Chapter 6
Office of Chief Operating Officer

Page

Chief Operating Officer 6-3
Entrepreneurial Activities Fund 6-11
Department of Financial Services 6-16
Division of Controller 6-24
Department of Association Relations 6-30
Department of Management, Budget and Planning 6-35
Department of Facilities Management 6-43
Real Estate Management Fund 6-52
Division of Construction 6-57
Division of Long-range Planning 6-62
Division of Maintenance 6-69
Division of School Plant Operations 6-77
Department of Transportation 6-83
Field Trip Fund 6-92
Department of Materials Management 6-96
Editorial, Graphics and Publishing Services 6-102
Division of Procurement 6-105
Division of Food and Nutrition Services 6-110
Department of School Safety and Security 6-117

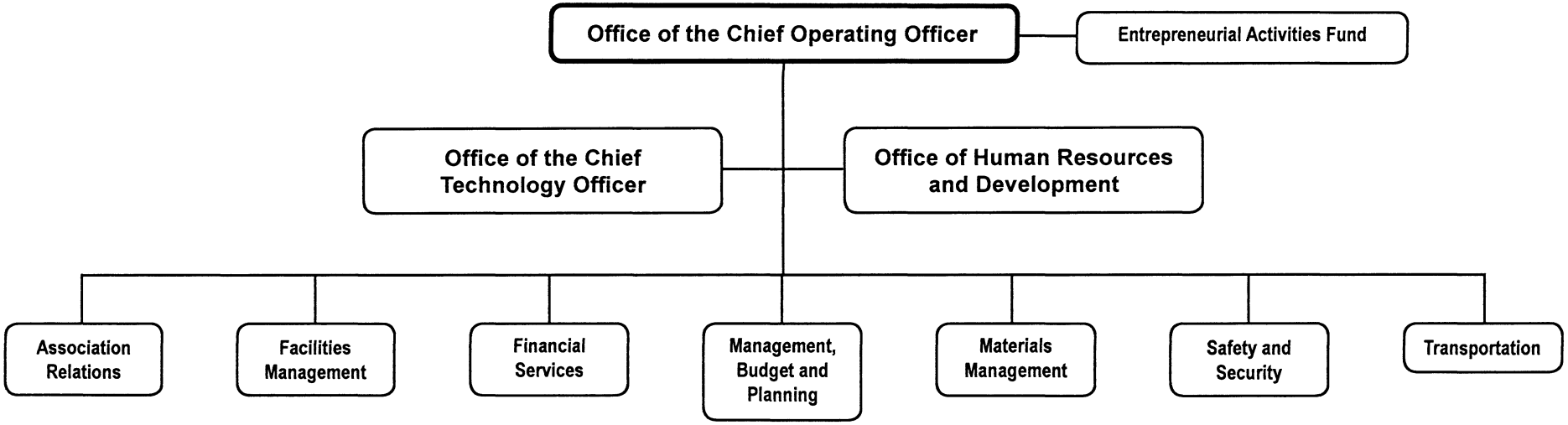
CONTENTS

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

OBJECT OF EXPENDITURE	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	FY 2012 BUDGET	FY 2012 CHANGE
POSITIONS					
Administrative	33.000	33.000	34.000	34.000	
Business/Operations Admin.	50.000	51.000	51.000	51.000	
Professional	3.000	2.000	2.000	2.000	
Supporting Services	4,165.585	4,165.273	4,170.273	4,179.173	8.900
TOTAL POSITIONS	**4,251.585**	**4,251.273**	**4,257.273**	**4,266.173**	**8.900**
01 SALARIES & WAGES					
Administrative	$4,285,302	$4,583,874	$4,673,681	$4,655,594	($18,087)
Business/Operations Admin.	4,488,504	4,736,465	4,736,465	4,783,692	47,227
Professional	232,719	221,652	221,652	223,158	1,506
Supporting Services	163,180,730	168,480,630	168,560,474	168,288,891	(271,583)
TOTAL POSITION DOLLARS	**172,187,255**	**178,022,621**	**178,192,272**	**177,951,335**	**(240,937)**
OTHER SALARIES					
Administrative					
Professional	319,635	392,780	392,780	523,500	130,720
Supporting Services	16,966,568	14,753,372	14,582,555	14,397,034	(185,521)
TOTAL OTHER SALARIES	**17,286,203**	**15,146,152**	**14,975,335**	**14,920,534**	**(54,801)**
TOTAL SALARIES AND WAGES	**189,473,458**	**193,168,773**	**193,167,607**	**192,871,869**	**(295,738)**
02 CONTRACTUAL SERVICES	**9,049,404**	**10,681,921**	**10,723,714**	**10,400,674**	**(323,040)**
03 SUPPLIES & MATERIALS	**34,368,045**	**38,327,521**	**38,409,043**	**38,094,123**	**(314,920)**
04 OTHER					
Staff Dev & Travel	513,697	657,969	654,969	620,998	(33,971)
Insur & Fixed Charges	423,659,559	446,093,781	446,093,781	492,936,627	46,842,846
Utilities	40,892,114	40,028,502	39,960,002	41,907,223	1,947,221
Grants & Other	9,945,950	8,032,962	8,103,312	8,520,613	417,301
TOTAL OTHER	**475,011,320**	**494,813,214**	**494,812,064**	**543,985,461**	**49,173,397**
05 EQUIPMENT	**11,019,075**	**12,240,424**	**12,109,770**	**12,219,106**	**109,336**
GRAND TOTAL AMOUNTS	**$718,921,302**	**$749,231,853**	**$749,222,198**	**$797,571,233**	**$48,349,035**

CONTENTS

Chief Operating Officer—Overview



F.T.E. Positions 4,266.173

(In addition, there are 66.5 Capital Budget positions, 21.0 from ICB, 27.0 funded by Trust Funds. There are 1,919.012 school-based positions shown on K–12 charts.)

CONTENTS

Office of the Chief Operating Officer

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

F.T.E. Positions 14.5

Office of the Chief Operating Officer—331

Larry A. Bowers, Chief Operating Officer 301-279-3626

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.

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

Major Functions

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

The OCOO has overall responsibility for the Office of Human Resources and Development; the Office of the Chief Technology Officer; the Department of School Safety and Security; the Department of Facilities Management; the Department of Financial Services; the Department of Management, Budget, and Planning; the Department of Transportation; the Department of Materials Management; the Department of Association Relations; the Appeals/Transfer Team; and 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. The OCOO works with each of its offices, departments, and divisions to develop, monitor, and assess short- and long-term goals and performance measures. All units monitor data and provide progress reports on a family of measures—financial results, organizational results, workforce excellence, and customer focus. Additionally, this office has primary responsibility for legal services, staffing of schools, and the Entrepreneurial Activities Fund. The OCOO provides leadership and training in Baldrige to all schools and offices. The Baldrige categories create an integrated management system that enables schools and offices to focus systematically on performance excellence and continuous improvement aimed at getting results. The OCOO also prepares items for Board of Education action, discussion, and information relating to schools, procurement, facilities planning and management, budget, materials management, transportation, association relations, and all financial matters.

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

The OCOO, through the Office of Human Resources and Development and with the leadership of the associate superintendent, recruits, selects, and works to retain the most qualified and productive employees to serve the diverse needs and quality expectations of the school system to achieve workforce excellence. In addition, processes are in place to ensure compliance with the No Child Left Behind Act of 2001 (NCLB) to have teachers and paraeducators designated "highly qualified." MCPS Careers was launched this year. MCPS Careers is a secure, web-based application designed to streamline processes, improve communication, reduce costs, and assist managers and current and potential employees with transparency and with equitable access to vacancies. This customized system standardizes the application process and provides increased Information about position vacancies. In addition, the Hiring for Excellence and Equity Project is focused on transforming the selection and the orientation processes to ensure that every employee assumes 100 percent responsibility for the success of every student. This work is based on industry training that emphasizes the importance of bringing onboard (or "onboarding") employees who share the organization's core values, mission, vision, and goals.

The OCOO, through the Department of School Safety and Security, works with all schools and facilities in developing and updating individual emergency crisis plans. In addition, Code Red and Code Blue drills occur throughout the school year. Due to budget constraints, the Educational Facilities Officer (EFO)/ Student Resource Officer program has decreased from 29 to 9 officers working with our schools. A security initiative, which includes the installation of digital cameras in all middle and high schools, is funded through the Capital Improvements Program (CIP) beginning in FY 2009.

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

Office of the Chief Operating Officer—331

Larry A. Bowers, Chief Operating Officer 301-279-3626

The OCOO and the Office of the Chief Technology Officer implemented the e-Recruitment application, MCPS Careers, which reduces the time needed to fill positions and provides managers with greater access to applicant information. By eliminating paper-based processes and automating the transfer of data, this system enhances data reliability, decreases redundant data entry, and avoids potentially costly process delays. The offices also have continued development of the financial management system (FMS), which provides the budget, general ledger, and procurement data required to efficiently manage the financial operations of the school system. This system continues to improve efficiency and data quality and provides required reporting through automation of processes, online, real-time access, and financial best practices. FMS also provides an online ordering system, accounts payable, inventory, accounts receivable, grant and project accounting, and capital asset functionality. The school system's portal, myMCPS, was expanded to include the Instruction and Business centers, which provide administrators with a consolidated repository for information vital to the day-to-day operations of their buildings, with resources that include a document library, calendar of important events, and financial and staffing reports.

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

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

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

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

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

Work continues with the OCOO Leadership Team to develop and implement equitable practices in the workplace. These practices are aligned to the Framework for Equity and Excellence that has been incorporated in *Our Call to Action: Pursuit of Excellence*. Fostering an organizational culture of high expectations for all students requires equitable practices in all workplaces. It also requires the commitment to high expectations for all staff; cultural competence; and positive relationships with all students, staff, parents, and community members, regardless of race, ethnicity, or background. Office, department, and division staff are developing action plans to ensure the implementation of equitable practices throughout the ranks.

Trends and Accomplishments

Beginning in the summer of 2007, turmoil in the nation's housing market led to the deepest economic decline since the Great Depression. The bursting of the housing "bubble" had devastating implications for banks holding large amounts of mortgage debt. Buyers who should not have been qualified for mortgages defaulted on their loans and foreclosures escalated. This led to a credit crisis that has rippled through the economy and led to millions of jobs lost and a persistently high national unemployment rate, at 9.5 percent in July 2010. The credit crisis and related job losses have led to unprecedented federal involvement to contain the financial meltdown and stimulate the economy. In addition to the banking crisis, huge losses in the stock market have resulted in a steep reduction in the value of personal investments and retirement accounts, sharply reducing consumer spending patterns. Signs of an improving economy at the end of 2009 and beginning of 2010 led many economists to declare the recession—that officially began in December 2007—to be over in January 2010. However, full recovery, especially in terms of employment, is expected to be a slow process.

A reduction in labor mobility—the movement of people around the country for jobs—has been another byproduct of the bursting of the housing bubble. Many households now reside in homes with underwater mortgages where more is owed than the value of the property. This is constraining job searches and forcing many people to limit their efforts to the area where they currently reside. Labor mobility has been considered a signature strength of the U.S. economy in the past and this situation is leading economists to worry that lack of mobility in itself will make economic recovery more difficult to achieve.

The impact of the recession has been less severe in Montgomery County compared to other parts of the country. In June 2007, the Maryland unemployment rate was 7.1 percent and the Montgomery County unemployment rate was 5.7

percent. However, an unemployment rate of 5.7 percent in Montgomery County is well above more typical rates of 2.5 to 3.5 percent. In addition to higher-than-normal unemployment, housing activity in the county continues to be significantly impacted by the economic downturn. This relates to the reduction in labor mobility described previously. In better times, the movement of people to obtain jobs and household formation are the main drivers for housing turnover and new home construction. Another damper on the housing market is the after-effects of the housing "bubble" in the county. In Montgomery County housing costs escalated rapidly from 2000 to 2007, a period where average home sale prices went from $253,876 to $550,210. Since 2007, average home sale prices have declined to $434,440 in 2009. Decreased demand has reduced the cost of housing in the county and reduced construction of new homes. Since 2007 annual new home completions have been under 3,000 per year, compared to 4,000 to 6,000 home completions in the years prior to 2007. The average number of days new and existing homes were on the market before being sold rose from less than 30 in the 2002–2005 period to over 100 in 2008, and was only slightly better in 2009 at 91 days.

MCPS enrollment grew by 2,500 students between 2008 and 2009, and by another 2,300 students between 2009 and 2010. This upward trend is occurring despite a weak economy and housing market. The increase in enrollment is driven by increases in county births, movement of private school students into public schools, and more households staying put in the county as labor mobility has decreased. Annual births have topped 13,000 since 2000, and totaled 13,493 in 2009. Projections show annual births continuing to increase for the foreseeable future. Consequently, elementary school enrollment is increasing rapidly, with a gain of over 5,600 students projected by 2016–2017. Secondary enrollment is being affected by a temporary dip in enrollment that began at the elementary school level in 2002. A projected decrease in middle and high school enrollment will soon be replaced by growth, beginning in 2012 for middle school enrollment and in 2013 for high school enrollment. Overall, MCPS enrollment is projected to increase from 144,064 in 2010 to 154,684 in 2016.

Race and ethnic diversity have been a hallmark of MCPS enrollment growth. Immigration of primarily Asian and Hispanic students to the county has resulted in a school system that has been transformed. In 1972, 90 percent of the school population was non-Hispanic White, compared with 38 percent in 2009. All enrollment increases that have occurred since 1983 (over 50,000 more students) are attributable to growth in African American, Asian American, and Hispanic students.

Socioeconomic diversity in the student population also has increased. Movement into the county of economically impacted households has resulted in high levels of participation in the federal Free and Reduced-price Meals System (FARMS). Since 1985, the proportion of MCPS students participating in FARMS has risen from 12 percent to 30.7 percent in 2010, representing 44,231 students receiving assistance.

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

Major accomplishments of this office include the successful completion and approval of the operating and capital budgets and the implementation of cost-saving measures. It effectively managed all expenditures for the operating and capital budgets. The FY 2011 Operating Budget is built on the Board of Education goals and academic priorities and provides money to maintain most program initiatives from *Our Call to Action: Pursuit of Excellence.* The FY 2011 Operating Budget was funded for $2,104,188,040, a 4.4 percent decrease below the FY 2010 Operating Budget. However, without the addition of $79.5 million to reimburse the county government for debt service on school construction in FY 2010, the operating budget increase would have been only 0.8 percent, despite a budgeted enrollment increase of 2,809 students.

Major accomplishments in the area of school facilities include the completion of eight major capital projects totaling 284,033 square feet of new construction and 234,600 square feet of modernization for school year 2010–2011.

However, increasing enrollment continues to place pressure on the school system's facilities. This year, enrollment is at 144,000 students, a 2,200 increase from last year. In the past three years, enrollment has increased by over 6,000 students. In addition to the need to address existing space shortages, more enrollment is projected in the next six years. As a result, dependency on relocatable classrooms will increase to address the space needs.

The Board of Education aligns the budget and strategic planning processes by encouraging greater public involvement in long-range strategic issues and emphasizing public involvement in the development phase of the strategic plan and the operating budget. As a result, the Board of Education continues to sponsor community forums during the fall. The forums result in significant feedback from stakeholders on issues involving the strategic plan and budget. To build on the success of the forums, the Board of Education has planned to continue this dialogue and seek input from a variety of community organizations and individuals through the MCPS website.

MCPS has adopted the Malcolm Baldrige Education Criteria for Performance Excellence as its model for continuous improvement. Leadership for this effort comes from the OCOO. The criteria are designed to help organizations use an integrated approach that results in the delivery of ever-improving value to students and stakeholders, contributing to education quality, improvement of overall organizational

effectiveness and capabilities, and organizational and personal learning. In addition, Six Sigma processes have been introduced, and a number of significant projects throughout MCPS are utilizing this model to ensure the highest quality goods and services for our students, staff, and community.

MCPS is part of a project sponsored by the American Productivity and Quality Center (APQC) in Houston, Texas, which is a highly respected, internationally known organization providing research, benchmarking, training, and process improvement strategies to private and public companies across the globe as well as school districts across the United States. The project is entitled North Star, which assists school districts in becoming more process centered by using process management and improvement strategies. A process-centered organization is one in which everyone in the organization is focused on designing new processes to improve efficiency and effectiveness, while 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 US. 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 their key processes, mapped them, 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.

Major Mandates

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

Performance Measures

The OCOO uses a family of measures with an equity lens to monitor the performance of its offices, departments, divisions, and units. The Family of Measures includes the following categories: Organizational Results, Financial Results, Customer Focus, and Workforce Excellence. Additionally, the OCOO is working in collaboration with the Office of the Deputy Superintendent of Schools on monitoring and managing the school system's strategic plan, *Our Call to Action: Pursuit of Excellence.*

Budget Explanation Office of the Chief Operating Officer—331

The FY 2012 request for this office is $2,232,328, an increase of $47,886 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$47,886
There is an increase of $47,886 for continuing salary costs to reflect step or longevity increases for current employees.

CONTENTS

Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	14.500	14.500	14.500	**14.500**	
Position Salaries	$1,526,381	$1,521,779	$1,521,779	**$1,569,665**	$47,886
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		60,889	60,889	**60,889**	
Supporting Services Part Time		8,397	8,397	**8,397**	
Other		1,695	1,695	**1,695**	
Subtotal Other Salaries	51,107	70,981	70,981	**70,981**	
Total Salaries & Wages	1,577,488	1,592,760	1,592,760	**1,640,646**	47,886
02 Contractual Services					
Consultants		2,500	2,500	**2,500**	
Other Contractual		583,327	583,327	**583,327**	
Total Contractual Services	640,328	585,827	585,827	**585,827**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,586	3,586	**3,586**	
Other Supplies & Materials		404	404	**404**	
Total Supplies & Materials	5,388	3,990	3,990	**3,990**	
04 Other					
Local Travel		1,865	1,865	**1,865**	
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	28,499	1,865	1,865	**1,865**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$2,251,703	$2,184,442	$2,184,442	**$2,232,328**	$47,886

CONTENTS

Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
1		Chief Operating Officer		1.000	1.000	1.000	**1.000**	
2	P	Director I		1.000	1.000	1.000	**1.000**	
2	P	Director I		1.000	1.000	1.000	**1.000**	
1	P	Executive Assistant		2.000	2.000	2.000	**2.000**	
1	I	Business & Fiscal Admin		1.000	1.000	1.000	**1.000**	
2	BD	Instructional Specialist		1.000	1.000	1.000	**1.000**	
1	19	Admin Services Mgr III		1.000	1.000	1.000	**1.000**	
1	17	Copy Editor/Admin Sec		1.000	1.000	1.000	**1.000**	
2	16	Appls Trans Control Asst		1.000	1.000	1.000	**1.000**	
1	16	Administrative Secretary III		1.000	1.000	1.000	**1.000**	
2	15	Administrative Secretary II		1.000	1.000	1.000	**1.000**	
2	14	Administrative Secretary I		1.000	1.000	1.000	**1.000**	
2	12	Secretary		1.500	1.500	1.500	**1.500**	
	Total Positions			**14.500**	**14.500**	**14.500**	**14.500**	

CONTENTS

Entrepreneurial Activities Fund

Instructional Specialist (B–D)	1.0
Application Developer I (23)	1.0
Printing Equipment Operator III (17)	1.0
Customer Services Specialist (16)	1.0
Fiscal Assistant I (13)	1.0
Bindery Equipment Operator I (11)	2.0
Truck Driver/Warehouse Worker Shift 1 (11)	2.0

F.T.E. Positions 9.0

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

Larry A. Bowers, Chief Operating Officer 301-279-3626

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 Online Learning, managing human resources transaction and professional development online, and entrepreneurial activity development.

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

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

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

The MCPS partnership with a private company has created a 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.

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

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

The Professional Development Online (PDO) system incorporates a powerful registration component, course management, and electronic portfolio with automation of Mentor tracking and Tuition Reimbursement. PDO delivers customized reporting solutions to the Office of 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.

Trends and Accomplishments

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

Major Mandates

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

Strategies

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

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

Larry A. Bowers, Chief Operating Officer 301-279-3626

Performance Measures

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
98.4%	100%	103%

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

Performance Measure: Supply Warehouse Services revenue activity.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
$211,232	$200,000	$200,000

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
$559,073	$560,000	$560,000
13%	15%	15%

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

Performance Measure: Technology Services Fund revenue activity

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
$200,000	$250,000	$300,000

Budget Explanation Entrepreneurial Activities Fund—820/821/822/823/824/825/826/827/828

The FY 2012 request for this fund is $2,694,158, an increase of $530,058 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$4,159
There is an increase of $4,159 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—$525,899
There is a realignment of $475,899 from the Food Services Fund to the Entrepreneurial Activities Fund to support Technical and Printing Services, Choral, Instrumental Music, and Online Learning programs. In addition, there is a realignment of $50,000 from the Field Trip Fund to the Entrepreneurial Activities Fund to support the Curriculum Guide Sales program.

CONTENTS

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

Larry A. Bowers, Chief Operating Officer

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	10.000	9.000	9.000	**9.000**	
Position Salaries	$560,280	$541,841	$541,841	**$545,314**	$3,473
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends		71,000	71,000	**162,270**	91,270
Professional Part Time		233,142	233,142	**283,142**	50,000
Supporting Services Part Time		96,990	96,990	**105,657**	8,667
Other		60,412	60,412	**35,612**	(24,800)
Subtotal Other Salaries	312,854	461,544	461,544	**586,681**	125,137
Total Salaries & Wages	873,134	1,003,385	1,003,385	**1,131,995**	128,610
02 Contractual Services					
Consultants		46,125	46,125	**34,520**	(11,605)
Other Contractual		279,000	279,000	**639,000**	360,000
Total Contractual Services	394,237	325,125	325,125	**673,520**	348,395
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		235,098	235,098	**388,317**	153,219
Office					
Other Supplies & Materials		362,600	362,600	**208,835**	(153,765)
Total Supplies & Materials	493,342	597,698	597,698	**597,152**	(546)
04 Other					
Local Travel		9,500	9,500	**16,000**	6,500
Staff Development		6,500	6,500	**24,900**	18,400
Insurance & Employee Benefits		179,015	179,015	**224,214**	45,199
Utilities					
Miscellaneous					
Total Other	217,341	195,015	195,015	**265,114**	70,099
05 Equipment					
Leased Equipment		18,977	18,977	**18,977**	
Other Equipment		23,900	23,900	**7,400**	(16,500)
Total Equipment		42,877	42,877	**26,377**	(16,500)
Grand Total	$1,978,054	$2,164,100	$2,164,100	**$2,694,158**	$530,058

CONTENTS

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

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
	820 Entrepreneurial Activities Fund						
81	BD Instructional Specialist		1.000	1.000	1.000	**1.000**	
81	13 Fiscal Assistant I		1.000	1.000	1.000	**1.000**	
81	11 Truck Drive/Whr Wkr Shift 1		2.000	2.000	2.000	**2.000**	
	Subtotal		**4.000**	**4.000**	**4.000**	**4.000**	
	822 Printing Services						
81	17 Printing Equip Operator III		1.000	1.000	1.000	**1.000**	
81	16 Customer Service Spec		1.000	1.000	1.000	**1.000**	
81	11 Bindery Equip Operator I		2.000	2.000	2.000	**2.000**	
	Subtotal		**4.000**	**4.000**	**4.000**	**4.000**	
	823 Student Online Learning						
81	BD Instructional Specialist		1.000				
81	23 Applications Developer I		1.000	1.000	1.000	**1.000**	
	Subtotal		**2.000**	**1.000**	**1.000**	**1.000**	
	Total Positions		**10.000**	**9.000**	**9.000**	**9.000**	

Department of Financial Services

Chief Financial Officer (Q) 1.0
Investment Specialist (P) 1.0*

Division of Controller

Employee and Retiree Call Center and Transactions Unit

ERSC Call Center Transactions Supervisor (K)	1.0
ERSC Call Center Transactions Assistant Supervisor (G)	1.0
Payroll Supervisor (G)	1.0
Wellness Coordinator (26)	1.0*
Payroll Assistant (14)	3.0
Transactions Assistant I (14)	3.5
Transactions Assistant I (14)	8.0*

Employee Services Administration

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

Technology, Reporting, and Systems Support

Administrator on Special Assignment (P)	1.0
Data Integration Specialist (23)	1.0*
Data Support Specialist I (21)	1.0
Data Support Specialist I (21)	1.0*
Communications Specialist (21)	1.0*
Administrative Secretary II (15)	1.0*

Benefits Strategy and Vendor Relations

Director I (P)	1.0*
Risk Management Specialist (24)	1.0*
Specialist, Insurance and Retirement (19)	3.0*
Benefits Assistant (16)	1.0*
Administrative Secretary II (15)	1.0*

F.T.E. Positions 21.5

(*In addition the chart above includes 26.0 positions funded by Trust Funds)

Department of Financial Services—334/333

Susanne G. DeGraba, Chief Financial Officer 301-279-7265

Mission

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

Major Functions

The Department of Financial Services coordinates the functions and operations of the Employee and Retiree Service Center (ERSC) and the Division of the Controller while maximizing the efficiency of departments that use the FMS and HRIS systems and creating cross-functional opportunities for process improvement. The integration of financial services improves productivity in data entry, reporting, and access to information that ultimately will result in increased effectiveness and expanded management information. The Division of Controller prepares the financial statements, provides for the internal controls of all accounting activities, processes accounting transactions, collects amounts owed to 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 and administration of employee programs such as leave, salary administration, and workforce reporting. It operates a call center, transactions unit, and a communications program; provides support for policy implementation; and provides continued expansion of the use of technology to improve service and efficiency.

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

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

Employee and Retiree Benefits

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

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

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

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

Trends and Accomplishments

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

Process improvements continue as experience and expertise increase.

