

School Safety and Security

Program Description and Alignment with the Strategic Plan

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

Major functions and activities include the following:

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

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

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

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

School Safety and Security (continued)

Also, security staff is mindful of their loss/crime prevention responsibilities. A multifaceted safety and security program is critical to creating a safe and secure learning environment and for protecting the school system's assets.

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

Program Funding

For FY 2012 it is projected that this program will be funded entirely by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$10,244,824. Included is \$2,745,466 from the Middle Schools budget, \$5,745,707 from the High Schools budget, and \$1,753,651 from the Department of School Safety and Security. There are no significant program changes for FY 2012.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Middle Schools: Page 1-13

High Schools: Page 1-21

Department of School Safety and Security: Page 6-117

Information on the MCPS strategic plan strategies and initiatives of these units can be found beginning on Page 12 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

SCHOOL SAFETY AND SECURITY

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	227,000	227,000	
Position Salaries	\$10,051,433	\$9,971,433	\$(80,000)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	120,387	120,387	
Other	29,605	29,605	
Subtotal Other Salaries	149,992	149,992	
Total Salaries & Wages	10,201,425	10,121,425	(80,000)
02 Contractual Services			
Consultants			
Other Contractual	66,265	57,000	(9,265)
Total Contractual Services	66,265	57,000	(9,265)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	2,605	2,605	
Other Supplies & Materials	56,000	56,000	
Total Supplies & Materials	58,605	58,605	
04 Other			
Local/Other Travel	512	250	(262)
Insur & Employee Benefits			
Utilities			
Miscellaneous	1,000	850	(150)
Total Other	1,512	1,100	(412)
05 Equipment			
Leased Equipment	12,044	6,694	(5,350)
Other Equipment			
Total Equipment	12,044	6,694	(5,350)
Grand Total	<u>\$10,339,851</u>	<u>\$10,244,824</u>	<u>\$(95,027)</u>

SCHOOL SAFETY AND SECURITY

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
10	Q Director II		1.000	1.000	
10	K Supervisor		1.000	1.000	
10	25 Safety & Staff Dev Manager		1.000	1.000	
10	22 Cluster Security Coordinator		6.000	6.000	
10	19 Supv Electronic Detection		1.000	1.000	
2	16 Security Team Leader	X	25.000	25.000	
10	16 Administrative Secretary III		1.000	1.000	
2	14 Security Assistant	X	69.000	69.000	
2	14 Security Assistant	X	112.000	112.000	
2	14 Security Assistant	X	1.000	1.000	
10	14 Security Patroller Shift 1				
10	14 Security Patroller Shift 2		3.000	3.000	
10	14 Security Patroller Shift 3		2.000	2.000	
10	12 Secretary		1.000	1.000	
10	11 Security Sys Monitor Shft 2		2.000	2.000	
10	11 Security Sys Monitor Shift 3		1.000	1.000	
	Total Positions		227.000	227.000	

Plant Operations and Maintenance

Program Description and Alignment with the Strategic Plan

The Plant Operations and Maintenance program includes activities within the divisions of School Plant Operations and Maintenance.

The Division of School Plant Operations (SPO) provides support services to ensure Montgomery County Public Schools (MCPS) facilities are clean and provide healthy learning environments; heating/ventilation/air conditioning equipment is operating properly; quality standards are maintained; emergency conditions are remediated; cleaning equipment is available and operating properly; and community use activities are supported.

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

The plant operations and maintenance functions are aligned with the MCPS strategic plan Goals 4 and 5 of creating a positive work environment in a self-renewing organization and providing quality business services that are essential to ensure student learning and success.

School Plant Operations accomplishes its work through the following activities:

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

Maintenance accomplishes its work through the following activities:

- Providing repair and preventive maintenance services at all MCPS facilities.
- Providing grounds maintenance services, such as grass cutting for large fields and snow and ice removal for driveways and parking lots

Plant Operations and Maintenance

(continued)

- Providing facility-related environmental services such as indoor air quality (IAQ) assessments and management plans; fire and life safety code compliance; recycling; trash removal; hazardous waste management and disposal; integrated pest management services; water quality testing; underground storage tank management and removal; and management of asbestos-containing materials.
- Managing the replacement of building components funded in the capital budget, such as Planned Life-cycle Asset Replacement (PLAR), Heating/Ventilation/Air Conditioning Replacement, and Roof Replacement programs
- Operating and maintaining computerized controls for heating and cooling systems

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

Program Funding

For FY 2012 it is projected that program will be funded entirely by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$88,359,164. Included is \$58,458,227 from the Division of School Plant Operations and \$29,900,937 from the Division of Maintenance. There is an increase of \$200,000 to the program budget to fund the expected costs of EPA, State and local mandates related to stormwater management and fats, oils, and greases (FOG).

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Division of Maintenance: 6-69

Division of School Plant Operations: 6-77

Information on the MCPS strategic plan strategies and initiatives of these units can be found beginning on Page 33 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

PLANT OPERATIONS & MAINTENANCE

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	1,680,200	1,697,200	17,000
Position Salaries	\$76,988,376	\$76,429,700	\$(58,676)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	373,523	373,523	
Other	1,202,665	1,202,665	
Subtotal Other Salaries	1,576,188	1,576,188	
Total Salaries & Wages	78,564,564	78,005,888	(558,676)
02 Contractual Services			
Consultants	21,755	21,755	
Other Contractual	2,138,785	2,138,785	
Total Contractual Services	2,160,540	2,160,540	
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	1,299	1,299	
Other Supplies & Materials	5,040,208	5,076,834	36,626
Total Supplies & Materials	5,041,507	5,078,133	36,626
04 Other			
Local/Other Travel	62,159	62,159	
Insur & Employee Benefits			
Utilities	11,000	11,000	
Miscellaneous	1,633,425	1,833,425	200,000
Total Other	1,706,584	1,906,584	200,000
05 Equipment			
Leased Equipment	783,836	783,836	
Other Equipment	424,183	424,183	
Total Equipment	1,208,019	1,208,019	
Grand Total	<u>\$88,681,214</u>	<u>\$88,359,164</u>	<u>\$(322,050)</u>

PLANT OPERATIONS & MAINTENANCE

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
11	P Director I		1.000	1.000	
10	P Director I		1.000	1.000	
11	N Assistant Director I		1.000	1.000	
11	M Team Leader		3.000	3.000	
10	K Assistant to the Director		1.000	1.000	
11	J Maintenance Facility Area Mgr		3.000	3.000	
11	J Capital Impr Construct Supv		1.000	1.000	
10	G Building Service Area Supv		6.000	6.000	
11	25 IT Systems Specialist		1.000	1.000	
11	24 Energy Mgt Supervisor		1.000	1.000	
11	24 Maintenance Automation Spec		1.000	1.000	
11	23 Resource Conservation Asst		2.500	2.500	
11	23 Environmental Specialist		1.000	1.000	
11	23 Maint/Facility Area Asst Mgr		4.000	4.000	
11	22 Energy Management Spec		4.000	4.000	
11	22 Roof Construction Specialist		1.000	1.000	
11	21 Mechanical Systems Supervisor		3.000	3.000	
11	21 Training and Safety Specialist		1.000	1.000	
10	21 Building Service Trainer		1.000	1.000	
11	20 Mech Systems Team Ldr Shft 1		6.000	6.000	
11	20 Electronic Technician Supv		1.000	1.000	
11	20 Mech Systems Team Ldr Shft 2		2.000	2.000	
11	19 Energy Mgt Customer Svc Spec		1.000	1.000	
11	19 Mechanical Systems Tech Shft 1		59.000	59.000	
11	19 Mechanical Systems Tech Shft 2		2.000	2.000	
11	19 General Maint Central Supv		1.000	1.000	
11	19 Electrician Area Supervisor		3.000	3.000	
11	19 Electronic Tech Asst Superv		1.000	1.000	
11	19 Auto Technican II Shift 1		2.000	2.000	
11	19 Mechanical Systems Tech Shft 2		9.000	9.000	
11	18 Fiscal Assistant IV		1.000	1.000	
11	18 Carpentry Area Supervisor		3.000	3.000	
11	18 General Maintenance Area Supv		3.000	3.000	
11	18 Build & Grounds Contracts Asst		3.000	3.000	
11	18 Material Fabrication Sup		1.000	1.000	
11	18 Electronic Technician II		3.000	3.000	
11	18 Industrial Equipment Supv		1.000	1.000	
11	17 Carpentry Asst Area Supv		3.000	3.000	
11	17 Maintenance Electrician II		3.000	3.000	
11	17 Electric Motor Mechanic		1.000	1.000	
11	17 Electronic Technician I		16.000	16.000	
11	17 Paint Specialist		1.000	1.000	
11	17 Equipment Mechanic		1.000	1.000	
11	17 Auto Technican I Shift 1		2.000	2.000	
10	17 Building Service Training Spec		2.000	2.000	
11	16 Maintenance Carpenter II				
11	16 General Maintenance Supervisor		3.000	3.000	

