budget. There also is an increase in fire and property insurance of \$86,869.

**Program Efficiencies and Reductions—(\$754,191)**

The budget includes overall program efficiencies and reductions totaling \$5.7 million. Included in this amount is a \$754,191 reduction in employee benefits associated with the elimination of 38.175 positions and part-time salaries. This includes reductions in employee health benefits of \$443,250, social security contributions of \$201,230, and retirement contributions of \$109,711.

**Strategic Priority Enhancements—\$319,760**

Details on increases in strategic priority enhancements are included in various chapters of the budget. As a result of these increases, there is an increase of \$116,871 for social security contributions, \$139,532 for employee health benefits, and \$63,357 for retirement contributions.

**Selected Expenditure Information**

Description	FY 2016 Current Budget	FY 2017 Budget	Change
Worker's Compensation	\$11,901,534	\$11,952,044	\$50,510
Social Security	111,725,041	115,707,693	3,982,652
Employee Benefit - Active	238,496,208	269,776,317	31,280,109
Employee Benefit - Retirees	3,353,736	37,138,435	33,784,699
Retirement and Administrative Fees	74,674,776	65,778,882	(8,895,894)
Pension Shift From State	44,356,785	52,267,647	7,910,862
Unemployment Compensation	300,000	250,000	(50,000)
Other	4,996,775	5,127,180	130,405
<b>Total</b>	<b>\$489,804,855</b>	<b>\$557,998,198</b>	<b>\$68,193,343</b>

# Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

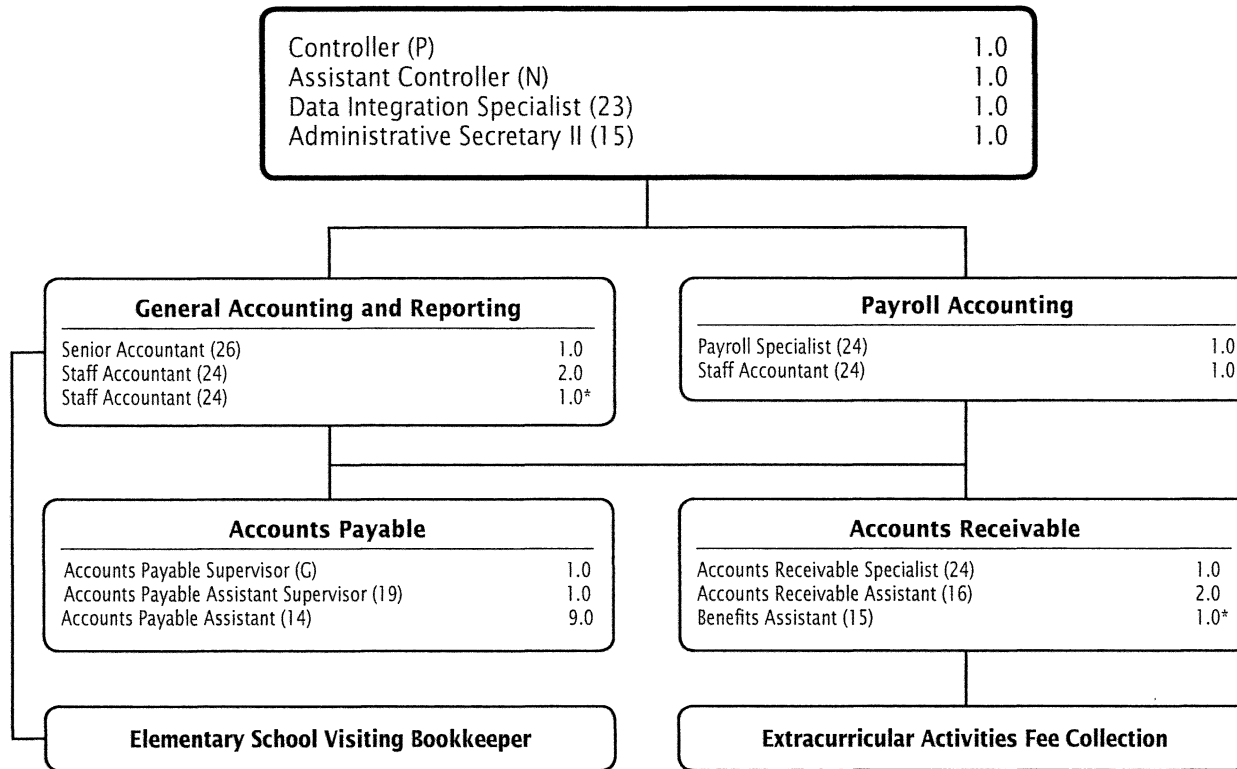
Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	19,850	19,850	19,850	19,750	(.100)
Position Salaries	\$1,566,449	\$1,657,363	\$1,657,363	\$1,729,086	\$71,723
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		2,750	2,750	2,805	55
Other		3,869	3,869	3,946	77
Subtotal Other Salaries	-14,892	6,619	6,619	6,751	132
<b>Total Salaries &amp; Wages</b>	1,551,557	1,663,982	1,663,982	1,735,837	71,855
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		14,000	14,000	14,000	
<b>Total Contractual Services</b>	26,221	14,000	14,000	14,000	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		19,807	19,807	19,807	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	18,273	19,807	19,807	19,807	
<b>04 Other</b>					
Local/Other Travel		2,583	2,583	2,583	
Insur & Employee Benefits		489,704,855	489,704,855	557,898,198	68,193,343
Utilities					
Miscellaneous		100,000	100,000	100,000	
<b>Total Other</b>	486,816,121	489,807,438	489,807,438	558,000,781	68,193,343
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$488,412,172</u>	<u>\$491,505,227</u>	<u>\$491,505,227</u>	<u>\$559,770,425</u>	<u>\$68,265,198</u>

## Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
1	Q Chief Financial Officer		.700	.700	.700	<b>.700</b>	
1	P Director I		1.000	1.000	1.000	<b>.900</b>	(.100)
1	K Sr Spec Pos & Sal Admin		1.000	1.000	1.000	<b>1.000</b>	
1	K ERSC Call Ctr/Transaction Supv		.650	.650	.650	<b>.650</b>	
1	I Sr Spec Leave/Wkrs Com		1.000	1.000	1.000	<b>1.000</b>	
1	G Payroll Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	G ERSC Call Ctr/Trans Asst Supv		1.000	1.000	1.000	<b>1.000</b>	
1	21 Data Support Specialist I		1.000	1.000	1.000	<b>1.000</b>	
1	19 Garnishments Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	19 Specialist, Payroll		2.000	2.000	2.000	<b>2.000</b>	
1	19 Spec, Position/Salary Admin		2.000	2.000	2.000	<b>2.000</b>	
1	16 Administrative Secretary III		.500	.500	.500	<b>.500</b>	
1	15 Transactions Assistant I		3.000	3.000	3.000	<b>3.000</b>	
1	15 Payroll Assistant		3.000	3.000	3.000	<b>3.000</b>	
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>19.850</b>	<b>19.850</b>	<b>19.850</b>	<b>19.750</b>	<b>(.100)</b>

# Division of Controller



F.T.E. Positions 23.0

(\*In addition, the chart includes 2.0 positions funded by the Employee Benefits Trust Fund.)

**MISSION** *The mission of the Division of Controller (DOC) 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, and committed to excellence and continuous improvement.*

**MAJOR FUNCTIONS**

**General Accounting**

DOC monitors Montgomery County Public Schools (MCPS) financial activity and procedures, prepares financial statements and statistical reports, reviews and implements new accounting principles and regulatory standards, provides timely financial data that assists managers in monitoring and controlling expenditures, and provides accounting support for the Employee Benefit Plan and the Retirement and Pension System. Other activities include controlling encumbrance activity; administering and supporting 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 income tax and personal property tax statements for the foundation; and providing effective management of MCPS operating accounts, trust funds, and foundation cash balances. In 2015, DOC assumed responsibility for the Centralized Investment Fund, the internal investment fund for school independent activity fund cash.

DOC staff administers the Visiting Bookkeepers (VB) program. The VB program provides general bookkeeping, reporting, and/or bank reconciliation services for all 133 elementary schools and six special centers. The VB program enhances fiscal management of elementary school independent activity funds by providing bookkeeping services and offering training assistance. The program ensures consistent application of accounting procedures across all elementary schools and assists the Internal Audit Unit in performing its oversight responsibility. Because of expanding regulations on federal grants, the duties of the VB program have expanded to review the Time and Effort certification maintained at elementary schools with federal programs. In FY 2015, the program has expanded to assist the implementation of online review/approval process in the procurement card program.

**Payroll Accounting**

DOC staff processes payroll tax withholdings and other deduction payments and related reports; monitors the recording of salary encumbrances and expenditures; and provides wage-related information to customers and stakeholders.

**Accounts Receivable**

DOC staff bills customers for services rendered by MCPS units.

**Accounts Payable**

DOC staff pays vendors, verifies authorizations and account classifications for all payments, and monitors purchasing card activity.

**Systems Management**

DOC staff assists school staff with training on financial systems.

**Extracurricular Fee Collection**

DOC staff collects and monitors payments of extracurricular activity fees.

**ACCOMPLISHMENTS AND INITIATIVES**

- » Systemwide growth in financial activity continues to affect the division’s workload. The division assumes primary control responsibility for the Financial Management System (FMS) and its feeder systems. The division, through process reviewed continuous improvement techniques, has enhanced the work flow in the accounts payable and the accounts receivable units. These work flow improvements allow the units to manage an ever-increasing workload.
- » During FY 2015, the division was an active participant with implementing the switch to the JP Morgan Purchasing Card (P-Card). The JP Morgan P-Card allows for MCPS to pool P-Card purchases with other local governments in the Washington, D.C. metropolitan region and receive higher rebates on those purchases. Schools and offices benefit from the use of P-Cards by having a convenient method to pay for small purchases. MCPS benefits by saving on procurement and accounting costs for purchases and receiving rebates. The P-Card program improves internal controls with a web-based application with online reconciliation and approval of transactions by requiring the MCPS staff P-Card user to review all purchases and their school principal or department director to approve the purchases. DOC takes the lead with creating the approval work flow and managing the interface to post P-Card transaction to the FMS accounting software, for reviewing purchases for proper use and compliance with MCPS policies and regulations, and for the annual certification of P-Card users and approvers. With more than 1,800 P-Cards issued by the P-Card provider, DOC will continue to work with the Procurement and Internal Audit units to ensure that P-Card policies and procedures are interpreted in a consistent fashion. Deviations are reported to the Procurement Unit to augment future purchasing card training. Information also is shared with the Internal Audit Unit to enable compliance review on future audit visits to the office or school.
- » MCPS received a rebate of \$20,044, based on purchases of \$1,341,976 over the last quarter of calendar year 2014. This was the first significant rebate received by MCPS for its P-Card program purchases.

- The rebate is expected to be higher with card usage over a full calendar year and schools making purchases for the start of the new school year.
- » DOC provides support on MCPS P-card approval process flows, including reviews and approvals that are electronic-based rather than paper-based. The electronic flow of documents is more efficient, enables the tracking of document status, and facilitates the measurement of internal control and efficiency.
  - » The division devotes considerable time to training and operational support for FMS, School Funds Online (SFO), and federal grant time and effort compliance. Individual FMS orientation and group training sessions were provided throughout the year for schools and central offices. The division maintains a leadership role in evaluating and adapting the procure-to-pay process in response to stakeholder input. The division works with the Department of Instructional Technology to provide specialized FMS training webinars. These webinars allow school-based staff to learn remotely from their location, using their equipment and their data as the basis for learning. During FY 2015, the division supported schools in the use of SFO financial software. The division implemented a process for reporting districtwide unclaimed property to include school Independent Activity Fund (IAF) accounts to the state of Maryland.
  - » The visiting bookkeepers are training and supporting elementary schools with time and effort compliance reporting requirements on federal grants. The role of the visiting bookkeepers continues to evolve, adding support to elementary schools for SFO, iReceivables payments, web-based P-Card reviews and approvals, and coverage for the school administrative secretary on long-term leave or vacant positions.
  - » DOC continues to benefit from FMS modules designed to enhance Internet capabilities. The iExpense module enables employees to enter their monthly mileage expense reports online. More than 400 MCPS suppliers are using the iSupplier module to directly access FMS to review invoice and payment information and to enter billing information. DOC offers an online payment system for parents to electronically pay student extracurricular activities fees. More than 14,600 students in FY 2015, 63 percent of payments, paid online.
  - » The division continues to take the lead with expanding the use of Online School Payment (OSP), an application for the payment of MCPS purchases and fees online with credit cards. OSP is a convenient method for parents to process payments for extracurricular activities fees, regional summer school classes, costs for music honors ensembles, student e-learning classes, and other special programs. Schools are using the OSP program to collect costs for school fees, gym uniforms, tickets for programs, field trips, and other school events. The division supported schools by training 317 school staff on the use of OSP over the last three fiscal years.
  - » The OSP program was successfully expanded to help MCPS secondary schools collect student debts and obligations with the use of credit cards. The project was collaboration between DOC and the Division of Instructional and Information Services. In FY 2015, DOC staff assisted eight middle schools and 13 high schools to upgrade Filemaker Pro databases for the conversion and implement a credit card interface program with OSP.
  - » The division took over the responsibilities of the coordinator of the Centralized Investment Fund (CIF) at the end of FY 2015. The Centralized Investment Fund (CIF) gives MCPS schools the ability to pool cash for investment. The CIF is a cash management tool where cash is moved back and forth to the school cash accounts when needed. DOC staff tasks include coordination, budgeting and processing of the CIF activity, and the monthly reconciliation of the CIF investment statement to the schools' SFO accounting software investment balance. Estimated fees of \$15,000 in FY 2016 are budgeted to DOC for the role of the CIF coordinator.
  - » MCPS has received the Association of School Business Officials (ASBO) Award of Excellence in Financial Reporting for excellence in the preparation and issuance of the FY 2014 Comprehensive Annual Financial Report (CAFR). This is the 34th consecutive year that MCPS has received this prestigious award. The award is the highest recognition for school district financial operations offered by ASBO. It is presented only to school systems that have met or exceeded the standards of the program.
  - » For the 11th consecutive year, the Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to MCPS for its CAFR for the fiscal year ending on June 30, 2014. In order to be awarded a Certificate of Achievement, a government entity must publish an easily readable and efficiently organized CAFR.
  - » During FY 2014 and FY 2015, DOC was an active participant with implementing new financial software for the MCPS Educational Foundation (EFI). The financial software, Blackbaud Financial Edge, interfaces with the Blackbaud Raisers Edge software that processes gift donations. Improvements during FY 2015 included a dashboard function that allows EFI board members and officers to log on with a secure username and password to review financial statements along with live general ledger transactions. DOC developed the documentation for recording constituents and processing gift batches for checks, cash, and debit card and credit card receipts through Raisers Edge. DOC supervises an EFI temporary staff in the Controller's office with recording the receipts to Raisers Edge.

**PERFORMANCE MEASURES**

**Performance Measure:** Invoice-to-payment days (Export Payment Register)

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
15.1 days	15 days	15 days

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

**Performance Measure:** Percentage of payments voided

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
0.56%	0.50%	0.50%

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

**Performance Measure:** Number of invoices processed monthly per full-time-equivalent (FTE) employee

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
989 invoices	1,000 invoices	1,000 invoices

**Explanation:** An efficiency measure of the division's payment process. The division measures favorably compared with the benchmark of 755 invoices per FTE in a 2008 member survey by the Council of the Great City Schools.

**Performance Measure:** Percentage of supplier invoices received electronically

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
16.63%	18%	18%

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

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this division is \$2,004,405, an increase of \$69,624 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$69,624**

*Continuing Salary Costs—\$66,124*

There is an increase of \$66,124 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

*Other—\$3,500*

There is an increase of \$3,500 for program supplies for new tax forms required by the Affordable Care Act.



# Division of Controller - 332/155

Susan B. Chen, Controller

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	23,000	23,000	23,000	<b>23,000</b>	
Position Salaries	\$1,674,089	\$1,837,446	\$1,837,446	<b>\$1,900,963</b>	\$63,517
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		43,300	43,300	<b>44,166</b>	866
Other		87,030	87,030	<b>88,771</b>	1,741
Subtotal Other Salaries	153,119	130,330	130,330	<b>132,937</b>	2,607
<b>Total Salaries &amp; Wages</b>	<b>1,827,208</b>	<b>1,967,776</b>	<b>1,967,776</b>	<b>2,033,900</b>	<b>66,124</b>
<b>02 Contractual Services</b>					
Consultants					
Other Contractual					
<b>Total Contractual Services</b>					
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		19,191	19,191	<b>22,691</b>	3,500
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	<b>19,613</b>	<b>19,191</b>	<b>19,191</b>	<b>22,691</b>	<b>3,500</b>
<b>04 Other</b>					
Local/Other Travel		600	600	<b>600</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		-52,786	-52,786	<b>-52,786</b>	
<b>Total Other</b>	<b>-66,242</b>	<b>(52,186)</b>	<b>(52,186)</b>	<b>(52,186)</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$1,780,579</b>	<b>\$1,934,781</b>	<b>\$1,934,781</b>	<b>\$2,004,405</b>	<b>\$69,624</b>

## Division of Controller - 332/155

Susan B. Chen, Controller

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
	<b>332 Division of Controller</b>						
1	P Controller		1.000	1.000	1.000	<b>1.000</b>	
1	N Assistant Controller		1.000	1.000	1.000	<b>1.000</b>	
1	G Accounts Payable Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	26 Senior Accountant		1.000	1.000	1.000	<b>1.000</b>	
1	24 Payroll Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	24 Accounts Receivable Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	24 Staff Accountant		3.000	3.000	3.000	<b>3.000</b>	
1	23 Data Integration Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	19 Accts Payable Asst Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	16 Accounts Receivable Assistant		3.000	2.000	2.000	<b>2.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
1	14 Accounts Payable Assistant		8.000	9.000	9.000	<b>9.000</b>	
	<b>Subtotal</b>		<b>23.000</b>	<b>23.000</b>	<b>23.000</b>	<b>23.000</b>	
	<b>Total Positions</b>		<b>23.000</b>	<b>23.000</b>	<b>23.000</b>	<b>23.000</b>	

# Department of Association Relations

Director II	1.0
Administrative Secretary III (16)	1.0

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

## **MAJOR FUNCTIONS**

### **Labor Contract Administration**

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

### **Negotiations with Employee Groups**

Specifically, DAR is responsible for negotiating with the Montgomery County Education Association (MCEA), the Service Employees International Union (SEIU) Local 500, and the Montgomery County Association of Administrators and Principals (MCAAP). MCAAP represents administrative and supervisory personnel and non-certificated supervisory personnel (MCAAP/Montgomery County Business and Operations Administrators) in separate bargaining units under one contract. The department administers all three negotiated agreements, handles informal complaints and grievances, prepares and presents arbitration cases, supports collaborative efforts enumerated in all three negotiated agreements, 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.

## **ACCOMPLISHMENTS AND INITIATIVES**

- » Contract Administration—Day-to-day contract administration continues to be a major focus of DAR. There were 85 formal employee grievances and administrative complaints for Fiscal Year (FY) 2015, ending a gradual decline over the previous six fiscal years. During 2014, there was one arbitration.
- » Monitoring Legal and Labor Relations Environment Changes—The Public School Labor Relations Board is continuing the process of reshaping school district labor relations in Maryland on a case-by-case basis, requiring continuous monitoring. New MCPS program initiatives, federal laws affecting benefits and work rules; state changes affecting the scope and process of bargaining; economic trends; and comparability issues among school systems, government, and the private sector also continue to impact this department's workload.
- » During FY 2014, MCPS successfully negotiated three-year contracts through 2017 with administrators (MCAAP/MCBOA), supporting services employees (SEIU Local 500), and teachers (MCEA). These agreements commit to salary and benefit adjustments each year of the contract. All of these multiyear agreements were achieved without impasse, mediation, or fact-finding in spite of a challenging economic climate. The Board and the associations again used the interest-based approach to negotiations to arrive at the agreements. Economic terms negotiated during FY 2014 provided general salary schedule increases of 1.5 percent, effective November 29, 2014, 2.0 percent, effective October 3, 2015, and 2.0 percent, effective September 3, 2016. The agreements also provided for salary step movement for eligible employees on the same date, and the reinstatement of a step adjustment that had been delayed due to financial conditions will be implemented on March 4, 2017. At the conclusion of the contract in 2017, all step increases that had been delayed will have been granted. During 2015, MCPS successfully renegotiated salary increases for 2016 to accommodate budget shortfalls. The negotiated change moved the salary increases that were to be effective October 3, 2015, in all three contracts, one pay period later to October 17, 2015.
- » DAR provided support, facilitation, and training to labor management councils, joint work groups, and other labor/management cooperative groups.

**PERFORMANCE MEASURES**

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

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
Formal	54	54	54
Informal	45	45	45

**Explanation:** These measures reflect the amount of time and energy devoted by school system administrators to address possible contract and/or regulation violations related to supporting services employees. It also is an indication, along with the third performance measure (below), of either the degree to which school system administrators are applying the contract and MCPS policies and regulations appropriately and/or the degree to which the employee association and/or employees are challenging administrative decisions.

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

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
Formal	23	23	23
Informal	30	30	30

**Explanation:** These measures reflect the amount of time devoted to address possible contract and/or regulation violations related to teachers and other certificated personnel. It also is an indication, along with the third performance measure (below), of either the degree to which school system administrators are applying the contract and MCPS policies and regulations appropriately and/or the degree to which the employee association and/or employees are challenging administrative decisions.

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

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
Formal	8 (15%)	7(13%)	6 (11%)
Informal	27 (60%)	25 (56%)	20 (44%)

**Explanation:** This measure reflects the degree to which there are actual or arguable violations of the contracts or regulations, or problems existing, which justify adjustments being made through the appeals processes. Also, it may reflect the manner in which the grievance process is being used. The informal review of potential grievances or administrative complaints is resulting in a significant percentage of legitimate employee concerns being addressed.

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

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
Formal	6 (26%)	5 (22%)	5(22%)
Informal	10 (33%)	9 (30%)	8 (27%)

**Explanation:** This measure reflects the degree to which there are actual violations of the contracts or regulations or problems existing that justify adjustments being made through the appeals processes. It also may reflect the manner in which the grievance process is being used. Informal grievances or administrative complaints are as likely to raise legitimate employee concerns as formal grievances or complaints.

