

APPROVED
46-1996

Rockville, Maryland
December 5, 1996

The Board of Education of Montgomery County met in special session at the Carver Educational Services Center, Rockville, Maryland, on Thursday, December 5, 1996, at 7:45 p.m.

ROLL CALL Present: Ms. Ana Sol Gutiérrez, President
in the Chair
Mr. Blair G. Ewing
Mr. Reginald M. Felton
Mrs. Beatrice B. Gordon
Mrs. Nancy J. King
Dr. Paul L. Vance, Secretary/Treasurer

Absent: Dr. Alan Cheung
Ms. Mona M. Signer
Ms. Rachel A. Prager

The meeting was called to order at 7:45 p.m. by the president, Ms. Ana Sol Gutiérrez.

RESOLUTION NO. 812-96 Re: **SUPPLEMENTAL APPROPRIATION AND TRANSFER OF FUNDS FOR MONTGOMERY BLAIR AND THE NEW NORTHEAST AREA HIGH SCHOOLS - REVISION**

On recommendation of the superintendent and on motion of Mr. Ewing seconded by Mrs. Gordon, the following resolution was adopted unanimously by members present:

WHEREAS, On November 25, 1996, the Board of Education approved supplemental appropriation requests for the Montgomery Blair High School and the New Northeast Area High School projects; and

WHEREAS, The supplemental appropriation request amounts for both schools were based on obtaining a waiver for the Washington Suburban Sanitary Commission (WSSC) System Development Charges (SDC); and

WHEREAS, Staff was informed on December 2, 1996, at the County Council's Education Committee's work session on the supplemental appropriation requests that the WSSC SDC fees could not be waived; and

WHEREAS, The Educational Committee approved a revised supplemental appropriation request for both projects, including the WSSC SDC fees for the full Council hearing

scheduled for December 10, 1996, subject to action by the Board of Education, now therefore be it

Resolved, That the emergency supplemental appropriation request for the Montgomery Blair High School project approved by the Board of Education on November 25, 1996, be revised to the amount of \$3,890,000; and be it further

Resolved, That the emergency supplemental appropriation request for the New Northeast Area High School project approved by the Board of Education on November 25, 1996, be revised to the amount of \$4,975,000; and be it further

Resolved, That a copy of this resolution be forwarded to the county executive and he be requested to recommend approval of this revised request to the County Council.

Re: PRESENTATION OF BUDGET REVIEW COMMITTEES

Dr. Vance thanked the committees for their tremendous contribution to the budget process. Since the six budget review committees began work in July, they met frequently, usually once a week. The scope of work described in their charter include the entire operating budget. Each committee made its recommendations after an extensive period of research and review. The committees reviewed material provided by the Department of Management, Budget, and Planning and by a host of departments throughout the school system. In addition, they interviewed and received written or oral responses from managers and staff. After review and discussing this information, the committees deliberated and agreed on the specific findings and recommendations found in their reports.

On November 4, 1996, the chairs of the committees briefed the superintendent on the highlights of their reports. The recommendations of the committees will be carefully considered as part of the process of developing the FY 1998 Operating Budget.

Re: ELEMENTARY EDUCATION

Mr. Edward Finn, chairman of the Elementary Education Subcommittee, presented the findings and recommendations of the committee. The committee firmly believed that it is the responsibility of the county and the state to ensure adequate public funding of public education. Rather than seeking to cut programs, there should be efforts to ensure that public funds are allocated to education, and that, if necessary to support school programs, the political will and public support necessary to increase taxes should be developed.

Notwithstanding the above statement, the committee closely reviewed the budget for area that could be reduced. Listed below is a summary of identified savings:

1. Eliminating EEEP;
2. Moving Head Start off-site;
3. Eliminating assistant principals in schools under 600 students;
4. Reducing absences and substitutes;
5. Eliminating additional cluster magnet teachers;
6. Charging for center testing;
7. Charging for center busing;
8. Charging for magnet busing; and
9. Training for Global Access.