While the number of MCPS employees has been stable, the number of retirees continues to increase each year. The complexity of benefit programs and the compliance requirements related to compensation and benefits also increase. During FY 2010, the *Affordable Health Care Act of 2010* was enacted and its impact is still being determined as regulations are issued. It is anticipated that additional changes and mandates affecting accounting, human resource transactions, payroll processing, and employee and retiree benefit plans will occur. A priority of the centralized call center is the improvement of customer service provided to employees, retirees, and their families. Performance measurements include wait time, abandoned call volume, and duration of answered calls.

Containment of rising employee and retiree medical, dental, and prescription costs is an important focus of the Department of Financial Services. A dependent eligibility verification for the benefits programs was completed during FY 2009. The verification process provided education to employees regarding eligibility rules and included an amnesty period during which 500 dependents were dropped. The verification provided for collection and review of current documents establishing the eligibility of covered dependents. Final numbers and projected savings are being compiled.

During FY 2010, a pharmacy claims and rebate audit was conducted with results to be received in early FY 2011. This external audit reviewed claims processing as well as contractually required rebates to the prescription plan based on vendor contracts. While large savings are not anticipated, the claims audit was a prudent process to ensure that plan provisions are being followed and contractual obligations of the vendor are being met.

During FY 2010, the comprehensive employee and retiree communications program was expanded with the introduction of the first webinar formats including moderated (live) webinars on topics related to leave. The communications program uses a variety of media including active employee retirement statements, an expanded website, and employee presentations. This program educates employees about their compensation, benefits, and other related issues, such as retirement planning, leave, and workers' compensation. Employees are encouraged through the ERSC communication program to expand their knowledge of the retirement program and to increase retirement savings to supplement state and MCPS pension plans.

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

During FY 2009, the Department of Financial Services continued to use a document imaging system, moving to electronic images of vendor, employee, and retiree forms as well as correspondence. The system allows shared access to imaged forms, improving efficiency in the storage and retrieval of documents. Newly hired employees no longer have paper folders but have all forms stored electronically which enhances the safety of the forms from water, fire, or other damage. Staff members have been imaging historical employee and retiree forms, reducing the paper stored by one quarter. As resources permit, this imaging will continue. Having electronic documents improves access, reduces physical storage space required, and reduces risk of loss or damage. The Office of Human Resources and Development also has implemented the same document imaging system, leveraging the lessons learned and foundation used by the Department of Financial Services.

During FY 2010, work continued on an Applicant Tracking System (ATS). This system benefits both internal and external applicants for positions by offering online application for positions. In the long term, the system will impact the coordination and workflow from the Office of Human Resources and Development to the Employee and Retiree Service Center as data is gathered that will support the timely and accurate processing of newly hired employees and employees changing positions or work schedule. Work continues to improve processing of transactions on the Human Resources Online (HRO) system. In FY 2010, the HRO system began to electronically route some human resource transactions for processing linking ATS with HRIS. This enabled more efficient processing of new hire transactions. Expansion of the system to additional transaction processing is ongoing. Ultimately, the system is expected to move many human resources transactions to electronic workflows, integrating with ATS for newly hired or transferring employees, as well as provide employee self-service capabilities.

Benefits Strategy and Vendor Relations

The cost of health insurance, including prescription plans, is a significant part of the MCPS budget, and this unit has initiated efforts to contain costs, educate employees and retirees to become better 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 2010, several county agencies joined together to competitively bid their health plans, with the results of that process to be reflected in vendor contracts effective January 1, 2011. A wellness coordinator position was created to lead efforts to improve the health of employees and retirees by leveraging the disease management features of the health plans and coordination of activities with community partners.

During FY 2010, the 403(b) and 457(b) plans were bid in an effort to reduce costs to employees. Anticipated benefits to employees through reduced fees are $250,000 for FY 2011 and $500,000 for fiscal years beyond due to the January 1 implementation of the new contracts. During FY 2009, a

common remitter function was implemented, providing a central source of information for employees and supporting compliance with Internal Revenue Service regulations applying to 403(b) plans, which took effect on January 1, 2009.

Major Mandates

- The overriding mandate is to comply with all federal and state laws and the Board of Education policies regarding accounting, insurance, payroll, benefit plans, and investments, including generally accepted accounting standards, reporting requirements, income and other taxes, social security, fair labor standards, and supported projects procedures and requirements.
- Maryland law requires MCPS to have comprehensive liability insurance and workers' compensation coverage. This is provided through the Montgomery County Self-insurance Program.
- Maryland law requires insurers to provide prescription drug plans to cover contraceptives under the same terms as other drugs.
- Maryland law requires a fidelity bond for the superintendent and any employees who handle system funds.
- The Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA) requires the continuation of group health insurance for active employees (and their dependents) who terminate or become disabled and are not eligible for retirement, as well as for dependents who no longer qualify under the employee benefit plan.
- The Health Insurance Portability and Accountability Act of 1996 (HIPAA) imposes many administrative obligations on employer-sponsored health plans, requiring certificates of coverage as well as termination of coverage under various circumstances. In FY 2003, HIPAA mandated significant administration requirements on employers relative to the privacy of employee health benefits.
- Maryland law requires MCPS to provide parity in mental health benefits among various health plans. Historically, mental health benefits were limited or capped, but this requires all Maryland employer health plans to treat mental health expenses the same as any other medical expenses covered under the plan.
- Medicare Part D prescription plan coverage became available to eligible retirees on January 1, 2006. MCPS prescription coverage has been actuarially determined to be equivalent to the Medicare Part D program, and MCPS received $4.6 million of employer subsidy during FY 2010. MCPS has provided reporting and other data requirements, as required, and anticipates continued receipt of the subsidy.
- The Affordable Health Care Act of 2010 has dramatically changed the requirements for employer sponsored health plans. Regulations are still being issued to clarify requirements such as extension of coverage of dependents to age 26, and coverage of preventive care and mental health benefits, MCPS has submitted an application for reimbursement under the retiree major medical provisions of the bill and awaits notification of reimbursements.

Strategies

- Provide leadership on financial issues and requirements.
- Involve all levels of department staff in operation and process improvement.
- Involve all levels of department staff in planning and process improvement in the use of the new financial system.
- Provide communications to employees and retirees to help them become effective users of health insurance and prescription programs. Wellness and disease management programs are examples of services offered to encourage employees and retirees to be active partners in the use of health benefits and to select programs that meet their particular needs. Ongoing communications educate participants about available options and help them make educated choices as consumers of health care.
- Expand education efforts to ensure that employees understand the need to contribute to defined contributions plans to augment the benefits provided by the state- and county-sponsored defined benefit program.
- Continue cross-functional process review and improvements to increase coordination, accuracy, and efficiency of financial and human resource transactions.
- Expand training offerings to units and offices to facilitate adherence to procedures and use of management data.
- Use performance measure data to identify opportunities for process and training improvements.
- Expand a comprehensive communication plan to provide information and receive critical input concerning goals, functions, and issues.
- Rotate staff across tasks and ensure that these tasks are continually reassessed for effectiveness and efficiencies.
- Support management decision making through the use of reporting and analysis tools.
- Expand technical training for ongoing HRIS enhancements, software operations, and emerging methodologies.
- Explore additional technology solutions for improved information, efficiency, and service.

Department of Financial Services—334/333

Susanne G. DeGraba, Chief Financial Officer 301-279-7265

Performance Measures

Call Center Efficiency:

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
• Average wait time	88 sec.	70 sec.	70 sec.
• Average duration	3 min., 26 sec.	3 min., 20 sec	3 min., 20 sec
• Average volume/business day	262 calls	250 calls	250 calls
• Average wait/abandoned call	2 min., 38 sec.	2 min., 35 sec.	2 min., 30 sec.
• Percent of abandoned calls	10.2%	9%	8%
• Percent of calls answered within 1 min	68%	70%	70%

Transaction processing efficiency:

• Percent of new teachers paid on first pay date	99.8%	99%	99%
• Year-to-year trend in growth rates of benefit costs compared to national averages	-.88%	-1.0%	-1.0%
• Trend In growth rate of benefit costs compared to regional peers	-4.21%	-1.0%	-1.0%

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

Budget Explanation Department of Financial Services—334

The FY 2012 request for this department is $1,855,895, a decrease of $23,135 from the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$48,690
There is an increase of $48,690 for continuing salary costs to reflect step or longevity increases for current employees.

Reductions—($71,825)
There is reduction of $71,825 and a 1.0 communications specialist web producer position that will be shifted from the operating budget to the Employee Benefits Trust Fund.

Budget Explanation Insurance and Employee Benefits—333

The FY 2012 request for this unit is $480,574,548, an increase of $45,881,445 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$1,636,714
There is an increase of $947,115 for social security benefits and a $689,599 increase for retirement benefits related to continuing salary costs that reflect step or longevity increases for current employees.

Realignment—$369,409
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 is an increase in social security contributions of $99,033, employee health benefits of $211,633, and retirement contributions of $58,743.

Grant Shifts—$1,421,912
Due to funding changes and program needs, 16.5 positions are shifted from grant funding to local tax -supported funding. This has resulted in additional employee health benefits of $822,079, social security contributions of $371,646, and retirement contributions of $228,187.

Enrollment Changes—$3,480,987
Based on current enrollment projections, budgeted salaries and positions related to changes in student enrollment are projected to increase for FY 2012. Based on this projection, the FY 2012 budget contains increases for social security contributions of $830,085, employee health benefits of $2,074,951, and retirement contributions of $575,951.

New Schools—$233,111
Benefits associated with the staffing of new schools require an increase of $233,111 in employee benefits. This amount includes increases for employee health benefits of $140,530, social security contributions of $53,574, and retirement contributions of $39,007.

Employee Health Benefits—$18,616,814
Health care costs for MCPS continue to trend upward, but still at a somewhat lower rate than national trends. The projected trend for FY 2012 has resulted in a need to increase employee health care programs for active employees and retirees by $12,940,733 and $5,676,081, respectively. The primary cause of the increase is the continuation of inflation and rate adjustments for health services and prescription drugs. Medicare Part D reimbursements are projected to be at the same level as FY 2011.

Retirement Contributions—$11,544,328
Retirement contributions increase the budget by $11,544,328 based on actuarial valuation and projected rates of returns on the assets in the fund.

Other—$769,484
Due to operational staffing changes besides enrollment growth, the budget includes an increase of $148,444 for employee health benefits, a $547,120 increase for social security contributions, and a $41,204 increase in retirement contributions. Also included are additional amounts for the Flexible Spending program of $28,600, and Leave Conversions of $4,116.

Self Insurance—$2,318,536
The budget includes a significant increase of $2,318,536 in contributions to the county's self-insurance program. This overall increase is the result of a requirement to replenish underlying reserves to adequate levels for the various types of insurance products. These reserves have been under funded in previous years causing significant increases for both FY 2011 and FY 2012.

Specific increases include higher amounts for Worker's Compensation Insurance of $2,134,867, fire insurance of $169,806, and higher amounts for other insurance items such as excess liability and insurance on physical plant and equipment of $13,863.

Other Post Employment Benefits (OPEB)—$6,000,112
In recognition of the need to fund future retiree benefit obligations, the operating budget includes an increase in contributions for the Retiree Health Trust Fund for Other Post-Employment Benefits (OPEB) of $6,000,112.

Reductions—($509,962)
The FY 2012 budget includes reductions totaling $6 million. As a result, there is a $509,962 reduction in employee benefits representing benefits for 21.7 eliminated positions. This includes reductions in employee health benefits of $269,614, social security contributions of $139,959, and retirement contributions of $80,389.

Selected Expenditure Information

Description	FY 2011 Current Budget	FY 2012 Budget	Change
Worker's Compensation	$9,829,345	$11,964,212	$2,134,867
Social Security	99,157,055	101,865,669	2,708,614
Employee Benefit - Active	216,235,797	232,284,553	16,048,756
Employee Benefit - Retirees	42,705,854	48,381,935	5,676,081
Retirement	62,422,441	75,519,071	13,096,630
Unemployment Compensation	300,000	300,000	0
Other Post Employment Benefits	0	6,000,112	6,000,112
Other	4,042,611	4,258,996	216,385
Total	$434,693,103	$480,574,548	$45,881,445

CONTENTS

Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	23.500	22.500	22.500	**21.500**	(1.000)
Position Salaries	$1,882,037	$1,799,052	$1,799,052	**$1,775,917**	($23,135)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		23,009	36,108	**36,108**	
Other		17,099	4,000	**4,000**	
Subtotal Other Salaries	-784,977	40,108	40,108	**40,108**	
Total Salaries & Wages	1,097,060	1,839,160	1,839,160	**1,816,025**	(23,135)
02 Contractual Services					
Consultants					
Other Contractual		19,560	19,560	**19,560**	
Total Contractual Services	9,570	19,560	19,560	**19,560**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		17,727	17,727	**17,727**	
Other Supplies & Materials					
Total Supplies & Materials	17,256	17,727	17,727	**17,727**	
04 Other					
Local Travel		2,583	2,583	**2,583**	
Staff Development					
Insurance & Employee Benefits		434,693,103	434,693,103	**480,574,548**	45,881,445
Utilities					
Miscellaneous					
Total Other	414,568,999	434,695,686	434,695,686	**480,577,131**	45,881,445
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$415,692,885	$436,572,133	$436,572,133	**$482,430,443**	$45,858,310

CONTENTS

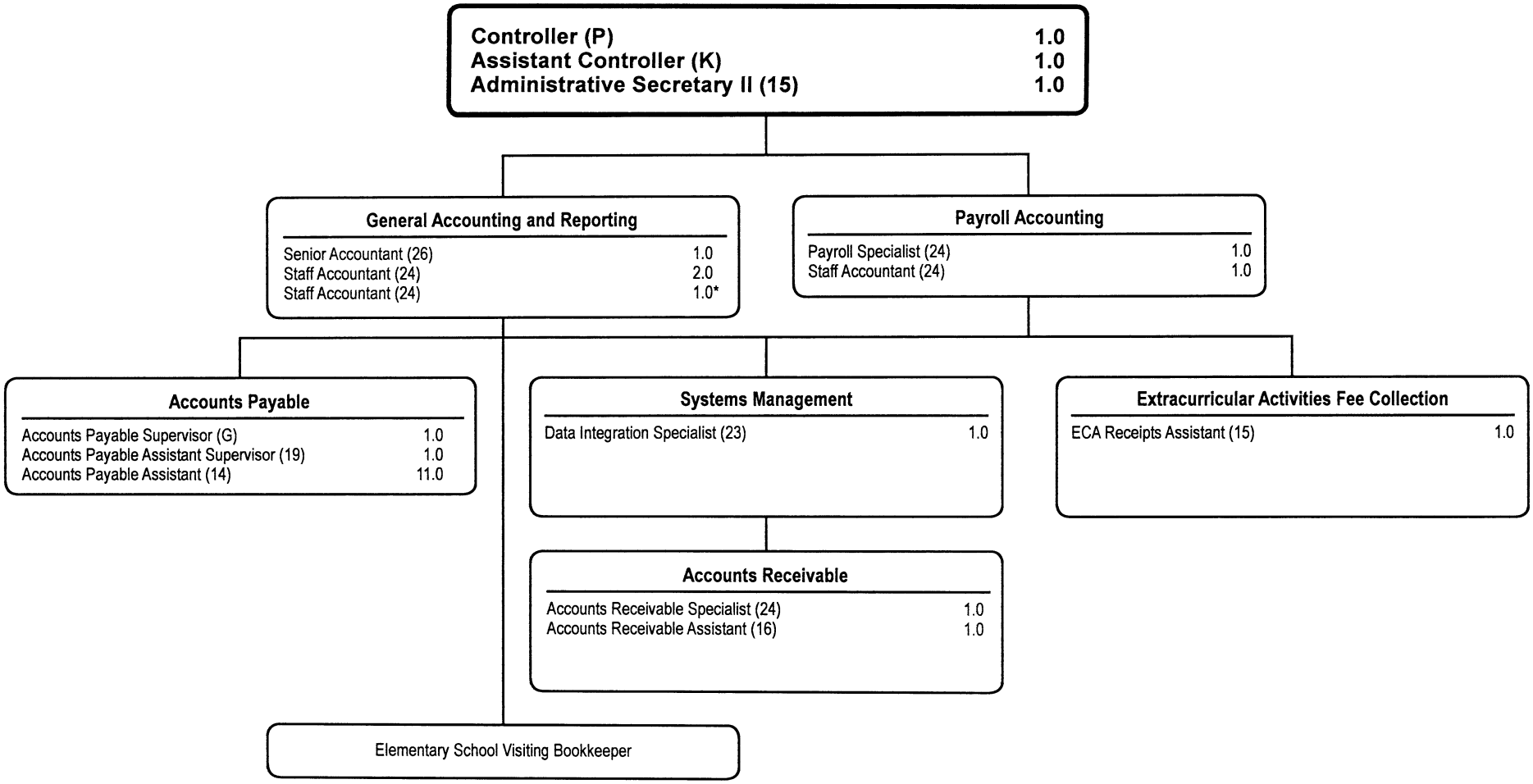
Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
1	Q	Chief Financial Officer		1.000	1.000	1.000	**1.000**	
1	P	Director I		1.000	1.000	1.000	**1.000**	
1	P	Administrator Spec Assign		1.000	1.000	1.000	**1.000**	
1	K	Sr Spec Pos & Sal Admin		1.000	1.000	1.000	**1.000**	
1	K	ERSC Call Ctr/Transaction Supv		1.000	1.000	1.000	**1.000**	
1	I	Sr Spec Leave/Wkrs Com		1.000	1.000	1.000	**1.000**	
1	G	Payroll Supervisor		1.000	1.000	1.000	**1.000**	
1	G	ERSC Call Ctr/Trans Asst Supv		1.000	1.000	1.000	**1.000**	
1	21	Comm Spec/Web Producer		1.000	1.000	1.000		(1.000)
1	21	Data Support Specialist I		1.000	1.000	1.000	**1.000**	
1	19	Specialist, Payroll		2.000	2.000	2.000	**2.000**	
1	19	Spec, Position/Salary Admin		2.000	2.000	2.000	**2.000**	
1	17	Garnishments Assistant		1.000	1.000	1.000	**1.000**	
1	16	Administrative Secretary III		1.000				
1	15	Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	**1.000**	
1	14	Transactions Assistant I		3.500	3.500	3.500	**3.500**	
1	14	Payroll Assistant		3.000	3.000	3.000	**3.000**	
	Total Positions			**23.500**	**22.500**	**22.500**	**21.500**	**(1.000)**

CONTENTS

Division of Controller



F.T.E. Positions 25.0

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

Division of Controller—332/155

Robert J. Doody, Controller 301-279-3115

Mission

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

Major Functions

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

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

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

Trends and Accomplishments

Systemwide growth in financial activity continues to affect the division work load. The division centrally assumes primary control responsibility for the Financial Management System (FMS) and its feeder systems. The division, through process review continuous improvement techniques, has made improvements to the work flow in the accounts payable and the accounts receivable units. These work flow improvements allow the units to manage an ever-increasing work load.

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

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

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

The division devoted considerable time during FY 2009 to training and operational support for the FMS. Individual and group training and orientation sessions were provided throughout the year for schools and central office personnel. The division took a leadership role in evaluating and adapting the procure-to-pay process in response to lessons learned during the first year of implementation. During FY 2011, the division will be working with the Department of Instructional Technology to update FMS user guides and to develop FMS training webinars.

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

Division of Controller—332/155

Robert J. Doody, Controller 301-279-3115

allows customers to view and pay amounts owed to MCPS through the Internet.

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

MCPS has received the Association of School Business Officials International's (ASBO) Award of Excellence in Financial Reporting for excellence in the preparation and issuance of the FY 2009 Comprehensive Annual Financial Report (CAFR). This is the 30th time (29th consecutive) that MCPS has received this prestigious award. The award, the highest recognition for school district financial operations offered by ASBO, is only presented to school systems that have met or exceeded the standards of the program.

For the sixth 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 ended June 30, 2009. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized CAFR.

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

Major Mandates

- Maryland law requires an annual audit by a certified public accountant, a comprehensive Annual Financial Report, state budget reports, and annual financial reports.
- Federal, state, and other grantor agencies require the submission of monthly, quarterly, semiannual, or annual reports for all grants received by MCPS.
- The *Federal American Recovery and Reinvestment Act* of 2009 (ARRA), requires MCPS to file comprehensive quarterly reports as a sub-recipient through the Maryland State Department of Education on how Federal stimulus funds have been used and have meet the overall goals of the ARRA.
- The federal Office of Management and Budget Circular A-133 requires annual audits and reports on all federal programs.
- Federal law requires the filing of Form W-2 employee wage and tax statements and Forms 1099 and 1099R tax reports for many vendors/contractors and terminated employees who receive payments.
- Federal and state laws require biweekly, monthly, quarterly, and annual reporting of income and social security taxes, employee earnings, unemployment insurance, and workers' compensation.

Strategies

- Evaluate business processes for opportunities to make process improvements, incorporating customer and stakeholder feedback and potential for new products and services.
- Work with the Department of Instructional Technology to update FMS user guides.
- Assure the division is functionally organized appropriately and logically to operate efficiently under the new FMS.
- Provide training opportunities that encourage and strengthen financial management skills of school-based fiscal staff.

Performance Measures

Performance Measure: Invoice to payment days.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
18.5 days	15	15

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

Performance Measure: Percent of payments voided.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
0.3 percent	0.3	0.3

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
814 invoices	815	815

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

Performance Measure: Percent of supplier invoices received electronically.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
16 percent	22	22

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

Division of Controller—332/155

Robert J. Doody, Controller 301-279-3115

Budget Explanation
Division of Controller—332/100/155

The FY 2012 request for this division is $1,662,663, an increase of $62,960 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$50,960
There is an increase of $50,960 for continuing salary costs to reflect step or longevity increases for current employees.

Other—$12,000
There is an increase of $12,000 for indirect costs associated with grants.

CONTENTS

Division of Controller - 332/100/155

Robert J. Doody, Controller

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	25.812	25.000	25.000	**25.000**	
Position Salaries	$1,673,172	$1,706,263	$1,706,263	**$1,757,223**	$50,960
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		17,835	17,835	**14,335**	(3,500)
Other		(153,906)	(153,906)	**(138,406)**	15,500
Subtotal Other Salaries	120,326	(136,071)	(136,071)	**(124,071)**	12,000
Total Salaries & Wages	1,793,498	1,570,192	1,570,192	**1,633,152**	62,960
02 Contractual Services					
Consultants					
Other Contractual		5,400	5,400	**4,900**	(500)
Total Contractual Services	11,006	5,400	5,400	**4,900**	(500)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		14,571	14,571	**14,571**	
Other Supplies & Materials					
Total Supplies & Materials	10,828	14,571	14,571	**14,571**	
04 Other					
Local Travel		540	540	**1,040**	500
Staff Development		3,000	3,000	**3,000**	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		6,000	6,000	**6,000**	
Total Other	7,394	9,540	9,540	**10,040**	500
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$1,822,726	$1,599,703	$1,599,703	**$1,662,663**	$62,960

CONTENTS

Division of Controller - 332/155/100

Robert J. Doody, Controller

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
	332 Division of Controller						
1	P Controller		1.000	1.000	1.000	**1.000**	
1	K Assistant Controller		1.000	1.000	1.000	**1.000**	
1	G Accounts Payable Supervisor			1.000	1.000	**1.000**	
1	26 Senior Accountant		1.000	1.000	1.000	**1.000**	
1	24 Payroll Specialist		1.000	1.000	1.000	**1.000**	
1	24 Accounts Receivable Specialist		1.000	1.000	1.000	**1.000**	
1	24 Staff Accountant			3.000	3.000	**3.000**	
1	23 Data Integration Specialist			1.000	1.000	**1.000**	
1	22 Accountant		3.000				
1	19 Account Technician II		1.000				
1	19 Accounts Payable Supervisor		1.000				
1	19 Accts Payable Asst Supervisor			1.000	1.000	**1.000**	
1	16 Accounts Receivable Assistant			1.000	1.000	**1.000**	
1	15 Administrative Secretary II		1.000	1.000	1.000	**1.000**	
1	14 Account Assistant III		5.000				
1	14 Accounts Payable Assistant			11.000	11.000	**11.000**	
1	12 Account Assistant II		8.000				
1	8 Office Assistant I		.812				
	Subtotal		**24.812**	**24.000**	**24.000**	**24.000**	
	155 Extra Curr Activity Fee Admin.						
2	15 ECA Receipts Assistant			1.000	1.000	**1.000**	
2	13 Fiscal Assistant I		1.000				
	Subtotal		**1.000**	**1.000**	**1.000**	**1.000**	
	Total Positions		**25.812**	**25.000**	**25.000**	**25.000**	

CONTENTS

Department of Association Relations

Director II	1.0
Administrative Secretary III (16)	1.0

F.T.E. Positions 2.0

Department of Association Relations—661

Stan Damas, Director 301-279-3511

Mission

The mission of the Department of Association Relations 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

The Department of Association Relations coordinates all employee relations activities with the associations that represent administrators/principals, teachers, supporting services employees, and supporting services supervisory personnel. It conducts formal negotiations with the four recognized organizations on wages, hours, and other working conditions. It administers the negotiated agreements through regular contact with the employee 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 the Maryland State Board of Education or court action.

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

Trends and Accomplishments

Day-to-day contract administration continues to be a major focus. Formal employee grievances and administrative complaints have increased to 112 for FY 2010, whereas they remained at fewer than 100 per year for the previous six fiscal years. This is felt to be a reflection of a tighter labor market and increased union staff focus on contract enforcement. State legislative proposals related to labor relations require much time and attention from the department. The department's work was further impacted by recent state legislative actions that significantly changed the nature of negotiations. New MCPS program initiatives, federal laws affecting benefits and work rules, and Maryland State Board of Education rulings on the scope of bargaining, economic trends, and comparability issues among school systems, government, and the private sector also continue to impact this department's work load. During FY 2010, MCPS successfully negotiated four-year contracts through 2014 with administrators (MCAAP/MCBOA), with supporting services employees (SEIU Local 500), and with teachers (MCEA) without impasse or mediation. The Board and the associations again used the interest-based approach to negotiations to arrive at the agreements. The agreements established a number of joint work groups to mutually explore issues and solutions. All agreements provided for a freeze on wages and benefits through FY 2011. During FY 2008, the department implemented the formation of a new bargaining unit of supporting services supervisory employees who were previously unrepresented. During FY 2011, negotiations will occur with all bargaining units concerning the economic terms of the Agreements for FY 2012 and up to two noneconomic items for each party with each group.