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this department is \$265,829, an increase of \$5,155 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$5,155**

*Continuing Salary Costs—\$5,155*

There is an increase of \$5,155 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

# Department of Association Relations - 661

Stan Damas, Director II

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	2.000	2.000	2.000	<b>2.000</b>	
Position Salaries	\$224,098	\$227,562	\$227,562	<b>\$232,400</b>	\$4,838
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		15,000	15,000	<b>15,300</b>	300
Supporting Services Part Time		827	827	<b>844</b>	17
Other					
Subtotal Other Salaries	23,574	15,827	15,827	<b>16,144</b>	317
<b>Total Salaries &amp; Wages</b>	247,672	243,389	243,389	<b>248,544</b>	5,155
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		11,385	11,385	<b>11,385</b>	
<b>Total Contractual Services</b>	49,234	11,385	11,385	<b>11,385</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,000	3,000	<b>3,000</b>	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	2,044	3,000	3,000	<b>3,000</b>	
<b>04 Other</b>					
Local/Other Travel		400	400	<b>400</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		2,500	2,500	<b>2,500</b>	
<b>Total Other</b>	1,500	2,900	2,900	<b>2,900</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$300,450</b>	<b>\$260,674</b>	<b>\$260,674</b>	<b>\$265,829</b>	<b>\$5,155</b>

## Department of Association Relations - 661

Stan Damas, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
1	Director II		1.000	1.000	1.000	<b>1.000</b>	
1	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	

# Department of Management, Budget, and Planning

Director II (Q)	1.0
Supervisor (O)	1.0
Grants Specialist (27)	1.0
Management and Budget Specialist IV (27)	1.0
Management and Budget Specialist III (26)	2.0
Management and Budget Specialist II (25)	1.0
Management and Budget Specialist I (24)	2.0
Administrative Secretary III (16)	1.0
Fiscal Assistant III (16)	0.75
Secretary (12)	0.625



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

## MAJOR FUNCTIONS

### Operating Budget Development

DMBP provides guidance and support to executive staff and program managers on the preparation and formulation of the operating budget for MCPS. Detailed analyses of budget proposals are developed using demographic, economic, other fiscal data and trends. Options and recommendations on the operating budget are provided to the superintendent of schools and the Board of Education. DMBP works closely with the county government, County Council, and state government on MCPS budget matters. The department facilitates the review of the operating budget and communicates budget information within MCPS, to the county and state, and to the public through a variety of publications, forums, and presentations.

### Operating Budget Administration

Through regular financial monitoring and analysis, DMBP maintains controls for current-year revenues and expenditures to ensure that the operating budget is implemented as approved. The department conducts regular reviews of the financial condition of the MCPS operating budget with executive staff by examining all expenditure accounts and preparing expenditure and revenue projections. Fiscal issues related to schools, offices, departments, and divisions are reviewed and management initiatives to improve efficiency and effectiveness are recommended. Detailed financial reports are prepared for the superintendent of schools and the Board of Education.

### Position Management

Working closely with the Office of the Chief Operating Officer, Office of Human Resources and Development, and the Department of Financial Services, DMBP monitors and manages all position allocations in MCPS.

### Grants Development and Administration

DMBP assists offices, departments, and divisions in obtaining additional financial resources from individuals, foundations, corporations, government agencies, and other entities to support identified school system priorities. The department coordinates the development of the annual Bridge to Excellence Master Plan on behalf of MCPS. The department also provides technical assistance and training to staff and facilitates development of grant applications. Once funding is obtained, documents are prepared for the superintendent of schools, the Board of Education, and the County Council to authorize the expenditure of the grant funds.

Implementation of grants are monitored to ensure programmatic and budgetary compliance with grantor requirements.

## ACCOMPLISHMENTS AND INITIATIVES

- » DMBP provided leadership and support that led to the successful completion and approval of the FY 2016 Operating Budget. On June 16, 2015, the Board of Education approved a \$2.318 billion operating budget for MCPS for FY 2016. This represents an increase of \$36.2 million (or 1.6 percent) increase over the FY 2015 Operating Budget. The department worked closely with MCPS leadership to eliminate a gap of \$53.1 million between the Board of Education's FY 2016 budget request and the County Council's appropriation.
- » A revised budget development process was implemented beginning with the development of the FY 2015 Operating Budget and continued with the development of the FY 2016 Budget. The process provides for more staff involvement and is designed to elicit more input from numerous stakeholders early on in the process with the goal of streamlining budgeting and aligning resources with the school system priorities, Strategic Planning Framework, and the Board of Education's Operating Budget interests.
- » During summer 2014, DMBP designed and developed a new structure for the publication of the MCPS Program Budget. The redesign presents approximately 90 individual program budgets that are divided among six umbrella categories that better reflect MCPS and its strategic planning framework. These six categories include, (1) additional resources to help students who are struggling, (2) collaborative partnerships to improve student achievement, (3) programs to support school improvement and ensure high-quality instruction, (4) core instructional programs, (5) school support operations, and (6) systemwide support. The Program Budget for the Superintendent's Recommended FY 2016 Operating Budget was published in January 2015 and the Board of Education's approved budget in September 2015.
- » In FY 2015, DMBP coordinated for the first time the preparation of the Bridge to Excellence Master Plan for MCPS that was approved by the Board of Education in October 2014 and submitted to the Maryland State Department of Education.
- » DMBP implemented a new financial monitoring system beginning in FY 2013. To improve current-year financial projections, the new system allows users greater and more efficient access to financial data. Additional system improvements were planned and implemented during FY 2014. These improvements greatly assist the users in the offices, departments, and divisions allowing financial projections to be entered using a data table to quicken entry with the table presented in a full screen view showing all account information within a single view. Now, prior month projections for all accounts can be viewed in the data table. Finally,

system code was revised to increase response time and enhance performance.

**PERFORMANCE MEASURES**

**Performance Measure:** Total categorical variance between budgeted and actual expenditures

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
1.0%	1.0%	1.0%

**Explanation:** This measure reflects the difference between budgeted and actual expenditures. The department minimizes these variances through the use of the financial monitoring and position control processes.

**Performance Measure:** Total variance between budgeted/authorized positions and paid positions

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
0.04%	0.04%	0.04%

**Explanation:** This measures the effectiveness of the position management process, which is a monitoring process administered jointly by DMBP, OHRD, and the Employee and Retiree Service Center in the Department of Financial Services to ensure that expenditures do not exceed the budget, the number and type of paid positions does not exceed the number of budgeted/authorized positions, and that employees are assigned to the proper location. Because more than 90 percent of the MCPS operating budget covers personnel costs, including salaries and employee benefits, the need to carefully manage personnel actions is a vital part of budget control and fiscal integrity.

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

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
91.4%	90%	90%

**Explanation:** Grant funding awarded to MCPS is a function of the amounts and availability of grants for which the district and its schools are eligible. This performance measure quantifies the quality of ongoing activities that are essential to securing grants—research, communication, training, technical assistance, proposal quality control, as well as the appropriate and timely use of awarded funds.

**OVERVIEW OF BUDGET CHANGES**

**Department of Management, Budget, and Planning**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this department is \$1,092,323 a decrease of \$29,681 from the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$25,734**

*Continuing Salary Costs—(\$25,734)*

There is a decrease of \$25,734 for continuing salary costs. Included in this amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015, that is offset by reductions for staff turnover.

**Program Efficiencies and Reductions—(\$3,947)**

The FY 2017 recommended budget for this department includes a comprehensive effort to identify potential program reductions and efficiencies. Stakeholders including community partners and employee union representatives participated in the program efficiencies and reduction process.

There is reduction of \$3,947 for supporting services part-time salaries, contractual maintenance, office supplies, and training support. These reductions can be made as result of overall efficiencies within the department.

**Provision for Future Supported Projects—999**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this Provision is \$6,731,204, resulting in no change from the current FY 2016 budget.

**Program's Recent Funding History**

	FY 2016 Budgeted 7/1/15	FY 2016 Projected 11/30/15	FY 2017 Projected 7/1/15
Federal			
State			
Other	\$6,731,204	\$6,731,204	\$6,731,204
County			
Total	\$6,731,204	\$6,731,204	\$6,731,204

# Department of Management, Budget & Planning - 336

Thomas P. Klausung, Director II

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	12.375	11.375	11.375	<b>11.375</b>	
Position Salaries	\$1,026,824	\$1,111,432	\$1,111,432	<b>\$1,085,618</b>	(\$25,814)
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		3,979	3,979	<b>2,824</b>	(1,155)
Other					
Subtotal Other Salaries	2,652	3,979	3,979	<b>2,824</b>	(1,155)
<b>Total Salaries &amp; Wages</b>	1,029,476	1,115,411	1,115,411	<b>1,088,442</b>	(26,969)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		605	605	<b>304</b>	(301)
<b>Total Contractual Services</b>		605	605	<b>304</b>	(301)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,259	5,259	<b>3,248</b>	(2,011)
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	3,569	5,259	5,259	<b>3,248</b>	(2,011)
<b>04 Other</b>					
Local/Other Travel		329	329	<b>329</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		400	400		(400)
<b>Total Other</b>	637	729	729	<b>329</b>	(400)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$1,033,682</b>	<b>\$1,122,004</b>	<b>\$1,122,004</b>	<b>\$1,092,323</b>	<b>(\$29,681)</b>

# Provision for Future Supported Projects - 999

Thomas P. Klausung, Director II

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)					
Position Salaries					
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		4,389,256	4,389,256	<b>4,389,256</b>	
Subtotal Other Salaries	2,103,447	4,389,256	4,389,256	<b>4,389,256</b>	
<b>Total Salaries &amp; Wages</b>	2,103,447	4,389,256	4,389,256	<b>4,389,256</b>	
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		662,328	662,328	<b>662,328</b>	
<b>Total Contractual Services</b>	943,087	662,328	662,328	<b>662,328</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		837,525	837,525	<b>837,525</b>	
<b>Total Supplies &amp; Materials</b>	234,173	837,525	837,525	<b>837,525</b>	
<b>04 Other</b>					
Local/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous		841,497	841,497	<b>841,497</b>	
<b>Total Other</b>	378,191	841,497	841,497	<b>841,497</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		598	598	<b>598</b>	
<b>Total Equipment</b>	51,250	598	598	<b>598</b>	
<b>Grand Total</b>	<b>\$3,710,148</b>	<b>\$6,731,204</b>	<b>\$6,731,204</b>	<b>\$6,731,204</b>	

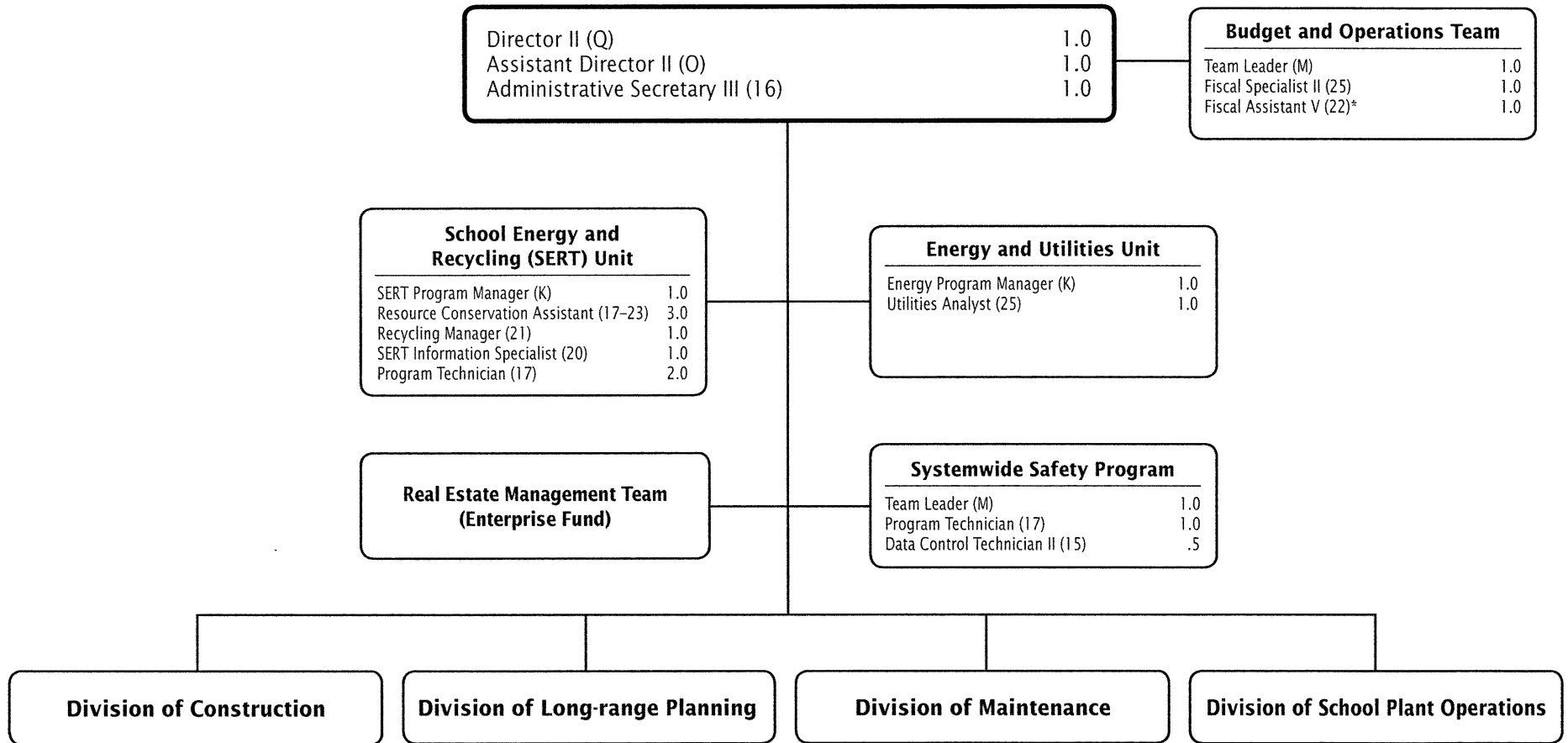
# Department of Management, Budget and Planning - 336

Thomas P. Klausing, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
	<b>336 Dept. of Management, Budget &amp; Plan.</b>						
1	Q Director II		1.000	1.000	1.000	<b>1.000</b>	
1	O Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	27 Grants Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	27 Management & Budget Spec IV		1.000	1.000	1.000	<b>1.000</b>	
1	26 Management & Budget Spec III		2.000	2.000	2.000	<b>2.000</b>	
1	25 Applications Developer II		1.000				
1	25 Management & Budget Spec II		1.000	1.000	1.000	<b>1.000</b>	
1	24 Management & Budget Spec I		2.000	2.000	2.000	<b>2.000</b>	
1	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
1	16 Fiscal Assistant III		.750	.750	.750	<b>.750</b>	
1	12 Secretary		.625	.625	.625	<b>.625</b>	
	<b>Subtotal</b>		<b>12.375</b>	<b>11.375</b>	<b>11.375</b>	<b>11.375</b>	
	<b>Total Positions</b>		<b>12.375</b>	<b>11.375</b>	<b>11.375</b>	<b>11.375</b>	

# Department of Facilities Management

Chapter 7 – 38



F.T.E. Positions 17.5

(\*In addition, the chart includes a 1.0 position funded by the Capital Budget.)

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

## **MAJOR FUNCTIONS**

### **Capital Programming and Long-range Planning**

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

### **Facility Design and Construction**

The Division of Construction facilitates the design and construction process for capital projects (including new schools), the revitalization/expansion of aging facilities, additions, relocatable classroom placements, replacement of heating and air-conditioning systems, vehicular/pedestrian access improvements, and accessibility improvements for individuals with disabilities to ensure that capital projects are completed in a timely manner.

### **Building Operations and Maintenance**

The Division of School Plant Operations assists the schools 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 and employee performance in collaboration with school administration, purchases equipment and supplies, provides on-the-job training, and assists with outside usage of school buildings.

The Division of Maintenance provides a high-quality learning environment through facility maintenance and repair services, environmental services, capital asset replacement services, and automated energy management services. The division's environmental services include an indoor air-quality team that conducts indoor air-quality assessments, identifies and implements indoor air-quality improvements, develops comprehensive building maintenance plans for schools, performs preventive and routine maintenance, trains school-based staff on preventive and routine maintenance procedures and practices, and works closely with Systemwide Safety Programs to ensure that programs and procedures are in place to comply with safety requirements, life safety and fire code requirements, electrical lockout/tagout requirements, hazardous material disposal, use, and storage requirements, and other safety requirements at MCPS facilities.

### **Real Estate Management**

The Real Estate Management Team negotiates and manages tenant leases, assists with the development of countywide master plans, acquires and manages future school sites, manages the artificial turf program, and generates revenue through joint tenant agreements and cellular tower leases that are used to offset MCPS-leased administrative and support space expenditures and reduce funding requested from the county.

### **Systemwide Safety Programs**

Systemwide Safety Programs supports schools and offices by developing and deploying safety and health training and programs, responds to safety-related incidents and concerns, maintains compliance with student and employee safety and health regulations, manages the systemwide automated external defibrillator (AED) program, and ensures that facilities are designed, modified, and maintained in accordance with fire code and safety and health requirements.

### **Utility Management and Resource Conservation Services**

The School Energy and Recycling Team (SERT) reduces MCPS energy and water consumption and increases MCPS recycling rates by providing sustainability training and education, incentives, recognition, and award programs to encourage sustainable practices and resource conservation, accessible energy and recycling data, individual school programs developed to integrate into the curriculum using investigation-based learning opportunities, assistance and management of energy-efficiency programs and initiatives, and conservation operations and procedures. Students participate in school-based programs—aligned with the curriculum—that encourage environmental stewardship and provide financial incentives to their schools for resource conservation and recycling efforts. DFM is committed to realigning resources and improving services through systematic reviews of key business processes to ensure that best practices are used to deliver services so that schools get the support needed for student and school success.

### **Energy and Utilities Team**

The Energy and Utilities Team manages MCPS energy costs and consumption by collaborating with schools and various offices to implement conservation strategies, developing and implementing energy-efficient programs that retrofit energy technology to existing facilities, managing procurement of deregulated energy commodities, and ensuring the integrity of utility data and billing. The team develops programs to improve school energy efficiency, initiates innovative strategies such as purchase power agreements for solar photovoltaic systems, and supports other units with real-time facility operating data and diagnostics.

## ACCOMPLISHMENTS AND INITIATIVES

- » DFM continues to meet the challenge of providing classrooms to accommodate increasing student enrollments, meeting state capacity requirements, and maintaining and updating older facilities to meet diverse educational program needs. In FY 2015, five major capital construction projects were completed, adding 94,254 square feet of new construction; 240 systemic replacement projects were completed; and more than 63,000 maintenance repairs were completed.
- » DFM continues to provide a high level of coordinated planning to manage the increased complexity of environmental regulations and building permit processes, coupled with the difficulty of completing major work while buildings are occupied.
- » Through the efforts of several MCPS sustainability programs, Northwest High School achieved a National Green Ribbon Award from the United States Department of Education. Northwest High School was among 58 schools nationwide to receive this award in 2015. Since 2012, three elementary schools, one middle school, and one high school in MCPS have achieved this award. MCPS was the recipient of the 2013 United States Department of Education District Sustainability Award.
- » Prompted by very expensive electric capacity charges, DFM continues to implement a program, Peak Load Management (PLM), to manage peak electrical demand at MCPS facilities. These charges most likely are to be set during the critical summer afternoon hours. This period of summer coincides with the MCPS summer break and provides an ideal opportunity to minimize MCPS' exposure to these very expensive capacity charges. The program uses energy management systems to curtail central plant chillers and pumps at many facilities during the critical hours each weekday. Each year, this program has improved its effectiveness, resulting in an average annual cost avoidance of \$1.5 million and a reduction in the school system's capacity charges by more than 30 percent.
- » The SERT program is a certified Maryland Green Center (Center) through the Maryland Association for Environmental and Outdoor Education. This certification recognizes and honors environmental education efforts, best management practices, and community engagement. The Center offers support to schools working toward certification as Maryland Green Schools. Currently, 70 MCPS schools are Certified Maryland Green Schools. MCPS is well on its way to achieving a goal of 50 percent of the schools to achieve this certification by 2024.
- » The department aggressively pursues resource conservation measures. In FY 2015, MCPS's energy performance index was 57.7 kBtu per square foot. Even with the severe winter weather, this represents more than a 7.5 percent reduction since 2003 and a more than 15 percent reduction since 1990. It also demonstrates that MCPS is a leader in managing energy and reducing energy consumption.
- » The Energy and Utilities Team participated in the State of Maryland Energy Efficiency Initiative. This initiative includes extensive lighting retrofits that will complete the systemwide transition to a 25-watt linear fluorescent lamp from 32- and 40-watt lamps. This retrofit program also piloted LED lighting in high school auditoriums and in parking lots. The efforts of these projects impacted more than 2 million square feet and require close to 30,000 fixture retrofits and upgrades. These spaces will benefit from improved lighting quality, reduced lighting system energy consumption, and reduced maintenance costs on lamp and ballast replacements.
- » The department initiated a second phase of solar photovoltaic (PV) power purchase agreements. This phase will more than triple the capacity of solar PV arrays hosted by MCPS to more than 3 megawatts. Under the power purchase agreement, MCPS will purchase the electricity produced by the hosted systems at a low fixed cost, with an estimated cost avoidance of more than \$206,000 per year.
- » The department continues to implement its management plans to improve quality, safety, efficiency, and cost-effective delivery of services 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 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.
- » 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 department led the development and publication of the first systemwide Environmental Sustainability Management Plan in FY 2014. This plan is a comprehensive overview of the environmental sustainability programs and initiatives in five major categories: student education, awareness, and actions; building construction, maintenance, and operations; energy and natural resource conservation; materials and waste cycles; and transportation. This plan also provides the current strategies, goals, measures, and future strategies and actions for each of these categories. The Environmental Sustainability Management Plan catalogs the environmental accomplishments and provides the road map for continuing to build a more sustainable future. The Environmental Sustainability Management Plan will be updated in FY 2016.
- » The department expanded the MCPS AED program to all middle schools in FY 2015, coordinating AED distribution and training for staff. In FY 2016, an online management system was implemented to improve recordkeeping and ensure school staff perform routine AED inspections and maintenance.



» DFM continues to engage communities on various complex capital projects including short- and long-term solutions for a bus transportation depot, relocation of an alternative education program, colocation of special education schools with general education schools, and other challenging capital projects.

**PERFORMANCE MEASURES**

**Performance Measure:** Customer Focus Results—Principal satisfaction with DFM services

FY 2015 Actual	FY 2016 Estimated	FY 2017 Recommended
4.0	4.1	4.2

**Explanation:** This measures principal satisfaction with a variety of services provided by DFM divisions and units.

**Performance Measure:** Organizational Effectiveness Results—Thousands of energy consumption units (BTU) per facility square footage

FY 2015 Actual	FY 2016 Estimated	FY 2017 Recommended
58	56	54

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

**Performance Measure:** Financial Results—Facility operating and maintenance costs per facility square footage

FY 2015 Actual	FY 2016 Estimated	FY 2017 Recommended
\$5.35	\$5.43	\$5.51

**Explanation:** This measures the cost to operate and maintain MCPS facilities including the utilities.

**Performance Measure:** Financial Results—Cost avoidance through resource conservation programs

FY 2015 Actual	FY 2016 Estimated	FY 2017 Recommended
\$3.7 million	\$3.8 million	\$4.0 million

**Explanation:** This measures the avoided cost from energy savings programs.

**Performance Measure:** Workforce Excellence Results—Safety training completion

FY 2015 Actual	FY 2016 Estimated	FY 2017 Recommended
61%	75%	82%

**Explanation:** This measures the annual percent completion of mandatory online safety training courses by all MCPS staff. Courses are assigned to help teach employees to know how to prevent injuries and illnesses from workplace hazards and to comply with state law.

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this department is \$45,938,249, an increase of \$612,720 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$1,086,247**

*Continuing Salary Costs—\$88,225*

There is an increase of \$88,225 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

*New Schools/Space—\$374,526*

There is an increase of \$374,526 in utilities for electricity, gas, and water and sewer expenses related to an additional 228,545 square feet of space for the opening of the new Clarksburg/Damascus middle school and other modernizations of schools.