PLANT OPERATIONS & MAINTENANCE

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
11	16 Maintenance Electrician I		18.000	18.000	
11	16 Small Equipment Mechanic		4.000	4.000	
10	16 Building Service Manager VI		2.000	2.000	
10	16 Fiscal Assistant III		1.000	1.000	
11	16 Indoor Air Qual Electrician		1.000	1.000	
11	15 Administrative Secretary II		1.000	1.000	
11	15 Supervisor		1.000	1.000	
11	15 Integr Pest Mgt Assoc II			3.000	3.000
11	15 Maintenance Carpenter I		27.000	27.000	
11	15 Floor Covering Mechanic		6.000	6.000	
11	15 Roof Mechanic		6.000	6.000	
11	15 Glazier		6.000	6.000	
11	15 Tool Mechanic		2.000	2.000	
11	15 Cabinet Maker		1.000	1.000	
11	15 Maintenance Welder		2.000	2.000	
11	15 Mason		2.000	2.000	
10	15 Building Service Manager V		21.000	21.000	
10	15 Administrative Secretary II		1.000	1.000	
10	15 Tool Mechanic		1.000	1.000	
11	14 Admin Operations Secretary		3.000	3.000	
11	14 Administrative Secretary I				
11	14 Mechanical Sys Worker Shift 1		3.000	3.000	
11	14 Mechanical Sys Worker Shift 2		1.000	1.000	
11	14 Locksmith		5.000	5.000	
11	14 Maintenance Painter II		3.000	3.000	
11	14 Water Treatment Tester		2.000	2.000	
11	14 Fire Safety Compliance Tech.		1.000	1.000	
10	14 Build Svc Asst Mgr IV Shft 2		8.000	5.000	(3.000)
10	14 Building Service Manager IV		1.000	1.000	
10	14 Outdoor Ed Facilities Manager		1.000	1.000	
10	14 Building Service Manager IV		1.000	1.000	
11	13 Integr Pest Mgt Assoc I Shf1		4.000	1.000	(3.000)
11	13 General Maintenance Worker III		6.000	6.000	
11	13 Reupholsterer Seamster II		2.000	2.000	
11	13 Maintenance Painter I		5.000	5.000	
10	13 Building Service Manager III		91.000	97.000	6.000
10	13 Building Service Manager III		39.000	39.000	
10	13 Fiscal Assistant I				
10	13 Building Service Manager III		1.000	1.000	
10	13 Building Service Manager III		2.000	2.000	
11	12 Secretary		1.000	1.000	
11	12 Account Assistant II		3.000	3.000	
11	12 Equipment Operator		3.000	3.000	
11	12 Materials Fabrication Worker		4.000	4.000	
10	12 Build Svc Asst Mgr III Shft 2		1.000	1.000	
10	12 Building Service Manager II		40.000	34.000	(6.000)
10	12 Build Svc Asst Mgr III Shft 2		22.000	24.000	2.000

PLANT OPERATIONS & MAINTENANCE

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
10	12 Building Service Manager II		13.000	13.000	
10	12 Building Service Manager II		4.000	4.000	
11	12 HVAC Apprentice		4.000	4.000	
11	11 Roof Maintenance Worker		3.000	3.000	
11	11 Service Writer		1.000	1.000	
11	11 Compactor Truck Operator		4.000	4.000	
10	11 Build Svc Asst Mgr II Shft 2		49.000	55.000	6.000
10	11 Plant Equipment Operator II		25.000	25.000	
10	11 Build Svc Asst Mgr II Shft 2		33.000	34.000	1.000
10	11 Plant Equipment Operator II		1.000	1.000	
10	11 Build Svc Asst Mgr II Shft 2		1.000	1.000	
10	11 Equip Repair/ Mechanic Assist		1.000	1.000	
10	11 Build Svc Asst Mgr II Shft 2			1.000	1.000
11	10 General Maintenance Worker II		34.000	34.000	
10	10 Plant Equipment Operator I		1.000	1.000	
10	10 Build Svcs Asst Mgr I Shft 2		81.000	75.000	(6.000)
10	10 Plant Equipment Operator I		38.000	38.000	
10	10 Outdoor Ed Maint Wkr I Shft 2		3.000	3.000	
10	10 Build Svcs Asst Mgr I Shft 2		9.000	9.000	
10	10 Plant Equipment Operator I		1.000	1.000	
10	10 Build Svcs Asst Mgr I Shft 2		6.000	5.000	(1.000)
11	9 Office Assistant II		1.500	1.500	
11	9 General Maintenance Worker I		17.000	17.000	
11	9 Trash Service Worker		4.000	4.000	
10	6 Building Service Wkr Shft 1		256.500	270.500	14.000
10	6 Building Service Wkr Shft 2		44.000	46.000	2.000
10	6 Building Service Wkr Shft 1		238.000	236.500	(1.500)
10	6 Building Service Wkr Shft 2		235.500	239.000	3.500
10	6 Building Service Wkr Shft 1		27.200	25.700	(1.500)
10	6 Building Service Wkr Shft 2		10.500	11.000	.500
10	6 Building Service Wkr Shft 1		5.500	5.500	
10	6 Building Service Wkr Shft 2		1.000	1.000	
	Total Positions		1,680.200	1,697.200	17.000

Facilities Management and Utilities

Program Description and Alignment with the Strategic Plan

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

The following functions are aligned with the MCPS strategic plan goal of providing high-quality business services that are essential to ensure student learning and success:

- DFM ensures quality facilities are available for student enrollment. The Division of Construction manages the architectural design and construction of new schools, the modernization of aging facilities, relocatable classroom placements, roof replacements, vehicular/pedestrian access improvements, and accessibility improvements for individuals with disabilities to ensure capital projects are completed on schedule.

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

- The systemwide safety director assists schools, departments, and offices in addressing safety concerns and ensuring programs are in place to comply with environmental health, occupational safety, fire safety, and consumer product requirements and guidelines for MCPS schools and facilities.
- DFM also identifies methods for conserving resources and improving efficiency to maximize funding available for educational programs.
- The Energy/Utilities Team develops and manages cutting-edge programs to improve school energy efficiency and conserve resources in collaboration with SERT, and ensures utility rates are procured at the lowest cost possible.
- All divisions and units systematically review key business processes to ensure that best practices are utilized to deliver services and to measure output in a manner that promotes continuous improvement.

Number of Students Served: All MCPS students are served by this program

Facilities Management and Utilities

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- All divisions and units systematically review key business processes to ensure that best practices are utilized to deliver services and to measure output in a manner that promotes continuous improvement.