Major Mandates

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

Strategies

- Continually relate the efforts of this department to the goal of enhancing the education of all students.
- Build on the interest-based training that was used during recent negotiations with the three existing associations and use the principles in relationships with the associations.
- Continue to train and advise administrators in contract administration on a regular basis.
- Work closely with representatives of the four bargaining units to resolve problems with minimal disruption.
- Provide support, facilitation, and training to labor management councils, joint work groups, and other labor/management cooperative groups.
- Continue to investigate and respond to support services grievances at Step Two in a timely and effective manner.
- Continue to support the use of an alternative dispute resolution (ADR) process to address interpersonal problems between employees that are not covered by the contracts or laws.

Department of Association Relations—661

Stan Damas, Director 301-279-3511

Performance Measures

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
86	85	50

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
26	25	15

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
13 (15%)	12 (14%)	10 (20%)

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
3 (%)	3 (12%)	3 (20%)

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

Budget Explanation Department of Association Relations—661

The FY 2012 request for this department is $293,676, a decrease of $9,007 from the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$10,993
There is an increase of $10,993 for continuing salary costs to reflect step or longevity increases for current employees.

Reductions—($20,000)
There is a reduction of $20,000 for expenses related to negotiations, grievances, and legal expenses.

CONTENTS

Department of Association Relations - 661

Stan Damas, Director II

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	2.000	2.000	2.000	**2.000**	
Position Salaries	$205,717	$208,163	$208,163	**$219,156**	$10,993
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		15,000	15,000	**15,000**	
Supporting Services Part Time		800	800	**800**	
Other					
Subtotal Other Salaries	32,191	15,800	15,800	**15,800**	
Total Salaries & Wages	237,908	223,963	223,963	**234,956**	10,993
02 Contractual Services					
Consultants					
Other Contractual		73,820	73,820	**52,820**	(21,000)
Total Contractual Services	17,225	73,820	73,820	**52,820**	(21,000)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,000	2,000	**3,000**	1,000
Other Supplies & Materials					
Total Supplies & Materials	2,805	2,000	2,000	**3,000**	1,000
04 Other					
Local Travel		400	400	**400**	
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,500	2,500	**2,500**	
Total Other	917	2,900	2,900	**2,900**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$258,855	$302,683	$302,683	**$293,676**	($9,007)

CONTENTS

Department of Association Relations - 661

Stan Damas, Director II

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
1	Director II		1.000	1.000	1.000	**1.000**	
1	16 Administrative Secretary III		1.000	1.000	1.000	**1.000**	
	Total Positions		**2.000**	**2.000**	**2.000**	**2.000**	

Department of Management, Budget, and Planning

Director II (Q)	1.0
Supervisor (O)	1.0
Grants Specialist (27)	1.0
Management and Budget Specialist III (27)	1.0
Management and Budget Specialist II (26)	3.0
Applications Developer II (25)	1.0
Management and Budget Specialist I (24)	2.0
Administrative Secretary III (16)	1.0
Fiscal Assistant II (15)	0.75
Administrative Secretary I (14)	0.50

F.T.E. Positions 12.25

Department of Management, Budget, and Planning—336/949/999

Dr. Marshall C. Spatz, Director II 301-279-3547

Mission

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

Major Functions

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

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

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

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

The department staff also assists in obtaining additional financial resources from individuals, foundations, corporations, government, and other entities to support identified school system priorities. To that end, the department advises MCPS decision makers about grant and philanthropic opportunities, develops relationships with potential funding sources, reviews draft proposal applications, and ensures that high-quality grant proposals and requests for funding are submitted on time. As a result of grant-seeking efforts that the department coordinated, MCPS received more than 80 percent of the competitive grants for which it applied in FY 2010.

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

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

Trends and Accomplishments

Continuing fiscal constraints amid rising demands for improved educational quality have increased public awareness of fiscal policy and budget decisions as major public policy elements for public schools. Decision makers have placed an increasing emphasis on long-range fiscal planning. Passage of the federal *No Child Left Behind Act of 2001* and the Maryland *Bridge to Excellence in Public Schools Act of 2002* has transformed educational funding issues. The MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence*, defines long-term school system goals and links those goals to measures of accountability and strategies to improve instruction. The priority goal of the department is to align the operating budget with the long-range MCPS strategic plan.

During FY 2010, the persistent national and regional economic crisis shaped the operating budget process. It became clear that new or expanded initiatives to address academic priorities could not be funded with anticipated resources. Instead, the budget process emphasized the development of reduction alternatives. Negotiations with employee associations paralleled review of potential budget reductions through the well-established Program Efficiency, Abandonment, and Redirection (PEAR) process.

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

$71 million. A shortage in required local contribution in FY 2010 resulted in a $23 million penalty of loss of increased state aid, which was subsequently voided by the state legislature. For FY 2011, Montgomery County received a waiver that permitted a reduction of $138 million in the required local contribution.

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

During FY 2010, significant improvements occurred in operating budget preparation. The department prepared the operating budget by continuing to strengthen the zero-based budgeting process used to align the operating budget with strategic-planning priorities. Improved projection techniques provided more comprehensive and accurate estimates of financial resources and requirements much earlier in the process. This enabled a clear budget strategy to be developed earlier in the fiscal year. The superintendent's recommended operating budget included potential budget reductions as a way of informing the public and obtaining valuable feedback on the possible consequences. The department played an increased role in analyzing state and local revenue trends and agency expenditure patterns. The budget development process also included unprecedented participation by the representatives of employee and parent organizations and a thorough review of the "base" budget of each office.

The budget development process included strengthened public outreach. DMBP participated in the design of outreach tools, including the questionnaire and background information used at public meetings and on the website. The public community forums, Special Education Staffing Plan Committee, and other forms of outreach provided an opportunity for residents to participate more fully in the budget process. The process increased awareness of the MCPS strategic plan and involved many stakeholders in the budget development process. Leaders of each of the employee associations and MCCPTA participated fully throughout the budget development process, reviewing each budget submission, making their own proposals using the same process used by staff, and increasing their understanding of budget issues. DMBP staff participated in preparation for two community forums held in September and October 2009. Both county executive and Council officials lauded MCPS' efforts to involve stakeholders and attempted to copy the MCPS approach.

DMBP staff also made several important improvements in budget publications designed to make the operating budget more transparent and understandable to the public. The FY 2006 Operating Budget incorporated a comprehensive program budget, which included the entire budget in identified programs. The FY 2007 Operating Budget included an automated Personnel Complement that accompanied the Program Budget. This improvement enables citizens to understand all resources devoted to each individual program. Automation was the result of extensive staff work to tie budget personnel information to Human Resources Information System (HRIS) data. The FY 2008 Operating Budget included a modified Program Budget, the format of which included for the first time a crosswalk between the Program Budget, the MCPS strategic plan, and the regular operating budget (management budget) document to facilitate access to the connections between these publications. For FY 2009, an Operating Budget Summary was published for the first time. It provided citizens and decision makers with concise information on budget decisions in the recommended operating budget. For FY 2010, the Operating Budget in Brief provided citizens and decision-makers with concise information on budget decisions in the recommended operating budget. For FY 2011, printing of budget publications was largely curtailed, replaced by improved web access through a searchable budget publication data base that enables readers to quickly locate needed information. In addition to promptly posting budget documents, the website includes a section of frequently asked questions. Website visitors may ask individual budget questions. Community stakeholders expressed appreciation of more transparent and easily understandable budget publications.

The FY 2011 operating budget included specific performance targets and measures for most MCPS units. These performance measures were carefully scrutinized by the Board of Education as it reviewed the budget. DMBP staff also completed more comparative budget analyses, including available Maryland statewide data and Washington metropolitan area information.

Board of Education consideration and adoption of the FY 2011 operating budget included a more programmatic approach to budget issues. The Board of Education considered budget issues based on its academic priorities, examining the budget for its alignment with these priorities. This allowed Board members to consider major policy issues in making their budget decisions, made the budget more understandable for Board members, and contributed to improve public understanding of budget choices. Board members expressed satisfaction with this process and decided to build on the new approach in future years. The goal during review of the FY 2012 operating budget will be to strengthen the programmatic approach with greater use of the Program Budget as a tool to assess alignment of the operating budget with the strategic plan.

FY 2010 concluded with the adoption of the FY 2011 operating budget, which was $16.8 million (0.8 percent) lower than the FY 2010 budget, excluding $79.5 million in debt service reimbursement removed from the FY 2011 operating budget. The County Council funded 93.0 percent of the Board of Education's request. The approved FY 2011 operating budget totals $2,104,188,040. Excluding the debt service reimbursement, the local contribution declined by $34.9 million (2.4 percent), despite a budgeted enrollment increase of 2,809 students.

Department of Management, Budget, and Planning—336/949/999

Dr. Marshall C. Spatz, Director II 301-279-3547

DMBP provided leadership for the hiring freeze and comprehensive expenditure restrictions implemented in August 2009. These restrictions applied more broadly to schools and offices than previous restrictions. The Freeze Committee considered hundreds of requests for exceptions and met weekly to review requests. In general, the recommendations of the Freeze Committee were adopted and provided consistent expectations to offices. As a result of this effort, expenditure savings of $32.8 million were achieved to permit the MCPS budget to overcome significant deficits in Fixed Charges (employee benefits) and to provide a net of $31.2 million in savings.

DMBP staff took a leading responsibility for position management and control. New procedures were developed and personnel data confirmed. Improved cooperation with the Department of Financial Services and the Office of Human Resources and Development facilitated the many personnel changes that became effective during FY 2009. A cooperative pilot project with the Office of Curriculum and Instructional Programs contributed to simplifying position control processes.

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

Other special projects were completed or continued in such areas as special education, organizational development, Title I, transportation, grants administration, federal grants, financial systems, revenue, and employee benefits. DMBP, along with other units, implemented the new Financial Management System in FY 2009.

Major Mandates

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

Strategies

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

Performance Measures

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
0.1%	0.3 %	0.3%

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

Department of Management, Budget, and Planning—336/949/999

Dr. Marshall C. Spatz, Director II 301-279-3547

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
$0.56	$0.67	$0.62

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

Performance Measure: Percentage of budget preparation deadlines met.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
88%	90%	90%

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

Performance Measure: Percent of grant application funding received.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
84.2%	85%	90%

Explanation: This measures success in obtaining grant revenue.

Budget Explanation Department of Management, Budget, and Planning—336

The FY 2012 request for this department is $1,320,267, a decrease of $28,790 from the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$35,401
There is an increase of $35,401 for continuing salary costs to reflect step or longevity increases for current employees.

Reductions—($64,191)
There is a reduction of $64,191 and a 1.0 grants assistant position. Staff in other MCPS units will be required to do more research and preparation work involved in seeking grants and submitting grant applications.

Budget Explanation Title 1 Grant—949

The FY 2012 request for this grant is 81,822, an increase of $11,157 from the current FY 2011 budget. An explanation of this change follows.

Realignment—$11,157
There is a realignment of $11,157 in employee benefits from the Division of Title I Programs within the Office of School Performance to the Title I grant within the Department of Management, Budget, and Planning.

Project's Funding History

Sources	FY 2011 Projected 7/1/10	FY 2011 Received 11/30/10	FY 2012 Projected 7/1/11
Federal	$70,665	$70,665	$81,822
State			
Other			
County			
Total	$70,665	$70,665	$81,822

Budget Explanation Provision for Future Supported Projects—999

The current FY 2011 budget for the Provision is changed from the budget adopted by the Board of Education on June 8, 2010. To budget for the revenue increases received this year, there is a realignment of $6,224 from the Provision to the Professional Growth System for Teachers grant project in the Office of Human Resources and Development. Also, there is a realignment of $3,431 from the Provision to the Office of Curriculum and Instructional Programs for the American Indian Education and Head Start grants.

The FY 2012 request for the Provision is $9,397,830, a decrease of $14,606 from the current FY 2011 budget. An explanation of this change follows.

Realignment—($14,606)
There is a realignment of $14,606 from the Provision to support the projected revenue increase for the National Institutes of Health (NIH) grant managed by the Office of Special Education and Student Services.

Project's Funding History

Sources	FY 2011 Projected 7/1/10	FY 2011 Received 11/30/10	FY 2012 Projected 7/1/11
Federal			
State			
Other	$9,422,091	$9,412,436	$9,397,830
County			
Total	$9,422,091	$9,412,436	$9,397,830

CONTENTS

Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director II

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	13.750	13.250	13.250	**12.250**	(1.000)
Position Salaries	$1,184,311	$1,223,448	$1,223,448	**$1,123,028**	($100,420)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		2,199	2,199	**2,199**	
Supporting Services Part Time		3,353	3,353	**3,353**	
Other		165,471	165,471	**237,101**	71,630
Subtotal Other Salaries		171,023	171,023	**242,653**	71,630
Total Salaries & Wages	1,184,311	1,394,471	1,394,471	**1,365,681**	(28,790)
02 Contractual Services					
Consultants					
Other Contractual		905	905	**905**	
Total Contractual Services	420	905	905	**905**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,824	3,824	**3,824**	
Other Supplies & Materials					
Total Supplies & Materials	2,542	3,824	3,824	**3,824**	
04 Other					
Local Travel		759	759	**759**	
Staff Development					
Insurance & Employee Benefits		17,826	17,826	**28,983**	11,157
Utilities					
Miscellaneous		1,937	1,937	**1,937**	
Total Other	18,323	20,522	20,522	**31,679**	11,157
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$1,205,596	$1,419,722	$1,419,722	**$1,402,089**	($17,633)

CONTENTS

Provision for Future Supported Projects - 999

Dr. Marshall C. Spatz, Director II

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		5,328,635	5,327,469	**5,314,878**	(12,591)
Subtotal Other Salaries	4,147,936	5,328,635	5,327,469	**5,314,878**	(12,591)
Total Salaries & Wages	4,147,936	5,328,635	5,327,469	**5,314,878**	(12,591)
02 Contractual Services					
Consultants					
Other Contractual		802,044	797,285	**797,285**	
Total Contractual Services	1,663,728	802,044	797,285	**797,285**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		932,363	934,685	**934,685**	
Total Supplies & Materials	2,449,461	932,363	934,685	**934,685**	
04 Other					
Local Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,359,049	2,352,399	**2,350,384**	(2,015)
Total Other	1,235,048	2,359,049	2,352,399	**2,350,384**	(2,015)
05 Equipment					
Leased Equipment					
Other Equipment			598	**598**	
Total Equipment	68,016		598	**598**	
Grand Total	$9,564,189	$9,422,091	$9,412,436	**$9,397,830**	($14,606)

CONTENTS

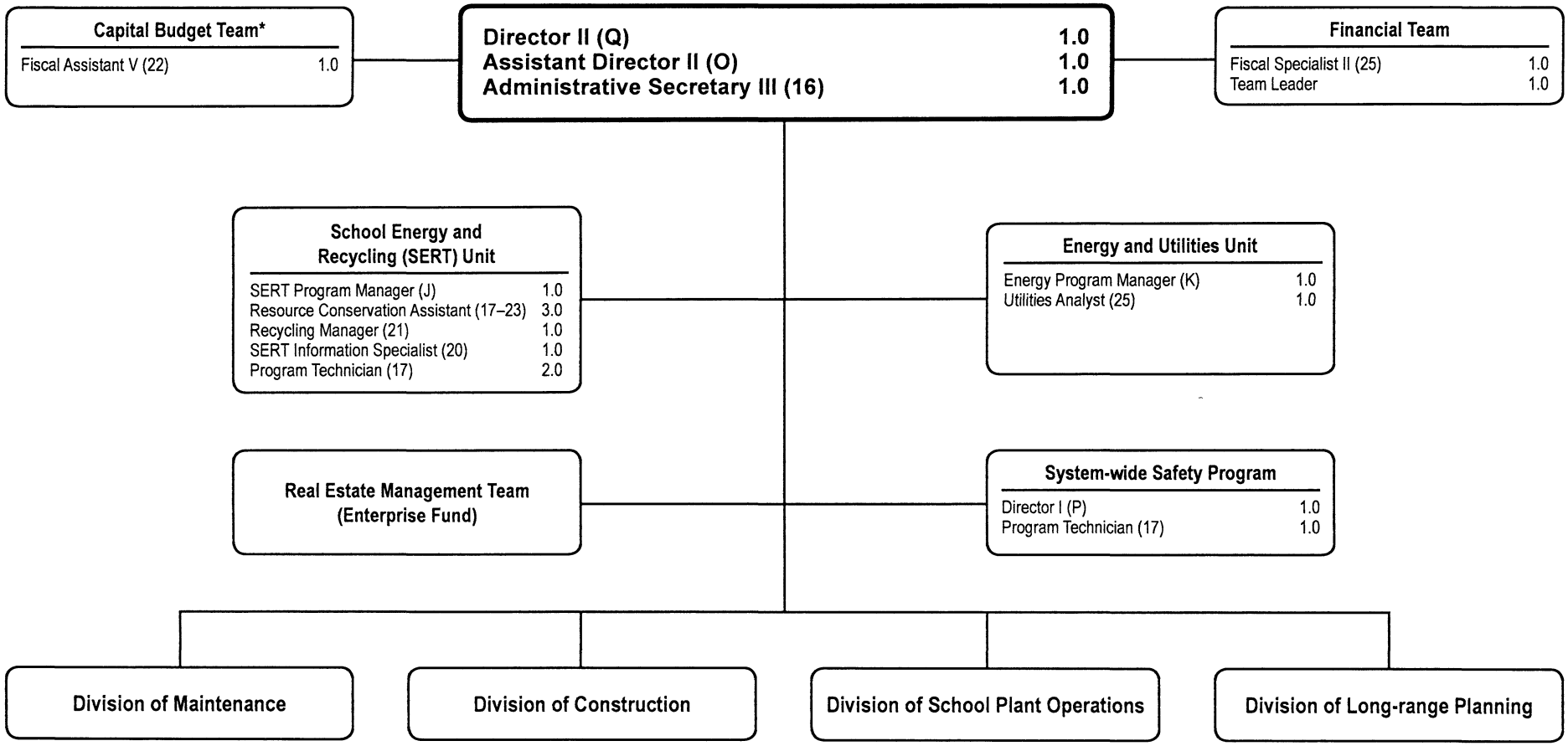
Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director II

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
	336 Dept. of Management, Budget & Plan.						
1	Q Director II		1.000	1.000	1.000	**1.000**	
1	O Supervisor		1.000	1.000	1.000	**1.000**	
1	27 Grants Specialist		1.000	1.000	1.000	**1.000**	
1	27 Management & Budget Spec III		1.000	1.000	1.000	**1.000**	
1	26 Management & Budget Spec II		2.500	2.500	2.500	**2.500**	
1	25 Applications Developer II		1.000	1.000	1.000	**1.000**	
1	24 Management & Budget Spec I		2.000	2.000	2.000	**2.000**	
1	16 Administrative Secretary III		1.000	1.000	1.000	**1.000**	
1	15 Grants Assistant		1.000	1.000	1.000		(1.000)
1	15 Fiscal Assistant II		.750	.750	.750	**.750**	
1	14 Administrative Secretary I		1.000	.500	.500	**.500**	
	Subtotal		**13.250**	**12.750**	**12.750**	**11.750**	**(1.000)**
	949 Comprehensive Admin. - Title I						
1	26 Management & Budget Spec II		.500	.500	.500	**.500**	
	Subtotal		**.500**	**.500**	**.500**	**.500**	
	Total Positions		**13.750**	**13.250**	**13.250**	**12.250**	**(1.000)**

CONTENTS

Department of Facilities Management



F.T.E. Positions 17.0

*Capital Budget 1.0

Department of Facilities Management—321/311/315/324/325/326/901

James Song, Director II 240-314-1060

Mission

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

Major Functions

The department is responsible for the following functional areas:

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

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

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

Ensuring adequate facilities are available for student enrollment

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

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

Ensuring a safe and healthy learning environment in facilities

The Systemwide Safety Programs Team oversees MCPS safety programs and assists schools, departments, and offices to ensure safety programs are in place to comply with safety and health regulations, and safety training requirements mandated by: the Federal Occupational Safety and Health Administration (OSHA); Maryland Occupational Safety and Health Administration (MOSHA); National Fire Protection Association (NFPA) life safety code; Montgomery County fire code requirements; and Consumer Product Safety Commission (CPSC) guidelines and American Society of Testing and Materials requirements for safe playgrounds and play equipment at all MCPS schools and facilities.

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

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

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

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

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

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

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

Trends and Accomplishments

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

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

Another important initiative is the procurement of electricity on the wholesale market. By having access to the wholesale market, MCPS is able to purchase future blocks of power through competitive bidding in a very timely and strategic manner. Through this initiative, MCPS has been able to manage market volatility by locking the electricity rates for portions of its power requirements for up to five years. MCPS developed and adheres to a comprehensive risk management plan. This wholesale purchasing initiative has allowed MCPS to take advantage of a significant reduction in electricity rates as reflected by a significant drop in the electricity budget request. A series of energy conservation retrofits and procedures were developed based on collaboration of a work group of school administrators, bargaining unit representatives, and energy and SERT program staff. These retrofits included replacing over 500,000 fluorescent lamps with higher-efficiency lamps with longer life, replacing outdoor lighting mechanical time clocks with much more reliable electronic time clocks, installing highly efficient indirect lighting fixtures in computer classrooms, and installing task lamps on teachers' desks. These initiatives have been pursued over the last three years and are complete. The estimated cost avoidance from these retrofits exceeds $1.6 million. These initiatives are reducing energy consumption and minimizing the impact of more expensive utilities.

Prompted by very expensive electric capacity charges that are assessed in the Washington, DC metropolitan area, DFM units and divisions developed a program to manage peak electrical demand at MCPS facilities. These charges are most likely 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's exposure to these very expensive capacity charges. The program uses energy management systems to curtail central plant chillers and pumps to many facilities during the critical hour each weekday. SERT "energy sweepers" simultaneously patrol facilities to turn off unnecessary lights and plug loads. During the summer of 2008, the program successfully reduced PLC charges by 20 percent, avoiding $624,000 in the following year's utility costs.

During the summer of 2009, PLM was extended to all facilities through installation of advanced electric meters that record electricity consumption in 15-minute intervals. Performance of schools at the critical hours was reviewed on a weekly basis by MCPS energy personnel for compliance with PLM directives. Where compliance was not achieved, or other scheduling problems were observed, corrective measures were undertaken and tracked through a database system.

Results from the 2009 program were highly successful with direct cost avoidance of $1.7 million. This program was further refined and implemented during the summer of 2010. Final results will not be available until 2011. However, preliminary indications are that the program cost avoidance is anticipated to surpass the 2009 results by an additional 15 percent.

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

The department will continue to implement its management plans to improve quality, safety, efficiency, and cost-effective delivery of service through emphasis on strategies that reduce construction costs without sacrificing quality, increase maintenance/operation productivity, and focus on real estate management practices that maximize revenue. The department

also will continue to emphasize conservation projects and efforts, including integrating energy management controls with network interface to provide greater accessibility for school and department staff. These efforts will become more important as available resources decrease due to declining tax revenues. In addition, the department will continue to expand its focus to emphasize safety in the workplace and learning environments through injury prevention/reduction and safety compliance training programs.

The major accomplishments of the department for 2010 includes the successful completion of the modernization of Walter Johnson High School, including an artificial turf stadium field, the reopening of two modernized elementary schools and four elementary school classroom additions. Facilities staff also completed more than 241 planned maintenance/improvement projects, and has worked with schools, departments, and offices in meeting compliance with safety and health regulations and reducing accidents/injuries in the workplace. The department produced $2.668 million in rental revenue in FY 2010 through the real estate management operation.