*Utilities—\$635,118*

The budget includes an increase of \$635,118 in utility costs due to higher projected rate changes over the FY 2016 budget. Electric rates are expected to increase by one percent, resulting in an increase of \$605,228. Water and sewer rates are expected to increase by twelve percent, resulting in an increase of \$426,865. Natural gas rates are expected to decrease by seven percent, resulting in a decrease of \$310,253. In addition, heating oil and propane costs are projected to decrease by \$86,722.

*Other—(\$11,622)*

The budget includes a decrease of \$12,122 due to the expiration of vehicle lease payments. In addition, there is an increase of \$500 for local travel mileage reimbursement.

**Program Efficiencies and Reductions—(\$473,527)**

The FY 2017 recommended budget for this department includes a comprehensive effort to identify potential program reductions and efficiencies. Stakeholders including community partners and employee union representatives participated in the program efficiencies and reduction process.

The budget includes a decrease of \$225,000 for relocatable classrooms and \$200,000 for facility rental costs. The reduction in facility rental costs will reduce the tax-supported funding request; however the costs will now be absorbed within the Real Estate Management Fund. There also is a decrease of \$43,027 for program and recycling supplies in the School Energy and Recycling Team Unit. In addition, there is a decrease of \$4,000 for consultants, and \$1,500 for dues, registrations, and fees in the Systemwide Safety Program Unit. These reductions can be made as result of overall efficiencies within these units.

UTILITIES

	FY 2016 CURRENT BUDGET	FY 2016 RATE	FY 2017 REQUESTED AMOUNT	FY 2017 REQUESTED RATE	INC/(DEC) FY 17 - FY 16 AMOUNT
Electricity <sup>(1)</sup>	\$ 26,525,752	0.1193	\$ 27,399,801	0.1210	\$ 874,049
Fuel Oil #2	170,784	2.75	87,742	2.75	(83,042)
Natural Gas	6,664,508	1.10	6,397,819	1.02	(266,689)
Propane	77,286	2.00	73,606	2.00	(3,680)
Water and Sewer	4,268,644	9.71	4,757,650	10.90	489,006
Total	<u>\$ 37,706,974</u>		<u>\$ 38,716,618</u>		<u>\$ 1,009,644</u>

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

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

**James C. Song, Director II**

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	17,000	17,500	17,500	17,500	
Position Salaries	\$1,441,858	\$1,605,787	\$1,605,787	\$1,694,012	\$88,225
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>	1,441,858	1,605,787	1,605,787	1,694,012	88,225
<b>02 Contractual Services</b>					
Consultants		16,000	16,000	12,000	(4,000)
Other Contractual		1,548,655	1,548,655	1,838,655	290,000
<b>Total Contractual Services</b>	1,722,240	1,564,655	1,564,655	1,850,655	286,000
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,000	1,000	1,000	
Other Supplies & Materials		119,507	119,507	76,480	(43,027)
<b>Total Supplies &amp; Materials</b>	23,058	120,507	120,507	77,480	(43,027)
<b>04 Other</b>					
Local/Other Travel		7,558	7,558	6,558	(1,000)
Insur & Employee Benefits					
Utilities		37,706,974	37,706,974	38,716,618	1,009,644
Miscellaneous		4,307,926	4,307,926	3,592,926	(715,000)
<b>Total Other</b>	39,573,516	42,022,458	42,022,458	42,316,102	293,644
<b>05 Equipment</b>					
Leased Equipment		12,122	12,122		(12,122)
Other Equipment					
<b>Total Equipment</b>	12,122	12,122	12,122		(12,122)
<b>Grand Total</b>	<u>\$42,772,794</u>	<u>\$45,325,529</u>	<u>\$45,325,529</u>	<u>\$45,938,249</u>	<u>\$612,720</u>

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

James C. Song, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
1	Q Director II		1.000	1.000	1.000	<b>1.000</b>	
10	O Assistant Director II		1.000	1.000	1.000	<b>1.000</b>	
10	M Team Leader		2.000	2.000	2.000	<b>2.000</b>	
10	K SERT Program Manager		1.000	1.000	1.000	<b>1.000</b>	
10	K Energy Program Manager		1.000	1.000	1.000	<b>1.000</b>	
10	25 Fiscal Specialist II		1.000	1.000	1.000	<b>1.000</b>	
10	25 Utilities Analyst		1.000	1.000	1.000	<b>1.000</b>	
10	23 Resource Conservation Asst		3.000	3.000	3.000	<b>3.000</b>	
10	21 Recycling Manager		1.000	1.000	1.000	<b>1.000</b>	
10	20 SERT Information Specialist		1.000	1.000	1.000	<b>1.000</b>	
10	17 Program Technician		3.000	3.000	3.000	<b>3.000</b>	
1	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
10	15 Data Control Technician II			.500	.500	<b>.500</b>	
	<b>Total Positions</b>		<b>17.000</b>	<b>17.500</b>	<b>17.500</b>	<b>17.500</b>	

# Real Estate Management Fund

Team Leader (M)	1.0
Real Estate Management Specialist (25)	1.0*
Fiscal Assistant III (16)	1.0
Data Systems Operator II (15)	0.5
Building Services Manager II (12)	4.0
Secretary (12)	1.0
Building Services Assistant Manager I (10)	2.0
Building Services Worker (6)	2.0

F.T.E. Positions 11.5

(\*In addition, the chart includes a 1.0 position funded by the Capital Budget.)

**MISSION** *The Real Estate Management (REM) Team advocates for the real estate interests of Montgomery County Public Schools through effective management practices and identifying revenue and cost-reduction opportunities. The REM Team supports the Department of Facilities Management's mission in providing a high-quality learning and work environment for students and staff.*

## **MAJOR FUNCTIONS**

### **Lease Management**

The Real Estate Management Team assists principals with identifying and selecting high-quality all-day child-care programs for their schools and monitoring customer satisfaction and tenant compliance throughout the term of the lease. The REM Team coordinates requests for installation of telecommunications towers and related facilities and reviews applications and negotiates fees for approved cellular tower installations on school sites. The REM Team also develops proposals to lease space and identifies surplus MCPS space that can be made available on a leased basis for complementary child-care tenant programs and others as appropriate. Team members forecast revenues and expenses for each budget cycle to ensure that the fund remains self-supporting. School sites are advertised and leased for agricultural or recreational purposes, producing revenue and eliminating the cost of maintenance. The REM Team monitors tenants on a regular basis for lease compliance and surveys customers for satisfaction.

### **Athletic Field Management**

The REM Team oversees 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 blocks of reserved use during non-school hours. The REM Team solicits proposals and negotiates agreements for artificial turf field use and cost-sharing as the program expands at high schools throughout the county. The REM Team works with interested schools to install artificial turf and manages the overall program.

### **Property Acquisition and Disposition**

The REM Team identifies, negotiates, and acquires sites for future schools through dedication or by purchase. The REM Team collaborates with property owners and developers to provide safe pedestrian access to schools at no cost. The REM Team also resolves school property boundary issues and coordinates the review and approval of license agreements and memoranda of understanding with local and bi-county agencies for use of portions of school sites. The REM Team oversees the process for acquiring and granting easements to help facilitate school construction and renovation and improve the provision of public utilities to school sites.

### **Space Management**

The REM Team consults with school and central services staff on the need for additional space for school programs and administrative use and identifies surplus MCPS space that can be made available on a leased basis for complementary child-care tenant programs and MCPS administrative programs and other appropriate uses.

### **Interagency Coordination**

The REM Team participates on multiagency committees to plan for future schools and child-care needs, resolves problems, and identifies new revenue sources. These multiagency committees include the Maryland-National Capital Park and Planning Commission Development Review Committee, the Interagency Coordinating Board's Child Care Committee, the Montgomery County Department of Transportation, the Montgomery County Transmission Facilities Coordinating Group, and the Montgomery County Department of Health and Human Services.

## **ACCOMPLISHMENTS AND INITIATIVES**

- » Received State Clearing House approval for Clarksburg/Damascus Middle School #2, Farquhar Middle School, Bethesda-Chevy Chase Middle School #2, and Richard Montgomery Elementary School #5.
- » Chaired Artificial Turf Field Program Work Group and drafted recommendations report for the Board of Education's consideration.
- » Bid and awarded short-term leases for the Fairland and Tilden Holding Centers.
- » Negotiated co-location agreement for the Sherwood High School cell tower.
- » Negotiated and executed child-care space leases and amendments with Montgomery County at Stone Mill, Judith A. Resnick, Thurgood Marshall, Bel Pre, and Brooke Grove elementary schools.
- » Negotiated and executed a new agreement with the City of Takoma Park for the city maintenance of Lee Jordan Field.
- » Bid and awarded a before- and after-school child-care program for Kensington Parkwood Elementary School.
- » Completed the Real Estate Management Team Strategic Plan, process maps updates, and work program break-down structure.
- » Executed easements and rights-of-way to support construction of Clarksburg Damascus Middle School #2, Farquhar Middle School, Julius West Middle School, and Wheaton High School.
- » Negotiated and executed two turf field agreements at Richard Montgomery and Walter Johnson high schools.
- » Participated in efforts to develop interim solutions for bus central maintenance operations and bus parking.
- » Participated in the Before and After Child-care Work Group for new Montgomery County child-care regulations and administrative procedures.

**PERFORMANCE MEASURES**

**Performance Measure:** Financial Results—The Real Estate Management Fund maintains self-supporting balances

	<b>FY 2015 Actual</b>	<b>FY 2016 Estimate</b>	<b>FY 2017 Recommended</b>
Revenues	\$3,277,409	\$3,447,660	\$3,615,417
Expenses	\$3,362,809	\$3,295,104	\$3,615,417
Net Income	(\$85,400)	\$152,556	-

**Explanation:** This measures the ability to balance revenues and expenses. A decrease in available child-care space caused by increasing school enrollments will continue to affect joint-occupancy income. Additionally, the uncertainty of establishing new cell tower locations may impact projected revenue. However, cell tower revenue for existing locations and temporary holding school leases are projected to increase substantially through FY 2017, as a result of two new short-term leases, mitigating potential impacts of lost revenues in other areas. The recommendation for FY 2017 is to continue to identify expenditure reductions and maintain the fund assets above 10 percent.

**OVERVIEW OF BUDGET CHANGES**

**FY 2016 Current Budget**

The current FY 2016 budget for this fund is changed from the budget adopted by the Board of Education on June 16, 2015. The change is a result of an increase of 1.5 building services positions to staff the Fairland and Tilden Holding Centers. The additional costs will be offset by annual revenues anticipated for both holding centers.

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this fund is \$3,686,191, an increase of \$428,488 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$428,488**

*Continuing Salary Costs—\$108,024*

There is an increase of \$108,024 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

*Realignments to Meet Expenditure Requirements and Priorities—\$320,464*

There is a realignment of \$320,464 from the Pearson Project within the Entrepreneurial Activities Fund to this fund to support salaries of \$170,000 and 3.0 building services positions for the English Manor site. The realignment of funds can be made from the Pearson Project as a result of the project ending in FY 2016. In addition, there is \$95,464 realigned to support employee benefits for the 3.0 positions, along with the 1.5 positions added in the current FY 2016 Operating Budget. Furthermore, the realignment includes \$15,000 to support facility rental costs and \$40,000 for cell tower revenue sharing.

# Real Estate Management Fund - 850

**James C. Song, Director II**

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	7.000	7.000	8.500	<b>11.500</b>	3.000
Position Salaries	\$390,414	\$395,000	\$395,000	<b>\$673,024</b>	\$278,024
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		35,519	35,519	<b>35,519</b>	
Other		30,101	30,101	<b>30,101</b>	
Subtotal Other Salaries	22,284	65,620	65,620	<b>65,620</b>	
<b>Total Salaries &amp; Wages</b>	412,698	460,620	460,620	<b>738,644</b>	278,024
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		2,049,281	2,049,281	<b>2,064,281</b>	15,000
<b>Total Contractual Services</b>	2,012,847	2,049,281	2,049,281	<b>2,064,281</b>	15,000
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,700	5,700	<b>5,700</b>	
Other Supplies & Materials		32,604	32,604	<b>32,604</b>	
<b>Total Supplies &amp; Materials</b>	15,786	38,304	38,304	<b>38,304</b>	
<b>04 Other</b>					
Local/Other Travel		5,193	5,193	<b>5,193</b>	
Insur & Employee Benefits		166,780	166,780	<b>262,244</b>	95,464
Utilities					
Miscellaneous		527,825	527,825	<b>567,825</b>	40,000
<b>Total Other</b>	659,233	699,798	699,798	<b>835,262</b>	135,464
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		9,700	9,700	<b>9,700</b>	
<b>Total Equipment</b>	17,207	9,700	9,700	<b>9,700</b>	
<b>Grand Total</b>	<b>\$3,117,771</b>	<b>\$3,257,703</b>	<b>\$3,257,703</b>	<b>\$3,686,191</b>	<b>\$428,488</b>

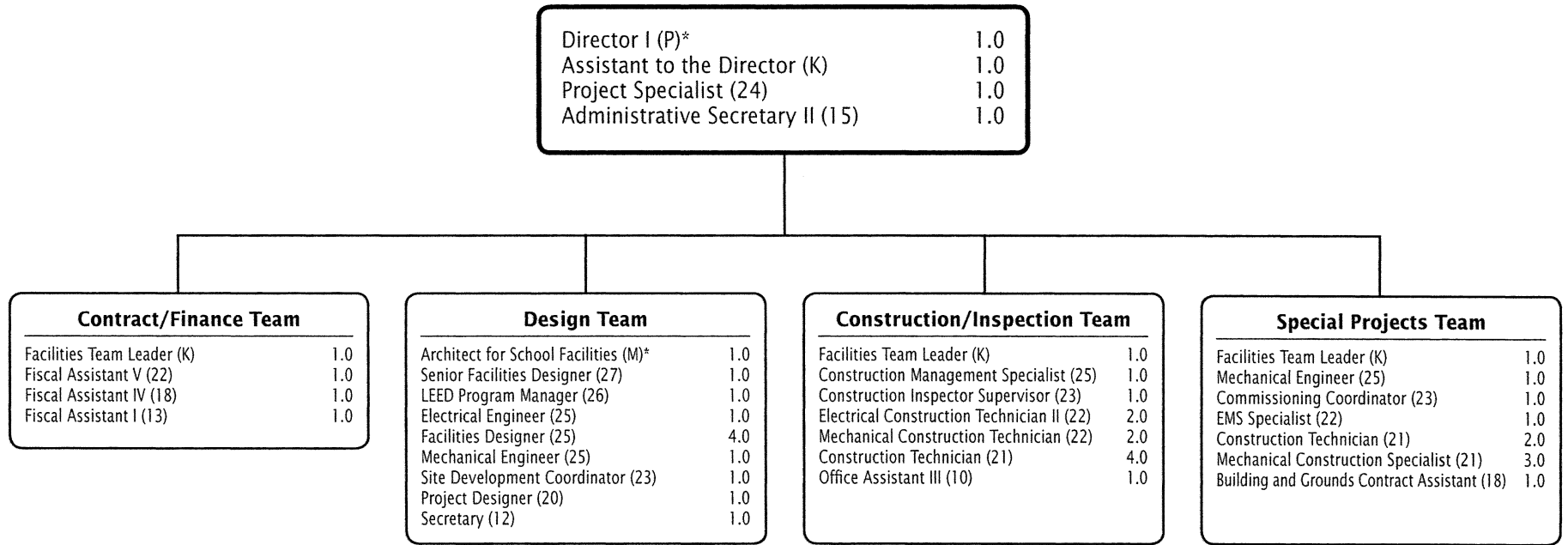


## Real Estate Management Fund - 850

James C. Song, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
51	M Team Leader		1.000	1.000	1.000	<b>1.000</b>	
51	16 Fiscal Assistant III		1.000	1.000	1.000	<b>1.000</b>	
51	15 Data Systems Operator II		.500	.500	.500	<b>.500</b>	
51	12 Secretary		1.000	1.000	1.000	<b>1.000</b>	
51	12 Building Service Manager II		2.000	2.000	3.000	<b>4.000</b>	1.000
51	10 Build Svcs Asst Mgr I Shft 2		1.000	1.000	1.000	<b>2.000</b>	1.000
51	6 Building Service Wkr Shft 1		.500	.500	1.000	<b>2.000</b>	1.000
	<b>Total Positions</b>		<b>7.000</b>	<b>7.000</b>	<b>8.500</b>	<b>11.500</b>	<b>3.000</b>

# Division of Construction



Chapter 7 – 50

F.T.E. Positions 2.0\*

(\*In addition, the chart includes 40.0 positions funded by the Capital Budget)

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

**MAJOR FUNCTIONS**

**Capital Improvements Program Planning**

The Division of Construction 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 four teams, each of which is responsible for specific activities.

**Capital Project Design**

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

**Special Projects Management—Relocatable Classrooms; Heating, Ventilation, and Air Conditioning (HVAC) Replacement; and Other Special Projects**

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

**Construction Management and Inspection**

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

**Capital Financial Management**

The Fiscal Management Team manages spending for capital projects; initiates and reviews payments for completed work; ensures that contracts comply with federal, state, and local government requirements; as well as monitors and reports on Minority Business Enterprise (MBE) participation. This team also is responsible for outreach efforts to support minority businesses as part of the effort to achieve the Board of Education’s goal for MBE participation in construction-related activities.

**ACCOMPLISHMENTS AND INITIATIVES**

In FY 2015, the Division of Construction successfully completed the following projects:

- » Addition to Clarksburg High School revitalization
- » Addition to Arcola Elementary School
- » Addition to Bethesda Elementary School
- » Addition to North Chevy Chase Elementary School
- » Addition to Rosemary Hills Elementary School

In FY 2016, the following projects will be under construction:

- » Revitalization and expansion of Wheaton High School and Thomas Edison High School of Technology
- » Revitalization and expansion of William H. Farquhar Middle School
- » Construction of the new Clarksburg/Damascus and Bethesda-Chevy Chase #2 middle schools
- » Addition to Julius West Middle School
- » Revitalization and expansion of Brown Station, Wayside, and Wheaton Woods elementary schools
- » Addition to Wood Acres Elementary School

The Division of Construction also provides design and management oversight of countywide CIP projects, including *Americans with Disabilities Act 2010* (ADA) compliance retrofits, Building Modifications and Program Improvements (BMPI) program, fire safety code upgrades, HVAC replacements, improved (safe) access to schools, and relocatable classrooms.

**PERFORMANCE MEASURES**

**Performance Measure:** Customer Focus Results—principal surveys (rating scale = 1/low to 5/high)

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
4.8	4.8	4.8

**Explanation:** This measures the school principal and staff satisfactions with capital project design and construction processes.

**Performance Measure:** Organizational Effectiveness—timely completion of major capital projects

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
100%	100%	100%

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

**Performance Measure:** Financial Results—building construction cost per square foot

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
\$225	\$235	\$250

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

**Performance Measure:** Financial Results—project change order percentages

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
4.4%	4.0%	3.8%

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

**Performance Measure:** Workforce Excellence Results—employee satisfaction survey of division staff (rating scale = 1/low to 5/high)

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
3.4	4.0	4.2

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

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this division is \$262,625, an increase of \$9,475 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$9,475**

*Continuing Salary Costs—\$9,475*

There is an increase of \$9,475 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

## Division of Construction - 322

Seth P. Adams, Director I

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	2.000	2.000	2.000	<b>2.000</b>	
Position Salaries	\$243,954	\$253,150	\$253,150	<b>\$262,625</b>	\$9,475
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>	243,954	253,150	253,150	<b>262,625</b>	9,475
<b>02 Contractual Services</b>					
Consultants					
Other Contractual					
<b>Total Contractual Services</b>					
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>					
<b>04 Other</b>					
Local/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>					
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$243,954</u>	<u>\$253,150</u>	<u>\$253,150</u>	<u><b>\$262,625</b></u>	<u>\$9,475</u>

## Division of Construction - 322

Seth P. Adams, Director I

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
1	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	M Architect - School Facilities		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	

# Division of Long-range Planning

Director I (P)	1.0
Coordinator GIS Services (26)	1.0
Senior Facilities Planner (26)	1.0
Planner II (24)	2.0*
Administrative Secretary II (15)	1.0

F.T.E. Positions 4.0

(\*In addition, the chart includes 2.0 positions funded by the Capital Budget)

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

## **MAJOR FUNCTIONS**

### **Demographic Analyses and Enrollment Forecasting**

DLRP conducts research on demographic trends and briefs Montgomery County Public Schools (MCPS) leadership periodically. Drawing on demographic research, staff develops enrollment projections for the system as a whole, for special programs, and for each school. These projections include annual enrollments for the six-year Capital Improvements Program (CIP) and for 10 and 15 years into the future. Enrollment projections are prepared each fall and are updated each spring. These projections are critical to the formulation of the operating budget and the six-year CIP. Accurate enrollment projections ensure sufficient funding is requested to meet student needs and that limited resources are allocated wisely.

DLRP participates in county master plan processes and prepares the “schools test” for the county’s subdivision staging policy. DLRP staff monitors the local economy and housing market to support forecasting and long-range planning. DLRP develops and maintains Geographical Information Systems applications and a demographic and facility planning database, which are necessary for enrollment forecasting; facility planning; boundary, roundtable, and consortia studies; and other types of planning analysis.

### **Facility Planning and Capital Programming**

Based on student enrollment projections and analysis of individual school facility utilizations, DLRP develops plans to address school space needs. A variety of planning strategies are used, including relocatable classrooms for interim use, boundary changes, student choice consortia, and construction of new schools and additions. DLRP also includes revitalization/expansion of older schools, technology modernization, and countywide systemic projects in CIP planning. DLRP staff works closely with school communities, the divisions of Construction and Maintenance, and the superintendent of schools to develop a recommended six-year CIP for the Board of Education’s review and approval. After adoption by the County Council, DLRP publishes the Educational Facilities Master Plan for submission to the Maryland State Department of Education for review and comment.

DLRP implements approved capital and noncapital planning actions by collaborating with school communities and other MCPS staff to develop educational specifications, facilitate boundary studies, roundtable studies, and student choice consortia studies, and to determine instructional program placements—including special education programs,

prekindergarten programs, English for Speakers of Other Languages Centers, centers for the Highly Gifted, language immersion programs, and others. DLRP annually determines the placement of relocatable classrooms, based on school utilization levels and staffing allocation.

### **School Service Area Information**

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

## **ACCOMPLISHMENTS AND INITIATIVES**

- » DLRP achieved a high level of enrollment forecast accuracy in FY 2015. Total MCPS enrollment was just 301 students below forecast (99.8 percent accurate). At the more challenging level of individual school enrollment forecasts, 174 of the 202 schools were within 5 percent of forecast (86.1 percent accurate).
- » DLRP successfully facilitated the superintendent and executive staff development of the Amended FY 2015–2020 CIP, and prepared the CIP and Educational Facilities Master Plan documents for publication.
- » DLRP updated the regulation that guides MCPS facility planning and capital programming work, Regulation FAA-RA, Long-range Educational Facilities Planning. The updated regulation was issued on June 6, 2015.
- » DLRP conducted a roundtable discussion group process concerning the collocation of Rock Terrace School at Tilden Middle School when the school is revitalized/expanded. The Board of Education adopted the collocation, and the project is scheduled for completion in August 2020.
- » DLRP conducted a boundary advisory committee process to establish the service area for the new Clarksburg/Damascus Middle School that is scheduled to open in August 2016. Action on boundaries will occur in fall 2015.
- » DLRP participated in a subgroup of the Baldrige Leadership Team that developed a new strategic planning process and template for standardizing these plans across MCPS.
- » DLRP participated in 10 feasibility studies, three cluster capacity studies, and eight design development processes with the Division of Construction.
- » DLRP collaborated with the Department of Student Services on office space planning for itinerant staff and with the Department of Special Education Services on program locations and expansions.
- » DLRP participated in an “Infrastructure Forum” sponsored by a county councilmember that informed the general public about how MCPS and county planners collaborate on master plans and sector plans.