Number of Students Served: All MCPS students are served by this program

Facilities Management and Utilities (continued)

Program Funding:

For FY 2012 it is projected that this program will be funded entirely by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$45,915,046. Included is \$45,658,510 from the Department of Facilities Management, and \$256,536 from the Division of Construction. There is a reduction of \$893,307 related to building rental costs and \$1,251,500 for utilities costs due to energy savings efficiencies.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Department of Facilities Management: Page 6-43

Division of Construction: Page 6-57

Information on the MCPS strategic plan strategies and initiatives of these units can be found beginning on Page 32 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

FACILITIES MGMT. & UTILITIES

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	11,000	11,000	
Position Salaries	\$1,157,469	\$1,157,469	
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends	10,550		(10,550)
Professional Part Time			
Supporting Services Part Time			
Other			
Subtotal Other Salaries	10,550		(10,550)
Total Salaries & Wages	1,168,019	1,157,469	(10,550)
02 Contractual Services			
Consultants			
Other Contractual	1,884,265	990,958	(893,307)
Total Contractual Services	1,884,265	990,958	(893,307)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	1,000	1,000	
Other Supplies & Materials	17,980	17,980	
Total Supplies & Materials	18,980	18,980	
04 Other			
Local/Other Travel			
Insur & Employee Benefits			
Utilities	39,743,651	41,690,872	1,947,221
Miscellaneous	2,020,152	2,051,063	30,911
Total Other	41,763,803	43,741,935	1,978,132
05 Equipment			
Leased Equipment			
Other Equipment	5,704	5,704	
Total Equipment	5,704	5,704	
Grand Total	<u>\$44,840,771</u>	<u>\$45,915,046</u>	<u>\$1,074,275</u>

FACILITIES MGMT. & UTILITIES

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
1	Q Director II		1.000	1.000	
10	P Director I		1.000	1.000	
10	P Director I				
1	P Director I		1.000	1.000	
10	O Assistant Director II		1.000	1.000	
10	M Team Leader		1.000	1.000	
1	M Architect - School Facilities		1.000	1.000	
10	K Energy Program Manager		1.000	1.000	
10	J SERT Program Manager				
10	25 Fiscal Specialist II		1.000	1.000	
10	25 Utilities Analyst		1.000	1.000	
10	23 Resource Conservation Asst				
11	21 Recycling Manager				
10	20 SERT Information Specialist				
10	17 Program Technician		1.000	1.000	
10	17 Program Technician				
11	17 Program Technician				
1	16 Administrative Secretary III		1.000	1.000	
10	14 Account Assistant III				
Total Positions			11.000	11.000	

Real Estate Management

Program Description and Alignment with the Strategic Plan

The Real Estate Management (REM) Team manages the leasing operations for surplus or joint-use space that is rented to non-Montgomery County Public Schools (MCPS) tenants, site acquisition for future schools, disposition of excess property, cell tower agreements, right-of-way agreements, administrative office space leases, adopt-a-field agreements, memoranda of understanding and other contracts, licenses, and real property interests for MCPS sites and facilities.

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

The major functions of the REM are as follows:

- Generate maximum lease fees for MCPS rental space
- Minimize expenses associated with managing MCPS rental space
- Acquire future school sites at no or minimum cost to MCPS
- Maximize lease fees from cell tower leases on MCPS property
- Ensure all MCPS real property interests are managed in the most cost-effective manner

Number of Students Served: Not Applicable

Program Funding

For FY 2012 it is projected that this enterprise program will be funded by rental fees.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$3,266,430. There are no significant program changes for FY 2012.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Real Estate Management Fund: Page 6-52

Information on the MCPS strategic plan strategies and initiatives of these units can be found beginning on Page 42 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

REAL ESTATE MANAGEMENT

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	6,500	6,500	
Position Salaries	\$405,545	\$401,167	\$(4,378)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	87,583	87,583	
Other	79,611	80,011	400
Subtotal Other Salaries	167,194	167,594	400
Total Salaries & Wages	572,739	568,761	(3,978)
02 Contractual Services			
Consultants			
Other Contractual	1,673,481	1,766,122	92,641
Total Contractual Services	1,673,481	1,766,122	92,641
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	5,700	5,700	
Other Supplies & Materials	66,163	66,163	
Total Supplies & Materials	71,863	71,863	
04 Other			
Local/Other Travel	3,693	3,693	
Insur & Employee Benefits	133,443	140,115	6,672
Utilities	181,951	181,951	
Miscellaneous	424,225	524,225	100,000
Total Other	743,312	849,984	106,672
05 Equipment			
Leased Equipment			
Other Equipment	9,700	9,700	
Total Equipment	9,700	9,700	
Grand Total	<u>\$3,071,095</u>	<u>\$3,266,430</u>	<u>\$195,335</u>

REAL ESTATE MANAGEMENT

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
51	M Team Leader		1.000	1.000	
51	18 Fiscal Assistant IV			1.000	1.000
51	15 Data Systems Operator II		.500	.500	
51	15 Fiscal Assistant II		1.000		(1.000)
51	12 Secretary		1.000	1.000	
51	12 Building Service Manager II		2.000	2.000	
51	10 Build Svcs Asst Mgr I Shft 2		1.000	1.000	
	Total Positions		6.500	6.500	

School Energy and Recycling Team

Program Description and Alignment with the Strategic Plan

The School Energy and Recycling Team (SERT) program manages a mandated systemwide resource conservation program. The functions and activities performed by this unit are aligned with the Montgomery County Public Schools (MCPS) strategic plan, *Our Call to Action: Pursuit of Excellence* goals of ensuring success for every student, strengthening productive partnerships for education, and providing high-quality business services that are essential to the educational success of students.

The major functions and activities are:

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

The energy-savings results have been broad-based and significant. In FY 2010, cost avoidance for this program was \$4.8 million. SERT actively participated in the peak load management program taking the lead in verifying, visiting, inspecting, and providing third-party verification in collaboration with Energy Management Services and Energy Resources Team to avoid \$1.7 million in energy capacity charges, included in the \$4.8 million cost avoidance. SERT provides monetary incentives to high-performing schools based on increased performance and significant cost avoidance.

SERT introduced a new energy and recycling campaign with a commitment statement signed by every school to increase recycling rates and reduce energy use by 10 percent. New training formats were employed addressing cluster audiences with a goal of insuring a sustainable SERT presence through student articulation. Program enhancements included a “Recycling Plus” initiative for schools in need of recycling support, “SERT Reach Out” lunch program, “Sharing Resources and Making Connections” outreach to schools with newly assigned administrators, peak load management oversight and outreach, eligibility in a performance-based recycling rewards program, and competitive contests in energy and recycling programs. These efforts were evidenced and supported by a record

School Energy and Recycling Team (continued)

setting recycling rate of 39.1 percent for required recycling and 41.97 percent for voluntary and required recycling.

The functions and activities of the unit are aligned with *Our Call to Action: Pursuit of Excellence* Goal 5 to deliver the highest quality products, resources, and business services essential to the educational success of students. The SERT program helps to significantly reduce energy consumption and improve system recycling rates through outreach to students and staff with identified SERT teams in every school. Students participate in school-based programs that encourage environmental stewardship and provide financial incentives for conservation and recycling efforts.

Number of Students Served:

All MCPS students are served by this program.

Program Funding

For FY 2012 it is projected that this program will be entirely funded by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$1,770,479. There are no significant program changes for FY 2012.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this unit and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Department of Facilities Management: Pages 6–43

Information on the MCPS strategic plan strategies and initiatives of this unit can be found beginning on Page 34 of the Approved 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

SCHOOL ENERGY RECYCLING TEAM

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	8.000	8.000	
Position Salaries	\$556,038	\$536,038	\$(20,000)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time			
Other			
Subtotal Other Salaries	_____	_____	_____
Total Salaries & Wages	556,038	536,038	(20,000)
02 Contractual Services			
Consultants			
Other Contractual			
Total Contractual Services	_____	_____	_____
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	28,437	28,437	
Total Supplies & Materials	28,437	28,437	
04 Other			
Local/Other Travel	858	858	
Insur & Employee Benefits			
Utilities	5,000	5,000	
Miscellaneous	1,200,146	1,200,146	
Total Other	1,206,004	1,206,004	
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment	_____	_____	_____
Grand Total	<u>\$1,790,479</u>	<u>\$1,770,479</u>	<u>\$(20,000)</u>

SCHOOL ENERGY RECYCLING TEAM

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
10	K Energy Program Manager				
10	J SERT Program Manager		1.000	1.000	
10	25 Utilities Analyst				
10	23 Resource Conservation Asst		3.000	3.000	
10	21 Recycling Manager		1.000	1.000	
10	20 SERT Information Specialist		1.000	1.000	
10	17 Program Technician		2.000	2.000	
Total Positions			8.000	8.000	

Transportation

Program Description and Alignment with the Strategic Plan

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

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

Bus operations provide transportation services for over 96,000 students daily. Ridership is composed of two categories—regular education and special education. Currently, 91,000 students ride regular education buses to neighborhood schools and Head Start, magnet, International Baccalaureate (IB), language immersion, consortium, and other programs. Five thousand students ride special education buses to special education programs. Transportation also is provided for Career and Technology Education, Outdoor Education, and some after school activities. Program functions are designed to support students with a myriad of needs and interests, and ensure that each student is able to maximize his/her potential through the ability to attend the program most suited to their needs.