Major Mandates

- The *Americans with Disabilities Act of 1990* requires school districts to modify facilities to improve access for people with disabilities. Since 1978, this department has received capital funds to retrofit and modify facilities to accommodate individuals with disabilities.
- The *Asbestos Hazard Emergency Response Act* (AHERA) contains a wide range of requirements for handling asbestos-containing materials in school buildings that are being modernized or repaired. Stringent standards dictate how asbestos must be inspected, documented, maintained, repaired, handled, and removed.
- The *1990 Clean Air Act* requires the conversion or replacement of any air-conditioning equipment that uses ozone-depleting refrigerants. The *Lead Contamination Control Act of 1988* requires testing for lead-containing materials, such as paint, and control and abatement procedures to control possible lead contamination.
- The OSHA General Duty Clause requires each employer to furnish each employee with a place of employment that is free from recognized hazards that cause or are likely to cause death or serious physical harm. Each employer and employee is required to comply with occupational safety and health standards under OSHA.
- The OSHA/MOSH Blood-borne Pathogens Standard (29 CFR 1910.1030) regarding exposure control procedures
- The OSHA/MOSH Hazard Communication (Employee Right-to-Know) Standard (29CFR1910.1200) regarding proper use, storage, and labeling of hazardous chemicals
- The ASTM regulations and CPSC guidelines for play equipment and playground safety surfacing
- The Maryland Automated External Defibrillators (AEDs) in High Schools Program regulation requires AEDS and CPR/AED trained staff at each high school and athletic event, including ongoing maintenance and training requirements.
- There are an estimated 100 federal and state laws, local ordinances, licensing reviews, building codes, and fire-safety codes with which MCPS must comply. The cost of implementing these requirements is funded through the capital and operating budgets. A considerable amount of staff time and effort is expended on compliance.
- Maintaining ventilation rates to meet good indoor air quality standards will require that the department collaborate with other units, school staff, and communities to ensure building equipment is properly maintained and operated. This initiative is necessary to create classroom environments that promote successful learning.
- In 2009, all new and modernized MCPS building are required to be designed to meet the Leadership in Energy and Environmental Design (LEED) standard of silver or an equivalent rating system. While many of the design improvements are cost effective, there is a reporting and record-keeping regime that adds significant costs to each project.
- In 2010, all MCPS construction projects involving stormwater management will be required to comply with new State of Maryland stormwater management. Two significant changes will substantially increase site costs of MCPS projects: (1) the overall stormwater discharge must approximate what would be discharged if the same site was undeveloped forest, and (2) environmental site design strategies must be used to the "maximum extent practicable" prior to the use of conventional stormwater management structures.
- The increasing complexity of constructing new facilities or modernizations with students remaining onsite requires new methods for monitoring construction activities to ensure a safe learning environment while the construction work is being completed. Also, the increasing capital budget needs, construction price increases, and decline in funding for major improvements will require that the department search for new techniques and strategies to ensure capital funds are effectively utilized.
- In FY 2004, the County Council mandated that all county agencies would be required to file an Environmental Action Plan (EAP). This mandate will require the department to identify measures as part of annual budget plans to comply with countywide practices for resource conservation and environmental stewardship. The MCPS EAP includes several capital budget initiatives for energy conservation pilots, such as ground source heat pump systems. It also includes a High Performance Green Building Plan that outlines a program to develop green standards for building designs and apply for LEED certification.
- During FY 2004, elevated lead levels in water were discovered in public facilities throughout the Washington Metropolitan Area. This precipitated extensive testing of the water in MCPS facilities to identify problem areas and implement corrective measures where needed. Remediation efforts started in FY 2006 and will continue through the current school year.
- State and local authorities continue to establish more stringent restrictions for special protection areas, such

as wetlands and stream valley buffers. These restrictions have prevented MCPS from developing certain properties for facility improvements or as potential new school sites and will require that more expensive strategies be pursued for future improvements.

- In 2005, the Offices of the County Executive adopted Executive Regulation 15-04AM (superseding Executive Regulation 109-92AM), mandating that all residential and commercial businesses comply with the recycling regulations outlined in Section 3(C)(3). This regulation requires the school system to recycle paper, commingled materials, yard trim, and scrap metal items. It also includes the submission of a waste reduction and recycling plan demonstrating how MCPS facilities will recycle and reduce the amount of solid waste going to disposal facilities with a goal of 50 percent annually and an annual report on waste reduction and recycling activities. This increases the need for recycling collection, systemwide infrastructure, training for building services staff and teachers, and programs to stimulate, encourage, and enforce recycling.
- In the 2009 legislative session, the Maryland General Assembly passed House Bill 1290, Environment-Recycling-Public Schools Plans, which adds a requirement for schools to address their strategy for the collection, processing, marketing, and disposition of recyclable materials from public schools. In addition, Section 9-1703(g) of the Environment Article, Annotated Code of Maryland, requires that a county shall revise its recycling plan by October 1, 2010, to address the new requirements. The intent of the legislation is to require recycling in all publicly-funded schools.
- In FY 2005, a legislative statute was approved that requires the state to establish licensing provisions for employees responsible for operating low-pressure boilers. This will increase the level of training that is required for building service staff assigned to elementary schools.
- In FY 2005, the state increased the goal for Minority Business Enterprise (MBE) subcontracting on school construction to 25 percent with sub-goals for certain MBE categories. Given the limited number of qualified minority-owned firms that typically bid school construction work in the Washington Metropolitan Area, this increase will continue to challenge the department's ability to meet state goals.
- In FY 2006, a state law was adopted that requires automatic electronic defibrillators be available, along with trained personnel, for all high school athletic events. This unfunded mandate requires MCPS to provide annual training and maintenance resources to continue the program.

Strategies

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

Performance Measures

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

FY 2010 Actual	FY 2011 Estimated	FY 2012 Recommended
57.3	57.0	56.5

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

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

FY 2010 Actual	FY 2011 Estimated	FY 2012 Recommended
$3.7 million	$3.8 million	$3.9 million

Explanation: This measures the effectiveness and efficiency of energy savings programs.

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

FY 2010 Actual	FY 2011 Estimated	FY 2012 Recommended
100%	100%	100%

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

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

The current FY 2011 budget for this department is changed from the budget adopted by the Board of Education on June 8, 2010. The change is a result of a realignment of $89,707 from the Division of School Plant Operations to fund a 1.0 team leader position in the Department of Facilities Management.

The FY 2012 request for this department is $47,486,014, an increase of $32,372,514 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$37,025
There is an increase of $37,025 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—$31,261,214
Realignments are budgeted to address priority spending needs in this department. There is a shift of $31,261,214 from the

ARRA State Fiscal Stabilization Fund to the locally-supported budget in the Department of Facilities Management. Local funding must be provided to support utility costs as a result of the expiration of the ARRA State Fiscal Stabilization Fund. Furthermore, there is a realignment of $79,639 from the relocatable classrooms budget to support growth of the online safety training program within the department.

New Schools/Space—$415,328
There is an increase of $415,328 for electric expenses related to additional square footage and modernized elementary and secondary schools.

Other—$2,803,754
The budget includes an increase of $2,783,393 in utility costs. This is based on projected rates and usage for electricity, heating oil, natural gas, propane, and water and sewer. The WSSC rate is projected to increase by 8 percent in FY 2012, resulting in a $525,393 increase in water and sewer costs. In addition, the increase in the energy tax rate in Montgomery County will require a $2,258,000 increase. Furthermore, there is an increase of $20,361 in support of online safety training programs within the department to ensure that all occupational safety and health training standards (OSHA) promulgated by the United States Secretary of Labor are met.

Reductions—($2,144,807)
There is a reduction in building rental costs of $893,307 due to the termination of the lease at Century 21, Exchange Place and renegotiation of leases at several other facilities. There is also a reduction of $1,251,500 in utility costs due to energy savings efficiencies by the School Energy and Recycling Team (SERT).

Budget Explanation
State Fiscal Stabilization Fund—901

The FY 2012 request for this fund is $0, a decrease of $31,261,214 from the current FY 2011 budget. An explanation of this change follows.

Federal funding for the ARRA State Fiscal Stabilization Fund will no longer be granted in FY 2012. Therefore, funding must be provided in the locally-supported budget in the Department of Facilities Management to support utility costs.

Project's Funding History

Sources	FY 2011 Projected 7/1/10	FY 2011 Received 11/30/10	FY 2012 Projected 7/1/11
Federal	$31,261,214	$31,261,214	$0
State			
Other			
County			
Total	$31,261,214	$31,261,214	$0

UTILITIES

	FY 2011 CURRENT BUDGET	FY 2011 RATE	FY 2012 REQUESTED AMOUNT	FY 2012 REQUESTED RATE	INC/(DEC) FY 12 - FY 11 AMOUNT
Electricity (1)	$ 26,638,058	$ 0.1257	$ 28,730,800	$ 0.1377	$ 2,092,742
Fuel Oil #2	227,435	2.50	194,500	2.50	(32,935)
Natural Gas	9,458,951	1.47	8,801,172	1.45	(657,779)
Propane	83,700	2.60	103,500	2.30	19,800
Water and Sewer	3,332,007	5.79	3,857,400	6.90	525,393
Total (2)	$ 39,740,151		$ 41,687,372		$ 1,947,221

Electricity (1) - Amounts do not include $444,646 for the Energy Awards Program
Total (2) - FY 2012 increase of $1,947,221 consists of New Schools/space, $415,328; Energy Tax, $2,258,000; Water and Sewer, $525,393; and Energy savings, ($1,251,500).

CONTENTS

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

James C. Song, Director II

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	17.000	16.000	17.000	**17.000**	
Position Salaries	$1,195,668	$1,367,164	$1,456,971	**$1,493,996**	$37,025
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends		10,550	10,550		(10,550)
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					(10,550)
Total Salaries & Wages	1,195,668	1,377,714	1,467,521	**1,493,996**	26,475
02 Contractual Services					
Consultants					
Other Contractual		1,892,765	1,884,265	**990,958**	(893,307)
Total Contractual Services	25,370	1,892,765	1,884,265	**990,958**	(893,307)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,000	1,000	**1,000**	
Other Supplies & Materials		46,417	46,417	**46,417**	
Total Supplies & Materials	29,449	47,417	47,417	**47,417**	
04 Other					
Local Travel		858	858	**858**	
Staff Development				**10,550**	10,550
Insurance & Employee Benefits					
Utilities		8,555,937	8,487,437	**41,695,872**	33,208,435
Miscellaneous		3,143,298	3,220,298	**3,240,659**	20,361
Total Other	17,083,342	11,700,093	11,708,593	**44,947,939**	33,239,346
05 Equipment					
Leased Equipment					
Other Equipment		5,704	5,704	**5,704**	
Total Equipment	13,816	5,704	5,704	**5,704**	
Grand Total	$18,347,645	$15,023,693	$15,113,500	**$47,486,014**	$32,372,514

CONTENTS

State Fiscal Stabilization Fund - 901

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages					
02 Contractual Services					
Consultants					
Other Contractual					
Total Contractual Services					
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials					
Total Supplies & Materials					
04 Other					
Local Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities		31,261,214	31,261,214		(31,261,214)
Miscellaneous					
Total Other	27,844,286	31,261,214	31,261,214		(31,261,214)
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$27,844,286	$31,261,214	$31,261,214		($31,261,214)

CONTENTS

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

James C. Song, Director II

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
1	Q	Director II		1.000	1.000	1.000	**1.000**	
10	P	Director I		1.000	1.000	1.000	**1.000**	
10	O	Assistant Director II		1.000	1.000	1.000	**1.000**	
10		Team Leader				1.000	**1.000**	
10	K	Energy Program Manager		1.000	1.000	1.000	**1.000**	
10	J	SERT Program Manager		1.000	1.000	1.000	**1.000**	
10	25	Fiscal Specialist II		1.000	1.000	1.000	**1.000**	
10	25	Utilities Analyst		1.000	1.000	1.000	**1.000**	
10	23	Resource Conservation Asst		3.000	3.000	3.000	**3.000**	
11	21	Recycling Manager		1.000				
10	21	Recycling Manager			1.000	1.000	**1.000**	
10	20	SERT Information Specialist		1.000	1.000	1.000	**1.000**	
11	17	Program Technician		1.000				
10	17	Program Technician		2.000	3.000	3.000	**3.000**	
1	16	Administrative Secretary III		1.000	1.000	1.000	**1.000**	
10	14	Account Assistant III		1.000				
	Total Positions			**17.000**	**16.000**	**17.000**	**17.000**	

CONTENTS

Real Estate Management Fund

Team Leader (M)	1.0
Site Administration Specialist (25)	1.0*
Data Systems Operator II (15)	0.5
Fiscal Assistant IV (18)	1.0
Building Services Manager II (12)	2.0
Secretary (12)	1.0
Building Services Assistant Manager I (10)	1.0

F.T.E. Positions 6.5

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

Real Estate Management Fund—850

James Song, Director II 240-314-1060

Mission

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

Major Functions

Team members support space management, site acquisition, and budget/administration activities. Team members participate on multiagency committees to plan for future school and child-care needs, resolve problems, and identify 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, Montgomery County Department of Transportation, and the Montgomery County Telecommunications Transmission Facility Coordinating Group.

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

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

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

Trends and Accomplishments

Increasing enrollment impacts the availability of space that MCPS can make available for child care programs, particularly programs that complement early childhood education. Space that has been rented to child-care providers in previous years has had to be retrieved for instructional use, at the same time the need for top-quality child-care services is growing. Where space permits, some schools are seeking preschool programs to increase kindergarten readiness. Others are seeking programs for infants and toddlers to aid school staff retention and community support.

Countywide land use master plans, such as White Flint, Wheaton, and Gaithersburg West, continue to permit expansion of residential development, while in-fill development occurs in older areas of the county. Students generated from housing growth and younger families moving into older, established neighborhoods have led to the need for additional sites, retrieval and reopening of closed schools, and relocating of administrative staff. In older areas of the county, team members will seek opportunities to expand smaller school sites to accommodate current school programming and identify suitable sites in newly developing areas. Staff continues to work in partnership with the Maryland Transit Administration and local planning agencies to reduce the impacts of the Purple Line at three school sites. The Smart Growth Initiative championed by the Montgomery County Government in support of the Shady Grove Master Plan will impact infrastructure facilities such as food services, transportation, and maintenance facilities targeted for relocation.

Accomplishments in Fiscal Year (FY) 2010 include successfully renegotiating an office space lease at Choke Cherry Road for substantial savings. We have commitments for elementary school site dedications in the White Flint, Gaithersburg West, and Fairland master plan areas of the county. Staff negotiated the acquisition of properties for school site expansion at Paint Branch High School and Viers Mill Elementary School. REM staff coordinated with school staff, county community use staff, and partner athletic organizations on stadium field agreements which provided funds for installation of artificial turf at two newly modernized high schools. In addition, they negotiated numerous right-of-way grants in connection with utility, road improvement, and forest conservation easements. Seven cellular tower leases were executed at various schools. The unit's effective management of the revenue and expenses associated with the department's leasing operations created sufficient net earnings to reduce a portion of the operating budget funds needed to rent space for administrative functions that cannot be housed in schools or at the Carver Educational Services Center.

Major Mandates

- The school community seeks objective measures to determine the quality of onsite child-care providers. Team members encourage tenant child-care providers to obtain professional designation in the National Association for the Education of Young Children for preschool care or the National School Age Care Alliance for before- and

after-school care. The Maryland State Department of Education also has developed a certification program that is available to qualify vendors at a lower cost. The Board policy and regulation for joint occupancy of MCPS facilities (ECM and ECM-RA) set forth the procedures and criteria for leasing surplus school space.

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

Strategies

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

Performance Measures

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

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
Revenues	$2,667,603	$2,923,493	$2,814,674
Expenses	$2,581,500	$3,052,505	$3,170,934
Net Income	$86,103	$(129,012)	$(356,260)

Explanation: This measures the ability to balance revenues and expenses. In FY 2010, the fund was budgeted to expend more funds than current revenues in order to reduce fund net assets. This was done by shifting a greater share of office rent expenses to the fund away from the Department of Facilities Management budget. However, revenues exceeded projections due to a greater number of telecommunication tower leases being executed, yielding a net income and no loss of net assets. A reduction in available space for child care caused by increasing public school enrollments will continue to affect joint-occupancy income. In FY 2011, expenses are expected to exceed revenues in order to take advantage of net assets. The recommendation for FY 2012 is to maintain levels of expenditures for office rents, thus benefiting the department, increasing contractual services to make improvements to tenanted facilities, and using fund net assets to balance projected revenue shortfalls.

Budget Explanation
Real Estate Management Fund—850

The FY 2012 request for this fund is $3,266,430, an increase of $195,335 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—($4,504)
There is decrease of $4,504 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Realignment—$199,839
There is a realignment of $199,839 from the Field Trip Fund to the Real Estate Management Fund to support contractual services and revenue sharing for cell towers. Specifically, $99,839 is realigned for contractual maintenance on facilities, and $100,000 is realigned to fund payments to schools due to new cell towers.

CONTENTS

Real Estate Management Fund - 850

James C. Song, Director II

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	6.500	6.500	6.500	**6.500**	
Position Salaries	$381,267	$405,545	$405,545	**$401,167**	($4,378)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		87,583	87,583	**87,583**	
Other		79,611	79,611	**80,011**	400
Subtotal Other Salaries	37,047	167,194	167,194	**167,594**	400
Total Salaries & Wages	418,314	572,739	572,739	**568,761**	(3,978)
02 Contractual Services					
Consultants					
Other Contractual		1,673,481	1,673,481	**1,766,122**	92,641
Total Contractual Services	143,409	1,673,481	1,673,481	**1,766,122**	92,641
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,700	5,700	**5,700**	
Other Supplies & Materials		66,163	66,163	**66,163**	
Total Supplies & Materials	15,617	71,863	71,863	**71,863**	
04 Other					
Local Travel		3,693	3,693	**3,693**	
Staff Development		2,000	2,000	**2,000**	
Insurance & Employee Benefits		133,443	133,443	**140,115**	6,672
Utilities		181,951	181,951	**181,951**	
Miscellaneous		422,225	422,225	**522,225**	100,000
Total Other	1,991,648	743,312	743,312	**849,984**	106,672
05 Equipment					
Leased Equipment					
Other Equipment		9,700	9,700	**9,700**	
Total Equipment	9,765	9,700	9,700	**9,700**	
Grand Total	$2,578,753	$3,071,095	$3,071,095	**$3,266,430**	$195,335

CONTENTS

Real Estate Management Fund - 850

James C. Song, Director II

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
51	M Team Leader		1.000	1.000	1.000	**1.000**	
51	18 Fiscal Assistant IV					**1.000**	1.000
51	15 Data Systems Operator II		.500	.500	.500	**.500**	
51	15 Fiscal Assistant II		1.000	1.000	1.000		(1.000)
51	12 Secretary		1.000	1.000	1.000	**1.000**	
51	12 Building Service Manager II		2.000	2.000	2.000	**2.000**	
51	10 Build Svcs Asst Mgr I Shft 2		1.000	1.000	1.000	**1.000**	
	Total Positions		**6.500**	**6.500**	**6.500**	**6.500**	

CONTENTS

Division of Construction

Director I (P)*	**1.0**
Assistant to the Director (K)	**1.0**
Project Specialist (24)	**1.0**
Administrative Secretary II (15)	**1.0**

Contract/Finance Team

Facilities Team Leader (K)	1.0
Fiscal Assistant V (22)	1.0
Fiscal Assistant IV (18)	1.0
Fiscal Assistant I (13)	1.0

Design Team

Architect for School Facilities (M)*	1.0
Senior Facilities Designer (27)	1.0
Green Schools Manager (26)	1.0
Electrical Engineer (25)	1.0
Facilities Designer (25)	4.0
Mechanical Engineer (25)	2.0
Site Development Coordinator (23)	1.0
Project Designer (20)	1.0
Secretary (12)	1.0

Construction/Inspection Team

Facilities Team Leader (K)	1.0
Construction Management Specialist (25)	1.0
Construction Inspector Supervisor (23)	1.0
Electrical Construction Technician II (22)	2.0
Mechanical Construction Technician (22)	2.0
Construction Technician (21)	4.0
Secretary (12)	1.0

Special Projects Team

Facilities Team Leader (K)	1.0
Construction Compliance Specialist (24)	1.0
EMS Specialist (22)	1.0
Construction Technician (21)	2.0
Mechanical Construction Specialist (20)	3.0
Building and Grounds Contract Assistant (18)	1.0

*F.T.E. Positions 2.0

(In addition, there are 40.0 Capital Budget positions shown on this chart)

Division of Construction—322

Joyce Jessell, Acting Director 240-314-1000

Mission

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

Major Functions

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

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

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

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

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

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

Trends and Accomplishments

Construction costs have declined in the Washington metropolitan area due to the worldwide recession. As a result of the decline in construction activities in the region, more contractors and labor resources are available, resulting in the lowest bid prices experienced in several years. Due to the lack of construction volume, companies are foregoing profit markups just to maintain their labor force. Costs for raw materials, such as steel and crude oil, were about one-half of what they were at their peak two years ago. While it is difficult to predict the duration of the recession in the construction market, the division is focused on hiring qualified and stable contractors. With growing demands on county tax revenues, the division must intensify efforts to control costs and streamline operations to ensure the most effective use of available funds and manpower. Emphasis will be placed on improving current practices to control cost, such as feasibility planning, repeated designs, lifecycle cost analysis, value engineering, constructability analysis, and effective management of building processes.

The enactment of new environmental regulations that were effective on May 1, 2010, requiring environmental site design (ESD) to the maximum extent possible on our school sites without using underground mitigation has been challenging on two fronts. First, many of our older school sites are limited with little room for above-ground stormwater management; and second, the permitting agencies are struggling with interpretations of the new regulations. While the division has implemented increased timeframes for project permitting, there are unresolved issues with outside permitting agencies that we continue to address.

In FY 2010, the Division of Construction successfully completed the following construction projects:

1. Modernization of Walter Johnson High School
2. Modernization of Carderock Springs and Cresthaven elementary schools
3. Additions to East Silver Spring, Sherwood, Takoma Park, and Washington Grove elementary schools
4. Addition of a Wellness Center and modifications to create a music and dance lab at Northwood High School

In FY 2011, the following projects will be under construction:

1. Modernization of Cannon Road, Farmland, Garrett Park, and Seven Locks elementary schools, Cabin John Middle School, and Paint Branch High School
2. Additions to Brookhaven, Fairland, Fox Chapel, Harmony Hills, Jackson Road, Montgomery Knolls, Rock View, and Whetstone elementary schools
3. Various facility improvements at Redland and Ridgeview middle schools

As part of the FY 2011 capital budget, 16 major capital projects have been funded for architectural planning, and 11 feasibility studies are under way for future projects.

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

Major Mandates

- The Division of Construction must comply with local, state, and federal codes in designing and building facilities. These codes include federal requirements in ADA; the Asbestos Hazard Emergency Response Act; state

environmental codes; bidding statutes; funding reimbursements/payment requirements for projects funded by the Interagency Agency for School Construction; and Montgomery County building, stormwater management, and fire/safety codes.

- There are 14 codes and regulations that require the employment of people who are licensed to perform professional and technical services, such as professional architects, engineers, electricians, and plumbers. These codes/regulations impose requirements to ensure that new facilities are constructed in compliance with federal, state, and local statutes.
- As a part of county requirements, all new and modernization construction projects must obtain a minimum of silver rating in Leadership in Energy and Environmental Design (LEED) through the United States Green Building Council or through the Montgomery County permitting office.

Strategies

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

Performance Measures

Customer Focus

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
4.5	4.5	4.5

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

Employee Focus

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
4.1	4.2	4.3

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

Performance Measure: Average project change order percentage.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
5.8%	4.5%	4.3%

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

Performance Measure: Construction cost per square foot.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
$220	$225	$240

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

Organizational Results

Performance Measure: Timely completion of major capital projects.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
100%	100%	100%

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

Budget Explanation
Division of Construction—322

The FY 2012 request for this division is $255,307, a decrease of $1,229 from the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—($1,229)

There is decrease of $1,229 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

CONTENTS

Division of Construction - 322

Joyce Jessell, Acting Director I

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	2.000	2.000	2.000	**2.000**	
Position Salaries	$257,171	$256,536	$256,536	**$255,307**	($1,229)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	257,171	256,536	256,536	**255,307**	(1,229)
02 Contractual Services					
Consultants					
Other Contractual					
Total Contractual Services					
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials					
Total Supplies & Materials	1,974				
04 Other					
Local Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other					
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$259,145	$256,536	$256,536	**$255,307**	($1,229)

CONTENTS

Division of Construction - 322

Joyce Jessell, Acting Director I

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
1	P Director I		1.000	1.000	1.000	**1.000**	
1	M Architect - School Facilities		1.000	1.000	1.000	**1.000**	
	Total Positions		**2.000**	**2.000**	**2.000**	**2.000**	

CONTENTS

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)	1.0*
Administrative Secretary II (15)	1.0
Boundary Information Specialist (13)	0.625

F.T.E. Positions 4.625

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

Division of Long-range Planning—335

Bruce H. Crispell, Director I 240-314-4700

Mission

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

Major Functions

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

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

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

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

Division staff implements approved capital and noncapital planning actions by collaborating with school communities and other MCPS staff to develop educational specifications, facilitate boundary changes and student choice consortia studies, and determine instructional program placements—including special education programs, prekindergarten programs, ESOL centers, centers for the highly gifted, language immersion centers, and others.

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

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

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

Trends and Accomplishments

Trends

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

The number of county resident births has topped 13,000 in Montgomery County since 2000. In 2009, resident births were 13,493 and increases are projected for the foreseeable future. These increases in county births will impact enrollments in the long term and keep pressure on MCPS to add capacity. Prior to the current economic downturn, a strong local economy generated substantial migration of households to the county, resulting in the construction of new housing, turnover of existing homes, and in some cases, multiple occupancy of residences. Consequently, significant enrollment increases occurred in parts of the county with large subdivisions under development, and in established neighborhoods where young families with children moved

into existing housing and the demographic composition changed. The school system is still "catching up" to enrollment increases generated by households moving to the county in the past 20 years.

Elementary school enrollment decreased from 2002 through 2006. This was due to the phase-in of a new kindergarten entry age and a slight dip in county births. However, as larger birth cohorts have now reached school age, and the phase-in of the new kindergarten entry age has been completed, increases in elementary enrollment have begun. Between 2008–09 and 2009–10, MCPS enrollment grew by 2,501 students. This increase was the result of several factors. Increases in kindergarten enrollment were the result of ever increasing numbers of county births. In addition, the weak economy itself contributed to rising enrollment as more students entered MCPS from county private schools and the weak housing market made it difficult to sell homes, thereby reducing the outflow of students from the county. Over the next six years, elementary enrollment is projected to increase by 4,761 students. At the secondary level, the dip that occurred in elementary enrollment is now working its way through the grade levels. Consequently, middle school enrollment will not see increases until 2012, and high school enrollment will not see increases until 2016. Total MCPS enrollment is projected to increase from 141,777 in 2009 to 148,043 in 2015. The greatest pressure for additional school capacity is at the elementary school level, where 90 percent of the system's 437 relocatable classrooms are located. Reducing the number of relocatable classrooms is an important objective. However, recent enrollment increases suggest it will be difficult to continue to reduce the number of relocatables. The number of relocatables at schools was reduced from the peak of 685 in 2005 to 424 in 2008. However, in 2009, the number increased to 436.