- » DLRP collaborated with the Montgomery County Planning Department to ensure school impacts and site needs (where appropriate) were considered in the Bethesda Downtown, Laytonsville, Westbard, and Montgomery Village sector plans.
- » DLRP facilitated a cross-agency work group in an exploration of the use of small sites and repurposed commercial buildings for schools. These approaches may be needed as land for schools becomes scarcer in the future.
- » DLRP provided cluster enrollment forecast and utilization data for adoption in the Montgomery County Planning Board's FY 2015 Subdivision Staging Policy that regulates residential subdivision approvals and generates revenue through school facility payments.
- » DLRP collaborated with the Montgomery County Planning Department to explore ways to measure and predict housing turnover. The results of this ongoing study may provide additional information for projecting enrollment.

**PERFORMANCE MEASURES**

**Performance Measure (Organizational Effectiveness Results):** Enrollment forecast accuracy of countywide one-year forecast

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
99.5%	99.5%	99.5%

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

**Performance Measure (Organizational Effectiveness Results):** Enrollment forecast accuracy of countywide six-year forecast

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
94.2%	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 (Organizational Effectiveness Results):** Enrollment forecast accuracy of individual schools' one-year forecast

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
86.1%	85.0%	85.0%

**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 (Customer Focus Results):** Community involvement in planning; "opportunity to participate"

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
97.6%	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 (Customer Focus Results):** Community involvement in planning; "ideas respected and thoughts represented"

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
100%	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.

**Performance Measure (Customer Focus Results):** Community involvement in planning; "process surfacing community viewpoints"

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
100%	95.0%	95.0%

**Explanation:** Measuring participants' views on how well planning processes are surfacing community viewpoints provides valuable feedback on the efficacy of these processes and the completeness of input received.

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this division is \$465,688, an increase of \$13,672 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$14,913**

*Continuing Salary Costs—\$14,913*

There is an increase of \$14,913 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

***Program Efficiencies and Reductions—(\$1,241)***

The FY 2017 recommended budget for this division includes a comprehensive effort to identify potential program reductions and efficiencies. Stakeholders including community partners and employee union representatives participated in the program efficiencies and reduction process.

There is a reduction of \$1,241 for supporting services part-time salaries. This reduction can be made as result of overall efficiencies within the division.

# Division of Long-range Planning - 335

Bruce Crispell, Director I

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	4.000	4.000	4.000	<b>4.000</b>	
Position Salaries	\$410,327	\$430,161	\$430,161	<b>\$445,074</b>	\$14,913
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,241	1,241		(1,241)
Other					
Subtotal Other Salaries	414	1,241	1,241		(1,241)
<b>Total Salaries &amp; Wages</b>	410,741	431,402	431,402	<b>445,074</b>	13,672
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		10,900	10,900	<b>10,900</b>	
<b>Total Contractual Services</b>	1,359	10,900	10,900	<b>10,900</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,283	1,283	<b>1,283</b>	
Other Supplies & Materials		2,002	2,002	<b>2,002</b>	
<b>Total Supplies &amp; Materials</b>	2,220	3,285	3,285	<b>3,285</b>	
<b>04 Other</b>					
Local/Other Travel		4,829	4,829	<b>4,829</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		1,600	1,600	<b>1,600</b>	
<b>Total Other</b>	7,141	6,429	6,429	<b>6,429</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$421,461</u>	<u>\$452,016</u>	<u>\$452,016</u>	<u><b>\$465,688</b></u>	<u>\$13,672</u>

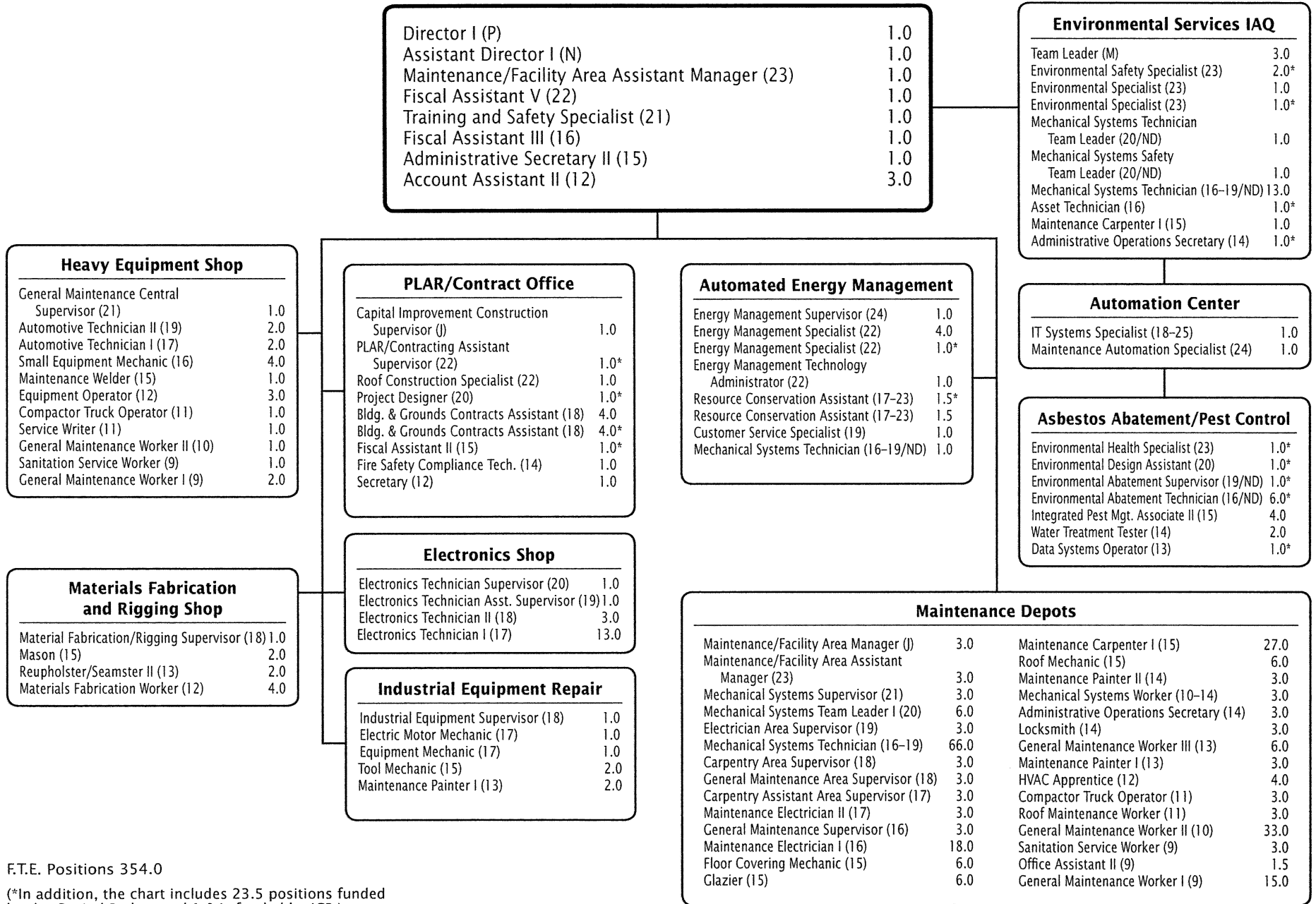
## Division of Long-range Planning

Bruce Crispell, Director I

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
1	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	26 Coordinator GIS Services		1.000	1.000	1.000	<b>1.000</b>	
1	26 Sr. Facilities Planner		1.000	1.000	1.000	<b>1.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	

# Division of Maintenance

Chapter 7 - 61



F.T.E. Positions 354.0

(\*In addition, the chart includes 23.5 positions funded by the Capital Budget and 1.0 is funded by ICB.)

ND Night Differential = Shift 2

**MISSION** *The mission of the Division of Maintenance (DOM) is to support student success by working as a team to sustain high-quality learning environments through maintenance and repair, environmental and indoor air-quality services, capital asset replacements, and automated energy management.*

**MAJOR FUNCTIONS**

The Division of Maintenance provides supervisory and administrative support to plan, program, and manage four major functional areas for all MCPS facilities—maintenance and repair, environmental and indoor air-quality services, capital asset replacements, and automated energy management. These varied operations are coordinated and performed by three regional maintenance depots (Bethesda, Clarksburg, and Randolph) and one central depot (Shady Grove).

**Maintenance and Repair**

DOM performs a wide variety of maintenance and repair services, as well as preventive maintenance services at all MCPS facilities. The DOM 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 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.

**Environmental and Indoor Air Quality Services**

The division performs facility-related environmental services, including the following: indoor air quality (IAQ) and related preventive maintenance for HVAC systems; fire and life safety compliance; trash removal; hazardous waste management and disposal; storm water management; maintenance of fats, oils, and grease interceptors; integrated pest management services; water treatment of HVAC systems; and underground storage tank management and removal. It also employs trained and licensed specialists who conduct regular inspections and remove and dispose of asbestos-containing materials when required by regulations.

**Capital Asset Replacements**

The Planned Life-cycle Asset Replacement (PLAR) and Contract 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, lighting and ceiling tiles, doors and windows, bleachers, grandstands, and lockers.

**Automated Energy Management**

The Automated Energy Management section operates and maintains computerized controls for heating and cooling systems. They optimize equipment programming to maintain temperature set-points to meet county guidelines. They implement a Peak Load Management strategy to monitor each building’s energy usage and maximize energy cost savings. They also coordinate scheduling of heating and air conditioning for the Interagency Coordinating Board (ICB) for Community Use of Public Facilities.

**ACCOMPLISHMENTS AND INITIATIVES**

Accomplishments for the Division of Maintenance in FY 2015 include the following:

- » Completed 63,980 maintenance and repair work orders
- » Managed 139 capital replacement projects
- » Coordinated compliance with the Montgomery County Municipal Separate Storm Sewer System (MS4) permit
- » Conducted semiannual inspections and updated management plans for asbestos abatement in more than 80 facilities, as required by the federal *Asbestos Hazard Emergency Response Act*
- » Completed investigations and responses to 334 indoor air quality complaints
- » Tested and certified more than 220 fire alarm and sprinkler systems in all schools and administrative facilities (Montgomery County Fire Code and National Fire Protection Association Life Safety Code)
- » Inspected 518 relocatable classroom buildings for physical condition and indoor air quality
- » Performed integrated pest management in approximately 220 facilities; maintained records and provided required notifications of pest control applications (state of Maryland)
- » With new environmental site design practices being incorporated into school construction and storm water management designs, the division also maintains “green roofs” and bio-retention storm water facilities.

The Division of Maintenance continued to improve its work processes and levels of production through implementation of various initiatives and professional development of the workforce:

- » The Division of Maintenance is continuing a multi-year process of improving business efficiencies based on “lean” management concepts. Included in this initiative are ongoing enhancements to the computerized maintenance management system (Maximo) to expand supervisors’ and managers’ capabilities to process and monitor work orders, analyze the backlog of work and other performance data, track and control a selected parts inventory, and provide short- and long-term management of facility assets. The system has become more user friendly, with web-based access that allows customers to easily request work and to

monitor work order status and history. Features, such as automated e-mails to work requestors, custom reports, and specialized routing of work orders, are designed to keep our customers informed and increase productivity. In FY 2015, the Automation Team continued refining functionality of the upgraded work order and asset management system, including development of “on-screen messages” to enhance quality of data input and the creation of a simple mechanism to allow maintenance staff to generate work orders for regularly-scheduled, routine work orders.

- » In FY 2016, the team plans to roll out an online assistance function that will aid all users with explanations about data fields, guide users through Maximo process steps with simple, on-screen information, and begin work on creating consistent screen “Start Centers” for like-user groups to provide front office and shop supervisors with critical Key Performance Indicators.
- » In FY 2015, DOM upgraded its website to provide essential customer support information to schools and staff on maintenance organization, capabilities, services, points of contact for assistance, key processes and performance measures. New this year was a section for employees, which includes a set of Frequently Asked Questions.
- » The division continued its tradition of providing annual workforce briefings and divisionwide meetings to review business performance and thereby increase employee engagement in the success of the organization. These meetings are intended to share information and discuss priorities, expectations, and special subjects of interest. Key leaders in the division participated in monthly meetings to discuss operational issues, share successful practices, and review other developmental topics.
- » DOM completed and published an updated equity action plan in FY 2015. As part of that plan, the division has continued to focus on improving procedures for interviewing and selecting candidates to fill vacant positions and for ensuring fair and equitable job competition and full implementation of the Supporting Services Professional Growth System.
- » To address customer concerns and expectations for thermal comfort, the DOM operates a state-approved apprenticeship program for four HVAC mechanic trainees who, upon graduation, are assigned to permanent positions. This four-year training program completed its second cycle in FY 2015. The program has helped the division to improve long-term management of vacancies in this critical trade, with corresponding improvements in customer service.
- » As a means of enhancing workforce involvement in long-term business success, the division fosters employee understanding and ownership of the strategic business plan by including a cross section of the workforce in periodic updates of the plan and by providing all employees with copies of updated plans. In FY 2015, the division conducted a review and update

of its business strategic plan, in alignment with the school system’s plan.

One main focus of the division’s mission is customer service. The collective and measurable successes of customer service initiatives include improving productivity, stabilizing backlogs of work, improving levels of employee morale and job satisfaction, minimizing employee grievances, improving employee perceptions of their leaders, and steadily increasing customer satisfaction. In summary, the DOM continues to contribute to student success by effectively employing its limited resources to meet the maintenance and related service needs of a growing facilities inventory.

### PERFORMANCE MEASURES

**Performance Measure:** Customer Focus Results—Customer Satisfaction (Scale: 1–Poor to 5–Excellent)

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
3.9	3.9	4.0

**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 2015 is based on January 2015 survey responses from school administrators who reported levels of satisfaction with both the timeliness and quality of maintenance and repair services.

**Performance Measure:** Organizational Effectiveness Results—Total number of maintenance work orders completed during the fiscal year

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
63,980	64,500	65,000

**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 2007, with consistent growth in the major trade areas (e.g., carpentry, electrical, general maintenance, and mechanical systems). The total number of completed work orders has grown more slowly in recent years, averaging about 62,300 work orders. With the addition of documented preventive maintenance activities and increased regulatory requirements, work orders are expected to continue to increase.

**Performance Measure:** Workforce Excellence Results—Employee Satisfaction (Scale: 1-Poor to 5-Excellent)

<b>FY 2015 Actual</b>	<b>FY 2016 Estimate</b>	<b>FY 2017 Recommended</b>
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 2015 are based on surveys performed in July 2015, as part of the director’s annual workforce briefings. Employee satisfaction data slowly improved over seven years and have leveled off for the past four years.

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this division is \$34,292,654, an increase of \$87,545 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$234,782**

*Continuing Salary Costs—\$57,642*

There is an increase of \$57,642 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

*Other—\$177,140*

The budget includes additional funds of \$177,140 for environmental compliance mandates related to stormwater management, bioretention ponds, and green roofs and tree maintenance.

**Program Efficiencies and Reductions—(\$147,237)**

The FY 2017 recommended budget for this division includes a comprehensive effort to identify potential program reductions and efficiencies. Stakeholders including community partners and employee union representatives participated in the program efficiencies and reduction process.

There is a reduction of \$46,062 and a 1.0 cabinet maker position and \$48,397 and a 1.0 electronic technician position. In addition, there is a reduction of \$52,778 for maintenance supplies. These reductions can be made as result of overall efficiencies within the department.



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

**Lynne Zarate, Director I**

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	360.000	356.000	356.000	<b>354.000</b>	(2.000)
Position Salaries	\$21,146,492	\$23,401,847	\$23,401,847	<b>\$23,350,380</b>	(\$51,467)
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		732,549	732,549	<b>758,947</b>	26,398
Subtotal Other Salaries	947,597	732,549	732,549	<b>758,947</b>	26,398
<b>Total Salaries &amp; Wages</b>	22,094,089	24,134,396	24,134,396	<b>24,109,327</b>	(25,069)
<b>02 Contractual Services</b>					
Consultants		10,291	10,291	<b>10,291</b>	
Other Contractual		2,304,123	2,304,123	<b>2,284,123</b>	(20,000)
<b>Total Contractual Services</b>	2,425,292	2,314,414	2,314,414	<b>2,294,414</b>	(20,000)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		15,582	15,582	<b>15,582</b>	
Other Supplies & Materials		3,210,898	3,210,898	<b>3,166,372</b>	(44,526)
<b>Total Supplies &amp; Materials</b>	3,867,015	3,226,480	3,226,480	<b>3,181,954</b>	(44,526)
<b>04 Other</b>					
Local/Other Travel		2,889	2,889	<b>2,889</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		3,164,909	3,164,909	<b>3,342,049</b>	177,140
<b>Total Other</b>	2,462,535	3,167,798	3,167,798	<b>3,344,938</b>	177,140
<b>05 Equipment</b>					
Leased Equipment		886,561	886,561	<b>886,561</b>	
Other Equipment		475,460	475,460	<b>475,460</b>	
<b>Total Equipment</b>	987,500	1,362,021	1,362,021	<b>1,362,021</b>	
<b>Grand Total</b>	<b>\$31,836,431</b>	<b>\$34,205,109</b>	<b>\$34,205,109</b>	<b>\$34,292,654</b>	<b>\$87,545</b>

## Division of Maintenance - 323/338/339

Lynne Zarate, Director I

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
	<b>323 Division of Maintenance</b>						
11	P Director I		1.000	1.000	1.000	<b>1.000</b>	
11	N Assistant Director I		1.000	1.000	1.000	<b>1.000</b>	
11	M Team Leader					<b>3.000</b>	3.000
11	J Maintenance Facility Area Mgr		3.000	3.000	3.000	<b>3.000</b>	
11	J Capital Impr Construct Supv		1.000	1.000	1.000	<b>1.000</b>	
11	25 IT Systems Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	24 Energy Mgt Supervisor		1.000	1.000	1.000	<b>1.000</b>	
11	24 Maintenance Automation Spec		1.000	1.000	1.000	<b>1.000</b>	
11	23 Resource Conservation Asst		1.500	1.500	1.500	<b>1.500</b>	
11	23 Environmental Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	23 Maint/Facility Area Asst Mgr		4.000	4.000	4.000	<b>4.000</b>	
11	22 Fiscal Assistant V		1.000	1.000	1.000	<b>1.000</b>	
11	22 Energy Management Spec		4.000	4.000	4.000	<b>4.000</b>	
11	22 Energy Mgt Tech Admin		1.000	1.000	1.000	<b>1.000</b>	
11	22 Roof Construction Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	21 Mechanical Systems Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	21 General Maint Central Supv		1.000	1.000	1.000	<b>1.000</b>	
11	21 Training and Safety Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	20 Mech Systems Team Ldr Shft 1		6.000	6.000	6.000	<b>6.000</b>	
11	20 Mech Systems Team Ldr Shft 2					<b>2.000</b>	2.000
11	20 Electronic Technician Supv		1.000	1.000	1.000	<b>1.000</b>	
11	19 Energy Mgt Customer Svc Spec		1.000	1.000	1.000	<b>1.000</b>	
11	19 Mechanical Systems Tech Shft 1		67.000	67.000	67.000	<b>66.000</b>	(1.000)
11	19 Mechanical Systems Tech Shft 2		2.000	2.000	2.000	<b>14.000</b>	12.000
11	19 Electrician Area Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	19 Electronic Tech Asst Superv		1.000	1.000	1.000	<b>1.000</b>	
11	19 Auto Technican II Shift 1		2.000	2.000	2.000	<b>2.000</b>	
11	18 Carpentry Area Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	18 General Maintenance Area Supv		3.000	3.000	3.000	<b>3.000</b>	
11	18 Build & Grounds Contracts Asst		4.000	4.000	4.000	<b>4.000</b>	
11	18 Material Fabrication Sup		1.000	1.000	1.000	<b>1.000</b>	
11	18 Electronic Technician II		3.000	3.000	3.000	<b>3.000</b>	
11	18 Industrial Equipment Supv		1.000	1.000	1.000	<b>1.000</b>	
11	17 Carpentry Asst Area Supv		3.000	3.000	3.000	<b>3.000</b>	
11	17 Maintenance Electrician II		3.000	3.000	3.000	<b>3.000</b>	
11	17 Electric Motor Mechanic		1.000	1.000	1.000	<b>1.000</b>	
11	17 Electronic Technician I		16.000	15.000	15.000	<b>13.000</b>	(2.000)
11	17 Equipment Mechanic		1.000	1.000	1.000	<b>1.000</b>	
11	17 Auto Technican I Shift 1		2.000	2.000	2.000	<b>2.000</b>	
11	16 Fiscal Assistant III		1.000	1.000	1.000	<b>1.000</b>	
11	16 General Maintenance Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	16 Maintenance Electrician I		18.000	18.000	18.000	<b>18.000</b>	
11	16 Small Equipment Mechanic		4.000	4.000	4.000	<b>4.000</b>	
11	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
11	15 Integr Pest Mgt Assoc II		4.000	4.000	4.000	<b>4.000</b>	