Safely maintaining a fleet of 1,272 buses (the sixth largest publicly owned fleet in the nation) is a primary function of the fleet maintenance and repair unit. Assuring that each bus is properly inspected to meet all state requirements, monthly and annually, is accomplished through a well-trained workforce committed to ensuring the safety of the vehicles students ride to and from school daily.

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

The department's support services unit oversees route planning; manages employee assignments, planning, personnel services, accounting, and related services to the more than 2,100 permanent

Transportation (continued)

and temporary employees in the department. Other responsibilities of the unit include reviewing and maintaining the extensive technology needs of the department. This includes software upgrades and analysis of new technology as it is available.

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

Number of Students Served

The Department of Transportation serves over 96,000 Montgomery County Public Schools (MCPS) students daily.

Program Funding

For FY 2012 it is projected that this program will be funded entirely by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$92,853,639. Included is \$33,669,599 for Bus Operations—Regular Education, \$36,359,085 for Bus Operations—Special Programs, \$1,294,446 for Safety Training, \$13,457,134 for Fleet Maintenance, \$7,395,069 for Support Operations, and \$678,306 for Administration. There is a reduction of \$226,238 and 9.1 bus operator and bus attendant positions as a result of the elimination of special education bus routes. Consequently, there is a reduction of \$216,154 due to the removal of seven conventional buses from the fleet. Furthermore, there is a reduction of \$405,245 for replacement buses pending state approval of a waiver request that will extend the life of 25 buses beyond their mandated service limits.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Department of Transportation: Page 6-83

Information on the MCPS strategic plan strategies and initiatives of these units can be found beginning on Page 31 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

BUS OPERATIONS - REGULAR ED.

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	650,455	658,497	8,042
Position Salaries	\$22,184,618	\$21,684,151	\$(500,467)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	597,681	597,681	
Other	1,066,543	1,259,960	193,417
Subtotal Other Salaries	1,664,224	1,857,641	193,417
Total Salaries & Wages	23,848,842	23,541,792	(307,050)
02 Contractual Services			
Consultants			
Other Contractual	132,289	132,289	
Total Contractual Services	132,289	132,289	
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	4,348,862	5,091,858	742,996
Total Supplies & Materials	4,348,862	5,091,858	742,996
04 Other			
Local/Other Travel			
Insur & Employee Benefits	523,907	573,579	49,672
Utilities			
Miscellaneous			
Total Other	523,907	573,579	49,672
05 Equipment			
Leased Equipment		4,330,081	4,330,081
Other Equipment	4,693,616		(4,693,616)
Total Equipment	4,693,616	4,330,081	(363,535)
Grand Total	<u>\$33,547,516</u>	<u>\$33,669,599</u>	<u>\$122,083</u>

BUS OPERATIONS - REGULAR ED.

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
9	16 Bus Route Supervisor		23.200	23.200	
9	14 Radio Bus Operator	X	11.800	11.800	
9	11 Bus Operator I	X	594.817	623.497	28.680
9	11 Bus Operator I Perm Sub	X	20.638		(20.638)
Total Positions			650.455	658.497	8.042

BUS OPERATIONS - SPECIAL PRGS.

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	841,295	824,153	(17,142)
Position Salaries	\$26,461,484	\$25,445,713	\$(1,015,771)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	1,048,265	1,048,265	
Other	696,294	726,294	30,000
Subtotal Other Salaries	1,744,559	1,774,559	30,000
Total Salaries & Wages	28,206,043	27,220,272	(985,771)
02 Contractual Services			
Consultants			
Other Contractual	493,664	451,271	(42,393)
Total Contractual Services	493,664	451,271	(42,393)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	3,174,180	3,280,405	106,225
Total Supplies & Materials	3,174,180	3,280,405	106,225
04 Other			
Local/Other Travel			
Insur & Employee Benefits	401,897	451,569	49,672
Utilities			
Miscellaneous			
Total Other	401,897	451,569	49,672
05 Equipment			
Leased Equipment		4,955,568	4,955,568
Other Equipment	4,467,278		(4,467,278)
Total Equipment	4,467,278	4,955,568	488,290
Grand Total	<u>\$36,743,062</u>	<u>\$36,359,085</u>	<u>\$(383,977)</u>

BUS OPERATIONS - SPECIAL PRGS.

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
9	16 Bus Route Supervisor		16.800	16.800	
9	14 Radio Bus Operator	X	8.200	8.200	
9	11 Bus Operator I	X	410.263	410.263	
9	11 Transportation Staff Assistant		1.000	1.000	
9	11 Bus Operator I Perm Sub	X	14.342		(14.342)
9	7 Bus Attendant Spec Ed	X	390.690	387.890	(2.800)
Total Positions			841.295	824.153	(17.142)

TRANSPORTATION SAFETY TRAINING

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	18.000	18.000	
Position Salaries	\$1,005,873	\$1,005,873	
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time			
Other	282,488	282,488	
Subtotal Other Salaries	282,488	282,488	
Total Salaries & Wages	1,288,361	1,288,361	
02 Contractual Services			
Consultants			
Other Contractual			
Total Contractual Services			
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	6,085	6,085	
Total Supplies & Materials	6,085	6,085	
04 Other			
Local/Other Travel			
Insur & Employee Benefits			
Utilities			
Miscellaneous			
Total Other			
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$1,294,446</u>	<u>\$1,294,446</u>	

TRANSPORTATION SAFETY TRAINING

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
9	19 Senior Trainer		1.000	1.000	
9	17 Wellness Coach			1.000	1.000
9	17 Safety Trainer II		3.000	3.000	
9	14 Admin Operations Secretary		1.000	1.000	
9	14 Safety Trainer I		13.000	12.000	(1.000)
	Total Positions		18.000	18.000	

TRANSPORTATION FLEET MAINT.

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	112,000	112,000	
Position Salaries	\$7,074,939	\$7,074,939	
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time			
Other	396,657	366,657	(30,000)
Subtotal Other Salaries	396,657	366,657	(30,000)
Total Salaries & Wages	7,471,596	7,441,596	(30,000)
02 Contractual Services			
Consultants			
Other Contractual	862,833	847,356	(15,477)
Total Contractual Services	862,833	847,356	(15,477)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	4,288	4,288	
Other Supplies & Materials	4,884,332	4,871,076	(13,256)
Total Supplies & Materials	4,888,620	4,875,364	(13,256)
04 Other			
Local/Other Travel			
Insur & Employee Benefits			
Utilities			
Miscellaneous	182,403	178,204	(4,199)
Total Other	182,403	178,204	(4,199)
05 Equipment			
Leased Equipment	46,707	96,479	49,772
Other Equipment	73,113	18,135	(54,978)
Total Equipment	119,820	114,614	(5,206)
Grand Total	<u>\$13,525,272</u>	<u>\$13,457,134</u>	<u>\$(68,138)</u>

TRANSPORTATION FLEET MAINT.