Accomplishments

In Fiscal Year (FY) 2010 the Division of Long-range Planning achieved high performance levels on community involvement processes conducted during the fiscal year. Four major community processes resulted in satisfaction being reported by 100 percent of participants on feedback forms. In addition, measures of enrollment forecast accuracy were high. Enrollment forecasts were made more difficult as a result of a worsening economy and the resulting reduction in previous levels of out-migration of households. Unexpected increases in students enrolling in MCPS from county private schools also presented challenges for enrollment forecasting. Total enrollment in FY 2010 was above forecast by 1,293 students, with a total of 141,777 students enrolled. This enrollment represented a forecast accuracy of 99.1 percent. In addition, 78.9 percent of all schools fell within 5 percent of their projected enrollment. Division staff researched and prepared extensive data on county and school system demographics, helping to explain the new trend in enrollment. In addition, performance measures showed high satisfaction levels with processes conducted by staff.

In the fall of FY 2010, division staff facilitated the internal MCPS process for development of the Superintendent's Recommended FY 2011–2016 Capital Improvements Program (CIP). This process included preparation of the superintendent's recommendations for elementary school boundary changes in the Takoma Park area. In addition, staff conducted an annual forum on the CIP for PTA leaders and the community immediately after the superintendent's recommendation was released.

The adopted FY 2011–2016 CIP includes $1.386 billion in expenditures for the six-year period, an increase of $115.1 million from the previously adopted six-year total. The adopted FY 2011–2016 CIP maintains the completion dates for all school modernizations. Funding for planning and construction of eight new elementary school additions was approved, including Bradley Hills, Darnestown, Georgian Forest, Somerset, Viers Mill, Waters Landing, Westbrook, and Wyngate elementary schools and an addition at Clarksburg High School. Funding to open a new elementary school in the Clarksburg Cluster also was approved. Of the projects listed, three had completion dates delayed by one year from what the Board of Education requested. These include the new Clarksburg Cluster Elementary School and additions at Clarksburg High School and Waters Landing Elementary School.

In the winter of FY 2010 two school boundary review processes were conducted, one concerning Bethesda and Bradley Hills elementary schools and the other John T. Baker and Rocky Hill middle schools. Also, in the winter of FY 2010, division staff facilitated an extensive community input process to explore ways to relieve severe overutilization at Oakland Terrace Elementary School. Support for housing the Oakland Terrace Elementary School kindergarten at Sligo Middle School—for two years until Downcounty Consortium Elementary School #29 opens in August 2012—was developed in this process. Division staff coordinated responses to numerous questions and concerns over the impact of this plan on Oakland Terrace Elementary School kindergarten students, and on operations at Sligo Middle School. After Board of Education adoption of the plan on March 9, 2010, division staff remained highly involved in the logistics of this plan.

In the spring of FY 2010, two roundtable community involvement processes were conducted, one concerning complex elementary and middle school issues in the Bethesda-Chevy Chase cluster and the other concerning low enrollment levels at Monocacy and Poolesville elementary schools.

In the spring of FY 2010, division staff facilitated a stakeholder input process called the Facilities Assessment with Criteria and Testing (FACT) method to update the methodology used to assess older schools for modernization. Related to this, staff identified schools that should be assessed in the next round of assessments. On the same topic of school modernizations, division staff worked with the Board of Education Policy Committee to update Policy FKB, Modernizations/Renovations, which guides school modernizations. The updated policy, tentatively adopted on July 8, 2010, and titled Policy FKB, Sustaining and Modernizing Montgomery County Public School Facilities, is now out for public comment, with final action scheduled for fall 2010.

Division of Long-range Planning—335

Bruce H. Crispell, Director I 240-314-4700

Throughout the FY 2010 year, the division helped facilitate the Edison Facilities Project Team that is evaluating the role of Edison in the future and in terms of the upcoming modernization of Wheaton High School.

Division staff coordinated the completion of educational specifications and feasibility studies for nine elementary school projects including the Bel Pre Elementary School modernization and additions at Bethesda, Chevy Chase, Highland View, North Chevy Chase, Ritchie Park, Rosemary Hills, Waters Landing, and Westbrook elementary schools. Division staff developed program scopes for several Building Modification and Program Improvement (BMPI) projects, including CISCO labs at Seneca Valley High School and science labs at John Poole Middle School. Division staff serves as the MCPS contact for Montgomery County Department of Health and Human Services CIP projects at MCPS schools, including planning for a Wellness Center at Gaithersburg High School and a School-based Health Center at Rolling Terrace Elementary School.

Division staff worked closely with school principals and community superintendents in revising school enrollment forecasts for FY 2011 staffing allocations. An accelerated schedule for the forecast, staffing allocations, and relocatable classroom placement decisions has improved services to schools.

Division staff worked with the Montgomery County Department of Planning providing enrollment and facility data for the FY 2011 growth policy "school test." This analysis resulted in nine MCPS clusters being identified as over the 105 percent utilization level. In FY 2011, developers of housing projects in these areas will be required to make a school facility payment to obtain subdivision approval. Division staff also worked with City of Gaithersburg and City of Rockville staff to provide information for school adequacy tests that these jurisdictions conduct annually.

Division staff represented school system interests in county master plans for Gaithersburg West (now called the Great Seneca Science Corridor) and White Flint. MCPS was successful in having an elementary school site identified in each plan area to serve future enrollment generated by additional housing. In addition, staff maintained documentation for new subdivisions and continuously monitored and updated building schedules for new developments. These activities enabled accurate school enrollment forecasting and identification of schools of assignment for new communities. Division staff represented MCPS on the county's Census 2010 Complete Count Committee that resulted in a high rate of return of census forms.

Division staff continued to respond to a high volume of requests for boundary information by phone and Internet. The school boundary line responds to an increasingly diverse population of non-English speakers, with over 50 percent of calls from persons with limited English language skills. The ability of staff to speak Spanish greatly enhances this service. The Division's website enables online school assignment information, and recorded an average of 25,500 unique address searches per month in FY 2010.

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

Major Mandates

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

Strategies

- Continually improve processes to identify and understand the needs of customers and stakeholders.
- Continuously improve communication tools to enable external customers and stakeholders to understand planning issues and activities.
- Maintain and improve the division's information system.

Division of Long-range Planning—335

Bruce H. Crispell, Director I 240-314-4700

- Routinely assess division planning processes, staff workloads, and staff strengths in the context of the strategic plan.
- Foster an environment where staff is empowered to exercise personal leadership and teamwork is encouraged.
- Research and identify emerging trends that may impact school system facility planning and the division mission.
- Maintain relationships with communities to better engage these groups in understanding division planning processes.
- Incorporate school system program initiatives and consideration of multipurpose use of schools in facilities planning processes.
- Continuously assess work practices in light of new technologies, staff capabilities, and customer needs.
- Promote equitable practices in the workplace and in working with the community,
- Take every opportunity to recognize employee contributions.

Performance Measures

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
99.1%	99.0%	99.5%

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
97.3%	98.0%	98.0%

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
78.9%	80.0%	80.0%

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
100.0%	98.0%	98.0%

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
100%	98.0%	98.0%

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: Community involvement in planning; "process surfacing community viewpoints."

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
100%	98.0%	98.0%

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

Budget Explanation
Division of Long-range Planning—335

The FY 2012 request for this division is $459,288, an increase of $5,805 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$5,805

There is an increase of $5,805 for continuing salary costs to reflect step or longevity increases for current employees.

CONTENTS

Division of Long-range Planning - 335

Bruce Crispell, Director I

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	4.625	4.625	4.625	**4.625**	
Position Salaries	$420,131	$431,669	$431,669	**$437,474**	$5,805
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,000	1,000	**1,000**	
Other					
Subtotal Other Salaries	93	1,000	1,000	**1,000**	
Total Salaries & Wages	420,224	432,669	432,669	**438,474**	5,805
02 Contractual Services					
Consultants					
Other Contractual		11,500	11,500	**11,500**	
Total Contractual Services	11,490	11,500	11,500	**11,500**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,583	2,583	**2,583**	
Other Supplies & Materials		4,502	4,502	**4,502**	
Total Supplies & Materials	5,102	7,085	7,085	**7,085**	
04 Other					
Local Travel		2,229	2,229	**2,229**	
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	2,060	2,229	2,229	**2,229**	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$438,876	$453,483	$453,483	**$459,288**	$5,805

CONTENTS

Division of Long-range Planning - 335

Bruce Crispell, Director I

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
1	P Director I		1.000	1.000	1.000	**1.000**	
1	26 Coordinator GIS Services		1.000	1.000	1.000	**1.000**	
1	26 Sr. Facilities Planner		1.000	1.000	1.000	**1.000**	
1	15 Administrative Secretary II		1.000	1.000	1.000	**1.000**	
1	13 Boundary Information Spec		.625	.625	.625	**.625**	
	Total Positions		**4.625**	**4.625**	**4.625**	**4.625**	

Division of Maintenance

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

Maintenance Office Supervisor (15)	1.0
Account Assistant II (12)	2.0
Service Writer (11)	1.0

Heavy Equipment Shop

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

Materials Fabrication and Rigging Shop

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

PLAR/Contract Office

Capital Improvement Construction Supervisor (J)	1.0
PLAR/Contracting Assistant Supervisor (22)	1.0*
Roof Construction Specialist (22)	1.0
Project Designer (20)	1.0*
Bldg. & Grounds Contracts Assistant (18)	3.0
Bldg. & Grounds Contracts Assistant (18)	4.0*
Account Assistant III (14)	1.0*
Administrative Operations Secretary I (14)	1.0
Fire Safety Compliance Tech. (14)	1.0

Electronics Shop

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

Industrial Equipment Repair

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

Automated Energy Management

Energy Management Supervisor (24)	1.0
Energy Management Specialist (22)	4.0
Energy Management Specialist (22)	1.0*
Resource Conservation Assistant (17–23)	1.5*
Resource Conservation Assistant (17–23)	2.5
Customer Service Specialist (19)	1.0
Mechanical Systems Technician (16–19/ND)	2.0
Mechanical Systems Worker (10–14/ND)	1.0

Environmental Services IAQ

Team Leader (M)	3.0
Environmental Safety Specialist (23)	3.0*
Environmental Specialist (23)	1.0
Mechanical Systems Team Leader (20/ND)	2.0
Mechanical Systems Technician (16–19/ND)	9.0
Asset Technician (16)	1.0*
IAQ Electrician (16/ND)	1.0
Administrative Operations Secretary (14)	1.0*

Automation Center

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

Asbestos Abatement/Pest Control

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

Maintenance Depots

Maintenance/Facility Area Manager (J)	3.0
Maintenance/Facility Area Assistant Manager (23)	4.0
Mechanical Systems Supervisor (21)	3.0
Mechanical Systems Team Leader I (20)	6.0
Electrician Area Supervisor (19)	3.0
Mechanical Systems Technician (16–19)	63.0
Carpentry Area Supervisor (18)	3.0
General Maintenance Area Supervisor (18)	3.0
Carpentry Assistant Area Supervisor (17)	3.0
Maintenance Electrician II (17)	3.0
General Maintenance Supervisor (16)	3.0
Maintenance Electrician I (16)	18.0
Floor Covering Mechanic (15)	6.0
Glazier (15)	6.0
Maintenance Carpenter I (15)	27.0
Roof Mechanic (15)	6.0
Maintenance Painter II (14)	3.0
Mechanical Systems Worker (10–14)	3.0
Administrative Operations Secretary (14)	2.0
General Maintenance Worker III (13)	6.0
Locksmith (13)	5.0
Maintenance Painter I (13)	3.0
HVAC Apprentice (12)	4.0
Compactor Truck Operator (11)	3.0
General Maintenance Worker II (9)	33.0
Roof Maintenance Worker (9)	3.0
Trash Service Worker (9)	3.0
Office Assistant II (9)	1.5
General Maintenance Worker I (7)	15.0

F.T.E. Positions 356.0

(*In addition the chart above includes 23.5 positions funded through the Capital Budget and 1.0 FTE funded though ICB/CUPF)

ND Night Differential = Shift 2

Division of Maintenance—323/338/339

Roy L. Higgins, Director I 301-840-8107

Mission

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

Major Functions

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

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

Trends and Accomplishments

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

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

Aging facilities and extensive, after-hours utilization of schools are major contributors to higher breakdown rates for HVAC equipment. Additionally, growth in student enrollment in recent years has resulted in continued dependence on more than 500 relocatable classrooms, which require more maintenance than permanent facilities.

During the past eight fiscal years (FY 2003 through FY 2010), the amount of building space maintained by the Division of Maintenance grew by more than 10.0 percent, for a total of more than 23.6 million square feet. The addition of new schools and other modernization projects, offset by some reductions in the number of relocatable classrooms, has contributed to the significant increase in facilities to be maintained. During this same five-year period, the number of work orders received annually has grown from about 48,000 to about 60,000. However, the number of employees who perform maintenance and repair services has remained relatively stable. Growing demand for service and vacancy rates in maintenance positions, which vary from 5 to 8 percent, combine to challenge the ability of the division to adequately respond to customer needs or expectations. These challenges extend to the area of IAQ. Each year, requests for unplanned air quality investigations and remediation projects have steadily increased and have reduced the IAQ teams' ability to perform their other major functions of preparing building maintenance plans and providing scheduled inspections and preventive maintenance services.

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

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

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

Division of Maintenance—323/338/339

Roy L. Higgins, Director I 301-840-8107

access to allow customers to more easily request work and to monitor work order status and history.

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

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

The division has continued to refine its procedures for interviewing and selecting candidates to fill vacant positions and for ensuring fair and equitable job competition on a "level playing field." Studies in diversity, cultural competence, and workplace equity are also integrated into the director's annual leadership training program. The division is in the fourth year of executing a state-approved apprenticeship program for four HVAC mechanic trainees. This four-year training program will help the division improve long-term management of vacancies in this critical skilled trade and, as a result, improve service to customers.

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

During FY 2010, the division continued to review and refine mapping of its major business processes, with linkages shown between key processes and the various measurements used to monitor and manage performance, both during and at the end of the processes.

As a means of enhancing workforce involvement in long-term business success, the division fosters employee understanding and ownership of the strategic business plan by including them in periodic updates of the plan and by providing all employees with copies of updated plans. During FY 2011, the division will update its business plan and upload it to its Internet website so that it can be viewed by all customers and stakeholders.

The collective and measurable successes of these various initiatives include improving productivity, stabilizing backlogs of work, improving levels of employee morale and job satisfaction, minimizing employee grievances, improving employee perceptions of their leaders, and maintaining steady levels of customer satisfaction. In summary, the Division of Maintenance continues to contribute to student success by effectively employing its available resources to meet the maintenance and related service needs of a growing facilities inventory.

Major Mandates

Mandated work for the division includes the following:

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

Strategies

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

Performance Measures

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
4.0	4.0	4.1

Explanation: The Baldrige National Quality program suggests that standards of service quality should be customer driven. Therefore, the level of customer satisfaction is a core performance measure for delivery of maintenance and repair services. Performance information for FY 2010 is based on March 2010 survey responses from 94 schools that reported levels of satisfaction with both the timeliness and quality of maintenance and repair services.

Division of Maintenance—323/338/339

Roy L. Higgins, Director I 301-840-8107

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
57,287	58,000	58,000

Explanation: The total number of maintenance work orders completed is a direct measure of completed work effort in support of customers, schools, and facilities. Documented annual increases in work output occurred from FY 2003 to FY 2006, with consistent growth in the major trade areas (e.g., carpentry, electrical, general maintenance, and mechanical systems). The total number of completed work orders appears to be stabilizing between about 56,000 and 59,000 per year.

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
3.8	3.8	3.9

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 2010 are based on surveys performed in October 2009 as part of the director's annual workforce briefings. Seven years of employee satisfaction data show a slowly improving trend in results. Continuing budget and wage constraints may have some impact on future results.

Budget Explanation Division of Maintenance—323/338/339/972

The FY 2012 request for this department is $30,687,805, an increase of $476,868 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—($151,062)
There is a decrease of $151,062 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Realignment—$0
Realignments are budgeted to address priority spending needs in this department. There is a realignment of $100,000 from refuse tax to meet the growing costs of EPA, state, and local environmental mandates related to stormwater management and disposal of fats, oils, and greases (FOG).

Other—$627,930
The budget includes an increase of $150,107 and 4.0 mechanical systems technician positions for current apprentices who will graduate from the four year program in June 2011. The budget also includes an increase of $277,823 to support supplies, grounds care, and vehicle operations. Furthermore, there is an increase of $200,000 to fund the expected costs of EPA, state and local mandates related to stormwater management and FOG.

CONTENTS

Division of Maintenance - 323/338/339

Roy Higgins, Director I

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	358.000	352.000	352.000	**356.000**	4.000
Position Salaries	$21,212,823	$21,599,363	$21,599,363	**$21,598,408**	($955)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		708,264	708,264	**708,264**	
Subtotal Other Salaries	1,028,611	708,264	708,264	**708,264**	
Total Salaries & Wages	22,241,434	22,307,627	22,307,627	**22,306,672**	(955)
02 Contractual Services					
Consultants		21,755	21,755	**21,755**	
Other Contractual		2,135,785	2,135,785	**2,150,785**	15,000
Total Contractual Services	3,249,459	2,157,540	2,157,540	**2,172,540**	15,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		582	582	**582**	
Other Supplies & Materials		3,046,853	3,046,853	**3,199,676**	152,823
Total Supplies & Materials	2,884,915	3,047,435	3,047,435	**3,200,258**	152,823
04 Other					
Local Travel		1,874	1,874	**1,874**	
Staff Development		61,015	61,015	**61,015**	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		1,563,425	1,563,425	**1,873,425**	310,000
Total Other	2,265,103	1,626,314	1,626,314	**1,936,314**	310,000
05 Equipment					
Leased Equipment		736,561	736,561	**736,561**	
Other Equipment		335,460	335,460	**335,460**	
Total Equipment	1,089,419	1,072,021	1,072,021	**1,072,021**	
Grand Total	$31,730,330	$30,210,937	$30,210,937	**$30,687,805**	$476,868

CONTENTS

Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
		323 Division of Maintenance						
11	P	Director I		1.000	1.000	1.000	**1.000**	
11	N	Assistant Director I		1.000	1.000	1.000	**1.000**	
11	J	Maintenance Facility Area Mgr		3.000	3.000	3.000	**3.000**	
11	J	Capital Impr Construct Supv		1.000	1.000	1.000	**1.000**	
11	25	IT Systems Specialist		1.000	1.000	1.000	**1.000**	
11	24	Energy Mgt Supervisor		1.000	1.000	1.000	**1.000**	
11	24	Maintenance Automation Spec		1.000	1.000	1.000	**1.000**	
11	23	Resource Conservation Asst		2.500	2.500	2.500	**2.500**	
11	23	Environmental Specialist		1.000	1.000	1.000	**1.000**	
11	23	Maint/Facility Area Asst Mgr		4.000	4.000	4.000	**4.000**	
11	22	Energy Management Spec		4.000	4.000	4.000	**4.000**	
11	22	Roof Construction Specialist		1.000	1.000	1.000	**1.000**	
11	21	Mechanical Systems Supervisor		3.000	3.000	3.000	**3.000**	
11	21	Training and Safety Specialist		1.000	1.000	1.000	**1.000**	
11	20	Mech Systems Team Ldr Shft 1		6.000	6.000	6.000	**6.000**	
11	20	Electronic Technician Supv II		1.000	1.000	1.000	**1.000**	
11	19	Energy Mgt Customer Svc Spec		1.000	1.000	1.000	**1.000**	
11	19	Mechanical Systems Tech Shft 1		59.000	59.000	59.000	**63.000**	4.000
11	19	Mechanical Systems Tech Shft 2		3.000	2.000	2.000	**2.000**	
11	19	General Maint Central Supv		1.000	1.000	1.000	**1.000**	
11	19	Electrician Area Supervisor		3.000	3.000	3.000	**3.000**	
11	19	Electronic Technician Supv I		1.000	1.000	1.000	**1.000**	
11	19	Auto Technican II Shift 1		2.000	2.000	2.000	**2.000**	
11	18	Fiscal Assistant IV		1.000	1.000	1.000	**1.000**	
11	18	Carpentry Area Supervisor		3.000	3.000	3.000	**3.000**	
11	18	General Maintenance Area Supv		3.000	3.000	3.000	**3.000**	
11	18	Build & Ground Contracts Asst		3.000	3.000	3.000	**3.000**	
11	18	Material Fabrication Sup		1.000	1.000	1.000	**1.000**	
11	18	Electronic Technician II		3.000	3.000	3.000	**3.000**	
11	18	Industrial Equipment Supv		1.000	1.000	1.000	**1.000**	
11	17	Carpentry Asst Area Supv		3.000	3.000	3.000	**3.000**	
11	17	Maintenance Electrician II		3.000	3.000	3.000	**3.000**	
11	17	Electric Motor Mechanic		1.000	1.000	1.000	**1.000**	
11	17	Electronic Technician I		16.000	16.000	16.000	**16.000**	
11	17	Paint Specialist		1.000	1.000	1.000	**1.000**	
11	17	Equipment Mechanic		1.000	1.000	1.000	**1.000**	
11	17	Auto Technican I Shift 1		2.000	2.000	2.000	**2.000**	
11	16	Maintenance Carpenter II		3.000				
11	16	General Maintenance Supervisor		3.000	3.000	3.000	**3.000**	
11	16	Maintenance Electrician I		18.000	18.000	18.000	**18.000**	
11	16	Small Equipment Mechanic		4.000	4.000	4.000	**4.000**	
11	15	Administrative Secretary II		1.000	1.000	1.000	**1.000**	

CONTENTS

Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
	323 Division of Maintenance						
11	Supervisor	15	1.000	1.000	1.000	**1.000**	
11	Maintenance Carpenter I	15	27.000	27.000	27.000	**27.000**	
11	Floor Covering Mechanic	15	6.000	6.000	6.000	**6.000**	
11	Roof Mechanic	15	6.000	6.000	6.000	**6.000**	
11	Glazier	15	6.000	6.000	6.000	**6.000**	
11	Tool Mechanic	15	2.000	2.000	2.000	**2.000**	
11	Cabinet Maker	15	1.000	1.000	1.000	**1.000**	
11	Maintenance Welder	15	2.000	2.000	2.000	**2.000**	
11	Mason	15	2.000	2.000	2.000	**2.000**	
11	Admin Operations Secretary	14	3.000	3.000	3.000	**3.000**	
11	Administrative Secretary I	14	1.000	1.000			
11	Mech Sys Worker Shift 1	14	3.000	3.000	3.000	**3.000**	
11	Mechanical Sys Worker Shift 2	14	2.000	1.000	1.000	**1.000**	
11	Maintenance Painter II	14	3.000	3.000	3.000	**3.000**	
11	Water Treatment Tester	14	2.000	2.000	2.000	**2.000**	
11	Fire Safety Compliance Tech.	14	1.000	1.000	1.000	**1.000**	
11	General Maintenance Worker III	13	6.000	6.000	6.000	**6.000**	
11	Locksmith	13	5.000	5.000	5.000	**5.000**	
11	Reupholsterer Seamster II	13	2.000	2.000	2.000	**2.000**	
11	Maintenance Painter I	13	5.000	5.000	5.000	**5.000**	
11	Secretary	12			1.000	**1.000**	
11	Account Assistant II	12	4.000	4.000	3.000	**3.000**	
11	Equipment Operator	12	3.000	3.000	3.000	**3.000**	
11	Pest Control Worker Shift 1	12	4.000	4.000	4.000	**4.000**	
11	Materials Fabrication Worker	12	4.000	4.000	4.000	**4.000**	
11	Service Writer	11			1.000	**1.000**	
11	Compactor Truck Operator	11	4.000	4.000	4.000	**4.000**	
11	Office Assistant II	9	1.500	1.500	1.500	**1.500**	
11	General Maintenance Worker II	9	34.000	34.000	34.000	**34.000**	
11	Roof Maintenance Worker	9	3.000	3.000	3.000	**3.000**	
11	Trash Service Worker	9	4.000	4.000	4.000	**4.000**	
11	General Maintenance Worker I	7	17.000	17.000	17.000	**17.000**	
	Subtotal		**338.000**	**333.000**	**333.000**	**337.000**	**4.000**
	338 Indoor Air Quality						
11	Team Leader	M	3.000	3.000	3.000	**3.000**	
11	Mech Systems Team Ldr Shft 2	20	2.000	2.000	2.000	**2.000**	
11	Mechanical Systems Tech Shft 2	19	10.000	9.000	9.000	**9.000**	
11	Indoor Air Qual Electrician	16	1.000	1.000	1.000	**1.000**	
	Subtotal		**16.000**	**15.000**	**15.000**	**15.000**	

CONTENTS

Division of Maintenance - 323/338/972/339

Roy Higgins, Director I

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
	339 Maintenance Apprenticeship Program						
11	12 HVAC Apprentice		4.000	4.000	4.000	**4.000**	
	Subtotal		**4.000**	**4.000**	**4.000**	**4.000**	
	Total Positions		**358.000**	**352.000**	**352.000**	**356.000**	**4.000**

Division of School Plant Operations

Director I (P)	**1.0**
Assistant to the Director (K)	**1.0**
Building Service Trainer (21)	**1.0**
Fiscal Assistant III (16)	**1.0**
Administrative Secretary II (15)	**1.0**

Community Use of Public Facilities

Building Service Area Supervisor (G)	1.0*
Administrative Secretary II (15)	1.0*
Building Service Worker (6)	12.0
Building Service Worker (6)	18.0*

School Supervision

Building Service Area Supervisor (G)	6.0

Schools

School-Based Positions	1,262.5

Field and Central Facilities

Building Service Worker Training Specialist (17)	2.0
Tool Mechanic (15)	1.0
Outdoor Education Facilities Manager (14)	1.0
Building Service Manager IV (14)	1.0
Building Service Manager III (13)	1.0
Building Service Manager II (12)	13.0
Building Service Assistant Manager II (11/ND)	1.0
Equipment Repair/Mechanic Assistant (11)	1.0
Plant Equipment Operator II (11)	1.0
Building Service Assistant Manager I (10/ND)	9.0
Maintenance Worker I (Outdoor Ed) (10/ND)	3.0
Building Service Worker (6)	15.2
Building Service Worker (6/ND)	10.5

F.T.E. Positions 1,345.2

(*Chart includes 1,262.5 school-based positions shown on K–12 chart. In addition, there are 20.0 positions funded by ICB.)