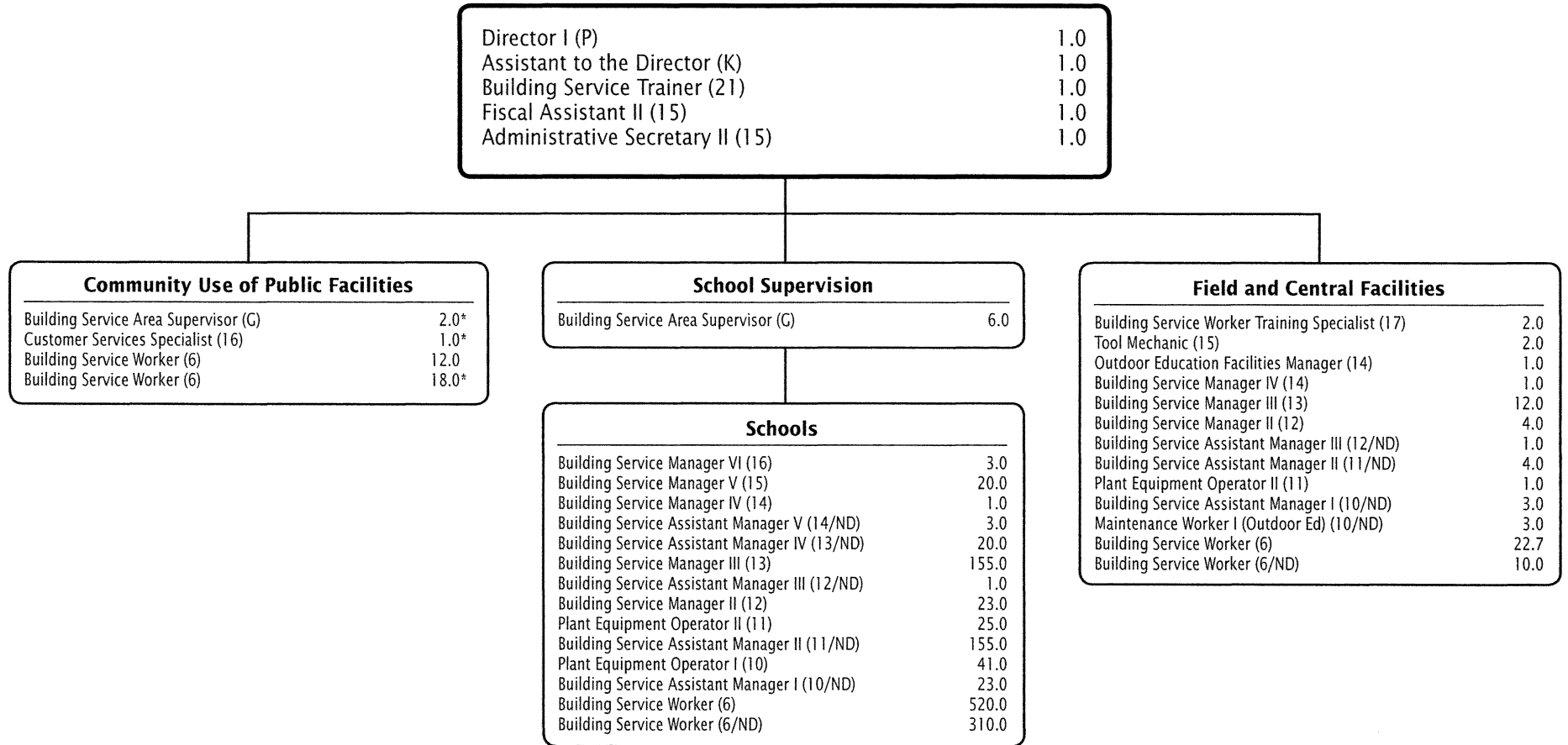
## Division of Maintenance - 323/338/339

Lynne Zarate, Director I

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
	<b>323 Division of Maintenance</b>						
11	15 Maintenance Carpenter I		27.000	27.000	27.000	<b>28.000</b>	1.000
11	15 Floor Covering Mechanic		6.000	6.000	6.000	<b>6.000</b>	
11	15 Roof Mechanic		6.000	6.000	6.000	<b>6.000</b>	
11	15 Glazier		6.000	6.000	6.000	<b>6.000</b>	
11	15 Tool Mechanic		2.000	2.000	2.000	<b>2.000</b>	
11	15 Cabinet Maker		1.000	1.000	1.000		(1.000)
11	15 Maintenance Welder		2.000	1.000	1.000	<b>1.000</b>	
11	15 Mason		2.000	2.000	2.000	<b>2.000</b>	
11	14 Admin Operations Secretary		3.000	3.000	3.000	<b>3.000</b>	
11	14 Mechanical Sys Worker Shift 1		3.000	3.000	3.000	<b>3.000</b>	
11	14 Mechanical Sys Worker Shift 2		1.000	1.000	1.000		(1.000)
11	14 Locksmith		5.000	3.000	3.000	<b>3.000</b>	
11	14 Maintenance Painter II		3.000	3.000	3.000	<b>3.000</b>	
11	14 Water Treatment Tester		2.000	2.000	2.000	<b>2.000</b>	
11	14 Fire Safety Compliance Tech.		1.000	1.000	1.000	<b>1.000</b>	
11	13 General Maintenance Worker III		6.000	6.000	6.000	<b>6.000</b>	
11	13 Reupholsterer Seamster II		2.000	2.000	2.000	<b>2.000</b>	
11	13 Maintenance Painter I		5.000	5.000	5.000	<b>5.000</b>	
11	12 Secretary		1.000	1.000	1.000	<b>1.000</b>	
11	12 Account Assistant II		3.000	3.000	3.000	<b>3.000</b>	
11	12 Equipment Operator		3.000	3.000	3.000	<b>3.000</b>	
11	12 Materials Fabrication Worker		4.000	4.000	4.000	<b>4.000</b>	
11	12 HVAC Apprentice					<b>4.000</b>	4.000
11	11 Roof Maintenance Worker		3.000	3.000	3.000	<b>3.000</b>	
11	11 Service Writer		1.000	1.000	1.000	<b>1.000</b>	
11	11 Compactor Truck Operator		4.000	4.000	4.000	<b>4.000</b>	
11	10 General Maintenance Worker II		34.000	34.000	34.000	<b>34.000</b>	
11	9 Office Assistant II		1.500	1.500	1.500	<b>1.500</b>	
11	9 General Maintenance Worker I		17.000	17.000	17.000	<b>17.000</b>	
11	9 Sanitation Serv Worker		4.000	4.000	4.000	<b>4.000</b>	
	<b>Subtotal</b>		<b>341.000</b>	<b>337.000</b>	<b>337.000</b>	<b>354.000</b>	<b>17.000</b>
	<b>338 Indoor Air Quality Unit</b>						
11	M Team Leader		3.000	3.000	3.000		(3.000)
11	20 Mech Systems Team Ldr Shft 2		2.000	2.000	2.000		(2.000)
11	19 Mechanical Systems Tech Shft 2		9.000	9.000	9.000		(9.000)
11	15 Maintenance Carpenter I		1.000	1.000	1.000		(1.000)
	<b>Subtotal</b>		<b>15.000</b>	<b>15.000</b>	<b>15.000</b>		<b>(15.000)</b>
	<b>339 Maintenance Apprenticeship Program</b>						
11	12 HVAC Apprentice		4.000	4.000	4.000		(4.000)
	<b>Subtotal</b>		<b>4.000</b>	<b>4.000</b>	<b>4.000</b>		<b>(4.000)</b>
	<b>Total Positions</b>		<b>360.000</b>	<b>356.000</b>	<b>356.000</b>	<b>354.000</b>	<b>(2.000)</b>

# Division of School Plant Operations

Chapter 7 – 68



F.T.E. Positions 1,389.7

(\*In addition, the chart includes 21.0 positions funded by ICB. The 1,300.0 positions in schools also are shown on K-12 charts in Chapter 1)

ND Night Differential = Shift 2

**MISSION** *The mission of the Division of School Plant Operations (DSPO) 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

### Facility Operations

The DSPO staff directs school-based staff that provides cleaning, grounds care, minor maintenance, facility systems monitoring, and other building services and supports. DSPO maintains the cleanliness and operations of facilities by supervising building service staff, conducting formal inspections, and managing the inventory of housekeeping supplies, equipment, and materials. Building service supervisors visit schools frequently to perform formal and informal inspections and training. Also, they advise principals on the site-based management of building service staff. They help building service staff members carry out effective building service procedures to ensure that quality standards are sustained. Division staff provide emergency response support and remediation, including oversight, staff, and equipment necessary to restore buildings to normal operations and ensure that essential programs can continue with minimal interruption. The DSPO staff also schedules and provides supervision and building service workers for community use of schools.

### Building Service Staff Training

DSPO administers a comprehensive training program for building service staff that includes instruction in basic custodial techniques and processes, operation and maintenance of custodial and facility heating, ventilation, and air conditioning equipment, and supervisory and leadership skills. This includes designing, scheduling, and administering regular classroom courses, specialized training at schools, and provides practical, hands-on instructional experiences. The division also provides individualized on-site training and support to schools on systematic team cleaning and other best practices for the effective management of building service programs.

### Custodial Equipment Repair

DSPO operates a Custodial Equipment Repair Shop that restores inoperable equipment to service in facilities. Existing equipment is assessed and repaired. If the equipment is not able to be repaired, suitable replacement equipment is provided. Equipment that is deemed not repairable is stripped of all working parts for use in other equipment. To ensure timely customer service, the Custodial Equipment Repair Shop operates vehicles that are equipped with repair tools and supplies that allow staff to repair equipment on site. Approximately 1,400 pieces of equipment are repaired each year.

### Financial Management

The division administers, manages, and monitors custodial fund allocations to schools for building services. Financial processes to support effective facility operations include account oversight for the purchase of custodial equipment and materials, employee uniforms, use of substitutes, and position management. Training and support is provided to school-based staff to ensure that salary costs associated with work performed by building service staff for Community Use of Public Facilities is properly accounted for and reimbursed.

## ACCOMPLISHMENTS AND INITIATIVES

- » DSPO worked collaboratively with the Division of Maintenance and Utilities Team in implementing a lamp replacement program that ensures required light levels are sustained in classrooms. It includes the analysis and implementation of innovative lighting strategies and ensure that expired lamps are disposed of in an environmentally responsible manner.
- » In order to improve the retention and success rate of employees in historically hard to fill building service manager and assistant manager positions, DSPO, in collaboration with the Office of Human Resources and Development (OHRD), expanded its New Leader Support Program to include a recruitment fair to inform potential candidates about position requirements and expectations of leadership positions. The program helped schools recruit, select, and bring new leaders onboard. This collaborative planning and implementation provided new leaders the greatest opportunity to become well established, fully engaged, and highly productive as well as supported administrators' abilities to post and hire eligible candidates more quickly.
- » To improve the effective operation of critical mechanical equipment, DSPO enhanced its hands-on instruction and skills assessment for employees who complete required technical courses, including boiler and air conditioning. This hands-on instruction gives employees concrete experiences and accelerates retention of complex concepts. Hands-on evaluation allows supervisors to confirm that technical information taught in the classroom translates into practical application. Additional hands-on approaches have been added to courses offered in basic skills and plant equipment operations.
- » The division improved its Equipment Repair and Replacement Program to optimize the availability of custodial equipment and conserve resources. Staff conduct site inventories, assess equipment life, transfer equipment between schools, and reuse and recycle parts. The program outlines a schedule for replacing custodial equipment, based on such criteria as age, serviceability, cost savings, criticality, facility type, and quantity. As a result, the life span of equipment is extended.

» To reduce the environmental impact of facility services on student and staff productivity and to improve operational efficiency, DSPO uses operational processes and environmentally responsible standards for purchasing cleaning products and equipment. DSPO uses a comprehensive, healthy, high-performance cleaning program that ensures that sustainable operations are maintained at all facilities. This includes the use of products that have obtained the Green Seal certification and the use of green cleaning practices.

**PERFORMANCE MEASURES**

**Performance Measure:** Customer Focus Results—Satisfaction survey

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
81%	85%	87%

**Explanation:** This measures the level of satisfaction of customers with DSPO services. DSPO’s customer satisfaction performance measurement data is gathered from the annual principal survey conducted by the Department of Facilities Management.

**Performance Measure:** Organizational Effectiveness Results—Building inspections meeting standard

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
94.1%	96%	99%

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

**Performance Measure:** Workforce Excellence Results—Absenteeism

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
92%	93%	93%

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

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2016 recommended budget for this division is \$67,098,918, an increase of \$2,014,697 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$2,027,965**

*Continuing Salary Costs—\$1,493,671*

There is an increase of \$1,493,671 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

*New Schools/Space—\$537,063*

The budget includes an additional 16.5 building services positions and \$509,461 as a result of an additional 228,545 square feet of space for the new Clarksburg/Damascus middle school and other modernizations of schools. The budget also includes an increase of \$27,602 for custodial and uniform supplies.

*Other—(\$2,769)*

The budget includes a reduction of \$2,769 for the lease to purchase of vehicles based on the actual payments.

**Program Efficiencies and Reductions—(\$13,268)**

The FY 2017 recommended budget for this department, division, unit, office includes a comprehensive effort to identify potential program reductions and efficiencies. Stakeholders including community partners and employee union representatives participated in the program efficiencies and reduction process.

There is a reduction of \$1,146 for supporting services part-time salaries and \$12,122 for custodial equipment replacement. These reductions can be made as result of overall efficiencies within the division.

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

Dianne Jones, Director I

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	1,386.700	1,373.200	1,373.200	<b>1,389.700</b>	16.500
Position Salaries	\$58,569,234	\$61,206,799	\$61,206,799	<b>\$63,191,976</b>	\$1,985,177
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		386,329	386,329	<b>392,910</b>	6,581
Other		511,351	511,351	<b>521,579</b>	10,228
Subtotal Other Salaries	1,762,989	897,680	897,680	<b>914,489</b>	16,809
<b>Total Salaries &amp; Wages</b>	60,332,223	62,104,479	62,104,479	<b>64,106,465</b>	2,001,986
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		3,000	3,000	<b>3,000</b>	
<b>Total Contractual Services</b>	2,732	3,000	3,000	<b>3,000</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		717	717	<b>717</b>	
Other Supplies & Materials		2,542,493	2,542,493	<b>2,570,095</b>	27,602
<b>Total Supplies &amp; Materials</b>	2,262,207	2,543,210	2,543,210	<b>2,570,812</b>	27,602
<b>04 Other</b>					
Local/Other Travel		59,270	59,270	<b>59,270</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		76,560	76,560	<b>76,560</b>	
<b>Total Other</b>	118,302	135,830	135,830	<b>135,830</b>	
<b>05 Equipment</b>					
Leased Equipment		38,979	38,979	<b>36,210</b>	(2,769)
Other Equipment		258,723	258,723	<b>246,601</b>	(12,122)
<b>Total Equipment</b>	273,167	297,702	297,702	<b>282,811</b>	(14,891)
<b>Grand Total</b>	<b>\$62,988,631</b>	<b>\$65,084,221</b>	<b>\$65,084,221</b>	<b>\$67,098,918</b>	<b>\$2,014,697</b>

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

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
	<b>329 Field and Central Facilities</b>						
10	P Director I		1.000	1.000	1.000	<b>1.000</b>	
10	K Assistant to the Director		1.000	1.000	1.000	<b>1.000</b>	
10	G Building Service Area Supv		6.000	6.000	6.000	<b>6.000</b>	
10	21 Building Service Trainer		1.000	1.000	1.000	<b>1.000</b>	
10	17 Building Service Training Spec		2.000	2.000	2.000	<b>2.000</b>	
10	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
10	15 Fiscal Assistant II		1.000	1.000	1.000	<b>1.000</b>	
10	15 Tool Mechanic		1.000	2.000	2.000	<b>2.000</b>	
10	14 Outdoor Ed Facilities Manager		1.000	1.000	1.000	<b>1.000</b>	
10	14 Building Service Manager IV		1.000	1.000	1.000	<b>1.000</b>	
10	13 Building Service Manager III		1.000	12.000	12.000	<b>12.000</b>	
10	12 Build Svc Asst Mgr III Shft 2		1.000	1.000	1.000	<b>1.000</b>	
10	12 Building Service Manager II		14.000	4.000	4.000	<b>4.000</b>	
10	11 Plant Equipment Operator II		1.000	1.000	1.000	<b>1.000</b>	
10	11 Build Svc Asst Mgr II Shft 2		1.000	4.000	4.000	<b>4.000</b>	
10	11 Equip Repair/ Mechanic Assist		1.000				
10	10 Outdoor Ed Maint Wkr I Shft 2		3.000	3.000	3.000	<b>3.000</b>	
10	10 Build Svcs Asst Mgr I Shft 2		9.000	3.000	3.000	<b>3.000</b>	
10	6 Building Service Wkr Shft 1		25.700	34.700	34.700	<b>34.700</b>	
10	6 Building Service Wkr Shft 2		11.000	10.000	10.000	<b>10.000</b>	
	<b>Subtotal</b>		<b>83.700</b>	<b>89.700</b>	<b>89.700</b>	<b>89.700</b>	
	<b>327 Elementary School/Plant Operations</b>						
10	13 Building Service Manager III		111.000	113.000	113.000	<b>113.000</b>	
10	12 Building Service Manager II		22.000	20.000	20.000	<b>20.000</b>	
10	11 Build Svc Asst Mgr II Shft 2		111.000	113.000	113.000	<b>113.000</b>	
10	10 Plant Equipment Operator I		1.000	1.000	1.000	<b>1.000</b>	
10	10 Build Svcs Asst Mgr I Shft 2		22.000	20.000	20.000	<b>20.000</b>	
10	6 Building Service Wkr Shft 1		290.000	281.000	281.000	<b>282.500</b>	1.500
10	6 Building Service Wkr Shft 2		55.000	62.000	62.000	<b>62.000</b>	
	<b>Subtotal</b>		<b>612.000</b>	<b>610.000</b>	<b>610.000</b>	<b>611.500</b>	<b>1.500</b>
	<b>328 Secondary School/Plant Operations</b>						
10	16 Building Service Manager VI		4.000	3.000	3.000	<b>3.000</b>	
10	15 Building Service Manager V		20.000	20.000	20.000	<b>20.000</b>	
10	14 Build Svc Asst Mgr V Shft 2		3.000	3.000	3.000	<b>3.000</b>	
10	14 Building Service Manager IV		1.000	1.000	1.000	<b>1.000</b>	
10	13 Building Svcs. Asst Mgr IV sh 2		19.000	20.000	20.000	<b>20.000</b>	
10	13 Building Service Manager III		39.000	39.000	39.000	<b>40.000</b>	1.000
10	12 Build Svc Asst Mgr III Shft 2		1.000	1.000	1.000	<b>1.000</b>	
10	11 Plant Equipment Operator II		25.000	25.000	25.000	<b>25.000</b>	
10	11 Build Svc Asst Mgr II Shft 2		39.000	39.000	39.000	<b>40.000</b>	1.000
10	10 Plant Equipment Operator I		38.000	38.000	38.000	<b>39.000</b>	1.000



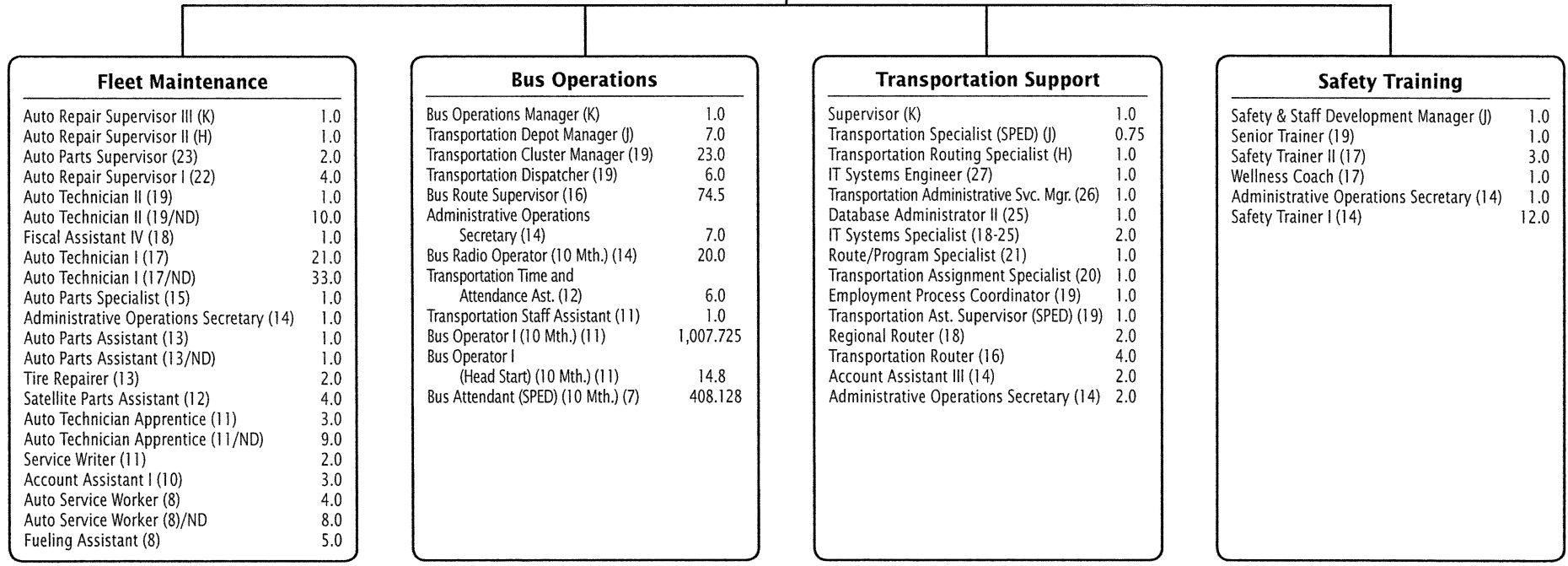
## Division of School Plant Operations - 329/327/328/330

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
	<b>328 Secondary School/Plant Operations</b>						
10	6	Building Service Wkr Shft 1	236.000	221.500	221.500	<b>233.500</b>	12.000
10	6	Building Service Wkr Shft 2	248.000	246.000	246.000	<b>246.000</b>	
	<b>Subtotal</b>		<b>673.000</b>	<b>656.500</b>	<b>656.500</b>	<b>671.500</b>	<b>15.000</b>
	<b>330 Special/alternative Prgs. Plant Ops.</b>						
10	13	Building Service Manager III	2.000	2.000	2.000	<b>2.000</b>	
10	12	Building Service Manager II	3.000	3.000	3.000	<b>3.000</b>	
10	11	Build Svc Asst Mgr II Shft 2	2.000	2.000	2.000	<b>2.000</b>	
10	10	Plant Equipment Operator I	1.000	1.000	1.000	<b>1.000</b>	
10	10	Build Svcs Asst Mgr I Shft 2	4.000	3.000	3.000	<b>3.000</b>	
10	6	Building Service Wkr Shft 1	4.000	4.000	4.000	<b>4.000</b>	
10	6	Building Service Wkr Shft 2	2.000	2.000	2.000	<b>2.000</b>	
	<b>Subtotal</b>		<b>18.000</b>	<b>17.000</b>	<b>17.000</b>	<b>17.000</b>	
	<b>Total Positions</b>		<b>1,386.700</b>	<b>1,373.200</b>	<b>1,373.200</b>	<b>1,389.700</b>	<b>16.500</b>

# 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



Chapter 7 - 74

F.T.E. Positions 1,740.653

ND Night Differential = Shifts 2 and 3

## FY 2017 OPERATING BUDGET

**MISSION** *The Department of Transportation strives to achieve “Customer Delight” by providing safe, timely, and efficient transportation that contributes to the educational success of all students through staff committed to excellence and continuous improvement.*

## **MAJOR FUNCTIONS**

The Department of Transportation (DOT) is responsible for the operation of regular and special program bus service for eligible students, vehicle maintenance and repair, employee recruiting and training, and transportation administrative services. Bus operations provide transportation services for more than 100,000 students daily. Ridership comprises two categories—regular education and special education.

### **Regular Education Transportation**

Around 99,000 students ride regular education school buses to neighborhood schools and Head Start, magnet, International Baccalaureate, language immersion, consortium, and other programs.

### **Special Education Transportation**

Approximately 5,000 students who, due to a disability, require transportation to specialized programs outside of their home school or who require transportation using specialized equipment and/or a bus attendant ride special education buses to special education programs.

### **Career and Technology Education, Outdoor Education, and After-school Activities**

Transportation is provided for students to attend various career and technology programs that enhance the educational options for students. All students at some point in their Montgomery County Public Schools (MCPS) journey are transported to one or more outdoor education programs. Middle and high schools are provided bus service to take students to their neighborhoods following after-school activities.