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
9	K Auto Repair Supervisor III		1.000	1.000	
9	H Auto Repair Supervisor II		1.000	1.000	
9	23 Auto Parts Supervisor		1.000	1.000	
9	22 Auto Repair Supv I		4.000	4.000	
9	19 Auto Technican II Shift 1		2.000	2.000	
9	19 Auto Technican II Shift 2		5.000	5.000	
9	19 Auto Technican II Shift 3		5.000	5.000	
9	17 Auto Technican I Shift 1		21.000	21.000	
9	17 Auto Technican I Shift 2		17.000	17.000	
9	17 Auto Technican I Shift 3		16.000	16.000	
9	15 Auto Parts Specialist		1.000	1.000	
9	13 Tire Repairer		2.000	2.000	
9	13 Auto Parts Asst Shift 1		1.000	1.000	
9	13 Auto Parts Asst Shift 2		1.000	1.000	
9	12 Satellite Parts Asst Shift I		4.000	4.000	
9	11 Service Writer		2.000	2.000	
9	11 Auto Tech Apprentice Shift 1		3.000	3.000	
9	11 Auto Tech Apprentice Shift 2		4.000	4.000	
9	11 Auto Tech Apprentice Shift 3		1.000	1.000	
9	10 Account Assistant I		2.000	2.000	
9	9 Office Assistant II		1.000	1.000	
9	8 Auto Service Worker Shift 1		4.000	4.000	
9	8 Auto Service Worker Shift 2		3.000	3.000	
9	8 Auto Service Worker Shift 3		5.000	5.000	
9	6 Transportation Fueling Asst		5.000	5.000	
	Total Positions		112.000	112.000	

TRANSPORTATION SUPPORT OPS.

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	113,750	113,750	
Position Salaries	\$7,213,925	\$7,053,925	\$(160,000)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	200,417	7,000	(193,417)
Other			
Subtotal Other Salaries	200,417	7,000	(193,417)
Total Salaries & Wages	7,414,342	7,060,925	(353,417)
02 Contractual Services			
Consultants			
Other Contractual	155,457	139,125	(16,332)
Total Contractual Services	155,457	139,125	(16,332)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	36,330	36,330	
Other Supplies & Materials	29,698	29,698	
Total Supplies & Materials	66,028	66,028	
04 Other			
Local/Other Travel	89,611	76,002	(13,609)
Insur & Employee Benefits			
Utilities			
Miscellaneous	67,643	52,989	(14,654)
Total Other	157,254	128,991	(28,263)
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$7,793,081</u>	<u>\$7,395,069</u>	<u>\$(398,012)</u>

TRANSPORTATION SUPPORT OPS.

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
9	K Supervisor		1.000	1.000	
9	K Bus Operations Manager		1.000	1.000	
9	J Safety/Staff Development Mgr		1.000	1.000	
9	J Transportation Spec - Spec Ed		.750	.750	
9	J Transportation Depot Manager		7.000	7.000	
9	H Transportation Routing Spec		1.000	1.000	
9	27 IT Systems Engineer		1.000	1.000	
9	25 IT Systems Specialist		2.000	2.000	
9	25 Database Administrator II		1.000	1.000	
9	25 Transport Admin Svcs Mgr		1.000	1.000	
9	21 Route/Program Specialist		1.000	1.000	
9	20 Transportation Assignment Spec		1.000	1.000	
9	19 Transportation Dispatcher		6.000	6.000	
9	19 Transportation Cluster Mgr		23.000	23.000	
9	18 Fiscal Assistant IV		1.000	1.000	
9	18 Transportation Asst Supv		1.000	1.000	
9	18 Regional Router		2.000	2.000	
9	17 Employment Process Coordinator		1.000	1.000	
9	16 Bus Route Supervisor		40.000	40.000	
9	16 Transportation Router		4.000	4.000	
9	14 Admin Operations Secretary		9.000	9.000	
9	14 Account Assistant III		2.000	2.000	
9	12 Transport Time/Attend Asst		6.000	6.000	
Total Positions			113.750	113.750	

TRANSPORTATION ADMINISTRATION

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	6.750	6.750	
Position Salaries	\$576,353	\$576,353	
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time			
Other			
Subtotal Other Salaries			
Total Salaries & Wages	576,353	576,353	
02 Contractual Services			
Consultants			
Other Contractual			
Total Contractual Services			
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	2,373	2,373	
Other Supplies & Materials	3,102	3,102	
Total Supplies & Materials	5,475	5,475	
04 Other			
Local/Other Travel			
Insur & Employee Benefits			
Utilities			
Miscellaneous			
Total Other			
05 Equipment			
Leased Equipment	46,707	96,478	49,771
Other Equipment	60,726		(60,726)
Total Equipment	107,433	96,478	(10,955)
Grand Total	<u>\$689,261</u>	<u>\$678,306</u>	<u>\$(10,955)</u>

TRANSPORTATION ADMINISTRATION

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
9	Q Director II		1.000	1.000	
9	O Assistant Director II		1.000	1.000	
9	24 Fiscal Specialist I		.750	.750	
9	16 Administrative Secretary III		1.000	1.000	
9	15 Transport Special Assistant		1.000	1.000	
9	14 Admin Operations Secretary		1.000	1.000	
9	11 Office Assistant IV		1.000	1.000	
	Total Positions		6.750	6.750	

Field Trips

Program Description and Alignment with the Strategic Plan

The Field Trip Enterprise Fund provides transportation services dedicated to supporting school activities, summer recreation programs, and other Board of Education-approved programs on a reimbursable basis. Field trips and transportation services for students contribute to the instructional curriculum and to students' academic growth and success.

Customers for field trips and transportation services include the following:

- Students, staff, and parents at 200 Montgomery County Public Schools (MCPS) schools
- Local Montgomery County governmental agencies
- Nonprofit organizations whose goals and objectives are compatible with those of MCPS
- Day-care providers

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

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

Program Funding

For FY 2012 it is projected that this enterprise program will be funded by fees.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$2,122,819. There are no significant program changes for FY 2012.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Field Trip Fund: Page 6-92

FIELD TRIPS

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	4.500	4.500	
Position Salaries	\$287,310	\$302,557	\$15,247
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	951,700	744,226	(207,474)
Other	255,000	255,600	600
Subtotal Other Salaries	1,206,700	999,826	(206,874)
Total Salaries & Wages	1,494,010	1,302,383	(191,627)
02 Contractual Services			
Consultants			
Other Contractual	76,411	76,411	
Total Contractual Services	76,411	76,411	
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	10,091	10,091	
Other Supplies & Materials	587,713	549,998	(37,715)
Total Supplies & Materials	597,804	560,089	(37,715)
04 Other			
Local/Other Travel	138	138	
Insur & Employee Benefits	184,748	182,193	(2,555)
Utilities			
Miscellaneous			
Total Other	184,886	182,331	(2,555)
05 Equipment			
Leased Equipment			
Other Equipment	1,605	1,605	
Total Equipment	1,605	1,605	
Grand Total	<u>\$2,354,716</u>	<u>\$2,122,819</u>	<u>\$(231,897)</u>

FIELD TRIPS

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
71	J Transportation Spec - Spec Ed		.250	.250	
71	24 Fiscal Specialist I		.250	.250	
71	23 Business Services Analyst		1.000	1.000	
71	19 Sr Field Trip Coordinator		1.000	1.000	
71	12 Field Trip Assistant	X	2.000	2.000	
Total Positions			4.500	4.500	

Materials Management

Program Description and Alignment with the Strategic Plan

The functions and activities of the Department of Materials Management are aligned with the Montgomery County Public Schools (MCPS) strategic plan, *Our Call to Action: Pursuit of Excellence*, to provide high-quality business services that are essential to the educational success of students. The Department of Materials Management oversees the divisions of Food and Nutrition Services and Procurement, as well as the units of Supply and Property Management, Media Processing, and Editorial, Graphics and Publishing Services. Major functions and activities include the following:

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

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

Materials Management (continued)

Program Funding

For FY 2012 it is projected that this program will be funded entirely by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$11,469,632. Included is \$385,926 from the Department of Materials Management, \$4,672,965 from the Supply and Property Management Unit, \$879,910 from the Division of Procurement, \$386,817 from the Property/Materials Control Team, \$110,284 from the Video Services Unit, and \$5,033,730 from the Editorial, Graphics, and Publishing Services (EGPS) Unit. There is a reduction of \$57,112 and a 1.0 video services technician II position from the budget. As a result, the centralized process of converting VHS tapes to DVD formats will cease. Schools will purchase the VHS material in DVD format. In addition, there is a reduction of \$194,974 in postage due to increased usage of web communications.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Department of Materials Management: Page 6-96

Editorial, Graphics and Publishing Services: Page 6-102

Division of Procurement: Page 6-105

Information on the MCPS strategic plan strategies and initiatives of these units can be found beginning on Page 32 of the 2010--2015 *Our Call to Action: Pursuit of Excellence* document.