ND Night Differential = Shift 2

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

Dianne Jones, Director I 240-314-1075

Mission

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

Major Functions

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

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

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

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

The division responds to facility emergencies by providing the staff and equipment necessary to restore buildings to normal operations and ensures that essential programs can continue.

Trends and Accomplishments

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

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

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

To improve awareness of and adherence to safety, environmental, and operational policies and procedures, the standard operating procedures manual was updated and made available in an online format. This allows building services staff, principals, and other staff that supervises building services work to have information readily available to ensure the highest quality building service program.

As a result of rising costs and inferior quality of contractual services for repair of custodial equipment, the division opened a custodial equipment repair facility. This shop will allow the division to maintain approximately 4,000 pieces of equipment operational and increase the time that custodial equipment is available to provide essential building services in schools.

The numbers of Asian American and Hispanic employees in the division continue to increase while the number of African American and white employees decreases. In order to increase the opportunity for succession planning, improve employee and occupant safety, and increase overall employee and customer satisfaction, limited English proficient employees participate in a Workplace English program that helps employees improve speaking, writing, and comprehension of English. Two levels of English are offered—basic and level 2. The program includes user-friendly technology, support from an instructor or other support professionals, and a variety of instructional methods and tools to assist employees regardless of their native language. Employees who participated in Fiscal Year (FY) 2010 were assessed and showed an average improvement of 20 percent in speaking and comprehending English after completing the program.

Major Mandates

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

- Bloodborne Pathogens
- Boiler Operations
- Confined Space
- Crisis Preparedness and Response
- Electrical Safety/Lockout/Tag-out
- Environmental Protection
- Fire Inspection Regulations
- Hazard Assessment
- Hazardous Chemicals/Employee Right-to-Know

Strategies

- Building service staff will receive training and be certified as competent in performing effective evaluations, maximizing the efficiency of staff schedules, proper operation and maintenance of mechanical systems, systematic team cleaning, basic cleaning methods, and other building services.
- The frequency and intensity of school inspections and routine visits to schools will be increased to ensure that quality standards are met and to assist staff in aggressively managing and reducing air quality problems.
- The division will work with principals and other school staff to increase awareness and use of the online standard operating procedures manual.

Performance Measures

Performance Measure: Organizational results—building inspections meeting standard.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
97%	99%	99%

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

Performance Measure: Customer satisfaction.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
83.5%	84%	85%

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

Performance Measure: Employee Focus—Absenteeism.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
92.3%	93.5%	94%

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

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

The current FY 2011 budget for this division is changed from the budget adopted by the Board of Education on June 8, 2010. The change is a result of a realignment of $89,707 from position salaries to fund a 1.0 team leader position in the Department of Facilities Management.

The FY 2012 request for this division is $58,712,057, an increase of $241,780 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—($313,538)
There is decrease of $313,538 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

New Schools/Space—$509,430
With a 299,301 square footage increase in elementary and secondary schools, the budget contains an increase of 17.0 positions and $509,430. The increase includes $417,182 to fund 15.0 building services worker shift I positions for elementary schools and $55,622 to fund 2.0 building services workers shift I positions for secondary schools. In addition, the budget includes an increase of $36,626 for custodial and uniform supplies.

Other—$45,888
Applying an inflation factor of 3 percent increases the budget for custodial supplies by $45,888.

CONTENTS

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

Dianne Jones, Director I

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	1,318.700	1,328.200	1,328.200	**1,345.200**	17.000
Position Salaries	$54,839,905	$55,478,820	$55,389,013	**$55,548,279**	$159,266
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		373,523	373,523	**373,523**	
Other		494,401	494,401	**494,401**	
Subtotal Other Salaries	1,940,737	867,924	867,924	**867,924**	
Total Salaries & Wages	56,780,642	56,346,744	56,256,937	**56,416,203**	159,266
02 Contractual Services					
Consultants					
Other Contractual			3,000	**3,000**	
Total Contractual Services	242		3,000	**3,000**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		717	717	**717**	
Other Supplies & Materials		1,993,355	1,993,355	**2,075,869**	82,514
Total Supplies & Materials	1,818,840	1,994,072	1,994,072	**2,076,586**	82,514
04 Other					
Local Travel		52,270	52,270	**52,270**	
Staff Development		10,000	7,000	**7,000**	
Insurance & Employee Benefits					
Utilities		11,000	11,000	**11,000**	
Miscellaneous		10,000	10,000	**10,000**	
Total Other	58,966	83,270	80,270	**80,270**	
05 Equipment					
Leased Equipment		47,275	47,275	**47,275**	
Other Equipment		88,723	88,723	**88,723**	
Total Equipment	81,354	135,998	135,998	**135,998**	
Grand Total	$58,740,044	$58,560,084	$58,470,277	**$58,712,057**	$241,780

CONTENTS

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

Dianne Jones, Director I

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
		329 Field and Central Facilities						
10	P	Director I		1.000	1.000	1.000	**1.000**	
10	K	Assistant to the Director		1.000	1.000	1.000	**1.000**	
10	G	Building Service Area Supv		6.000	6.000	6.000	**6.000**	
10	21	Building Service Trainer		1.000	1.000	1.000	**1.000**	
10	17	Building Service Training Spec		2.000	2.000	2.000	**2.000**	
10	16	Fiscal Assistant III			1.000	1.000	**1.000**	
10	15	Administrative Secretary II		1.000	1.000	1.000	**1.000**	
10	15	Tool Mechanic		1.000	1.000	1.000	**1.000**	
10	14	Outdoor Ed Facilities Manager		1.000	1.000	1.000	**1.000**	
10	14	Building Service Manager IV		1.000	1.000	1.000	**1.000**	
10	13	Fiscal Assistant I		1.000				
10	13	Building Service Manager III		1.000	1.000	1.000	**1.000**	
10	12	Building Service Manager II		13.000	13.000	13.000	**13.000**	
10	11	Plant Equipment Operator II		1.000	1.000	1.000	**1.000**	
10	11	Build Svc Asst Mgr II Shft 2		1.000	1.000	1.000	**1.000**	
10	11	Equip Repair/ Mechanic Assist		.500	1.000	1.000	**1.000**	
10	10	Outdoor Ed Maint Wkr I Shft 2		3.000	3.000	3.000	**3.000**	
10	10	Build Svcs Asst Mgr I Shft 2		9.000	9.000	9.000	**9.000**	
10	6	Building Service Wkr Shft 1		26.700	27.200	27.200	**27.200**	
10	6	Building Service Wkr Shft 2		11.000	10.500	10.500	**10.500**	
		Subtotal		**82.200**	**82.700**	**82.700**	**82.700**	
		327 Elementary Plant Operations						
10	13	Building Service Manager III		91.000	91.000	91.000	**91.000**	
10	12	Build Svc Asst Mgr III Shft 2		1.000	1.000	1.000	**1.000**	
10	12	Building Service Manager II		40.000	40.000	40.000	**40.000**	
10	11	Build Svc Asst Mgr II Shft 2		59.000	49.000	49.000	**49.000**	
10	10	Plant Equipment Operator I		1.000	1.000	1.000	**1.000**	
10	10	Build Svcs Asst Mgr I Shft 2		71.000	81.000	81.000	**81.000**	
10	6	Building Service Wkr Shft 1		251.000	256.500	256.500	**271.500**	15.000
10	6	Building Service Wkr Shft 2		39.500	44.000	44.000	**44.000**	
		Subtotal		**553.500**	**563.500**	**563.500**	**578.500**	**15.000**
		328 Secondary Plant Operations						
10	16	Building Service Manager VI		2.000	2.000	2.000	**2.000**	
10	15	Building Service Manager V		21.000	21.000	21.000	**21.000**	
10	14	Build Svc Asst Mgr IV Shft 2		4.000	8.000	8.000	**8.000**	
10	14	Building Service Manager IV		1.000	1.000	1.000	**1.000**	
10	13	Building Service Manager III		39.000	39.000	39.000	**39.000**	
10	12	Build Svc Asst Mgr III Shft 2		22.000	22.000	22.000	**22.000**	
10	11	Plant Equipment Operator II		25.000	25.000	25.000	**25.000**	
10	11	Build Svc Asst Mgr II Shft 2		37.000	33.000	33.000	**33.000**	
10	10	Plant Equipment Operator I		38.000	38.000	38.000	**38.000**	

CONTENTS

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

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
	328 Secondary Plant Operations						
10	6 Building Service Wkr Shft 1		243.500	238.000	238.000	**240.000**	2.000
10	6 Building Service Wkr Shft 2		231.000	235.500	235.500	**235.500**	
	Subtotal		**663.500**	**662.500**	**662.500**	**664.500**	**2.000**
	330 Special/alternative Prgs. Plant Ops.						
10	13 Building Service Manager III		2.000	2.000	2.000	**2.000**	
10	12 Building Service Manager II		4.000	4.000	4.000	**4.000**	
10	10 Plant Equipment Operator I		1.000	1.000	1.000	**1.000**	
10	10 Build Svcs Asst Mgr I Shft 2		6.000	6.000	6.000	**6.000**	
10	6 Building Service Wkr Shft 1		3.000	5.500	5.500	**5.500**	
10	6 Building Service Wkr Shft 2		3.500	1.000	1.000	**1.000**	
	Subtotal		**19.500**	**19.500**	**19.500**	**19.500**	
	Total Positions		**1,318.700**	**1,328.200**	**1,328.200**	**1,345.200**	**17.000**

CONTENTS

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**

Fleet Maintenance

Auto Repair Supervisor III (K)	1.0
Auto Repair Supervisor II (H)	1.0
Auto Parts Supervisor (23)	1.0
Auto Repair Supervisor I (22)	4.0
Auto Technician II (19)	2.0
Auto Technician II (19/ND)	10.0
Fiscal Assistant IV (18)	1.0
Auto Technician I (17)	21.0
Auto Technician I (17/ND)	33.0
Auto Parts Specialist (15)	1.0
Administrative Operations Secretary (14)	1.0
Auto Parts Assistant (13)	1.0
Auto Parts Assistant (13/ND)	1.0
Tire Repairer (13)	2.0
Satellite Parts Assistant (12)	4.0
Auto Technician Apprentice (11)	3.0
Auto Technician Apprentice (11/ND)	5.0
Service Writer (11)	2.0
Account Assistant I (10)	2.0
Auto Service Worker (9)	4.0
Auto Service Worker (9/ND)	8.0
Office Assistant II (9)	1.0
Fueling Assistant (6)	5.0

Bus Operations

Bus Operations Manager (K)	1.0
Transportation Depot Manager (J)	7.0
Transportation Cluster Manager (19)	23.0
Transportation Dispatcher (19)	6.0
Bus Route Supervisor (16)	80.0
Administrative Operations Secretary (14)	7.0
Bus Radio Operator (10 Month) (14)	20.0
Transportation Time and Attendance Assistant (12)	6.0
Transportation Staff Assistant (11)	1.0
Bus Operator I (10 Month) (11)	1,018.96
Bus Operator I (Head Start) (10 Month) (11)	14.8
Bus Attendant (SPED) (10 Month) (7)	387.89

Transportation Support

Supervisor (K)	1.0
Transportation Specialist (SPED) (J)	0.75
Transportation Routing Specialist (H)	1.0
IT Systems Engineer (27)	1.0
Database Administrator II (25)	1.0
IT Systems Specialist (18-25)	2.0
Transportation Administrative Service Manager (25)	1.0
Route/Program Specialist (21)	1.0
Transportation Assignment Specialist (20)	1.0
Regional Router (18)	2.0
Transportation Assistant Supervisor (SPED) (18)	1.0
Employment Process Coordinator (17)	1.0
Transportation Router (16)	4.0
Account Assistant III (14)	2.0
Administrative Operations Secretary (14)	2.0

Safety Training

Safety & Staff Development Manager (J)	1.0
Senior Trainer (19)	1.0
Safety Trainer II (17)	3.0
Administrative Operations Secretary I (14)	1.0
Safety Trainer I (14)	13.0

ND Night Differential = Shifts 2 and 3

F.T.E. Positions 1,733.15

Department of Transportation—344

Todd M. Watkins, Director II 301-840-8130

Mission

The Department of Transportation (DOT) strives to achieve "Customer Delight" by providing safe, timely, and efficient transportation that contributes to a positive learning environment through staff committed to excellence and continuous improvement.

Major Functions

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

Bus operations provide transportation services for 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 is also provided for Career and Technology Education, Outdoor Education, and some after school activities.

The Fleet Maintenance Unit manages vehicle maintenance and repair facilities, provides fuel distribution, and repairs 1,270 buses and 582 other Montgomery County Public Schools (MCPS) vehicles. Most repair services are provided by the five depot repair facilities; some specialized services are contracted out. Every effort is made to purchase new buses or retrofit the current fleet with the latest technology in safety and devices that meet the highest safety, energy, and pollution control standards available.

Department staff 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. Human resource services managed within the department include advertising and recruiting; hiring; pre-employment record checks; safety training; and maintenance of licensing, certification, and medical record assessments. Post-accident, random, and reasonable suspicion drug-testing programs required by federal law also are administered.

Trends and Accomplishments

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

Opening new and modernized schools, implementing consortium school enrollment plans, transporting magnet program students, and transporting students to holding sites during school renovations continue to place high demands on transportation service. Numerous new and expanded services for students with disabilities and ever changing federal, state, and local requirements broaden transportation requirements. Initiatives such as alternative educational programs; career/technology initiatives; transportation of homeless and foster students to their school of origin; the requirements of the *No Child Left Behind Act of 2001* requiring cross-attendance area busing at parental request; and implementation of clean air efforts have significantly increased demands on already constrained resources.

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

Bus operator and attendant training and retention also are facilitated by ongoing cooperative activities with Service Employees International Union (SEIU Local 500) that focus on professional growth. The systemwide bidding process for mid-day and other extra work developed jointly between SEIU Local 500 and DOT has improved the seniority-based work-hours alignment and assignment stability, resulting in improved service to customers.

DOT is committed to reducing pollution from its school buses with the purchase of ultra-low sulfur diesel fuel, installing equipment on older buses to reduce pollution and purchasing new buses with technology to decrease pollution. In addition, MCPS purchased 328 new school buses equipped with diesel particulate filters during the 2008–2011 fiscal years. The diesel particulate filter (DPF) is a device designed to remove at least 85 percent of the soot from the exhaust of a diesel engine. The pollution reduction will provide for a healthier environment for Montgomery County residents. MCPS continues to seek grant money to retrofit older school buses with DPF's. During FY 2010, MCPS was awarded two grants to retrofit an additional 86 school buses with DPF's. The exhaust enhancements with the DPFs on 328 new and 158 retrofitted school buses decrease annually an estimated 14.3 tons of carbon dioxide pollution, 2.9 tons of hydrocarbons pollution, 5.0 tons of particle matter pollution, and 52.8 tons of nitrogen oxides pollution from MCPS school buses. In the fall of 2010, MCPS placed into service 59 buses with engines using Diesel Exhaust Fluid (DEF) technology. The technology allows MCPS to control diesel engine nitrogen oxide emissions and allows the school system to meet new EPA tailpipe emission standards. The two grants and the use of new technology with diesel engines allow MCPS to increase its efforts to be good stewards of the environment.

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

of employee training records, state reporting requirements, payroll, and other administrative functions, and continues to improve efficiency. Continued development of TIMS will add greater control and monitoring of resources. Use of the FASTER fleet management software system continues to provide improved inventory control for bus parts and gives management analytical tools to improve the efficiency of vehicle repairs for the 1,852 vehicles maintained by DOT.

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

The department continues to benefit from a management structure which improved the management to employee ratio from 1:80 to 1:20. This was a major enhancement for the department, aimed at increased supervision of bus operators and attendants and increased accountability. Other goals of the initiative include support for the Ride by the Rules campaign and a management structure capable of successfully implementing the Supporting Services Professional Growth System initiatives. This change also enhanced the department's Customer Delight initiative. Implementation of the new structure proved to be very successful, with positive feedback from internal and external customers. Because of fiscal restraints, the department had the choice of delaying the last year of the implementation of the new management structure or modifying the plan. The department chose to modify the plan by increasing the management to employee ratio from 1:20 to 1:25. The modification allowed implementation to be completed in FY 2010 with no additional positions. The plan was implemented using the existing full-time equivalent employees authorized in the FY 2009 budget. The department goal is to return to the original management to employee ratio of 1:20 when the economy improves.

The department's Customer Delight initiative continues to focus efforts on improving service to its customers; increasing accountability; and incorporating Baldrige standards by emphasizing fair, compassionate, and respectful treatment of all students, staff, parents, and other customers. The department continues its focus on a Delight thru Foresight goal, which encourages staff to anticipate customer needs and proactively address them to prevent issues from arising and to increase service to customers. Expedite for Delight is another goal of the program and emphasizes respect for customer's time and a sense of urgency about things that should be done quickly. Obvious exceptions are safety-related tasks, where safety would be compromised by doing them quickly. The most recent area of focus, Drive Right to Delight, is about always driving every bus in a way that says "safety" to everyone who rides, sees, or otherwise interacts with a bus.

A good maintenance program for school buses is a vital part of providing safe and efficient transportation to students. During FY 2010, DOT spent $3.8 million on bus parts and tires. As buses with more expensive electronic components are purchased the cost of bus parts continues to increase at a rate higher than inflation.

Major Mandates

- Federal law requires that special education students be provided free transportation to and from school. The McKinney Vento Act requires transportation of homeless students to their school of origin, at parent request, regardless of distance or cost. The *No Child Left Behind Act of 2001* similarly requires cross-attendance area busing, at parental request, for students attending underperforming Title I schools. In addition, MCPS has agreed to provide transportation to students in foster care to their school of origin.
- Maryland regulations impose pre-service and in-service training requirements and limit preventable accidents in order to maintain certification and/or licensing standards for school bus operators. State regulations also require three safety and one preventive maintenance inspection annually on all buses used to transport students, and require that buses over a specific age be retired, regardless of mileage or condition, unless a waiver is granted by the Maryland State Department of Education.
- Federal and state regulations require pre-employment, reasonable suspicion, random, and post-accident drug and alcohol testing for all school bus operators.
- Board of Education policy requires the provision of transportation services (using central-point pickups) for the following programs—magnet, Global Ecology, elementary and middle school gifted and talented, French Immersion, Spanish Immersion, International Baccalaureate, and alternative programs. Board policy also establishes maximum walking distances to and from school for regular education students. Transportation is provided for students who live beyond maximum walking distances or within the distance if walking is unsafe.
- New federal clean air requirements stiffen emission standards for bus engines manufactured after January 2007. This has increased bus purchase costs, and requires added training for bus operators and maintenance personnel. Emission standards were stiffened again in 2010.
- Changes to the Code of Maryland Regulations reduce the useful life of MCPS large school buses from 15 years to 12 years. To prepare for this, it is necessary to accelerate the replacement of buses between the 2013 and 2016 fiscal years and to request waivers to extend the life of school buses for FY 2011, FY 2012, and fiscal years between 2017 and 2021. This will help alleviate a need to replace a significantly large group of buses in FY 2017 and FY 2018. To attain a level annual purchase plan, it is essential that MCPS replace one-twelfth of the fleet annually.

- New Federal Communication Commission (FCC) rules go into effect on January 1, 2013. An interim deadline of January 1, 2011, prohibits the manufacturing or importation of new equipment that operates on 25 kHz channels. The January 1, 2011, deadline will impact DOT since new school buses must be equipped with the newer digital radios. The FCC move to new narrow band radio frequencies will require the reprogramming of current two-way radios used on school buses. Additionally, new base stations and repeater equipment is required to meet these new federal mandates.

Strategies

- Strengthen existing and develop new communication processes to improve the exchange of information between internal and external customers.
- Develop management strategies that encourage collaboration, involve stakeholders, and analyze performance data for the purpose of becoming a better department. These strategies should anticipate changing customer and stakeholder needs and modify goals as needed, recognize and reward employees for outstanding performance, and ensure periodic evaluation of performance.
- Continually assess and improve technology tools of the department and utilize industrywide technology and benchmarks. Develop integrated data systems and automated processes.
- Use multiple feedback and survey strategies to identify stakeholder needs and to measure department performance.
- Provide professional growth training that improves performance in current assignment and prepares employees for promotional opportunities.
- Continue emphasis on the Customer Delight program that emphasizes exceeding customer expectations and informing customers of progress and outcome of requests and concerns and handling all matters in a professional, competent, and proactive manner.
- Train all employees to provide a safe, secure, and positive environment that fosters learning in schools and within the department.

Performance Measures

Performance Measure: Number of preventable accidents per million miles.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
3.3	3.0	2.9

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
9.0	8.5	8.4

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
94.5%	95%	95%

Explanation: While spare buses are available to fill in for buses out of service, the mix of specialized equipment and the geographical distribution of the spare fleet means that the needed spare is not always at the right location when needed. Timely service and customer satisfaction is directly related to enough buses being available each morning.

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
6.52	6.55	6.6

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

Department of Transportation—344

Todd M. Watkins, Director II 301-840-8130

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
90%/83%	91%/84%	92%/85%

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

Budget Explanation Department of Transportation—344

The FY 2012 request for this department is $93,438,960, a decrease of $153,678 from the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—($864,679)
There is decrease of $864,679 for continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

Realignment—$0
There are several realignments budgeted to address priority spending needs within this department. There is a decrease of $193,417 in supporting services part-time salaries and a corresponding increase in premium rate overtime. There is a realignment of $96,582 in contractual services to supplies to fund bus parts, lubricants, fuel, and repairs. These realignments reflect the actual costs and operations of the department.

Bus Replacement—$674,968
The department's budget reflects a roll-off of $1,766,610 in lease payments on buses purchased in prior years. Offsetting this reduction is a $2,441,578 increase for the lease/purchase of 138 buses that have reached the end of their normal service.

Other—$784,326
The budget includes an increase of $784,326 due to projected diesel fuel rates increasing from $2.62 to $2.87 per gallon in FY 2012.

Reductions—($847,637)
There is reduction of $226,238 and 9.1 bus operator/ bus attendant positions as a result of the elimination of special education bus routes. With the Secondary Learning Center students returning to their home schools, Department of Transportation staff has consolidated bus routes to reduce operating costs. In addition, there is a reduction of $216,154 due to the removal of 7 conventional buses from the bus fleet. These reductions include additional cost savings in fuel, contractual services, repairs and supplies. There is also 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.

Insurance—$99,344
There is a projected increase of $99,344 for insurance based on projected claims and reserve requirements. Insurance for MCPS is provided under the county's Self-Insurance Program.

Selected Expenditure Information

Operation and Maintenance of Buses and Vehicles

Description	FY 2011 Current Budget	FY 2012 Budget	Change
Diesel Fuel	$7,541,637	$8,390,858	$849,221
Bus Parts	3,518,606	3,435,286	(83,320)
Tires and Tubes	570,393	528,478	(41,915)
Indirect Shop Supplies	295,234	293,834	(1,400)
Service Vehicle Parts and Fuel	454,031	567,410	113,379
Total	$ 12,379,901	$ 13,215,866	$ 835,965

LEASE / PURCHASE OF BUSES

PURPOSE	Fiscal Year Purchased	TYPE 36 Passenger	48 Passenger	69/57 Passenger	Total
Growth / New Programs	2001	4	5	15	24
Growth / New Programs	2002	8	7	8	23
Growth / New Programs	2003		6	1	7
Growth / New Programs	2004		5	19	24
Growth / New Programs	2005		30		30
Growth / New Programs	2006		9	17	26
Growth / New Programs	2007		12		12
Growth / New Programs	2008			13	13
Growth / New Programs	2009				
Growth / New Programs	2010				
Growth / New Programs	2011		3		3
Growth / New Programs	2012				
Replacement	2001	4	9	91	104
Replacement	2002	10	8	84	102
Replacement	2003		10	38	48
Replacement	2004		1	11	12
Replacement	2005		33	17	50
Replacement	2006		26	69	95
Replacement	2007		12	78	90
Replacement	2008		112	5	117
Replacement	2009		27	31	58
Replacement	2010		42		42
Replacement	2011		34	62	96
Replacement	2012 (1)		63	43	106
Total		26	454	602	1,082

2012 (1) - Bus Replacement Schedule includes 138 buses with a reduction of 25 pending a state waiver request and 7 eliminated from Special Education bus routes.