### **Vehicle Maintenance and Repair**

The Fleet Maintenance Unit manages vehicle maintenance and repair facilities, provides fuel distribution, and repairs 1,286 buses and 150 other MCPS vehicles. Most repair services are provided by the five depot repair facilities; some specialized services are contracted out.

### **Human Resources and Training**

Human resource services managed within the department include advertising and recruiting; hiring; pre-employment record checks and drug testing; safety training; and maintenance of licensing, certification, and medical record assessments. DOT continues to facilitate the rapid deployment of new school bus operators by authorization from the state of Maryland to conduct Motor Vehicle Administration driver record checks and commercial driver's license

testing on MCPS premises. The training and employment plan is aimed at employee retention, with an overall goal of reducing training and recruiting needs and costs. School bus operator and attendant training and retention also are facilitated by ongoing cooperative activities with Service Employees International Union (SEIU) Local 500 that focus on professional growth.

### **Transportation Administrative Services**

DOT designs all bus routes and manages employee assignments, planning, training, personnel services, accounting, and related services to more than 2,100 permanent and temporary employees. The systemwide bidding process for midday and other extra work developed jointly between Service Employees International Union (SEIU) Local 500 and DOT continues to provide assignment stability, resulting in improved service to customers. Pre-employment, post-accident, random, and reasonable suspicion drug-testing programs required by federal law also are administered.

## **ACCOMPLISHMENTS AND INITIATIVES**

- » Through refined and creative routing, large increases in student enrollment and associated bus ridership have been absorbed with considerably smaller increases in fleet and staff size. An example of creative routing is double runs where one bus transports two groups of students to a school. Double runs are possible when a large group of students can be picked up or dropped off at one or two stops fairly close to the school. This allows a bus to make this short trip after a longer one in the morning and before a longer one in the afternoon. The ability to absorb additional enrollment increases is coming to an end, and additional enrollment will require additional buses and staff.
- » Replacement special education buses are being purchased with air conditioning. This eliminates the need for taxi cabs to be used to transport students with disabilities who cannot tolerate high temperatures.
- » Replacement buses are equipped with the newest emissions-reduction equipment, and all buses are fueled with ultra-low sulfur diesel fuel, reducing harmful emissions by as much as 90 percent compared with buses without such equipment and fueled with high-sulfur content diesel fuel.
- » DOT, along with the Montgomery County Police Department, has implemented an automated camera enforcement program aimed at motorists who illegally pass stopped school buses. The success of this initiative has surpassed initial expectations. The Police Department is looking into expanding the number of cameras to increase the deterrent effect.

**PERFORMANCE MEASURES**

**Performance Measure:** Number of preventable accidents per million miles.

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
2.4	2.2	2.0

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

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

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
8.3	8.0	7.5

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

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

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
95.0%	95.2%	95.4%

**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 means that the needed spare is not always at the right location when needed. Timely service and customer satisfaction is directly related to enough school buses being available each morning.

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

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
5.97	6.50	7.0

**Explanation:** MPG data are used to evaluate operational cost of the school bus fleet. Higher MPG will decrease diesel fuel purchases and help control expenditures, since a 1 cent per gallon increase in the price of fuel will cost the school system an additional \$32,000. MPG information and other operational data by bus manufacturers are used in the selection process of new school buses. Because of the high cost of diesel fuel, the MPG data by vehicle will be reviewed and evaluated to control waste from bus idling.

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this department is \$107,025,621, an increase of \$1,676,637 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$1,666,637**

*Continuing Salary Costs—\$1,465,954*

There is an increase of \$1,465,954 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

*Student Enrollment—\$1,392,769*

Due to projected enrollment growth, there is an increase for 10 additional buses at an annual lease/purchase cost of \$220,778. In addition, there is an increase of \$220,078 for 8.0 bus operator I positions, and \$186,710 for 8.0 bus attendant positions. Furthermore, there is an additional \$500,000 budgeted for substitute bus drivers and \$265,203 for bus repairs, parts, and supplies.

*Bus Replacement—\$63,378*

The department's budget reflects a reduction of \$2,328,116 in lease payments on buses purchased in prior years. Offsetting this reduction is a \$2,391,494 increase for the lease/purchase of 106 buses to replace those that have reached the end of their normal service life.

*Other—(\$1,255,464)*

The budget includes a projected decrease in diesel fuel of \$1,437,250 as a result of lowering the cost from \$3.00 to \$2.50 per gallon. The budget also includes in an increase of \$150,002 for 4.0 auto tech apprentice positions to transport buses for maintenance due to the relocation of buses out of Shady Grove Depot. In addition, there is an increase of \$31,784 for insurance based on projected claims and reserve requirements. Insurance for MCPS is provided under the county's self-insurance program.

**Strategic Priority Enhancements—\$10,000**

The budget includes \$10,000 for transportation costs related to the Minority Achievement University Partnerships. The partnerships will link students with local Historically Black Colleges and Universities supporting a focus on pathways to college predicated on building positively reinforcing relationships with adults. The partnerships will focus on students interested in pursuing a career or degree in one of the STEM fields and will include college college-level coursework, mentoring, and support with the college application process.

<b>Selected Expenditure Information</b>			
Operation and Maintenance of Buses and Vehicles			
Description	FY 2016 Current Budget	FY 2017 Budget	Change
Diesel Fuel	\$8,623,759	\$7,371,304	(\$1,252,455)
Bus Parts	3,858,415	3,917,215	58,800
Tires and Tubes	652,409	652,409	-
Indirect Shop Supplies	296,517	302,085	5,568
Service Vehicle Parts and Fuel	665,966	665,966	-
Other Supplies	129,777	129,777	-
<b>Total</b>	<u><u>\$14,226,843</u></u>	<u><u>\$13,038,756</u></u>	<u><u>(\$1,188,087)</u></u>

<b>LEASE / PURCHASE OF BUSES</b>				
PURPOSE	Fiscal Year Purchased	TYPE		Total
		Conventional	Transit	
Growth / New Programs	2005	30		30
Growth / New Programs	2006	9	17	26
Growth / New Programs	2007	12		12
Growth / New Programs	2008		9	9
Growth / New Programs	2009			0
Growth / New Programs	2010			0
Growth / New Programs	2011			0
Growth / New Programs	2012			0
Growth / New Programs	2013			0
Growth / New Programs	2014		3	3
Growth / New Programs	2015	2	3	5
Growth / New Programs	2016		2	2
Growth / New Programs	2017	6	4	10
Replacement	2005	33	17	50
Replacement	2006	26	69	95
Replacement	2007	12	78	90
Replacement	2008	112	9	121
Replacement	2009	27	31	58
Replacement	2010	42		42
Replacement	2011	34	62	96
Replacement	2012	63	43	106
Replacement	2013	27	62	89
Replacement	2014	54	50	104
Replacement	2015	22	85	107
Replacement	2016		106	106
Replacement	2017	16	90	106
<b>Total</b>		<u><u>527</u></u>	<u><u>740</u></u>	<u><u>1,267</u></u>

# Department of Transportation - 344

## Todd Watkins, Director II

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	1,733,090	1,720,653	1,720,653	<b>1,740,653</b>	20,000
Position Salaries	\$64,723,299	\$69,589,462	\$69,589,462	<b>\$71,523,158</b>	\$1,933,696
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		3,084,839	3,084,839	<b>3,646,535</b>	561,696
Other		1,367,621	1,367,621	<b>1,394,973</b>	27,352
Subtotal Other Salaries	8,616,986	4,452,460	4,452,460	<b>5,041,508</b>	589,048
<b>Total Salaries &amp; Wages</b>	73,340,285	74,041,922	74,041,922	<b>76,564,666</b>	2,522,744
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,501,402	1,501,402	<b>1,509,442</b>	8,040
<b>Total Contractual Services</b>	1,540,211	1,501,402	1,501,402	<b>1,509,442</b>	8,040
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		42,991	42,991	<b>42,991</b>	
Other Supplies & Materials		14,183,852	14,183,852	<b>12,995,765</b>	(1,188,087)
<b>Total Supplies &amp; Materials</b>	12,377,978	14,226,843	14,226,843	<b>13,038,756</b>	(1,188,087)
<b>04 Other</b>					
Local/Other Travel		58,002	58,002	<b>58,002</b>	
Insur & Employee Benefits		1,325,226	1,325,226	<b>1,357,010</b>	31,784
Utilities					
Miscellaneous		1,168,147	1,168,147	<b>1,178,147</b>	10,000
<b>Total Other</b>	1,900,971	2,551,375	2,551,375	<b>2,593,159</b>	41,784
<b>05 Equipment</b>					
Leased Equipment		12,823,119	12,823,119	<b>13,107,275</b>	284,156
Other Equipment		204,323	204,323	<b>212,323</b>	8,000
<b>Total Equipment</b>	10,812,180	13,027,442	13,027,442	<b>13,319,598</b>	292,156
<b>Grand Total</b>	<b>\$99,971,625</b>	<b>\$105,348,984</b>	<b>\$105,348,984</b>	<b>\$107,025,621</b>	<b>\$1,676,637</b>

# Department of Transportation - 344

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
9	Q Director II		1.000	1.000	1.000	<b>1.000</b>	
9	O Assistant Director II		1.000	1.000	1.000	<b>1.000</b>	
9	K Supervisor		1.000	1.000	1.000	<b>1.000</b>	
9	K Auto Repair Supervisor III		1.000	1.000	1.000	<b>1.000</b>	
9	K Bus Operations Manager		1.000	1.000	1.000	<b>1.000</b>	
9	J Safety/Staff Development Mgr		1.000	1.000	1.000	<b>1.000</b>	
9	J Transportation Spec - Spec Ed		.750	.750	.750	<b>.750</b>	
9	J Transportation Depot Manager		7.000	7.000	7.000	<b>7.000</b>	
9	H Auto Repair Supervisor II		1.000	1.000	1.000	<b>1.000</b>	
9	H Transportation Routing Spec		1.000	1.000	1.000	<b>1.000</b>	
9	27 IT Systems Engineer		1.000	1.000	1.000	<b>1.000</b>	
9	26 Transport Admin Svcs Mgr		1.000	1.000	1.000	<b>1.000</b>	
9	25 IT Systems Specialist		2.000	2.000	2.000	<b>2.000</b>	
9	25 Database Administrator II		1.000	1.000	1.000	<b>1.000</b>	
9	24 Fiscal Specialist I		.750	.750	.750	<b>.750</b>	
9	23 Auto Parts Supervisor		1.000	1.000	2.000	<b>2.000</b>	
9	22 Auto Repair Supv I		4.000	4.000	4.000	<b>4.000</b>	
9	21 Route/Program Specialist		1.000	1.000	1.000	<b>1.000</b>	
9	20 Transportation Assignment Spec		1.000	1.000	1.000	<b>1.000</b>	
9	19 Employment Process Coordinator		1.000	1.000	1.000	<b>1.000</b>	
9	19 Auto Technican II Shift 1		2.000	2.000	1.000	<b>1.000</b>	
9	19 Auto Technican II Shift 2		5.000	5.000	5.000	<b>5.000</b>	
9	19 Auto Technican II Shift 3		5.000	5.000	5.000	<b>5.000</b>	
9	19 Transportation Asst Supv		1.000	1.000	1.000	<b>1.000</b>	
9	19 Transportation Dispatcher		6.000	6.000	6.000	<b>6.000</b>	
9	19 Transportation Cluster Mgr		23.000	23.000	23.000	<b>23.000</b>	
9	19 Senior Trainer		1.000	1.000	1.000	<b>1.000</b>	
9	18 Fiscal Assistant IV		1.000	1.000	1.000	<b>1.000</b>	
9	18 Regional Router		2.000	2.000	2.000	<b>2.000</b>	
9	17 Wellness Coach		1.000	1.000	1.000	<b>1.000</b>	
9	17 Safety Trainer II		3.000	3.000	3.000	<b>3.000</b>	
9	17 Auto Technican I Shift 1		21.000	21.000	21.000	<b>21.000</b>	
9	17 Auto Technican I Shift 2		17.000	17.000	17.000	<b>17.000</b>	
9	17 Auto Technican I Shift 3		16.000	16.000	16.000	<b>16.000</b>	
9	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
9	16 Bus Route Supervisor		80.000	74.500	74.500	<b>74.500</b>	
9	16 Transportation Router		4.000	4.000	4.000	<b>4.000</b>	
9	15 Transport Special Assistant		1.000	1.000	1.000	<b>1.000</b>	
9	15 Auto Parts Specialist		1.000	1.000	1.000	<b>1.000</b>	
9	14 Admin Operations Secretary		11.000	11.000	11.000	<b>11.000</b>	
9	14 Account Assistant III		2.000	2.000	2.000	<b>2.000</b>	
9	14 Radio Bus Operator	X	20.000	20.000	20.000	<b>20.000</b>	
9	14 Safety Trainer I		12.000	12.000	12.000	<b>12.000</b>	

## Department of Transportation - 344

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
9	13 Tire Repairer		2.000	2.000	2.000	<b>2.000</b>	
9	13 Auto Parts Asst Shift 1		1.000	1.000	1.000	<b>1.000</b>	
9	13 Auto Parts Asst Shift 2		1.000	1.000	1.000	<b>1.000</b>	
9	12 Satellite Parts Asst Shift I		4.000	4.000	4.000	<b>4.000</b>	
9	12 Transport Time/Attend Asst		6.000	6.000	6.000	<b>6.000</b>	
9	11 Office Assistant IV		1.000	1.000	1.000	<b>1.000</b>	
9	11 Service Writer		2.000	2.000	2.000	<b>2.000</b>	
9	11 Auto Tech Apprentice Shift 1		3.000	3.000	3.000	<b>3.000</b>	
9	11 Auto Tech Apprentice Shift 2		2.000	2.000	2.000	<b>4.000</b>	2.000
9	11 Auto Tech Apprentice Shift 3		3.000	3.000	3.000	<b>5.000</b>	2.000
9	11 Bus Operator I	X	1,016.400	1,014.525	1,014.525	<b>1,022.525</b>	8.000
9	11 Transportation Staff Assistant		1.000	1.000	1.000	<b>1.000</b>	
9	10 Account Assistant I		3.000	3.000	3.000	<b>3.000</b>	
9	8 Auto Service Worker Shift 1		4.000	4.000	4.000	<b>4.000</b>	
9	8 Auto Service Worker Shift 2		5.000	5.000	5.000	<b>5.000</b>	
9	8 Auto Service Worker Shift 3		3.000	3.000	3.000	<b>3.000</b>	
9	8 Transportation Fueling Asst		5.000	5.000	5.000	<b>5.000</b>	
9	7 Bus Attendant Spec Ed	X	405.190	400.128	400.128	<b>408.128</b>	8.000
	<b>Total Positions</b>		<b>1,733.090</b>	<b>1,720.653</b>	<b>1,720.653</b>	<b>1,740.653</b>	<b>20.000</b>



# Field Trip Fund

Transportation Specialist (SPED) (J)	0.25
Fiscal Specialist (24)	0.25
Business Services Analyst (23)	1.0
Senior Field Trip Coordinator (19)	1.0
Field Trip Assistant (12)	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 Montgomery County Public Schools (MCPS) students on a cost-recovery basis.*

**MAJOR FUNCTIONS**

**Extracurricular Trips**

Midday trips on school days are provided for schools that take students to museums, cultural activities, and other educational destinations. Costs for most of these trips are passed along to student participants. Trips using MCPS buses must be taken during the hours of 9:40 a.m. and 2:10 p.m. on school days, since buses used on trips also must take students to and home from schools.

**Sports Trips**

Transportation to interschool athletic events are provided for a whole array of sports teams in all high schools. The Field Trip Unit works with the athletic director and coaches at each high school to coordinate these trips. Schools pay for these trips using athletic funds.

**Trips for Other Government Agencies**

Summer transportation is provided for children who participate in recreation programs and camps provided by the Montgomery County Recreation Department, the City of Rockville, and other government agencies.

**Child-Care Trips**

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

**ACCOMPLISHMENTS AND INITIATIVES**

» The Department of Transportation (DOT) continues to use a web-based application to enter requests for field trips and extracurricular trips and a field trip application for managing the requests. The web-based application replaced the typing of field trip tickets and automated the requesting and approval of a field trip. The web-based application gives MCPS schools the ability to see the approval status of a trip and the ability to reconcile completed field trips to a Financial Management System invoice. The field trip application interfaces with the trip request application to import trip requests from MCPS schools and eliminates the double entry of a trip request by schools and the Field Trip Unit.

- » Requests for midday extracurricular trips, funded by students, and requests for trips to serve other governmental agencies have been down compared with pre-recession levels.
- » Last year, MCPS worked with Montgomery County Government on a pilot program to provide transportation for private schools at times when MCPS school buses are unused. However, with the new bell times structure, MCPS may not be able to provide this service, unless the private school also modifies its bell times. This program is intended to reduce the number of cars on the road during morning and afternoon rush hour periods. Any service provided by MCPS will be on a cost-recovery basis.

**PERFORMANCE MEASURE**

**Performance Measure:** Number of field trips provided

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
13,768	14,000	14,000

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

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this fund is \$2,006,361, an increase of \$14,828 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$14,828**

**Continuing Salary Costs—\$14,828**

There is an increase of \$14,828 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

# Field Trip Fund - 830

Todd Watkins, Director II

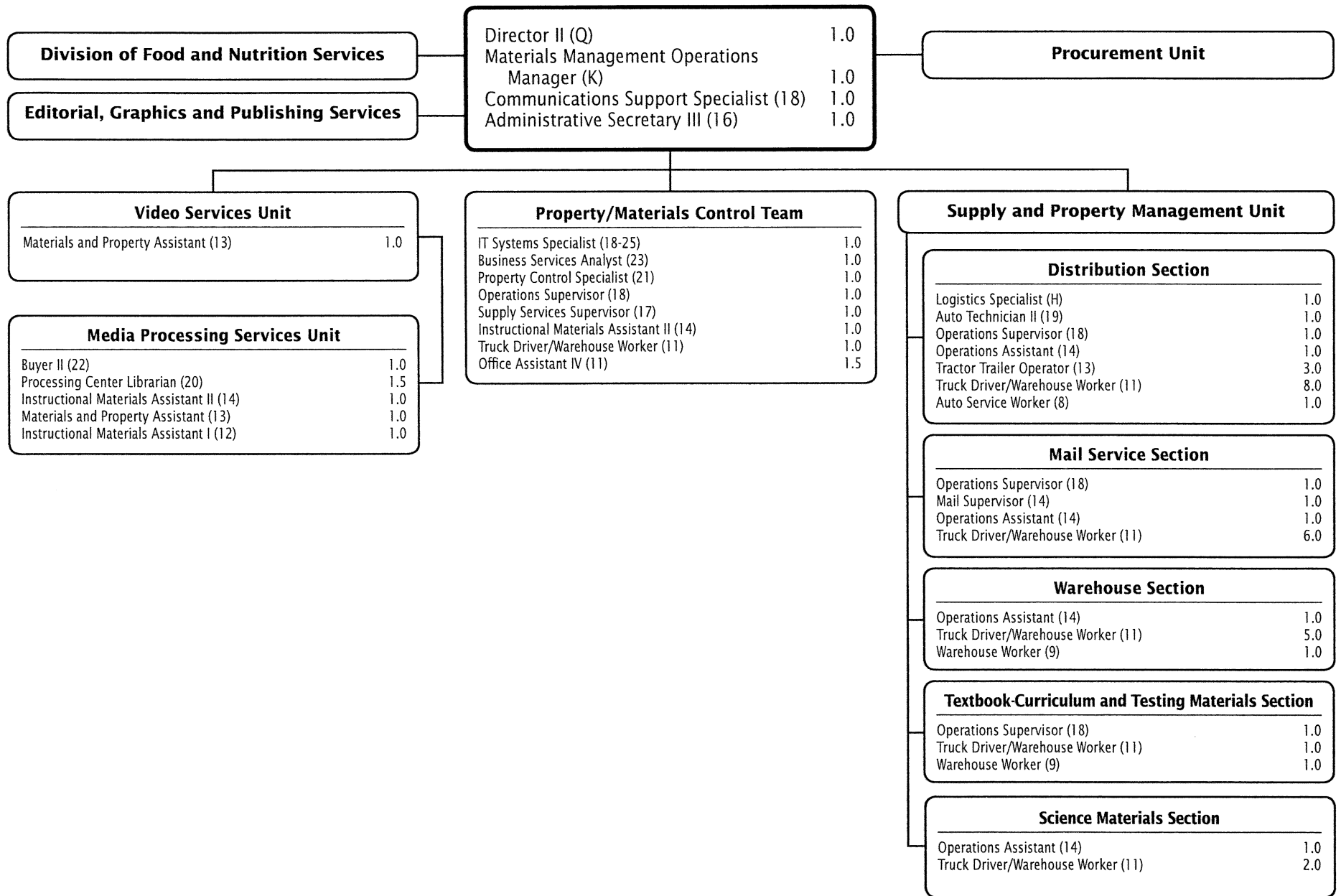
Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	4.500	4.500	4.500	<b>4.500</b>	
Position Salaries	\$301,557	\$306,499	\$306,499	<b>\$321,327</b>	\$14,828
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		825,785	825,785	<b>825,785</b>	
Other		106,600	106,600	<b>106,600</b>	
Subtotal Other Salaries	921,501	932,385	932,385	<b>932,385</b>	
<b>Total Salaries &amp; Wages</b>	1,223,058	1,238,884	1,238,884	<b>1,253,712</b>	14,828
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		49,638	49,638	<b>49,638</b>	
<b>Total Contractual Services</b>	42,912	49,638	49,638	<b>49,638</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,091	10,091	<b>10,091</b>	
Other Supplies & Materials		511,575	511,575	<b>511,575</b>	
<b>Total Supplies &amp; Materials</b>	447,865	521,666	521,666	<b>521,666</b>	
<b>04 Other</b>					
Local/Other Travel		138	138	<b>138</b>	
Insur & Employee Benefits		179,602	179,602	<b>179,602</b>	
Utilities					
Miscellaneous					
<b>Total Other</b>	174,569	179,740	179,740	<b>179,740</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		1,605	1,605	<b>1,605</b>	
<b>Total Equipment</b>		1,605	1,605	<b>1,605</b>	
<b>Grand Total</b>	<b>\$1,888,404</b>	<b>\$1,991,533</b>	<b>\$1,991,533</b>	<b>\$2,006,361</b>	<b>\$14,828</b>

## Field Trip Fund - 830

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
71	J Transportation Spec - Spec Ed		.250	.250	.250	<b>.250</b>	
71	24 Fiscal Specialist I		.250	.250	.250	<b>.250</b>	
71	23 Business Services Analyst		1.000	1.000	1.000	<b>1.000</b>	
71	19 Sr Field Trip Coordinator		1.000	1.000	1.000	<b>1.000</b>	
71	12 Field Trip Assistant	X	2.000	2.000	2.000	<b>2.000</b>	
<b>Total Positions</b>			<b>4.500</b>	<b>4.500</b>	<b>4.500</b>	<b>4.500</b>	

# Department of Materials Management



**MISSION** *The mission of the Department of Materials Management (DMM) is to economically facilitate the delivery of approved, high-quality products, resources, and services, in an environment of cooperation, integrity, and excellence, that are essential to the educational success of all students in Montgomery County Public Schools (MCPS) and support the programs of our community partners.*

## **MAJOR FUNCTIONS**

### **Supply and Property Management**

DMM 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. An efficient and effective mail service, for both internal (Pony) and external mail is provided. DMM strives to effectively deliver the resources and services required of all instructional programs. This is accomplished by listening to the needs of its customers and understanding requirement expectations to formulate strategies to meet targeted goals and benchmark best practices in the supply chain industry.