MATERIALS MANAGEMENT

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	110,500	109,500	(1,000)
Position Salaries	\$6,745,168	\$6,515,350	\$(229,818)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	846,190	806,029	(40,161)
Other	127,401	127,401	
Subtotal Other Salaries	973,591	933,430	(40,161)
Total Salaries & Wages	7,718,759	7,448,780	(269,979)
02 Contractual Services			
Consultants			
Other Contractual	523,823	727,507	203,684
Total Contractual Services	523,823	727,507	203,684
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials	35,164	1,020,930	985,766
Office	4,301	4,301	
Other Supplies & Materials	2,308,134	1,090,560	(1,217,574)
Total Supplies & Materials	2,347,599	2,115,791	(231,808)
04 Other			
Local/Other Travel	14,483	14,147	(336)
Insur & Employee Benefits			
Utilities	18,400	18,400	
Miscellaneous	160,195	162,195	2,000
Total Other	193,078	194,742	1,664
05 Equipment			
Leased Equipment	1,116,392	902,812	(213,580)
Other Equipment	74,000	80,000	6,000
Total Equipment	1,190,392	982,812	(207,580)
Grand Total	<u>\$11,973,651</u>	<u>\$11,469,632</u>	<u>\$(504,019)</u>

MATERIALS MANAGEMENT

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
1	Q Director II		1.000	1.000	
1	P Director I		1.000	1.000	
1	O Supervisor		1.000	1.000	
1	K Materials Mgt Oper Mgr		1.000	1.000	
1	J Senior Buyer		1.000	1.000	
10	H Logistics Specialist		1.000	1.000	
3	H Printing Supervisor		1.000	1.000	
10	25 IT Systems Specialist		1.000	1.000	
10	23 Business Services Analyst		1.000	1.000	
1	23 Business Services Analyst		1.000	1.000	
1	23 Printing Manager		1.000		(1.000)
1	23 Publications Manager		1.000	1.000	
1	23 Publications Art Director		1.000	1.000	
1	23 Printing Services Supervisor			1.000	1.000
1	22 Buyer II		2.000	2.000	
2	22 Buyer II		1.000	1.000	
1	21 Comm Spec/Web Producer		1.000	1.000	
10	21 Property Control Specialist		1.000	1.000	
3	21 Comm Spec/Web Producer		1.000	1.000	
2	20 Processing Center Librarian		1.000	1.000	
1	20 Electronics Graph Artist		1.000	1.000	
10	19 Auto Technican II Shift 1		1.000	1.000	
10	18 Operations Supervisor		5.000	5.000	
1	18 Buyer I		3.000	3.000	
2	18 Buyer I				
1	18 Fiscal Assistant IV		1.000		(1.000)
3	18 Graphics Designer I		2.000	2.000	
3	18 Lithographic Camera Op		1.000	1.000	
10	17 Supply Services Supervisor		1.000	1.000	
3	17 Photographer		1.000	1.000	
3	17 Equipment Mechanic		1.000	1.000	
3	17 Printing Equip Operator III		2.000	1.000	(1.000)
1	16 Administrative Secretary III		1.000	1.000	
1	16 Materials Support Specialist			1.000	1.000
3	16 Electronic Publishing Asst		1.000	1.000	
3	16 Digital Printing Group Leader		1.000	1.000	
1	16 Customer Service Spec		2.000	2.000	
3	16 Customer Service Spec				
3	16 Printing Equip Operator II		1.000	1.000	
10	15 Buyer Assistant III		1.000		(1.000)
1	15 Buyer Assistant III		1.000		(1.000)
2	15 Buyer Assistant III		1.000		(1.000)
1	15 Fiscal Assistant II			1.000	1.000
3	15 Copier Repair Technician		4.000	4.000	
10	14 Mail Supervisor		1.000	1.000	
10	14 Operations Assistant		3.000	3.000	
10	14 Instruct Materials Asst II			1.000	1.000

MATERIALS MANAGEMENT

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
1	14 Buyer Assistant II		1.000	2.000	1.000
2	14 Instruct Materials Asst II			1.000	1.000
1	14 Administrative Secretary I		1.000	1.000	
3	14 Administrative Secretary I		.500		(.500)
3	14 Printing Equip Operator I		1.000	2.500	1.500
3	14 Bindery Equip Operator II		3.000	3.000	
10	13 Tractor Trailer Operator		2.000	2.000	
10	13 Materials & Property Asst		1.000	1.000	
1	13 Materials & Property Asst		1.000		(1.000)
2	13 Materials & Property Asst		1.000	1.000	
2	13 Materials & Property Asst		1.000	1.000	
10	12 Buyer Assistant I		1.500	.500	(1.000)
10	12 Instruct Materials Asst I			1.000	1.000
1	12 Buyer Assistant I		1.000	1.000	
2	12 Buyer Assistant I		2.000		(2.000)
2	12 Instruct Materials Asst I			2.000	2.000
2	12 Video Services Technician II		1.000		(1.000)
10	11 Office Assistant IV		1.000	1.000	
10	11 Truck Drive/Whr Wkr Shift 1		25.000	25.000	
3	11 Bindery Equip Operator I		7.500	7.500	
10	9 Warehouse Worker		2.000	2.000	
10	8 Auto Service Worker Shift 1		1.000	1.000	
Total Positions			110.500	109.500	(1.000)

Food and Nutrition Services

Program Description and Alignment with the Strategic Plan

The Food and Nutrition Services (DFNS) program provides meals and/or services to students and the Montgomery County Public Schools (MCPS) community through five child nutrition programs. It also provides nutrition education and support to schools and various community groups. Meals are provided to students and staff through food service operations at 203 locations. School cafeterias receive food and supplies from the Central Production Facility (CPF) and Central Warehouse via a delivery system operated by DFNS. The CPF and warehouse are state-of-the-art facilities with a variety of automated equipment.

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

The major functions and activities are:

- Providing breakfast and lunch in all school cafeterias, the Lathrop E. Smith Center, and the Carver Educational Services Center
- Supporting the Maryland Meals for Achievement program that provides breakfast, at no charge, to all students in the classrooms at 29 schools
- Administering the free and reduced-price meals program to allow qualifying students to receive meal benefits
- Providing breakfast, lunch, and/or snacks to low-income students during the summer months
- Providing an after-school snack program to school sites;
- Providing suppers to students in qualified school sites and as a partnership with the George B. Thomas Sr. Learning Academy (GBTLA) on Saturdays
- Coordinating nutrition education initiatives with school administrators, staff, parents, and communities to fully develop the “Team Nutrition” concept, strengthen the classroom/cafeteria connection, and provide a coordinated approach that empowers students to make healthy choices and become more physically active

The functions and activities of the division are aligned with *Our Call to Action: Pursuit of Excellence* Goal 5 to deliver the highest quality products, resources, and business services essential to the educational success of students. Students comprise the key customer group for DFNS, followed by staff, community members and parents, and other community-based agencies. Customers expect that DFNS will provide nutritionally balanced and appealing menu items that are available as advertised.

Food and Nutrition Services (continued)

Requirements differ based on age level and ethnic/cultural needs. Nutrition education and other information provided by DFNS reflect current scientific research.