CONTENTS

Department of Transportation - 344

Todd Watkins, Director II

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	1,742.250	1,742.250	1,742.250	**1,733.150**	(9.100)
Position Salaries	$61,025,695	$64,517,192	$64,517,192	**$63,426,275**	($1,090,917)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,846,363	1,846,363	**1,652,946**	(193,417)
Other		2,441,982	2,441,982	**2,635,399**	193,417
Subtotal Other Salaries	6,640,730	4,288,345	4,288,345	**4,288,345**	
Total Salaries & Wages	67,666,425	68,805,537	68,805,537	**67,714,620**	(1,090,917)
02 Contractual Services					
Consultants					
Other Contractual		1,592,191	1,644,243	**1,570,041**	(74,202)
Total Contractual Services	1,257,073	1,592,191	1,644,243	**1,570,041**	(74,202)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		42,991	42,991	**42,991**	
Other Supplies & Materials		12,367,059	12,446,259	**13,282,224**	835,965
Total Supplies & Materials	11,063,053	12,410,050	12,489,250	**13,325,215**	835,965
04 Other					
Local Travel		89,611	89,611	**76,002**	(13,609)
Staff Development		35,009	35,009	**20,355**	(14,654)
Insurance & Employee Benefits		925,804	925,804	**1,025,148**	99,344
Utilities					
Miscellaneous		215,037	215,037	**210,838**	(4,199)
Total Other	925,655	1,265,461	1,265,461	**1,332,343**	66,882
05 Equipment					
Leased Equipment		93,414	93,414	**9,478,606**	9,385,192
Other Equipment		9,425,985	9,294,733	**18,135**	(9,276,598)
Total Equipment	8,541,987	9,519,399	9,388,147	**9,496,741**	108,594
Grand Total	$89,454,193	$93,592,638	$93,592,638	**$93,438,960**	($153,678)

CONTENTS

Department of Transportation - 344

Todd Watkins, Director II

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
9	Q	Director II		1.000	1.000	1.000	**1.000**	
9	O	Assistant Director II		1.000	1.000	1.000	**1.000**	
9	K	Supervisor		1.000	1.000	1.000	**1.000**	
9	K	Auto Repair Supervisor III		1.000	1.000	1.000	**1.000**	
9	K	Bus Operations Manager		1.000	1.000	1.000	**1.000**	
9	J	Safety/Staff Development Mgr		1.000	1.000	1.000	**1.000**	
9	J	Transportation Spec - Spec Ed		.750	.750	.750	**.750**	
9	J	Transportation Depot Manager		7.000	7.000	7.000	**7.000**	
9	H	Auto Repair Supervisor II		1.000	1.000	1.000	**1.000**	
9	H	Transportation Routing Spec		1.000	1.000	1.000	**1.000**	
9	27	IT Systems Engineer		1.000	1.000	1.000	**1.000**	
9	25	IT Systems Specialist		2.000	2.000	2.000	**2.000**	
9	25	Database Administrator II		1.000	1.000	1.000	**1.000**	
9	25	Transport Admin Svcs Mgr		1.000	1.000	1.000	**1.000**	
9	24	Fiscal Specialist I		.750	.750	.750	**.750**	
9	23	Auto Parts Supervisor		1.000	1.000	1.000	**1.000**	
9	22	Auto Repair Supv I		4.000	4.000	4.000	**4.000**	
9	21	Route/Program Specialist		1.000	1.000	1.000	**1.000**	
9	20	Transportation Assignment Spec		1.000	1.000	1.000	**1.000**	
9	19	Auto Technican II Shift 1		2.000	2.000	2.000	**2.000**	
9	19	Auto Technican II Shift 2		5.000	5.000	5.000	**5.000**	
9	19	Auto Technican II Shift 3		5.000	5.000	5.000	**5.000**	
9	19	Transportation Dispatcher		6.000	6.000	6.000	**6.000**	
9	19	Transportation Cluster Mgr		23.000	23.000	23.000	**23.000**	
9	19	Senior Trainer			1.000	1.000	**1.000**	
9	18	Fiscal Assistant IV		1.000	1.000	1.000	**1.000**	
9	18	Transportation Asst Supv		1.000	1.000	1.000	**1.000**	
9	18	Regional Router		2.000	2.000	2.000	**2.000**	
9	17	Employment Process Coordinator		1.000	1.000	1.000	**1.000**	
9	17	Safety Trainer II		4.000	3.000	3.000	**3.000**	
9	17	Auto Technican I Shift 1		21.000	21.000	21.000	**21.000**	
9	17	Auto Technican I Shift 2		17.000	17.000	17.000	**17.000**	
9	17	Auto Technican I Shift 3		16.000	16.000	16.000	**16.000**	
9	16	Administrative Secretary III		1.000	1.000	1.000	**1.000**	
9	16	Bus Route Supervisor		80.000	80.000	80.000	**80.000**	
9	16	Transportation Router		4.000	4.000	4.000	**4.000**	
9	15	Transport Special Assistant		1.000	1.000	1.000	**1.000**	
9	15	Auto Parts Specialist			1.000	1.000	**1.000**	
9	14	Admin Operations Secretary		11.000	11.000	11.000	**11.000**	
9	14	Account Assistant III		2.000	2.000	2.000	**2.000**	
9	14	Radio Bus Operator	X	20.000	20.000	20.000	**20.000**	
9	14	Safety Trainer I		13.000	13.000	13.000	**13.000**	
9	13	Tire Repairer		2.000	2.000	2.000	**2.000**	
9	13	Auto Parts Asst Shift 1		2.000	1.000	1.000	**1.000**	

CONTENTS

Department of Transportation - 344

Todd Watkins, Director II

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
9	13	Auto Parts Asst Shift 2		1.000	1.000	1.000	**1.000**	
9	12	Satellite Parts Asst Shift I		4.000	4.000	4.000	**4.000**	
9	12	Transport Time/Attend Asst		6.000	6.000	6.000	**6.000**	
9	11	Office Assistant IV		1.000	1.000	1.000	**1.000**	
9	11	Service Writer		2.000	2.000	2.000	**2.000**	
9	11	Auto Tech Apprentice Shift 1		6.000	6.000	3.000	**3.000**	
9	11	Auto Tech Apprentice Shift 2		4.000	4.000	4.000	**4.000**	
9	11	Auto Tech Apprentice Shift 3		2.000	2.000	1.000	**1.000**	
9	11	Bus Operator I	X	1,003.080	1,005.080	1,005.080	**1,033.760**	28.680
9	11	Transportation Staff Assistant			1.000	1.000	**1.000**	
9	11	Bus Operator I Perm Sub	X	34.980	34.980	34.980		(34.980)
9	10	Account Assistant I		2.000	2.000	2.000	**2.000**	
9	9	Office Assistant II		1.000	1.000	1.000	**1.000**	
9	9	Auto Service Worker Shift 1		1.000	1.000	4.000	**4.000**	
9	9	Auto Service Worker Shift 2		3.000	3.000	3.000	**3.000**	
9	9	Auto Service Worker Shift 3		4.000	4.000	5.000	**5.000**	
9	7	Bus Attendant Spec Ed	X	393.690	390.690	390.690	**387.890**	(2.800)
9	6	Transportation Fueling Asst		5.000	5.000	5.000	**5.000**	
	Total Positions			**1,742.250**	**1,742.250**	**1,742.250**	**1,733.150**	**(9.100)**

CONTENTS

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

F.T.E. Positions 4.5

Field Trip Fund—830

Todd M. Watkins, Director II 301-840-8130

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

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

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

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

Trends and Accomplishments

Growth in programs and a continuing increase in demands create a significant mid-day need for buses. Mid-day programs and the limited field trip operating window reduce the availability of buses to support field trips. These actions, coupled with the increased use of field trip services, have required efficient use of the bus fleet. In Fiscal Year (FY) 2010, more than 9,800 field trips and extracurricular trips were taken, which is approximately 500 more trips than the previous fiscal year. The downturn in the economy had an impact on the number of trips with fewer trips being funded from grants (i.e., Title 1, Head Start, etc.) and fewer trip requests from other local government agencies.

The department now has implemented completely, and used last year, a Web-based application for entering trip requests for field trips and extracurricular trips and a new field trip application for managing the trip requests. The Web-based application replaced the typing of field trip tickets and automated the requesting and approval of a field trip. The Web-based application gives MCPS schools the ability to see the approval status of a trip and the ability to reconcile completed field trips to a FMS Invoice. The field trip application interfaces with the trip request application to import trip requests from MCPS schools and eliminates the double entry of a trip request by schools and the Field Trip Unit.

Major Mandates

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

Strategies

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

Performance Measure

Performance Measure: Number of Field Trips Provided.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
9,277	10,500	10,700

Budget Explanation
Field Trip Fund—830

The FY 2012 request for this fund is $2,122,819 a decrease of $231,897 from the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$17,942
There is an increase of $17,942 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—($249,839)
There is a realignment of $249,839 from the Field Trip Fund to the following enterprise funds: Real Estate Management, $199,839; and Curriculum Guide Sales, $50,000.

CONTENTS

Field Trip Fund - 830

Todd Watkins, Director II

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	4.500	4.500	4.500	**4.500**	
Position Salaries	$264,162	$287,310	$287,310	**$302,557**	$15,247
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		951,700	951,700	**744,226**	(207,474)
Other		255,000	255,000	**255,600**	600
Subtotal Other Salaries	945,238	1,206,700	1,206,700	**999,826**	(206,874)
Total Salaries & Wages	1,209,400	1,494,010	1,494,010	**1,302,383**	(191,627)
02 Contractual Services					
Consultants					
Other Contractual		76,411	76,411	**76,411**	
Total Contractual Services	47,053	76,411	76,411	**76,411**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,091	10,091	**10,091**	
Other Supplies & Materials		587,713	587,713	**549,998**	(37,715)
Total Supplies & Materials	286,966	597,804	597,804	**560,089**	(37,715)
04 Other					
Local Travel		138	138	**138**	
Staff Development					
Insurance & Employee Benefits		184,748	184,748	**182,193**	(2,555)
Utilities					
Miscellaneous					
Total Other	154,161	184,886	184,886	**182,331**	(2,555)
05 Equipment					
Leased Equipment					
Other Equipment		1,605	1,605	**1,605**	
Total Equipment		1,605	1,605	**1,605**	
Grand Total	$1,697,580	$2,354,716	$2,354,716	**$2,122,819**	($231,897)

CONTENTS

Field Trip Fund - 830

Todd Watkins, Director II

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
71	J	Transportation Spec - Spec Ed		.250	.250	.250	**.250**	
71	24	Fiscal Specialist I		.250	.250	.250	**.250**	
71	23	Business Services Analyst		1.000	1.000	1.000	**1.000**	
71	19	Sr Field Trip Coordinator		1.000	1.000	1.000	**1.000**	
71	12	Field Trip Assistant	X	2.000	2.000	2.000	**2.000**	
	Total Positions			**4.500**	**4.500**	**4.500**	**4.500**	

CONTENTS

Department of Materials Management

Director II (Q) 1.0
Materials Management Operations Manager (K) 1.0
Communications Specialist (21) 1.0
Administrative Secretary III (16) 1.0

Division of Food and Nutrition Services

Editorial, Graphics and Publishing Services

Division of Procurement

Video Services Unit

Materials and Property Assistant (13)	1.0

Media Processing Services Unit

Buyer II (22)	1.0
Processing Center Librarian (20)	1.0
Buyer Assistant III (15)	1.0
Materials and Property Assistant (13)	1.0
Purchasing Assistant (12)	2.0

Property/Materials Control Team

IT Systems Specialist (18-25)	1.0
Business Services Analyst (23)	1.0
Property Control Specialist (21)	1.0
Operations Supervisor (18)	1.0
Supply Services Supervisor (17)	1.0
Buyer Assistant III (15)	1.0
Materials and Property Assistant (13)	1.0
Purchasing Assistant (12)	1.5
Truck Driver/Warehouse Worker (11)	1.0
Office Assistant IV (11)	1.0

Supply and Property Management Unit

Distribution Section

Logistics Specialist (H)	1.0
Auto Technician II (19)	1.0
Operations Supervisor (18)	1.0
Operations Assistant (14)	1.0
Tractor Trailer Operator (12)	2.0
Truck Driver/Warehouse Worker (11)	10.0
Auto Service Worker (9)	1.0

Mail Service Section

Operations Supervisor (18)	1.0
Mail Supervisor (14)	1.0
Operations Assistant (14)	1.0
Truck Driver/Warehouse Worker (11)	6.0

Warehouse Section

Operations Supervisor (18)	1.0
Truck Driver/Warehouse Worker (11)	5.0
Warehouse Worker (9)	1.0

Textbook-Curriculum and Testing Materials Section

Operations Supervisor (18)	1.0
Truck Driver/Warehouse Worker (11)	1.0
Warehouse Worker (9)	1.0

Science Materials Section

Operations Assistant (14)	1.0
Truck Driver/Warehouse Worker (11)	2.0

F.T.E. Positions 60.5

Department of Materials Management—351/352/354/355/417

Kathleen C. Lazor, R.D., Director II 301-279-3348

Mission

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

Major Functions

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

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

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

The Editorial, Graphics and Publishing Services Unit is responsible for providing document preparation, graphic content and correspondence, including editorial support, to schools and offices. The unit is organized into five work groups; Graphics Arts, Language Arts, Printing, Central Duplicating, and Copier Equipment Services.

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

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

Trends and Accomplishments

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

To meet the needs of customers during FY 2010, DMM continued implementation of the customer feedback system through the use of customized focus groups. The uniqueness of this program is that the focus groups are conducted at schools where customers are able to communicate directly with DMM about any product, service, or program provided by the department. Customer expectations and needs are explored in detail, facilitating future enhancements to programs and services.

DMM and the Editorial, Graphics and Publishing Services Unit developed a program that provides copying services to schools. This program, Copy-Plus, was initiated with the express purpose of reducing the burden on school-based staff preparing document copies for classroom instruction, homework materials, and student assessments. Over 116 million copies were provided by this program, which equates to an efficiency savings of more than 46,400 hours of school staff time. TeamWorks provides copier equipment and repair service systemwide. In FY 2010, the work group replaced 100 high-volume copiers in the schools and offices and completed preventive maintenance and repair service on the 294 high-volume copiers systemwide. Total spending for this new program was $1.3 million below the total costs for equipment purchases and contractual maintenance through a commercial vendor initially projected for FY 2010.

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

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

Major Mandates

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

Department of Materials Management—351/352/354/355/417

Kathleen C. Lazor, R.D., Director II 301-279-3348

Strategies

- Expand and strengthen the customer service communication management system to inform customers on an ongoing basis.
- Develop and improve work processes using technology to simplify doing business with DMM for instructional materials orders, procurement system, and warehouse system.
- Develop additional reports within the new financial system to provide timely, accurate data for financial managers.
- Expand use of focus groups and alternative feedback methods to obtain valuable customer feedback on products and services.
- Design, develop, and implement cost-effective processes and technologies that streamline the production and distribution of effective instructional, administrative, and communication support materials.
- Develop a highly agile and flexible supporting services workforce capable of responding effectively to the evolving graphics and printing requirements of the schools and central offices.

Performance Measures

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
98.5%	98.8%	99.0%

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
$0.24	$0.23	$0.22

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 workgroup of EGPS.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
116 million	135 million	155 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 is saved of school-based staff time 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 the TeamWorks workgroup of EGPS.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
50,585	53,000	55,000

Explanation: This measures the operations improvement of the high-volume copiers located in all schools and certain central offices.

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

The current FY 2011 budget for this department is changed from the budget adopted by the Board of Education on June 8, 2010. The change is a result of a realignment of $169,651 in supporting services part-time salaries to fund a 1.0 office assistant IV position, 2.0 truck driver/warehouse worker shift I positions, and 2.0 warehouse worker positions within the department.

The FY 2012 request for this department is $6,111,114, an increase of $118,809 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$352,635
There is an increase of $352,635 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—($79,227)
There are several realignments budgeted to address priority spending needs within this department. There is a decrease of $6,000 for postage and a corresponding increase for equipment replacement to support bar code scanning in the Library Media Processing Services Unit. There also is a realignment of $79,227 from supporting services part-time salaries to employee benefits in the Department of Financial Services to support the 5.0 positions added during FY 2011.

Reductions—($154,599)
There is a reduction of $57,112 and a 1.0 video services technician II position. In addition, there is a reduction of $97,487 in postage due to increased usage of web communications.

Budget Explanation
Division of Editorial, Graphics & Publishing Services—417

The FY 2012 request for this division is $5,149,232, an increase of $75,502 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$75,502
There is an increase of $75,502 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—$0
There are several realignments budgeted to address priority spending needs within this department. There is decrease of $30,000 for office supplies, $9,066 for contractual services and a corresponding increase for supporting services part-time salaries to support school printing functions related to TeamWorks and Copy-Plus.

CONTENTS

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

Kathleen C. Lazor, Director II

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	57.500	56.500	61.500	**60.500**	(1.000)
Position Salaries	$3,335,209	$3,500,669	$3,670,320	**$3,965,843**	$295,523
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		766,907	597,256	**518,029**	(79,227)
Other		33,920	33,920	**33,920**	
Subtotal Other Salaries	1,476,586	800,827	631,176	**551,949**	(79,227)
Total Salaries & Wages	4,811,795	4,301,496	4,301,496	**4,517,792**	216,296
02 Contractual Services					
Consultants					
Other Contractual		62,697	62,697	**62,697**	
Total Contractual Services	78,951	62,697	62,697	**62,697**	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		35,164	35,164	**35,164**	
Office					
Other Supplies & Materials		669,184	669,184	**564,863**	(104,321)
Total Supplies & Materials	637,231	704,348	704,348	**600,027**	(104,321)
04 Other					
Local Travel		1,291	1,291	**2,791**	1,500
Staff Development		1,336	1,336	**1,000**	(336)
Insurance & Employee Benefits					
Utilities		18,400	18,400	**18,400**	
Miscellaneous		152,595	152,595	**152,595**	
Total Other	268,170	173,622	173,622	**174,786**	1,164
05 Equipment					
Leased Equipment		676,142	676,142	**675,812**	(330)
Other Equipment		74,000	74,000	**80,000**	6,000
Total Equipment	777,683	750,142	750,142	**755,812**	5,670
Grand Total	$6,573,830	$5,992,305	$5,992,305	**$6,111,114**	$118,809

CONTENTS

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

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
	351 Department of Materials Management						
1	Q	Director II	1.000	1.000	1.000	**1.000**	
1	K	Materials Mgt Oper Mgr	1.000	1.000	1.000	**1.000**	
1	21	Comm Spec/Web Producer	1.000	1.000	1.000	**1.000**	
1	16	Administrative Secretary III	1.000	1.000	1.000	**1.000**	
	Subtotal		**4.000**	**4.000**	**4.000**	**4.000**	
	352 Supply and Property Management Unit						
10	H	Logistics Specialist	1.000	1.000	1.000	**1.000**	
10	25	IT Systems Specialist	1.000	1.000	1.000	**1.000**	
10	23	Business Services Analyst	1.000	1.000	1.000	**1.000**	
10	21	Property Control Specialist	1.000	1.000	1.000	**1.000**	
10	19	Auto Technican II Shift 1	1.000	1.000	1.000	**1.000**	
10	18	Operations Supervisor	5.000	5.000	5.000	**5.000**	
10	17	Supply Services Supervisor	1.000	1.000	1.000	**1.000**	
10	15	Buyer Assistant III	1.000	1.000	1.000	**1.000**	
10	14	Mail Supervisor	1.000	1.000	1.000	**1.000**	
10	14	Operations Assistant	4.000	3.000	3.000	**3.000**	
10	13	Tractor Trailer Operator	3.000	2.000	2.000	**2.000**	
10	13	Materials & Property Asst	1.000	1.000	1.000	**1.000**	
10	12	Purchasing Assistant	1.500	1.500	1.500	**1.500**	
10	11	Office Assistant IV			1.000	**1.000**	
10	11	Truck Drive/Whr Wkr Shift 1	23.000	23.000	25.000	**25.000**	
10	9	Auto Service Worker Shift 1		1.000	1.000	**1.000**	
10	9	Warehouse Worker			2.000	**2.000**	
	Subtotal		**45.500**	**44.500**	**49.500**	**49.500**	
	354 Media Processing Services Unit						
2	22	Buyer II		1.000	1.000	**1.000**	
2	20	Processing Center Librarian	1.000	1.000	1.000	**1.000**	
2	18	Buyer I	1.000				
2	15	Buyer Assistant III	1.000	1.000	1.000	**1.000**	
2	13	Materials & Property Asst	1.000	1.000	1.000	**1.000**	
2	12	Purchasing Assistant	2.000	2.000	2.000	**2.000**	
	Subtotal		**6.000**	**6.000**	**6.000**	**6.000**	
	355 Video Services Unit						
2	13	Materials & Property Asst	1.000	1.000	1.000	**1.000**	
2	12	Video Services Technician II	1.000	1.000	1.000		(1.000)
	Subtotal		**2.000**	**2.000**	**2.000**	**1.000**	**(1.000)**
	Total Positions		**57.500**	**56.500**	**61.500**	**60.500**	**(1.000)**

CONTENTS

Editorial, Graphics and Publishing Services

Supervisor (O)	1.0
Printing Supervisor (H)	1.0
Publications Manager (23)	1.0
Printing Manager (23)	1.0
Publications Art Director (23)	1.0
Communications Specialist/ Web Producer (21)	1.0
Electronic Graphic Artist (20)	1.0
Fiscal Assistant IV (18)	1.0
Graphic Designer I (18)	2.0
Lithographic Camera Operator (18)	1.0
Photographer (17)	1.0
Printing Equipment Operator III (17)	2.0
Equipment Mechanic (17)	1.0
Customer Service Specialist (16)	2.0
Digital Printing Group Leader (16)	1.0
Electronic Publishing Group Assistant (16)	1.0
Printing Equipment Operator II (16)	1.0
Copier Repair Technician (15)	4.0
Bindery Equipment Operator II (14)	3.0
Printing Equipment Operator I (14)	1.0
Administrative Secretary I (14)	1.5
Bindery Equipment Operator I (11)	7.5

F.T.E. Positions 37.0

CONTENTS

Editorial Graphics and Publishing Services - 417

Kathy C. Lazor, Director II

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	34.500	37.000	37.000	**37.000**	
Position Salaries	$2,155,212	$2,179,627	$2,179,627	**$2,255,129**	$75,502
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		248,934	248,934	**288,000**	39,066
Other		93,481	93,481	**93,481**	
Subtotal Other Salaries	520,543	342,415	342,415	**381,481**	39,066
Total Salaries & Wages	2,675,755	2,522,042	2,522,042	**2,636,610**	114,568
02 Contractual Services					
Consultants					
Other Contractual		458,876	458,876	**449,810**	(9,066)
Total Contractual Services	366,640	458,876	458,876	**449,810**	(9,066)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		1,638,950	1,638,950	**1,608,950**	(30,000)
Total Supplies & Materials	1,435,183	1,638,950	1,638,950	**1,608,950**	(30,000)
04 Other					
Local Travel		6,012	6,012	**4,012**	(2,000)
Staff Development				**3,000**	3,000
Insurance & Employee Benefits					
Utilities					
Miscellaneous		7,600	7,600	**6,600**	(1,000)
Total Other	5,052	13,612	13,612	**13,612**	
05 Equipment					
Leased Equipment		440,250	440,250	**440,250**	
Other Equipment					
Total Equipment	276,898	440,250	440,250	**440,250**	
Grand Total	$4,759,528	$5,073,730	$5,073,730	**$5,149,232**	$75,502

CONTENTS

Editorial Graphics and Publishing Services - 417

Kathy C. Lazor, Director II

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
1	O	Supervisor		1.000	1.000	1.000	**1.000**	
3	H	Printing Supervisor		1.000	1.000	1.000	**1.000**	
1	23	Printing Manager		1.000	1.000	1.000	**1.000**	
1	23	Publications Manager		1.000	1.000	1.000	**1.000**	
1	23	Publications Art Director		1.000	1.000	1.000	**1.000**	
3	21	Comm Spec/Web Producer		1.000	1.000	1.000	**1.000**	
1	20	Electronics Graph Artist		1.000	1.000	1.000	**1.000**	
1	18	Fiscal Assistant IV		1.000	1.000	1.000	**1.000**	
3	18	Graphics Designer I		3.000	2.000	2.000	**2.000**	
3	18	Lithographic Camera Op		1.000	1.000	1.000	**1.000**	
3	17	Photographer		1.000	1.000	1.000	**1.000**	
3	17	Equipment Mechanic			1.000	1.000	**1.000**	
3	17	Printing Equip Operator III		4.000	2.000	2.000	**2.000**	
3	16	Electronic Publishing Asst		1.000	1.000	1.000	**1.000**	
3	16	Digital Printing Group Leader		1.000	1.000	1.000	**1.000**	
1	16	Customer Service Spec			2.000	2.000	**2.000**	
3	16	Customer Service Spec		2.000				
3	16	Printing Equip Operator II		1.000	1.000	1.000	**1.000**	
3	15	Copier Repair Technician		4.000	4.000	4.000	**4.000**	
1	14	Administrative Secretary I		1.000	1.000	1.000	**1.000**	
3	14	Administrative Secretary I		.500	.500	.500	**.500**	
3	14	Printing Equip Operator I		1.000	1.000	1.000	**1.000**	
3	14	Bindery Equip Operator II		3.000	4.000	3.000	**3.000**	
3	11	Bindery Equip Operator I		3.000	6.500	7.500	**7.500**	
	Total Positions			**34.500**	**37.000**	**37.000**	**37.000**	

Division of Procurement

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

F.T.E. Positions 12.0

Division of Procurement—353

Philip J. McGaughey, Jr., Director I 301-251-2654

Mission

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

Major Functions

The division's key services include administration and oversight of the MCPS purchasing function (pre-award) and administration and oversight of the MCPS contract administration function (post-award).

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

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

Trends and Accomplishments

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

The next-generation procurement organizations are placing their focus on strategic sourcing initiatives and modifying their perspective to align its execution with the needs and desires of their customers. The leading edge of strategic sourcing includes organizations that are capable of designing and developing procurement strategies that are aligned with customer product/service needs and tightly linked to the overall business strategy. This in turn drives a collaborative and systematic process that enables the procurement function to reduce organizational spending while increasing quality and service levels. In order to meet these rigorous demands, the division has increased its training requirements to certify one member as a Certified Professional Public Officer in FY 2010.

In FY 2011, the Division of Procurement staff will aim to continue to reduce total delivered costs for goods and services by engaging in additional strategic sourcing practices. This will be accomplished through strategic sourcing initiatives featuring a narrow, high-performance supply base and a selection, contracting, and monitoring process that is highly disciplined. By engaging in effective strategic sourcing, the division will greatly improve its ability to buy goods and services at the lowest total delivered cost (not just price); consolidate purchasing power with other county agencies; develop tighter buyer-supplier relationships; realign business processes, work, and information flow; and improve teamwork and purchasing skills.