### **Instructional and Library Material Processing**

DMM 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.

### **Editorial, Graphics and Publishing Services**

The Editorial, Graphics and Publishing Services (EGPS) Unit is responsible for providing document preparation, graphic content, and editorial support to schools and offices. Products include public information materials, student daily planners and handbooks, student diplomas and certificates, and other guides used in the academic programs. Custom color printing is provided. Copy-Plus provides centralized duplication for instructional materials. TeamWorks provides copier equipment and maintenance for the high-volume copiers located in all schools and many central service offices.

### **Procurement**

The Procurement Unit 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. State law requires MCPS to advertise for sealed bids for material, equipment, and supplies that cost more than \$25,000. During FY 2010, the state passed a funding accountability law (pertaining to MCPS only) that provides for web-based reporting to the public; several other jurisdictions have since followed. Additional state laws have been passed mandating certain parameters

in the purchase of uniforms and safety equipment manufactured outside of the U.S. and reducing lead in plumbing materials. In addition, the Board of Education has tasked the Procurement Unit with promoting outreach efforts and actively recruiting minority, female, and disabled vendors.

### **Food and Nutrition Services**

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

## **ACCOMPLISHMENTS AND INITIATIVES**

- » A total of 15 school-based focus groups were held in FY 2015. The feedback received has been instrumental in the improvement of services and products provided by DMM. Item pictures have been added to the Financial Management System (FMS), and information regarding new products has been sent out to FMS users.
- » Mail services (Pony) explores every option to reduce the mail costs by using bulk and nonprofit rates when feasible. Overall postage costs were decreased, even with the centralized mailing of the interim grade reports. The cost of delivery is \$.21 per piece, while the cost of outside vendors is \$.62 per piece.
- » DMM works closely with the divisions of Maintenance and Construction to support the movement of schools and offices due to new construction, renovations, and other projects. In FY 2015, DMM moved three elementary schools into renovated buildings, opened one new elementary school, moved one elementary school into a holding facility, opened four elementary school additions, and moved the Division of Food and Nutrition Services central office, central production facility, and warehouse into their new building and moved offices to new locations or within existing space.
- » One major goal of the department is to continue developing programs that shift school administrative tasks to DMM, resulting in improving the instructional-time efficiency of school staff. The Ambassador Service, an inventory-management program with the objective of improving supply efficiency in schools, continues to be successful. Reporting enhancements within FMS continue to be developed to provide accurate, timely data to financial managers.
- » In FY 2015, school offices placed 959 separate work orders for custom print materials. In addition, EGPS works with central service offices to produce and deliver systemwide print materials for the schools, including high school diplomas, exams, study guides, program guides, regulatory documents, and administrative forms.
- » Copy-Plus responds to hundreds of individual work orders from teachers every day. In FY 2015, the work group produced 151 million pages of printing

requested by teachers for classroom instruction, homework, assessments, and parent information packets.

- » In FY 2015, the TeamWorks work group replaced 53 large copiers in schools and offices and completed preventive maintenance and repair service on the 311 machines systemwide. Annual spending for this program continues to be well below State of Maryland Government Purchasing Alliance contract.
- » The Procurement Unit advertised and implemented 383 solicitations, upon Board approval, for 946 contracts for the previous fiscal year. The procurement contract approvals were valued at \$159,813,717, with \$15,569,122 associated with minority, female, or disabled vendors. With these contracts in place, the staff processed 48,375 purchase orders and blanket releases during FY 2014.
- » Procurement Unit staff will continue to reduce total delivered costs for goods and services by engaging in additional strategic sourcing practices. This will be accomplished through strategic sourcing initiatives, featuring a narrow, high-performance supply base and a selection, contracting, and monitoring process that is highly disciplined. By engaging in effective strategic sourcing, the Procurement Unit will greatly improve its ability to buy goods and services at the lowest total delivered cost (not just price); consolidate purchasing power with other county agencies; develop tighter buyer-supplier relationships; realign business processes, work and information flow; and improve teamwork and purchasing skills.
- » The progress that the Procurement Unit has made in procurement of goods and services over the past few years was recognized formally with the 2015 Achievement of Excellence in Procurement (AEP) Award from the National Purchasing Institute. This is the fourth year that the unit has received the honor, and the award is given to those jurisdictions that demonstrate excellence in the areas of innovation, professionalism, productivity, e-procurement, and leadership.

**PERFORMANCE MEASURES**

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

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
99.4%	99.5%	99.6%

**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 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
\$0.20	\$0.198	\$0.195

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

**Performance Measure:** Number of printed pages requested by school staff and produced by the Copy-Plus work group of EGPS.

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
151 million	154 million	156 million

**Explanation:** This measures the expansion of work performed centrally and the reduction of school staff time spent duplicating materials for instructional purposes. It is estimated that for every 2,500 copies generated by Copy-Plus, one hour of school-based staff time is saved that can be used for instructional planning and preparation.

**Performance Measure:** Average number of pages printed within the schools in between copier repair service requests by school offices and performed by TeamWorks of EGPS.

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
61,203	61,500	62,000

**Explanation:** This measures the operations efficiency of the high-volume copiers located in all schools.

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

	FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
Number of requisition lines	162,781	164,000	165,000
Number of online purchase orders	42,238	44,000	45,000
Number of purchasing card transactions	36,771	50,000	60,000

**Explanation:** This measure continues to evaluate the Procurement Unit on workload distribution, status of projects, forecasting future personnel needs, types of personnel needed, and planning for future district initiatives.

**Performance Measure:** Current professional procurement staff with certification.

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
71.0%	86.0%	100%

**Explanation:** This measurement reflects the establishment of a continuous formal buyer/professional development program for the Procurement Unit staff. Training is on procurement-related instruction and greatly aids in the efficiency of purchasing goods and services. The goal has been set at 65 percent, per guidelines of the Achievement of Excellence in Procurement from the National Procurement Institute, Inc.

## OVERVIEW OF BUDGET CHANGES

### Department of Materials Management FY 2017 Recommended Budget

The FY 2017 recommended budget for this department is \$6,066,925, a decrease of \$152,014 from the current FY 2016 budget. An explanation of this change follows.

#### **Same Service Level Changes—(\$104,742)**

##### *Continuing Salary Costs—(\$104,742)*

There is a decrease of \$104,742 for continuing salary costs. Included in this amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015, that is offset by reductions for staff turnover.

##### *Realignments to Meet Expenditure Requirements and Priorities—\$0*

Realignments are budgeted to address priority spending needs in this department. There is a realignment of \$100,000 from supporting services part-time salaries to support the purchase of \$50,000 for school furniture, and \$50,000 for vehicle operations for moving trucks.

#### **Program Efficiencies and Reductions—(\$47,272)**

The FY 2017 recommended budget for this department, division, unit, office includes a comprehensive effort to identify potential program reductions and efficiencies. Stakeholders including community partners and employee union representatives participated in the program efficiencies and reduction process.

There is reduction of \$38,608 and a 1.0 instructional materials assistant position. In addition, there is a reduction of \$6,664 for vehicle operations and \$2,000 for office supplies. These reductions can be made as result of overall efficiencies within the department.

### Procurement Unit—353

#### **FY 2017 Recommended Budget**

The FY 2017 recommended budget for this unit is \$896,202, an increase of \$11,458 over the current FY 2016 budget. An explanation of this change follows.

#### **Same Service Level Changes—\$13,058**

##### *Continuing Salary Costs—\$13,058*

There is an increase of \$13,058 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also

includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

#### **Program Efficiencies and Reductions—(\$1,600)**

The FY 2017 recommended budget for this unit includes a comprehensive effort to identify potential program reductions and efficiencies. Stakeholders including community partners and employee union representatives participated in the program efficiencies and reduction process.

There is reduction of \$800 for office supplies and \$800 for local travel mileage reimbursements. These reductions can be made as result of overall efficiencies within the unit.

### Division of Editorial, Graphics, Publishing and Services—417

#### **FY 2017 Recommended Budget**

The FY 2017 recommended budget for this division is \$4,739,977 a decrease of \$32,051 from the current FY 2016 budget. An explanation of this change follows.

#### **Same Service Level Changes—\$66,865**

##### *Continuing Salary Costs—\$66,865*

There is an increase of \$66,865 for continuing salary costs for current employees. Included in this amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015, that is offset by reductions for staff turnover.

##### *Realignments to Meet Expenditure Requirements and Priorities—\$0*

Realignments are budgeted to address priority spending needs in this division. There is an increase of \$98,661 for instructional materials for systemwide school publications, and \$2,400 for non-training stipends related to TeamWorks copier maintenance in schools. There is a corresponding decrease of \$64,200 for program supplies, and a decrease of \$36,861 for contractual maintenance on copiers.

#### **Program Efficiencies and Reductions—(\$98,916)**

The FY 2017 recommended budget for this department, division, unit, office includes a comprehensive effort to identify potential program reductions and efficiencies. Stakeholders including community partners and employee union representatives participated in the program efficiencies and reduction process.

There is reduction of \$36,911 and a 1.0 printing equipment operator position. In addition, there is a reduction of \$56,000 for instructional materials, \$4,000 for contractual services, and \$2,005 for overtime. These reductions can be made as a result of overall efficiencies within the division.



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

Kathleen C. Lazor, Director II

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	58,000	58,000	58,000	<b>57,000</b>	(1,000)
Position Salaries	\$3,611,120	\$4,323,295	\$4,323,295	<b>\$4,168,527</b>	(\$154,768)
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		535,790	535,790	<b>446,506</b>	(89,284)
Other		35,083	35,083	<b>35,785</b>	702
Subtotal Other Salaries	643,876	570,873	570,873	<b>482,291</b>	(88,582)
<b>Total Salaries &amp; Wages</b>	4,254,996	4,894,168	4,894,168	<b>4,650,818</b>	(243,350)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		63,922	63,922	<b>63,922</b>	
<b>Total Contractual Services</b>	72,664	63,922	63,922	<b>63,922</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		32,860	32,860	<b>32,860</b>	
Office		6,668	6,668	<b>2,668</b>	(4,000)
Other Supplies & Materials		382,732	382,732	<b>382,732</b>	
<b>Total Supplies &amp; Materials</b>	396,627	422,260	422,260	<b>418,260</b>	(4,000)
<b>04 Other</b>					
Local/Other Travel		2,767	2,767	<b>1,717</b>	(1,050)
Insur & Employee Benefits					
Utilities					
Miscellaneous		144,243	144,243	<b>188,629</b>	44,386
<b>Total Other</b>	304,763	147,010	147,010	<b>190,346</b>	43,336
<b>05 Equipment</b>					
Leased Equipment		655,091	655,091	<b>707,091</b>	52,000
Other Equipment		36,488	36,488	<b>36,488</b>	
<b>Total Equipment</b>	705,829	691,579	691,579	<b>743,579</b>	52,000
<b>Grand Total</b>	<b>\$5,734,879</b>	<b>\$6,218,939</b>	<b>\$6,218,939</b>	<b>\$6,066,925</b>	(\$152,014)

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

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
	<b>351 Department of Materials Management</b>						
1	Q Director II		1.000	1.000	1.000	<b>1.000</b>	
1	K Materials Mgt Oper Mgr		1.000	1.000	1.000	<b>1.000</b>	
1	18 Communications Support Spec		1.000	1.000	1.000	<b>1.000</b>	
1	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	
	<b>352 Supply and Property Management Unit</b>						
10	H Logistics Specialist		1.000	1.000	1.000	<b>1.000</b>	
10	25 IT Systems Specialist		1.000	1.000	1.000	<b>1.000</b>	
10	23 Business Services Analyst		1.000	1.000	1.000	<b>1.000</b>	
10	21 Property Control Specialist		1.000	1.000	1.000	<b>1.000</b>	
10	19 Auto Technican II Shift 1		1.000	1.000	1.000	<b>1.000</b>	
10	18 Operations Supervisor		5.000	5.000	4.000	<b>4.000</b>	
10	17 Supply Services Supervisor		1.000	1.000	1.000	<b>1.000</b>	
10	14 Mail Supervisor		1.000	1.000	1.000	<b>1.000</b>	
10	14 Operations Assistant		3.000	3.000	4.000	<b>4.000</b>	
10	14 Instruct Materials Asst II		1.000	1.000	1.000	<b>1.000</b>	
10	13 Tractor Trailer Operator		3.000	3.000	3.000	<b>3.000</b>	
10	13 Materials & Property Asst			1.000	1.000	<b>1.000</b>	
10	11 Office Assistant IV		1.500	1.500	1.500	<b>1.500</b>	
10	11 Truck Drive/Whr Wkr Shift 1		23.000	23.000	23.000	<b>23.000</b>	
10	9 Warehouse Worker		2.000	2.000	2.000	<b>2.000</b>	
10	8 Auto Service Worker Shift 1		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>46.500</b>	<b>47.500</b>	<b>47.500</b>	<b>47.500</b>	
	<b>354 Media Processing Services Unit</b>						
2	22 Buyer II		1.000	1.000	1.000	<b>1.000</b>	
2	20 Processing Center Librarian		1.500	1.500	1.500	<b>1.500</b>	
2	14 Instruct Materials Asst II		1.000	1.000	1.000	<b>1.000</b>	
2	13 Materials & Property Asst		1.000	1.000	1.000	<b>1.000</b>	
2	12 Instruct Materials Asst I		2.000	2.000	2.000	<b>1.000</b>	(1.000)
	<b>Subtotal</b>		<b>6.500</b>	<b>6.500</b>	<b>6.500</b>	<b>5.500</b>	<b>(1.000)</b>
	<b>355 Video Services Unit</b>						
2	13 Materials & Property Asst		1.000				
	<b>Subtotal</b>		<b>1.000</b>				
	<b>Total Positions</b>		<b>58.000</b>	<b>58.000</b>	<b>58.000</b>	<b>57.000</b>	<b>(1.000)</b>

# Editorial, Graphics, and Publishing Services

Supervisor (O)	1.0
Printing Supervisor (H)	1.0
Publications Supervisor (G)	2.0
Publications Art Director (23)	1.0
Communications Specialist/Web Producer (21)	1.0
Electronic Graphic Artist (20)	1.0
Graphic Designer I (18)	2.0
Printing Equipment Operator IV (18)	2.0
Equipment Mechanic (17)	1.0
Customer Service Specialist (16)	2.0
Printing Equipment Operator III (16)	2.0
Copier Repair Technician (15)	5.0
Administrative Secretary I (14)	1.0
Printing Equipment Operator II (14)	5.5
Printing Equipment Operator I (11)	6.0

# Editorial, Graphics and Publishing Services - 417

Kathleen C. Lazor, Director II

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	35,500	34,500	34,500	<b>33,500</b>	(1,000)
Position Salaries	\$2,285,131	\$2,300,102	\$2,300,102	<b>\$2,324,546</b>	\$24,444
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends		181,600	181,600	<b>187,632</b>	6,032
Professional Part Time					
Supporting Services Part Time		54,214	54,214	<b>55,298</b>	1,084
Other		39,734	39,734	<b>38,523</b>	(1,211)
Subtotal Other Salaries	252,112	275,548	275,548	<b>281,453</b>	5,905
<b>Total Salaries &amp; Wages</b>	<b>2,537,243</b>	<b>2,575,650</b>	<b>2,575,650</b>	<b>2,605,999</b>	30,349
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		470,939	470,939	<b>430,078</b>	(40,861)
<b>Total Contractual Services</b>	449,236	470,939	470,939	<b>430,078</b>	(40,861)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		872,576	872,576	<b>915,237</b>	42,661
Office					
Other Supplies & Materials		612,200	612,200	<b>548,000</b>	(64,200)
<b>Total Supplies &amp; Materials</b>	1,542,646	1,484,776	1,484,776	<b>1,463,237</b>	(21,539)
<b>04 Other</b>					
Local/Other Travel		1,000	1,000	<b>500</b>	(500)
Insur & Employee Benefits					
Utilities					
Miscellaneous		8,133	8,133	<b>8,633</b>	500
<b>Total Other</b>	7,616	9,133	9,133	<b>9,133</b>	
<b>05 Equipment</b>					
Leased Equipment		231,530	231,530	<b>231,530</b>	
Other Equipment					
<b>Total Equipment</b>	210,896	231,530	231,530	<b>231,530</b>	
<b>Grand Total</b>	<b>\$4,747,637</b>	<b>\$4,772,028</b>	<b>\$4,772,028</b>	<b>\$4,739,977</b>	(\$32,051)

## Editorial Graphics & Publishing Services - 417

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
1	O Supervisor		1.000	1.000	1.000	<b>1.000</b>	
10	H Printing Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	G Publications Supervisor		1.000	1.000	1.000	<b>1.000</b>	
10	G Publications Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	23 Publications Art Director		1.000	1.000	1.000	<b>1.000</b>	
1	21 Comm Spec/Web Producer		1.000	1.000	1.000	<b>1.000</b>	
1	20 Electronics Graph Artist		1.000	1.000	1.000	<b>1.000</b>	
1	18 Graphics Designer I		2.000	2.000	2.000	<b>2.000</b>	
10	18 Printing Equipment Operator IV		2.000	2.000	2.000	<b>2.000</b>	
10	17 Equipment Mechanic		1.000	1.000	1.000	<b>1.000</b>	
1	16 Customer Service Spec		2.000	2.000	2.000	<b>2.000</b>	
10	16 Printing Equip Operator III		2.000	2.000	2.000	<b>2.000</b>	
1	15 Fiscal Assistant II		1.000				
10	15 Copier Repair Technician		5.000	5.000	5.000	<b>5.000</b>	
1	14 Administrative Secretary I		1.000	1.000	1.000	<b>1.000</b>	
10	14 Printing Equip Operator II		5.500	5.500	5.500	<b>5.500</b>	
10	11 Printing Equip Operator I		7.000	7.000	7.000	<b>6.000</b>	(1.000)
	<b>Total Positions</b>		<b>35.500</b>	<b>34.500</b>	<b>34.500</b>	<b>33.500</b>	<b>(1.000)</b>

# Procurement Unit

Team Leader (M)	1.0
Business Services Analyst (23)	1.0
Buyer II (22)	2.0
Buyer I (18)	3.0
Materials Support Specialist (16)	1.0
Buyer Assistant II (14)	2.0
Buyer Assistant I (12)	1.0

## Procurement Unit - 353

Kathleen C. Lazor, Director II

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	11,000	11,000	11,000	11,000	
Position Salaries	\$818,227	\$875,869	\$875,869	\$888,927	\$13,058
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>	818,227	875,869	875,869	888,927	13,058
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		750	750	750	
<b>Total Contractual Services</b>	18,113	750	750	750	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		4,500	4,500	3,700	(800)
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	3,835	4,500	4,500	3,700	(800)
<b>04 Other</b>					
Local/Other Travel		3,625	3,625	2,825	(800)
Insur & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	1,604	3,625	3,625	2,825	(800)
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$841,779</u>	<u>\$884,744</u>	<u>\$884,744</u>	<u>\$896,202</u>	<u>\$11,458</u>

# Procurement Unit - 353

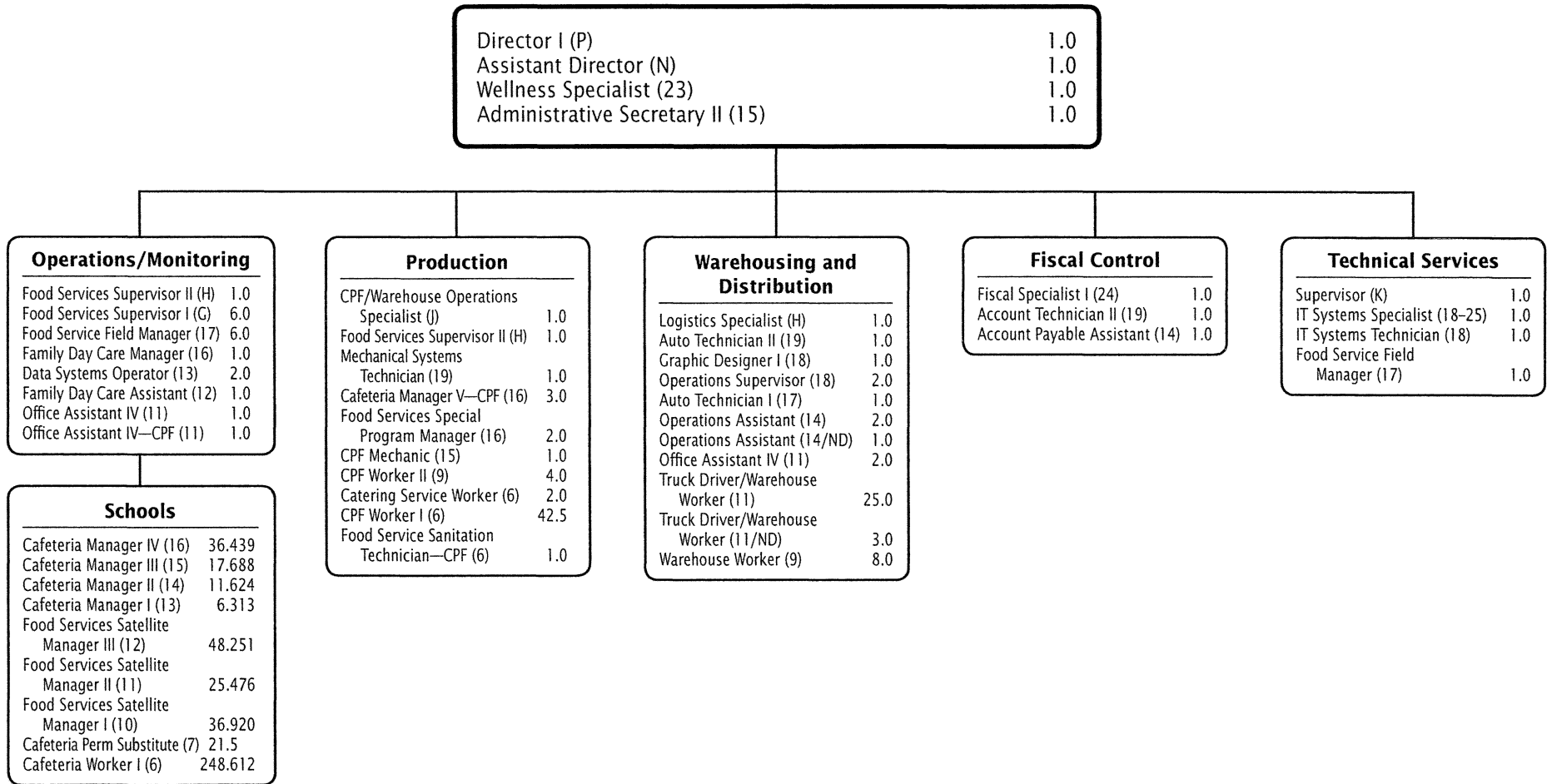
Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
1	M Team Leader		1.000	1.000	1.000	<b>1.000</b>	
1	23 Business Services Analyst		1.000	1.000	1.000	<b>1.000</b>	
1	22 Buyer II		2.000	2.000	2.000	<b>2.000</b>	
1	18 Buyer I		3.000	3.000	3.000	<b>3.000</b>	
1	16 Materials Support Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	14 Buyer Assistant II		2.000	2.000	2.000	<b>2.000</b>	
1	12 Buyer Assistant I		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>11.000</b>	<b>11.000</b>	<b>11.000</b>	<b>11.000</b>	



# Division of Food and Nutrition Services

Chapter 7 – 97



F.T.E. Positions 588.323

(The 452.823 positions in schools also are shown on K–12 charts in Chapter 1)

ND Night Differential = Shift 3

**MISSION** *The mission of the Division of Food and Nutrition Services (DFNS) is to provide a variety of appealing, high-quality, and nutritious meals in a cost-effective and efficient operation. Dedicated employees empowered to promote successful students serve meals in an innovative learning environment, respectful of each student's needs and differences.*

**MAJOR FUNCTIONS**

**Child Nutrition Program Administration**

DFNS provides breakfast and lunch in all school cafeterias, alternative sites, and the Lathrop E. Smith 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 78 schools, and the Fresh Fruit and Vegetable Program in three elementary schools. It administers the Free and Reduced-price Meals System (FARMS) program for students, provides meals to low-income children during the summer, and monitors meal service in licensed family child-care homes. The division also participates in the at-risk, after-school snack and after-school supper program to students up to age 18 in eligible school-based programs. It provides nutrition education services and meals to nonprofit child-care centers and after-school programs.