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

Program Funding

For FY 2012, it is projected that this enterprise program will be funded by state funds in the amount of \$1,024,608, federal funds in the amount of \$21,424,368, fees for the child-care food program in the amount of \$900,000, and sale of meals and other revenue in the amount of \$23,548,069.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$46,897,045. There are no significant program changes for FY 2012.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Division of Food and Nutrition Services: Pages 6-110

Information on the MCPS strategic plan strategies and initiatives of this unit can be found beginning on Page 32 of the Approved 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

FOOD AND NUTRITION SERVICES

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	583.448	583.448	
Position Salaries	\$18,622,699	\$18,690,408	\$67,709
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	474,849	586,064	111,215
Other	176,072	71,065	(105,007)
Subtotal Other Salaries	650,921	657,129	6,208
Total Salaries & Wages	19,273,620	19,347,537	73,917
02 Contractual Services			
Consultants			
Other Contractual	875,264	1,104,028	228,764
Total Contractual Services	875,264	1,104,028	228,764
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	16,173,418	14,958,778	(1,214,640)
Total Supplies & Materials	16,173,418	14,958,778	(1,214,640)
04 Other			
Local/Other Travel	146,345	130,385	(15,960)
Insur & Employee Benefits	10,142,127	10,943,711	801,584
Utilities			
Miscellaneous	178,796	145,000	(33,796)
Total Other	10,467,268	11,219,096	751,828
05 Equipment			
Leased Equipment	250,684	267,606	16,922
Other Equipment			
Total Equipment	250,684	267,606	16,922
Grand Total	<u>\$47,040,254</u>	<u>\$46,897,045</u>	<u>\$(143,209)</u>

FOOD AND NUTRITION SERVICES

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
61	P Director I		1.000	1.000	
61	N Assistant Director I		1.000	1.000	
61	M Specialist				
61	K Supervisor		1.000	1.000	
61	J CPF/Warehouse Operations Spec		1.000	1.000	
61	H Food Services Supervisor II		1.000	1.000	
61	H Logistics Specialist		1.000	1.000	
61	G Food Services Supervisor I		7.000	7.000	
61	25 IT Systems Specialist		1.000	1.000	
61	25 Process Improvement Analyst		1.000	1.000	
61	24 Fiscal Specialist I		1.000	1.000	
61	23 Wellness Specialist		1.000	1.000	
61	19 Account Technician II		1.000	1.000	
61	18 Operations Supervisor		1.000	1.000	
61	17 Food Service Field Manager	X	6.000	6.000	
61	17 Auto Technican I Shift 1		1.000	1.000	
61	17 Supply Services Supervisor		1.000	1.000	
61	16 Communications Assistant		1.000	1.000	
61	16 IT Services Tech Asst II		2.000	2.000	
61	16 Family Day Care Manager				
61	16 Cafeteria Manager IV	X	37.000	37.000	
61	16 Food Svcs Spec Prog Mgr		1.000	1.000	
61	16 CPF Manager V		1.000	1.000	
61	16 CPF Manager V		2.000	2.000	
61	16 Food Svcs Spec Prog Mgr		1.000	1.000	
61	16 Family Day Care Manager		1.000	1.000	
61	15 Administrative Secretary II		1.000	1.000	
61	15 Cafeteria Manager III	X	18.000	18.000	
61	15 CPF Mechanic		1.000	1.000	
61	14 Administrative Secretary I		1.000	1.000	
61	14 Account Assistant III				
61	14 Accounts Payable Assistant		1.000	1.000	
61	14 Cafeteria Manager II	X	4.750	4.750	
61	14 Cafeteria Manager II 9 mo		1.000	1.000	
61	14 Buyer Assistant II		1.000	1.000	
61	14 Operations Assistant		1.000	1.000	
61	14 Operations Assist Shift 3		1.000	1.000	
61	13 Data Systems Operator		1.000	1.000	
61	13 Cafeteria Manager I	X	4.000	4.000	
61	12 Food Services Satellite Mgr	X	22.000	22.000	
61	12 Family Day Care Assistant	X	.750	.750	
61	11 Office Assistant IV		1.000	1.000	
61	11 Office Assistant IV CPF	X	2.000	2.000	
61	11 Food Svc Satellite Mgr II	X	44.760	44.760	
61	11 Office Assistant IV		2.000	2.000	
61	11 Truck Drive/Whr Wkr Shift 1		7.000	7.000	
61	11 Truck Drive/Whr Wkr Shift 1		16.000	16.000	

FOOD AND NUTRITION SERVICES

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
61	11 Truck Drive/Wrh Wkr Shift 3		6.000	6.000	
61	10 Satellite Manager I	X	37.000	37.000	
61	9 Warehouse Worker	X	5.000	5.000	
61	9 Warehouse Worker		2.000	2.000	
61	9 CPF Worker II	X	2.000	2.000	
61	9 General Maintenance Worker I		1.000	1.000	
61	8 Auto Service Worker Shift 1		1.000	1.000	
61	7 Cafeteria Perm Substitute	X	21.500	21.500	
61	6 Cafeteria Worker I 9 mo		78.000	78.000	
61	6 Cafeteria Worker I	X	176.500	176.500	
61	6 Cafeteria Worker I	X	.500	.500	
61	6 Cafeteria Worker I		1.000	1.000	
61	6 CPF Worker I	X	40.688	40.688	
61	6 Catering Services Worker	X	2.000	2.000	
61	6 Food Svc Sanit Tech CPF	X	4.000	4.000	
61	6 Food Svc Sanit Tech CPF		1.000	1.000	
	Total Positions		583.448	583.448	

Planning and Financial Services

Program Description and Alignment with the Strategic Plan

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

In support of the Montgomery County Public Schools (MCPS) strategic plan, *Our Call to Action: Pursuit of Excellence*, the Division of Long-range Planning develops student enrollment projections, school boundaries, long-range facility plans, and justifications needed to secure funds for capital projects. Major functions and activities include the following:

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

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

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

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

- Preparing financial statements and statistical reports
- Implementing changes in accounting principles and regulatory standards

Planning and Financial Services

(continued)

- Providing timely financial data that assists managers in monitoring and controlling expenditures
- Providing accounting support for the employee benefit plan and Retirement and Pension System

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

Numbers of Students Served: Not Applicable

Program Funding

For FY 2012 it is projected that this program will be funded by local funds in the amount of \$12,748,406 and grant funds in the amount of \$64,739.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$12,813,145. Included is \$448,483 from the Division of Long-range Planning; \$10,767,959 from the Department of Management, Budget, and Planning; and \$1,596,703 from the Division of Controller. There is a reduction of \$64,191 and a 1.0 grants assistant position from the Department of Management, Budget, and Planning. Staff in other MCPS units will be required to do more research and preparation work involved in seeking grants and submitting grant applications.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Division of Controller: Page 6-24

Department of Management, Budget, and Planning: Page 6-35

Division of Long-range Planning: Page 6-62

Information on the MCPS strategic plan strategies and initiatives of these units can be found beginning on Page 32 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

PLANNING & FINANCIAL SERVICES

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	42.875	41.875	(1.000)
Position Salaries	\$3,361,380	\$3,247,155	\$(114,225)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time	2,199	2,199	
Supporting Services Part Time	22,188	18,688	(3,500)
Other	5,339,034	5,392,467	53,433
Subtotal Other Salaries	5,363,421	5,413,354	49,933
Total Salaries & Wages	8,724,801	8,660,509	(64,292)
02 Contractual Services			
Consultants			
Other Contractual	815,090	814,590	(500)
Total Contractual Services	815,090	814,590	(500)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	20,978	20,978	
Other Supplies & Materials	939,187	939,187	
Total Supplies & Materials	960,165	960,165	
04 Other			
Local/Other Travel	3,528	4,028	500
Insur & Employee Benefits	17,826	11,934	(5,892)
Utilities			
Miscellaneous	2,363,336	2,361,321	(2,015)
Total Other	2,384,690	2,377,283	(7,407)
05 Equipment			
Leased Equipment			
Other Equipment	598	598	
Total Equipment	598	598	
Grand Total	\$12,885,344	\$12,813,145	\$(72,199)

PLANNING & FINANCIAL SERVICES

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
1	Q Director II		1.000	1.000	
1	P Controller		1.000	1.000	
1	P Director I		1.000	1.000	
1	O Supervisor		1.000	1.000	
1	N Assistant Controller			1.000	1.000
1	K Assistant Controller		1.000		(1.000)
1	G Accounts Payable Supervisor		1.000	1.000	
1	27 Grants Specialist		1.000	1.000	
1	27 Management & Budget Spec III		1.000	1.000	
1	26 Senior Accountant		1.000	1.000	
1	26 Coordinator GIS Services		1.000	1.000	
1	26 Sr. Facilities Planner		1.000	1.000	
1	26 Management & Budget Spec II		2.500	2.500	
1	26 Management & Budget Spec II		.500	.500	
1	25 Applications Developer II		1.000	1.000	
1	24 Payroll Specialist		1.000	1.000	
1	24 Accounts Receivable Specialist		1.000	1.000	
1	24 Staff Accountant		3.000	3.000	
1	24 Management & Budget Spec I		2.000	2.000	
1	23 Data Integration Specialist		1.000	1.000	
1	22 Accountant				
1	19 Account Technician II				
1	19 Accounts Payable Supervisor				
1	19 Accts Payable Asst Supervisor		1.000	1.000	
1	16 Accounts Receivable Assistant		1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	
2	15 ECA Receipts Assistant		1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	
1	15 Grants Assistant		1.000		(1.000)
1	15 Fiscal Assistant II		.750	.750	
1	14 Account Assistant III				
1	14 Accounts Payable Assistant		11.000	11.000	
1	14 Administrative Secretary I		.500	.500	
2	13 Fiscal Assistant I				
1	13 Boundary Information Spec		.625	.625	
1	12 Account Assistant II				
1	8 Office Assistant I				
	Total Positions		42.875	41.875	(1.000)

Entrepreneurial Activities

Program Description and Alignment with the Strategic Plan

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

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

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

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

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

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

Entrepreneurial Activities (continued)

manual, paper-based, inefficient processes with electronic transactions utilizing a reusable process library for greater control and flexibility.