Major Mandates

State law requires MCPS to advertise for sealed bids for material, equipment, and supplies that cost more than $25,000. During FY 2010, the state passed a funding accountability law that pertains to MCPS only that provides for a web-based reporting to the public. The Board of Education has tasked the Division of Procurement with promoting outreach efforts and actively recruiting minority vendors.

Strategies

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

Division of Procurement—353

Philip J. McGaughey, Jr., Director I 301-251-2654

Performance Measures

Performance Measure 1: Number of material transactions.

	FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
Number of requisition lines	182,784	185,000	185,000
Number of online purchase orders	35,699	36,000	36,000
Number of purchasing card transactions	33,615	39,000	42,000

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
$0.46	$0.46	$0.45

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

Budget Explanation
Division of Procurement—353

The FY 2012 request for this division is $933,856, an increase of $26,240 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$26,240
There is an increase of $26,240 for continuing salary costs to reflect step or longevity increases for current employees.

CONTENTS

Division of Procurement - 353

Philip McGaughey, Director I

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	12.000	12.000	12.000	**12.000**	
Position Salaries	$928,579	$895,221	$895,221	**$921,461**	$26,240
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries	1,063				
Total Salaries & Wages	929,642	895,221	895,221	**921,461**	26,240
02 Contractual Services					
Consultants					
Other Contractual		2,250	2,250	**1,750**	(500)
Total Contractual Services	1,656	2,250	2,250	**1,750**	(500)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		4,301	4,301	**4,301**	
Other Supplies & Materials					
Total Supplies & Materials	2,315	4,301	4,301	**4,301**	
04 Other					
Local Travel		1,344	1,344	**1,844**	500
Staff Development		4,500	4,500	**4,500**	
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	4,418	5,844	5,844	**6,344**	500
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	$938,031	$907,616	$907,616	**$933,856**	$26,240

CONTENTS

Division of Procurement - 353

Philip McGaughey, Director I

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
1	P	Director I		1.000	1.000	1.000	**1.000**	
1	J	Senior Buyer		1.000	1.000	1.000	**1.000**	
1	23	Business Services Analyst		1.000	1.000	1.000	**1.000**	
1	22	Buyer II		2.000	2.000	2.000	**2.000**	
1	18	Buyer I		3.000	3.000	3.000	**3.000**	
1	15	Buyer Assistant III		1.000	1.000	1.000	**1.000**	
1	14	Buyer Assistant II		1.000	1.000	1.000	**1.000**	
1	13	Materials & Property Asst		1.000	1.000	1.000	**1.000**	
1	12	Purchasing Assistant		1.000	1.000	1.000	**1.000**	
	Total Positions			**12.000**	**12.000**	**12.000**	**12.000**	

Division of Food and Nutrition Services

Director I (P)	**1.0**
Assistant Director (N)	**1.0**
Process Improvement Analyst (25)	**1.0**
Wellness Specialist (23)	**1.0**
Communications Assistant (16)	**1.0**
Administrative Secretary II (15)	**1.0**
Administrative Secretary I (14)	**1.0**

Operations/Monitoring

Food Services Supervisor II (H)	1.0
Food Services Supervisor I (G)	7.0
Food Service Field Manager (17)	6.0
Family Day Care Manager (16)	1.0
Data Systems Operator (13)	1.0
Family Day Care Assistant (12)	0.75
Office Assistant IV (11)	1.0
Office Assistant IV—CPF (11)	2.0

Schools

School-based Positions	444.512

Production

CPF/Warehouse Operations Specialist (J)	1.0
Cafeteria Manager V—CPF (16)	3.0
Food Services Special Program Manager (16)	2.0
CPF Mechanic (15)	1.0
CPF Worker II (9)	2.0
General Maintenance Worker I (7)	1.0
Catering Service Worker (6)	2.0
CPF Worker I (6)	40.688
Cafeteria Worker I (6)	1.5
Food Service Sanitation Technician—CPF (6)	5.0

Warehousing and Distribution

Logistics Specialist (H)	1.0
Operations Supervisor (18)	1.0
Auto Technician I (17)	1.0
Supply Service Supervisor (17)	1.0
Buyers Assistant II (14)	1.0
Operations Assistant (14)	1.0
Operations Assistant (14/ND)	1.0
Office Assistant IV (11)	2.0
Truck Driver/Warehouse Worker (11)	23.0
Truck Driver/Warehouse Worker (11/ND)	6.0
Auto Service Worker (9)	1.0
Warehouse Worker (9)	7.0

Fiscal Control

Fiscal Specialist I (24)	1.0
Account Technician II (19)	1.0
Account Payable Assistant (14)	1.0

Technical Services

Supervisor (K)	1.0
IT Systems Specialist (18–25)	1.0
IT Services Technician Assistant II (16)	2.0

F.T.E. Positions 583.448

(Includes 444.512 school-based positions shown on K–12 charts)

ND Night Differential = Shift 3

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

Marla R. Caplon, Director I 301-840-8100

Mission

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

Major Functions

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

The division provides breakfast and lunch in all school cafeterias, the Lathrop E. Smith Center, and the Carver Educational Services Center. Additionally, the division actively supports the Maryland Meals for Achievement (MMFA) program that provides breakfast, at no charge, to all students in the classrooms at 29 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 day care homes. The division also provides an after-school snack program to students up to the age of 18 in school-based programs. It provides nutrition education services and meals to nonprofit day care centers and after-school programs.

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

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

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

Trends and Accomplishments

There is a continuing increase in the number of school breakfasts and lunches served to MCPS students. This is due not only to increasing enrollment but also to the division's marketing efforts. The county's changing economics and demographics are creating a change in the number of students eligible for free and reduced-price meals. In FY 2006, the FARMS application changed from an individual student application to a household application. Beginning with the 2006–2007 school year, the meal benefit application is preprinted with student information. The form has been revised, with input from stakeholders, for ease of completion. In FY 2010, 31 percent of the student population was eligible to participate in FARMS. This number continues to grow. During FY 2011, DFNS will not be charging eligible students the 30 cents reduced price for breakfast. The anticipated increase in participation and reimbursement funding will offset the cost for this reduction in revenue and 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. Focus groups are held with parents and students at the elementary, middle, and high school levels to hear their perceptions and feedback on meal quality and value and the customer service provided by division's staff. Program changes, when possible, are implemented based on the responses. Cafeteria managers share their best practices at training meetings.

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

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

The division has been an active participant in MMFA since 1998. There are 29 schools included in the program for the 2010–2011 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.

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

Marla R. Caplon, Director I 301-840-8100

There has been a collaborative effort with the Montgomery County Government to expand the Summer Food Service Program to provide meals during the summer months to students of low-income families. This expansion began during the 2009 summer and continued during 2010. There were a total of 115 sites operating during the summer of 2009 and 117 in 2010. Additionally, there were seven walk-in sites servicing students.

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

The division completed a Six Sigma project that reviewed and improved the ordering process used by elementary schools. The action steps of the project have been fully implemented and the results sustained. The division continued the Six Sigma initiative to increase lunch participation by conducting focus groups, presentations to PTA groups and school staff tested menu changes at the middle school level.

Centralized and automated food service operations keep food cost well below the industry standard. In FY 2010, food cost was 33 percent of revenues compared to the industry standard of 45 percent.

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

Major Mandates

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

Strategies

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

Set a goal of increasing lunch participation by 10 students in all elementary cafeterias and monitor performance measures to ensure the goal is met.

Performance Measures

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
54%	58%	60%

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
28%	29%	30%

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
100%	100%	100%

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

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

Marla R. Caplon, Director I 301-840-8100

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

The FY 2012 request for this division is $47,025,335 a decrease of $14,919 from the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$460,980
There is an increase of $460,980 for continuing salary costs to reflect step or longevity increases for current employees.

Realignment—($475,899)
There are a number of realignments budgeted to address priority spending needs within this division. Specifically, funds are realigned among and between accounts budgeted in the functional units of administration, school-based services, warehouse operations, and the central production facility. The realignments reflect the actual costs and operations of these units. In addition, there is a realignment of $475,899 from the division to the Entrepreneurial Activities Fund.

Selected Expenditure Information

Supplies and Materials for Division of Food and Nutrition Services

	FY 2011 Budget	FY 2012 Budget	Change
Meat, Fish, and Poultry	4,379,408	4,379,408	-
Fruits and Vegetables	2,028,091	1,552,111	(475,980)
Dairy Products	2,901,775	3,097,400	195,625
Groceries	2,763,925	2,459,624	(304,301)
Bakery Goods	1,514,702	1,454,115	(60,587)
Ice Cream	200,120	200,120	-
Disposables	2,023,073	1,545,000	(478,073)
Other	362,324	271,000	(91,324)
Total	16,173,418	14,958,778	(1,214,640)

CONTENTS

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

Marla Caplon, Director I

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	583.448	583.448	583.448	**583.448**	
Position Salaries	$17,594,951	$18,622,699	$18,622,699	**$18,818,698**	$195,999
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		595,971	474,849	**586,064**	111,215
Other		54,950	176,072	**71,065**	(105,007)
Subtotal Other Salaries	665,638	650,921	650,921	**657,129**	6,208
Total Salaries & Wages	18,260,589	19,273,620	19,273,620	**19,475,827**	202,207
02 Contractual Services					
Consultants					
Other Contractual		875,264	875,264	**1,104,028**	228,764
Total Contractual Services	1,076,414	875,264	875,264	**1,104,028**	228,764
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		16,173,418	16,173,418	**14,958,778**	(1,214,640)
Total Supplies & Materials	13,143,825	16,173,418	16,173,418	**14,958,778**	(1,214,640)
04 Other					
Local Travel		140,695	140,695	**122,385**	(18,310)
Staff Development		35,650	35,650	**10,000**	(25,650)
Insurance & Employee Benefits		10,142,127	10,142,127	**10,943,711**	801,584
Utilities					
Miscellaneous		148,796	148,796	**143,000**	(5,796)
Total Other	8,330,852	10,467,268	10,467,268	**11,219,096**	751,828
05 Equipment					
Leased Equipment		250,684	250,684	**267,606**	16,922
Other Equipment					
Total Equipment	146,179	250,684	250,684	**267,606**	16,922
Grand Total	$40,957,859	$47,040,254	$47,040,254	**$47,025,335**	($14,919)

CONTENTS

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

Marla Caplon, Director I

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
61	P	Director I		1.000	1.000	1.000	**1.000**	
61	N	Assistant Director I				1.000	**1.000**	
61	M	Specialist		1.000	1.000			
61	K	Supervisor		1.000	1.000	1.000	**1.000**	
61	J	CPF/Warehouse Operations Spec		1.000	1.000	1.000	**1.000**	
61	H	Food Services Supervisor II		1.000	1.000	1.000	**1.000**	
61	H	Logistics Specialist		1.000	1.000	1.000	**1.000**	
61	G	Food Services Supervisor I		7.000	7.000	7.000	**7.000**	
61	25	IT Systems Specialist		1.000	1.000	1.000	**1.000**	
61	25	Process Improvement Analyst		1.000	1.000	1.000	**1.000**	
61	24	Fiscal Specialist I		1.000	1.000	1.000	**1.000**	
61	23	Wellness Specialist		1.000	1.000	1.000	**1.000**	
61	19	Account Technician II		1.000	1.000	1.000	**1.000**	
61	18	Operations Supervisor		1.000	1.000	1.000	**1.000**	
61	17	Food Service Field Manager	X	6.000	6.000	6.000	**6.000**	
61	17	Auto Technican I Shift 1		1.000	1.000	1.000	**1.000**	
61	17	Supply Services Supervisor		1.000	1.000	1.000	**1.000**	
61	16	Communications Assistant		1.000	1.000	1.000	**1.000**	
61	16	IT Services Tech Asst II		2.000	2.000	2.000	**2.000**	
61	16	Family Day Care Manager		1.000	1.000	1.000	**1.000**	
61	16	Cafeteria Manager IV	X	37.000	37.000	37.000	**37.000**	
61	16	Food Svcs Spec Prog Mgr		2.000	2.000	2.000	**2.000**	
61	16	CPF Manager V		1.000	1.000	1.000	**1.000**	
61	16	CPF Manager V		2.000	2.000	2.000	**2.000**	
61	15	Administrative Secretary II		1.000	1.000	1.000	**1.000**	
61	15	Cafeteria Manager III	X	18.000	18.000	18.000	**18.000**	
61	15	CPF Mechanic		1.000	1.000	1.000	**1.000**	
61	14	Administrative Secretary I		1.000	1.000	1.000	**1.000**	
61	14	Account Assistant III		1.000				
61	14	Accounts Payable Assistant			1.000	1.000	**1.000**	
61	14	Cafeteria Manager II	X	4.750	4.750	4.750	**4.750**	
61	14	Cafeteria Manager II 9 mo		1.000	1.000	1.000	**1.000**	
61	14	Buyer Assistant II		1.000	1.000	1.000	**1.000**	
61	14	Operations Assistant		1.000	1.000	1.000	**1.000**	
61	14	Operations Assist Shift 3		1.000	1.000	1.000	**1.000**	
61	13	Data Systems Operator			1.000	1.000	**1.000**	
61	13	Cafeteria Manager I	X	4.000	4.000	4.000	**4.000**	
61	12	Food Services Satellite Mgr	X		22.000	22.000	**22.000**	
61	12	Family Day Care Assistant	X	.750	.750	.750	**.750**	
61	11	Office Assistant IV		4.000	3.000	3.000	**3.000**	
61	11	Office Assistant IV CPF	X	2.000	2.000	2.000	**2.000**	
61	11	Food Svc Satellite Mgr II	X	55.760	44.760	44.760	**44.760**	
61	11	Truck Drive/Whr Wkr Shift 1		7.000	7.000	7.000	**7.000**	
61	11	Truck Drive/Whr Wkr Shift 1		16.000	16.000	16.000	**16.000**	

CONTENTS

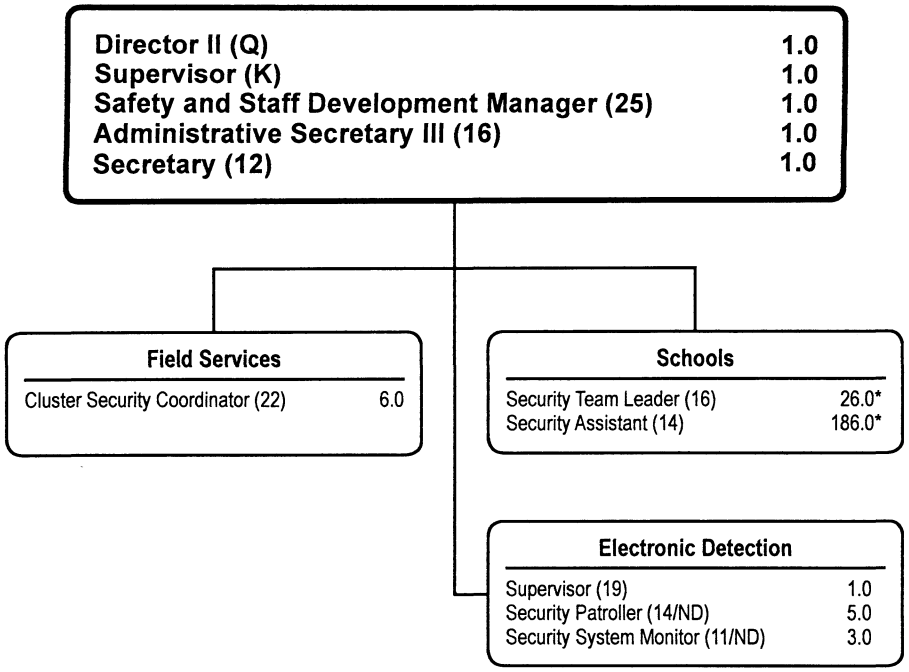
Division of Food and Nutrition Services - 810/811/812/813/814/815

Marla Caplon, Director I

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
61	11	Truck Drive/Wrh Wkr Shift 3		6.000	6.000	6.000	**6.000**	
61	10	Satellite Manager I	X	48.000	37.000	37.000	**37.000**	
61	9	Auto Service Worker Shift 1		1.000	1.000	1.000	**1.000**	
61	9	Warehouse Worker	X	5.000	5.000	5.000	**5.000**	
61	9	Warehouse Worker		2.000	2.000	2.000	**2.000**	
61	9	CPF Worker II	X	2.000	2.000	2.000	**2.000**	
61	7	Cafeteria Perm Substitute	X	21.500	21.500	21.500	**21.500**	
61	7	General Maintenance Worker I		1.000	1.000	1.000	**1.000**	
61	6	Cafeteria Worker I 9 mo		78.000	78.000	78.000	**78.000**	
61	6	Cafeteria Worker I	X	177.000	177.000	177.000	**177.000**	
61	6	Cafeteria Worker I		1.000	1.000	1.000	**1.000**	
61	6	CPF Worker I	X	40.688	40.688	40.688	**40.688**	
61	6	Catering Services Worker	X	2.000	2.000	2.000	**2.000**	
61	6	Food Svc Sanit Tech CPF	X	4.000	4.000	4.000	**4.000**	
61	6	Food Svc Sanit Tech CPF		1.000	1.000	1.000	**1.000**	
	Total Positions			**583.448**	**583.448**	**583.448**	**583.448**	

CONTENTS

Department of School Safety and Security



F.T.E. Positions 20.0

(*In addition, there are 212.0 school-based positions shown here and in K–12 Instruction (Chapter 1) and Office of Special Education and Student Services (Chapter 4) charts)

ND Night Differential = Shifts 2 and 3

Department of School Safety and Security—337

Robert B. Hellmuth, Director 301-279-3066

Mission

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

Major Functions

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

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

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

The department's 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.

Trends and Accomplishments

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

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

Working in partnership, the Montgomery County Department of Police and MCPS have a School Resource Officer program. This program dedicates sworn Montgomery County police officers to work with schools. These officers are trained in emergency preparedness, crisis management, concepts of community policing, and problem solving. The Department of School Safety and Security is the designated liaison between the school system and the police department for the program. Department staff works closely with the educational facilities officers to coordinate services. In FY 2011, the number of school resource officers has been decreased from 28 to 9.

Accomplishments include training security staff members in current legislation and laws that apply to their school-related responsibilities. Staff also received training in substance abuse intervention and referral assistance strategies. School-based security staff is trained and certified in First Responder First Aid, CPR, and the use of automated external defibrillators. Department staff continues to play an integral part in the development of local comprehensive school emergency/crisis plans. Staff has provided emergency/crisis preparedness training to more than 5,000 school system employees and more than 250 private school administrators and staff. Enhanced crisis preparedness training has been developed and delivered to many staff members who have completed the basic course. Training content constantly is updated to reflect the latest trends and information available from local, state, and federal sources. Administrators, along with the members of their onsite emergency team, are required to attend crisis preparedness training during the 2010–2011 school year if they have not already done so.

MCPS continues to utilize a comprehensive school system emergency response plan (ERP) under the structure and foundation of the Incident Command System. The MCPS emergency response team consists of approximately 75 members who have been trained in emergency/crisis management. Emergency response team members have participated in several school-based emergency/crisis tabletop simulation exercises to test the components of the ERP and the school system's ability to respond and manage an emergency/crisis. MCPS has participated in a full functional exercise for emergency preparedness with several county agencies. The MCPS ERP and the local school emergency/crisis plan are aligned with the Montgomery County Emergency Operations Plan, allowing for seamless integration and coordination of response to an emergency/crisis. As a result of the investment in training, security team members are better prepared to assist principals and school-based staff in providing a safe and secure learning and working environment and in responding to critical incidents. Staff conducts site assessments at all schools and makes recommendations to

Department of School Safety and Security—337

Robert B. Hellmuth, Director 301-279-3066

principals to enhance the safety and security of those facilities. Security staff trains other staff members on the proper use of the Visitor Management Systems, coordinates the use of private radio codes, assists in the design of closed-circuit television (CCTV) camera systems, and makes recommendations on the use of other security-related equipment. The department is in the process of implementing a six-year security upgrade that includes replacing the existing high school CCTV systems and installing new CCTV systems in all middle schools. These new systems will be state-of-the-art network-based digital systems that can be viewed remotely. Other initiatives include visitor management systems at all schools and electronic access control at all elementary schools. As of the beginning of the 2010–2011 school year, 77 schools have received electronic visitor management systems and 53 elementary schools have received electronic access control systems. The U. S. Department of Education has recognized MCPS as one of the leading school districts in the nation for crisis preparedness.

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

The department maintains a Memorandum of Understanding (MOU) implemented in FY 2007 (revised in 2010) among the Montgomery County Public Schools, Montgomery County Department of Police, and Montgomery County State's Attorney's Office. The MOU establishes a working protocol for reporting, investigating, and information sharing among the agencies when dealing with specific felony-related crimes that occur on school property. The MOU also sets protocols for sharing of information related to the specified reportable offenses when they occur in our community and involve our students.

Major Mandates

The Education Article, Section 7-303 of the Annotated Code of Maryland, mandates the reporting of arrests of students to the local school superintendent for more than 50 specific serious crimes. The department is the official designee of the superintendent to receive this information. Information immediately is reported to the student's principal. Department staff has been given the assignment of recording and following up on student arrests reported each year.

The department is responsible for providing and maintaining state certification that requires all schools to develop emergency plans as outlined in the Code of Maryland Regulations 13A.02.02.01.04 Emergency Plans. The comprehensive school crisis plan is revised each year and submitted to the department for review and approval. The department provides all Montgomery County public safety agencies with an electronic copy of the approved school crisis plans.

Strategies

- Develop mechanisms and guidelines to disseminate information to customers and stakeholders.
- Identify training needs and develop courses that are designed to enhance emergency/crisis preparedness and safety/security.
- Provide technology and mechanisms to assist school-based security staff and administrators in establishing a safe and secure learning and working environment.
- Promote training of security staff and school personnel in improved safety and security techniques.
- Actively involve customers and stakeholders in the development of resources and the design and delivery of security services.
- Maintain and enhance the department's Web page.
- Meet with stakeholders and public safety personnel pertaining to safety and security issues and concerns.

Performance Measures

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
17	34	34

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
87%	97%	100%

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

Department of School Safety and Security—337

Robert B. Hellmuth, Director 301-279-3066

Performance Measure: Percentage of schools that have submitted their school crisis plans, prior to the beginning of the school year, as required by state mandate.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
100%	100%	100%

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
71%	80%	100%

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

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

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
85%	90%	100%

Explanation: Based on post-training customer evaluation surveys.

Performance Measure: Percentage of improvement of staff's knowledge of emergency procedures.

FY 2010 Actual	FY 2011 Estimate	FY 2012 Recommended
22%	25%	40%

Explanation: Percentage shows increase in scores using a pre- and post-class questionnaire.

Budget Explanation Department of School Safety and Security—337

The FY 2012 request for this department is $1,809,829, an increase of $41,151 over the current FY 2011 budget. An explanation of this change follows.

Continuing Salary Costs—$56,178
There is an increase of $56,178 for continuing salary costs to reflect step or longevity increases for current employees.

Reductions—($15,027)
There is reduction of $9,677 budgeted for contractual services. There is also a reduction of $5,350 budgeted for vehicle lease/purchase as a result of replacing one less security vehicle.

CONTENTS

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

Description	FY 2010 Actual	FY 2011 Budget	FY 2011 Current	**FY 2012 Request**	FY 2012 Change
01 Salaries & Wages					
Total Positions (FTE)	21.000	20.000	20.000	**20.000**	
Position Salaries	$1,544,584	$1,480,260	$1,480,260	**$1,536,438**	$56,178
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		120,387	120,387	**120,387**	
Other		29,605	29,605	**29,605**	
Subtotal Other Salaries	150,480	149,992	149,992	**149,992**	
Total Salaries & Wages	1,695,064	1,630,252	1,630,252	**1,686,430**	56,178
02 Contractual Services					
Consultants					
Other Contractual		66,265	66,265	**57,000**	(9,265)
Total Contractual Services	55,133	66,265	66,265	**57,000**	(9,265)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,605	2,605	**2,605**	
Other Supplies & Materials		56,000	56,000	**56,000**	
Total Supplies & Materials	61,953	58,605	58,605	**58,605**	
04 Other					
Local Travel		162	162	**50**	(112)
Staff Development		850	850	**600**	(250)
Insurance & Employee Benefits					
Utilities					
Miscellaneous		500	500	**450**	(50)
Total Other	1,086	1,512	1,512	**1,100**	(412)
05 Equipment					
Leased Equipment		12,044	12,044	**6,694**	(5,350)
Other Equipment					
Total Equipment	13,958	12,044	12,044	**6,694**	(5,350)
Grand Total	$1,827,194	$1,768,678	$1,768,678	**$1,809,829**	$41,151

CONTENTS

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

CAT		DESCRIPTION	10 Mon	FY 2010 ACTUAL	FY 2011 BUDGET	FY 2011 CURRENT	**FY 2012 REQUEST**	FY 2012 CHANGE
10	Q	Director II		1.000	1.000	1.000	**1.000**	
10	K	Supervisor		1.000	1.000	1.000	**1.000**	
10	25	Safety & Staff Dev Manager		1.000	1.000	1.000	**1.000**	
10	22	Cluster Security Coordinator		6.000	6.000	6.000	**6.000**	
10	19	Supv Electronic Detection		1.000	1.000	1.000	**1.000**	
10	16	Administrative Secretary III		1.000	1.000	1.000	**1.000**	
10	14	Security Patroller Shift 1		1.000				
10	14	Security Patroller Shift 2		3.000	3.000	3.000	**3.000**	
10	14	Security Patroller Shift 3		2.000	2.000	2.000	**2.000**	
10	12	Secretary		1.000	1.000	1.000	**1.000**	
10	11	Security Sys Monitor Shft 2		2.000	2.000	2.000	**2.000**	
10	11	Security Sys Monitor Shift 3		1.000	1.000	1.000	**1.000**	
	Total Positions			**21.000**	**20.000**	**20.000**	**20.000**	