**Promotion of Nutrition Education and the Wellness Policy**

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

**Central Production Facility Management**

The central production facility prepares 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.

**Central Warehouse Management**

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.

**ACCOMPLISHMENTS AND INITIATIVES**

- » The county's changing economics and demographics are creating a change in the number of students eligible for free and reduced-price meals. In FY 2006, the FARMS application changed from an individual student application to a household application. Beginning with the 2006–2007 school year, the meal benefit application is preprinted with student information. The form has been revised, with input from stakeholders, for ease of completion. At the end of FY 2015, 36.3 percent of the student population was eligible to participate in FARMS. This was an increase of almost 1 percent from FY 2014. During FY 2016, DFNS will continue to not charge eligible students the 30-cents reduced price for breakfast. This will continue to encourage more students who are most in need to participate in the breakfast program.
- » MCPS continues to plan menus to provide well-balanced, nutritious, and affordable meals that students enjoy and that help prepare them to learn. Menus are planned to provide a variety of offerings and meet the varied needs of our customers. Students and staff are accepting the lower fat and vegetarian options that are part of the daily offerings in school cafeterias. Fifty-six elementary schools have received the Silver level award for the Healthy U.S. School Challenge, an award given by the United States Department of Agriculture (USDA). All 132 MCPS elementary schools have received the Bronze level of this award. Focus groups are held with parents and students at the elementary, middle, and high school levels to hear their perceptions and feedback on meal quality and value and the customer service provided by the division's staff. When possible, program changes are implemented based on the responses. Cafeteria managers share their best practices at training meetings.
- » The division has been addressing the childhood overweight and obesity epidemic actively through collaboration with nutrition and physical education programs. The division has fully implemented guidance provided by the USDA and the Maryland State Department of Education (MSDE) in the implementation of the à la carte program and supports schools' implementation. DFNS staff works directly with the various companies providing vending services. The division, along with the Division of Procurement, has been successful in implementing a systemwide vending contract for snacks and beverages. Staff has been involved in community forums related to childhood obesity.
- » Division staff collaborates with school staff and the community to provide a coordinated approach that empowers students to make healthy food choices and become more physically active. Successful initiatives focus on efforts to improve the health of students by increasing their awareness of the impact of good nutrition and regular physical activity. Division staff members are active participants on the School Health Council, Commission on Health, Healthy Montgomery,

and MCPS Action for Healthy Kids, as well as Maryland Action for Healthy Kids.

- » The division has been an active participant in the Maryland Meals for Achievement (MMFA) program since 1998. There are 78 schools currently participating in the program for the 2015–2016 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.
- » MCPS is the sponsor of the Summer Food Service Program, serving meals during the summer months to students of low-income families. During FY 2015, 159,765 breakfasts and 257,718 lunches were served. Additionally, there were 12 walk-in sites serving students. Beginning in June 2013, schools with large summer programs operated with cafeteria staff providing hot meals to the 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.
- » Centralized and automated food service operations keep food cost well below the industry standard. In FY 2013, food cost was 30 percent of revenue compared with the industry standard of 45 percent.
- » The division operates as an enterprise fund and maintains a fiscally sound program. The *National School Lunch Act* requires the division to operate at a break-even point.

**PERFORMANCE MEASURES**

**Performance Measure:** Elementary lunch participation reaches 52 percent of enrollment by FY 2016.

FY 2015 Actual	FY 2016 Estimated	FY 2017 Recommended
50.1%	52%	52.5%

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

**Performance Measure:** Secondary school meal participation reaches 28 percent of enrollment by FY 2016.

FY 2015 Actual	FY 2016 Estimated	FY 2017 Recommended
26%	28%	28.5%

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

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

FY 2015 Actual	FY 2016 Estimated	FY 2017 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.

**OVERVIEW OF BUDGET CHANGES**

**FY 2017 Recommended Budget**

The FY 2017 recommended budget for this fund is \$53,967,269, an increase of \$800,390 over the current FY 2016 budget. An explanation of this change follows.

**Same Service Level Changes—\$800,390**

*Continuing Salary Costs—\$800,390*

There is an increase of \$800,390 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

*Realignments to Meet Expenditure Requirements and Priorities—\$0*

There are a number of realignments budgeted to address priority spending needs within this fund. There is \$450,000 realigned among and between supplies and materials accounts budgeted within the fund. The realignments are neutral overall and reflect the actual costs and operations of this fund. In addition, there is \$120,000 realigned from supporting services part-time salaries to contractual services to provide for additional expenses related to the Child Care Food program.

<b>Selected Expenditure Information</b>			
Supplies and Materials for Division of Food and Nutrition Services			
	FY 2016	FY 2017	
	<u>Current Budget</u>	<u>Budget</u>	<u>Change</u>
Meat, Fish, and Poultry	\$4,323,577	\$4,173,577	(150,000)
Fruits and Vegetables	2,124,541	2,024,541	(100,000)
Dairy Products	3,964,341	4,064,341	100,000
Groceries	2,668,429	2,568,429	(100,000)
Bakery Goods	2,208,744	2,533,744	325,000
Ice Cream	150,240	175,240	25,000
Disposables	1,675,825	1,575,825	(100,000)
Other	229,800	229,800	-
<b>Total</b>	<u><u>\$17,345,497</u></u>	<u><u>\$17,345,497</u></u>	<u><u>-</u></u>

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

Marla Caplon, Director I

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	585.448	585.448	585.448	<b>588.323</b>	2.875
Position Salaries	\$18,969,668	\$21,138,073	\$21,138,073	<b>\$21,938,463</b>	\$800,390
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		527,750	527,750	<b>467,750</b>	(60,000)
Other		325,084	325,084	<b>265,084</b>	(60,000)
Subtotal Other Salaries	1,175,789	852,834	852,834	<b>732,834</b>	(120,000)
<b>Total Salaries &amp; Wages</b>	20,145,457	21,990,907	21,990,907	<b>22,671,297</b>	680,390
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,352,313	1,352,313	<b>1,472,313</b>	120,000
<b>Total Contractual Services</b>	1,563,445	1,352,313	1,352,313	<b>1,472,313</b>	120,000
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		17,345,497	17,345,497	<b>17,345,497</b>	
<b>Total Supplies &amp; Materials</b>	19,035,693	17,345,497	17,345,497	<b>17,345,497</b>	
<b>04 Other</b>					
Local/Other Travel		81,897	81,897	<b>81,897</b>	
Insur & Employee Benefits		11,876,995	11,876,995	<b>11,876,995</b>	
Utilities					
Miscellaneous		185,202	185,202	<b>185,202</b>	
<b>Total Other</b>	11,474,031	12,144,094	12,144,094	<b>12,144,094</b>	
<b>05 Equipment</b>					
Leased Equipment		298,268	298,268	<b>298,268</b>	
Other Equipment		35,800	35,800	<b>35,800</b>	
<b>Total Equipment</b>	447,501	334,068	334,068	<b>334,068</b>	
<b>Grand Total</b>	<b>\$52,666,127</b>	<b>\$53,166,879</b>	<b>\$53,166,879</b>	<b>\$53,967,269</b>	<b>\$800,390</b>

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

Marla Caplon, Director I

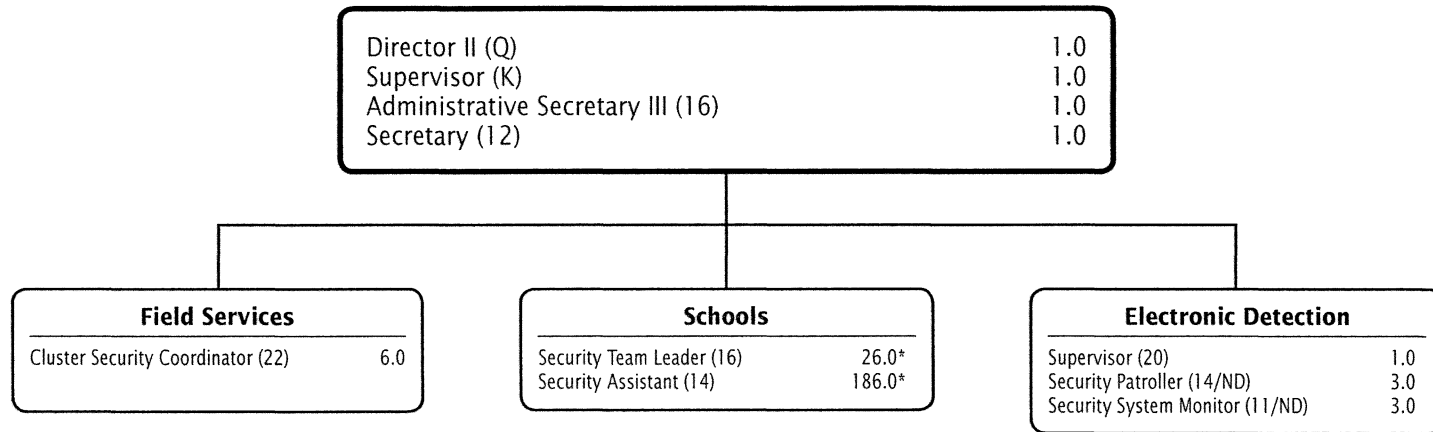
CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
61	P Director I		1.000	1.000	1.000	<b>1.000</b>	
61	N Assistant Director I		1.000	1.000	1.000	<b>1.000</b>	
61	K Supervisor		1.000	1.000	1.000	<b>1.000</b>	
61	J CPF/Warehouse Operations Spec		1.000	1.000	1.000	<b>1.000</b>	
61	H Food Services Supervisor II		2.000	2.000	2.000	<b>2.000</b>	
61	H Logistics Specialist		1.000	1.000	1.000	<b>1.000</b>	
61	G Food Services Supervisor I		6.000	6.000	6.000	<b>6.000</b>	
61	25 IT Systems Specialist		1.000	1.000	1.000	<b>1.000</b>	
61	24 Fiscal Specialist I		1.000	1.000	1.000	<b>1.000</b>	
61	23 Wellness Specialist		1.000	1.000	1.000	<b>1.000</b>	
61	19 Account Technician II		1.000	1.000	1.000	<b>1.000</b>	
61	19 Auto Technican II Shift 1		1.000	1.000	1.000	<b>1.000</b>	
61	19 Mechanical Systems Tech Shft 1		1.000	1.000	1.000	<b>1.000</b>	
61	18 IT Systems Technician		1.000	1.000	1.000	<b>1.000</b>	
61	18 Graphics Designer I		1.000	1.000	1.000	<b>1.000</b>	
61	18 Operations Supervisor		2.000	2.000	2.000	<b>2.000</b>	
61	17 Food Service Field Manager		6.000	6.000	6.000	<b>6.000</b>	
61	17 Food Svcs Field Manager 12 mo		1.000	1.000	1.000	<b>1.000</b>	
61	17 Auto Technican I Shift 1					<b>1.000</b>	1.000
61	16 Cafeteria Manager IV	X	38.002	35.314	35.314	<b>36.439</b>	1.125
61	16 Food Svcs Spec Prog Mgr		2.000	2.000	2.000	<b>2.000</b>	
61	16 CPF Manager V		1.000	1.000	1.000	<b>1.000</b>	
61	16 CPF Manager V		2.000	2.000	2.000	<b>2.000</b>	
61	16 Family Day Care Manager		1.000	1.000	1.000	<b>1.000</b>	
61	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
61	15 Cafeteria Manager III	X	18.375	18.813	18.813	<b>17.688</b>	(1.125)
61	15 CPF Mechanic		1.000	1.000	1.000	<b>1.000</b>	
61	14 Accounts Payable Assistant		1.000	1.000	1.000	<b>1.000</b>	
61	14 Cafeteria Manager II	X	9.312	7.749	7.749	<b>7.749</b>	
61	14 Cafeteria Manager II 9 mo		3.875	3.875	3.875	<b>3.875</b>	
61	14 Operations Assistant		2.000	2.000	2.000	<b>2.000</b>	
61	14 Operations Assist Shift 3		1.000	1.000	1.000	<b>1.000</b>	
61	13 Data Systems Operator		2.000	2.000	2.000	<b>2.000</b>	
61	13 Cafeteria Manager I	X	4.625	5.438	5.438	<b>6.313</b>	.875
61	12 Food Svcs Satellite Mgr III		38.626	47.376	47.376	<b>48.251</b>	.875
61	12 Family Day Care Assistant		1.000	1.000	1.000	<b>1.000</b>	
61	11 Office Assistant IV		3.000	3.000	3.000	<b>3.000</b>	
61	11 Office Assistant IV CPF	X	1.000	1.000	1.000	<b>1.000</b>	
61	11 Food Svcs Satellite Mgr II		34.476	28.601	28.601	<b>25.476</b>	(3.125)
61	11 Auto Tech Apprentice Shift 1		1.000	1.000	1.000		(1.000)
61	11 Truck Drive/Whr Wkr Shift 1		8.000	8.000	8.000	<b>8.000</b>	
61	11 Truck Drive/Wkr Shift 1		15.000	17.000	17.000	<b>17.000</b>	
61	11 Truck Drive/Wrh Wkr Shift 3		6.000	4.000	4.000	<b>3.000</b>	(1.000)

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

Marla Caplon, Director I

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
61	10 Food Svcs Satellite Mgr I		39.545	34.670	34.670	<b>36.920</b>	2.250
61	9 Warehouse Worker	X	6.000	6.000	6.000	<b>6.000</b>	
61	9 Warehouse Worker		2.000	2.000	2.000	<b>2.000</b>	
61	9 CPF Worker II	X	4.000	4.000	4.000	<b>4.000</b>	
61	7 Cafeteria Perm Substitute		20.000	21.500	21.500	<b>21.500</b>	
61	6 Cafeteria Worker I 9 mo		74.477	67.477	67.477	<b>67.477</b>	
61	6 Cafeteria Worker I	X	167.635	178.135	178.135	<b>181.135</b>	3.000
61	6 CPF Worker I	X	38.500	42.500	42.500	<b>42.500</b>	
61	6 Catering Services Worker	X	2.000	2.000	2.000	<b>2.000</b>	
61	6 Food Svc Sanit Tech CPF	X	4.000				
61	6 Food Svc Sanit Tech CPF		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>585.448</b>	<b>585.448</b>	<b>585.448</b>	<b>588.323</b>	<b>2.875</b>

# Department of School Safety and Security



F.T.E. Positions 17.0

(\*The 212.0 positions in schools also are shown on K-12 charts in Chapter 1 and Office of Special Education and Student Services in Chapter 5)

ND Night Differential = Shifts 2 and 3



**MISSION** *The mission of the Department of School Safety and Security (DSSS) is to promote a safe and secure learning and working environment for students and staff through interactive partnerships with the extended school community and public safety partners.*

**MAJOR FUNCTIONS**

**Comprehensive School System Emergency Preparedness**

DSSS staff members design, develop, and conduct safety and security training programs for all security staff, school-based administrators, and all other school- and facility-based staff. DSSS is responsible for developing overall school system emergency response protocols and working in partnership with public safety agencies to mitigate emergency scenarios that affect the school system. Staff provides security support and performs security assessments for all existing schools and facilities. Staff investigates and recommends corrective action regarding serious security issues and responds to critical incidents that occur in schools and facilities. DSSS staff reviews and assesses the readiness of all staff to react in emergency situations and develop lesson-learned summaries for review with MCPS stakeholders and public safety partners.

**School Security Program Infrastructure Development and Management**

DSSS staff members facilitate the design and installation of all security systems. These systems include, but are not limited to, access control systems, visitor management systems, and digital surveillance systems. Staff works with selected security contractors and MCPS technology staff to survey and study all new security technology. DSSS staff members perform site evaluations and review construction plans for safety and security concerns in new and modernization construction projects.

**Staffing Management**

The director and his designee are responsible for assisting in the development of security position job descriptions and professional expectations. Staff coordinates with the MCPS Office of Human Resources and Development staffing analyst to review all prospective employee applications and conduct screening interviews. Department cluster security coordinators actively participate in all school-based interviews of security personnel. The department director and supervisor participate in all school-based interviews of security team leader candidates.

**24-Hour Facility and Property Security**

The DSSS Electronic Detection Section monitors perimeter intrusion, motion detectors, glass breakage, refrigeration, boiler, and power outage alarms at all MCPS schools and facilities after hours, on weekends, and on holidays. Security patrollers respond to schools and facilities for reports of alarms, burglaries, vandalism, suspicious individuals, trespassers, and various other calls for service.

**ACCOMPLISHMENTS AND INITIATIVES**

- » DSSS staff developed district protocols, trained school-based staff, and monitored the use of security equipment, including closed-circuit television, access control, and visitor management systems. Training included the viewing and downloading of images from the camera systems, establishing timeframes for securing the buildings' exterior doors, and methods for checking identification and issuing badges to visitors. DSSS continues to work with schools and other MCPS departments to maintain these systems.
- » DSSS staff developed and organized the implementation of two student mentoring programs called Courageous Young Men and Amazing Young Ladies. These programs promote and enhance the development of positive learning and social skills among MCPS middle school students. These one-week programs are supported by other MCPS departments and county agencies with oversight and evaluation by DSSS staff.

**PERFORMANCE MEASURES**

**Performance Measure:** Number of districtwide emergency preparedness training sessions for administrative, professional, and support staff

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
32	32	65

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

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

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
95%	95%	100%

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

**Performance Measure:** Percentage of schools that have submitted their school emergency plans, prior to the beginning of the school year, as required.

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
94%	98%	100%

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

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

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
80%	80%	100%

**Explanation:** Percentage of OSET staff members who completed the training and are knowledgeable about MCPS emergency procedures. Percentages take into account annual turnover of school-based staff.

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

FY 2015 Actual	FY 2016 Estimate	FY 2017 Recommended
90%	90%	100%

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

## OVERVIEW OF BUDGET CHANGES

### FY 2017 Recommended Budget

The FY 2017 recommended budget for this department is \$1,893,596, a decrease of \$66,293 from the current FY 2016 budget. An explanation of this change follows.

#### **Same Service Level Changes—\$35,447**

##### *Continuing Salary Costs—\$35,447*

There is an increase of \$35,447 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2.0 percent that eligible employees will receive on September 3, 2016. In addition, all eligible employees who did not receive a step increase in FY 2012 due to the negotiated deferral of step increases will receive one additional step on the salary schedule effective March 4, 2017. The amount also includes the annualized cost of the FY 2016 salary step and 2.0 percent GWA employees received on October 17, 2015.

#### **Program Efficiencies and Reductions—(\$101,740)**

The FY 2017 recommended budget for this department includes a comprehensive effort to identify potential program reductions and efficiencies. Stakeholders including community partners and employee union representatives participated in the program efficiencies and reduction process.

There is a reduction of \$43,934 and a 1.0 office security monitor position and \$39,654 and a 1.0 security patroler position. The responsibilities of these positions will be assumed by other staff in the department. In addition, there are reductions of \$13,852 for non-training stipends, \$3,300 for program supplies, and \$1,000 for training supplies. These reductions can be made as result of overall efficiencies within the department.

# Department of School Safety and Security - 337

**Robert B. Hellmuth, Director II**

Description	FY 2015 Actual	FY 2016 Budget	FY 2016 Current	FY 2017 Request	FY 2017 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	19,000	19,000	19,000	<b>17,000</b>	(2,000)
Position Salaries	\$1,440,997	\$1,518,521	\$1,518,521	<b>\$1,466,839</b>	(\$51,682)
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends		15,000	15,000	<b>1,448</b>	(13,552)
Professional Part Time					
Supporting Services Part Time		131,438	131,438	<b>134,067</b>	2,629
Other		30,620	30,620	<b>31,232</b>	612
Subtotal Other Salaries	173,944	177,058	177,058	<b>166,747</b>	(10,311)
<b>Total Salaries &amp; Wages</b>	<b>1,614,941</b>	<b>1,695,579</b>	<b>1,695,579</b>	<b>1,633,586</b>	(61,993)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		59,410	59,410	<b>59,410</b>	
<b>Total Contractual Services</b>	58,236	59,410	59,410	<b>59,410</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,355	3,355	<b>3,355</b>	
Other Supplies & Materials		148,245	148,245	<b>143,945</b>	(4,300)
<b>Total Supplies &amp; Materials</b>	58,691	151,600	151,600	<b>147,300</b>	(4,300)
<b>04 Other</b>					
Local/Other Travel		250	250	<b>250</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		3,050	3,050	<b>3,050</b>	
<b>Total Other</b>	149	3,300	3,300	<b>3,300</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		50,000	50,000	<b>50,000</b>	
<b>Total Equipment</b>	45,492	50,000	50,000	<b>50,000</b>	
<b>Grand Total</b>	<b>\$1,777,509</b>	<b>\$1,959,889</b>	<b>\$1,959,889</b>	<b>\$1,893,596</b>	(\$66,293)

## Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

CAT	DESCRIPTION	10 Mon	FY 2015 ACTUAL	FY 2016 BUDGET	FY 2016 CURRENT	FY 2017 REQUEST	FY 2017 CHANGE
10	Q Director II		1.000	1.000	1.000	<b>1.000</b>	
10	K Supervisor		1.000	1.000	1.000	<b>1.000</b>	
10	22 Cluster Security Coordinator		6.000	6.000	6.000	<b>6.000</b>	
10	20 Supv Electronic Detection		1.000	1.000	1.000	<b>1.000</b>	
10	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
10	14 Office Security Monitor		1.000	1.000	1.000		(1.000)
10	14 Security Patroller Shift 2		2.000	2.000	2.000	<b>2.000</b>	
10	14 Security Patroller Shift 3		2.000	2.000	2.000	<b>1.000</b>	(1.000)
10	12 Secretary		1.000	1.000	1.000	<b>1.000</b>	
10	11 Security Sys Monitor Shft 2		2.000	2.000	2.000	<b>2.000</b>	
10	11 Security Sys Monitor Shift 3		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>19.000</b>	<b>19.000</b>	<b>19.000</b>	<b>17.000</b>	<b>(2.000)</b>