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

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

Number of Students Served: Not Applicable

Program Funding

For FY 2012 it is projected that these activities will be funded by fees.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$2,822,448. There are no significant program changes for FY 2012.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement*, as follows:

Entrepreneurial Activities Fund: 6-11

Information on the MCPS strategic plan strategies and initiatives of these units can be found beginning on Page 9 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

ENTREPRENEURIAL ACTIVITIES

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	9,000	9,000	
Position Salaries	\$541,841	\$545,314	\$3,473
Other Salaries			
Summer Employment			
Professional Substitutes		513,907	513,907
Stipends	71,000	64,430	(6,570)
Professional Part Time	233,142	298,137	64,995
Supporting Services Part Time	96,990	20,657	(76,333)
Other	60,412	35,612	(24,800)
Subtotal Other Salaries	461,544	932,743	471,199
Total Salaries & Wages	1,003,385	1,478,057	474,672
02 Contractual Services			
Consultants	46,125	34,520	(11,605)
Other Contractual	279,000	474,000	195,000
Total Contractual Services	325,125	508,520	183,395
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials	235,098	335,317	100,219
Office			
Other Supplies & Materials	362,600	211,483	(151,117)
Total Supplies & Materials	597,698	546,800	(50,898)
04 Other			
Local/Other Travel	16,000	12,864	(3,136)
Insur & Employee Benefits	179,015	249,830	70,815
Utilities			
Miscellaneous			
Total Other	195,015	262,694	67,679
05 Equipment			
Leased Equipment	18,977	18,977	
Other Equipment	23,900	7,400	(16,500)
Total Equipment	42,877	26,377	(16,500)
Grand Total	\$2,164,100	\$2,822,448	\$658,348

ENTREPRENEURIAL ACTIVITIES

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
81	BD Instructional Specialist		1.000	1.000	
81	BD Instructional Specialist				
81	23 Applications Developer I		1.000	1.000	
81	17 Printing Equip Operator III		1.000	1.000	
81	16 Customer Service Spec		1.000	1.000	
81	13 Fiscal Assistant I		1.000	1.000	
81	11 Truck Drive/Whr Wkr Shift 1		2.000	2.000	
81	11 Bindery Equip Operator I		2.000	2.000	
	Total Positions		9.000	9.000	

Operations and Business Leadership

Program Description and Alignment with the Strategic Plan

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

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

The OCOO works in collaboration with the deputy superintendent of schools to ensure the implementation of the Board of Education's goals and academic priorities. The OCOO works closely with the deputy superintendent to monitor the implementation of *Our Call to Action: Pursuit of Excellence* and develop the Maryland State Department of Education's mandated five-year master plan for Montgomery County Public Schools (MCPS). The OCOO monitors and assigns school system assets to align both human and material resources with the strategic plan and the master plan.

The OCOO has overall responsibility for the Office of Human Resources and Development; Office of the Chief Technology Officer; the Department of School Safety and Security; the Department of Facilities Management; the Department of Financial Services; the Department of Management, Budget, and Planning; the Department of Transportation; the Department of Materials Management; the Department of Association Relations; the Appeals/Transfer Unit; and the Athletics Unit. The OCOO monitors each of its office, department, and division strategic plans to ensure that they are aligned to the MCPS strategic plan and reflect equity in the workplace. The office works with each of its offices and departments to develop, monitor, and assess goals and performance measures. Additionally, this office has primary responsibility for legal services, staffing of schools, athletics, and the Entrepreneurial Activities Fund. The office prepares items for Board of Education action, discussion, and information relating to schools, grants, procurement, facilities management, budget, materials management, transportation, appeals, association relations, and all financial matters.

A family of measures is used for establishing and monitoring performance measures throughout OCOO—Customer Focus, Financial Results, Workforce Excellence, and Organizational Results. Staff uses the Baldrige Integrated Management System and Six Sigma as models for continuous improvement. In addition, key processes have been identified by each office, department, or division, and related measures for monitoring progress. In addition, key processes and measures utilize an equity lens to ensure equitable practices in the workplace. These are reviewed at monthly staff meetings.

Operations and Business Leadership

(continued)

In addition, Montgomery County Public Schools (MCPS) is part of a project sponsored by the American Productivity and Quality Center (APQC) in Houston, Texas, which is a highly respected, internationally known organization providing research, benchmarking, training, and process improvement strategies to private and public companies across the globe as well as school districts across the United States. The project is entitled North Star and assists school districts on becoming more process centered by using process management and improvement strategies. A process-centered organization is one in which everyone in the organization is focused on designing new processes to improve efficiency and effectiveness and evaluating and refining existing processes to eliminate waste. The North Star project identified nine school districts in the United States to become "Hub" districts. A Hub is a district that has moved toward becoming a process-centered organization and can serve as a role model and trainer for other school districts (Spokes) in the immediate geographic region. MCPS was identified as one of the nine "Hub" school districts in the U.S.

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

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

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

Operations and Business Leadership (continued)

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

Program Funding

For FY 2012 it is projected that this program will be funded entirely by local funds.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$2,255,799. There are no significant program changes for FY 2012.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

More detailed information about this program and its budget can be found in the *Superintendent's Recommended FY 2012 Operating Budget and Personnel Complement* as follows:

Office of the Chief Operating Officer: Page 6-3

Information on the MCPS strategic plan strategies and initiatives of these units can be found beginning on Page 25 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

OPERATIONS/BUSINESS LEADERSHIP

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	14,500	14,500	
Position Salaries	\$1,521,779	\$1,516,779	\$(5,000)
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time	60,889	60,889	
Supporting Services Part Time	8,397	8,397	
Other	1,695	1,695	
Subtotal Other Salaries	70,981	70,981	
Total Salaries & Wages	1,592,760	1,587,760	(5,000)
02 Contractual Services			
Consultants	2,500	2,500	
Other Contractual	583,327	583,327	
Total Contractual Services	585,827	585,827	
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	3,586	3,586	
Other Supplies & Materials	404	26,761	26,357
Total Supplies & Materials	3,990	30,347	26,357
04 Other			
Local/Other Travel	1,865	1,865	
Insur & Employee Benefits		50,000	50,000
Utilities			
Miscellaneous			
Total Other	1,865	51,865	50,000
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$2,184,442</u>	<u>\$2,255,799</u>	<u>\$71,357</u>

OPERATIONS/BUSINESS LEADERSHIP

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
1	Chief Operating Officer		1.000	1.000	
2	P Director I		1.000	1.000	
2	P Director I		1.000	1.000	
1	P Executive Assistant		2.000	2.000	
1	I Business & Fiscal Admin		1.000	1.000	
2	BD Instructional Specialist		1.000	1.000	
1	19 Admin Services Mgr III		1.000	1.000	
1	17 Copy Editor/Admin Sec		1.000	1.000	
1	17 Admin Services Manager I			1.000	1.000
2	16 Appls Trans Control Asst		1.000	1.000	
1	16 Administrative Secretary III		1.000		(1.000)
2	15 Administrative Secretary II		1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	
2	12 Secretary		1.500	1.500	
Total Positions			14.500	14.500	