The Board of Education made the following comments:

1. Ms. Gutiérrez was concerned about the statement in the report of studying the Head Start program in relation to the core constituency with a possible elimination of the program as school based. Mr. Finn explained that the committee brought forth the savings in response to its charge of finding a two percent savings, but the committee would not recommend those cuts unless there were dire circumstances forcing such reductions.
2. Mr. Ewing questioned the two percent target that was not specified in the Board's charter to the committees. He also questioned the information received by the committee regarding Head Start and the magnet programs because the descriptions are, in his opinion, incorrect and inconsistent with the Board of Education's policy. If accurate information is not provided to the budget review committees, they cannot make accurate recommendations.
3. Ms. Prager pointed out that the budget review committees identified reductions in the budget were made to meet a two percent target, and the committees are not recommending those cuts as desirable.
4. Mrs. Gordon stated that the Board agreed to have budget review committees, the charter, and asked members of the community to come forward to preform a very difficult task. It is unfair to criticize the work of these committees that sends a negative message to many communities and staff representatives who have spent hundreds of hours in an effort to support the Board in decisions on the FY 1998 Operating Budget. She apologized to the committees for the critical behavior exhibited by Board members. Ms. Gutiérrez stated that she was seeking clarification on the suggested reductions. Mr. Felton suggested that clarification should be sought from staff instead of the committees' chairpersons. Mr. Ewing expressed his opinion that the committees are free to make recommendations, but in the descriptions of programs there needs to be accuracy based on Board policy.

For clarification of the budget review process, Mr. Bowers, chief financial officer, made the following comments:

1. The concerns expressed by the Board last year lead to the charter adopted by the Board of Education.
2. The budget review committees were to look at critical services and programs, but also included issues related to specific targets for reduction in the upcoming budget.
3. When staff meet with the committees in July, staff shared the charge, expectations, and focus on the programs.
4. In September, staff gave the committees fiscal targets based spending affordability guidelines; those targets ranged for one to five percent.

Re: SECONDARY EDUCATION

Mr. Charles Lundelius, chairman of the Secondary Education Subcommittee, presented the findings and recommendations. The committee did not recommend reductions in the proposed FY 1998 Operating Budget, but looked at innovations suggesting financial savings. Those proposals are:

1. Block scheduling;
2. Teacher training foundation; and
3. Early retirement incentive plan.

It was the consensus of the committee that corporations within the community would be to financially assist the school system in a targeted area, e.g., teacher training.

The Board of Education made the following observations:

1. Mr. Ewing pointed out that the Board will discuss block scheduling because it has enormous potential for academic benefit.
2. Ms. Gutiérrez stated that the teacher training is in the process of being restructured, and Dr. Cheung is working on a state teacher training academy.

Re: INSTRUCTIONAL SUPPORT

Mr. Joel Friedman, chairman of the Instructional Support Subcommittee, presented the findings and recommendations. The committee looked at its charge of reducing the budget by five percent in terms of consolidating functions for operating efficiencies. Their recommendations for consolidation are:

1. Training staff and follow up;
2. Outreach functions;
3. Leverage of technology;

4. Clearer managerial and functional organization; and
5. Help with the budget review process.

Re: **SPECIAL EDUCATION**

Mr. Robert Astrove, chairman of the Special Education Subcommittee, presented the findings and recommendations. Their suggestions are:

1. Endorse the recommendations of the Joint Study Committee on Special Education Workload, February 14, 1996;
2. Additional staffing of resource program teachers and other Intensity 1, 2, and 3 supports;
3. Improve resource program teacher allocation model;
4. Additional psychologist staffing;
5. Staffing to minimum legal limits;
6. Consolidate Intensity 4 and 5 programs into a cluster based model (where applicable);
7. Expand the continuum of special education programs provided by MCPS;
8. Full inclusion;
9. Consolidate Longview and Stephen Knolls schools;
10. Overcoding and undercoding;
11. Encourage schools to serve children within their home school;
12. Maintain the current organizational structure;
13. Continue to work toward a fuller integration of regular education and special education;
14. Implement short and moderate term performance measurement;
15. Adjust baseline planning assumption for FY 1998 budget to forecasted expenditure level for FY 1997, not the 1997 budget;
16. Develop departmental five-year plan;
17. Change staffing allocation models to IEP needs basis;
18. Integrate head count, staff, operating budget, and transportation plan;
19. Institutionalize programmatic "job cost" tracking and evaluation;
20. Create (recreate) Legal Services Unit;
21. Provide better due process training and more oversight of due process compliance; and
22. Maximize processing of claims through Medical Assistance Program.

The Board took a break for 9:35 to 9:55 p.m.

Re: **FACILITIES MANAGEMENT**

Mr. Bernard Levin, member of the Facilities Management Subcommittee, presented the findings and recommendations. Those suggestions are:

1. Provide updated technology at the three depots and the Shady Grove facility in the Division of Maintenance;
2. Implement a comprehensive tele-servicing unit to assist in the work requests in the Division of Maintenance;
3. Restructure the division into multi-trade teams in the Division of Maintenance;
4. Initiate a preventive maintenance school painting program in the Division of Maintenance;
5. Implement training initiatives to further enhance the concept of site-based management in the Division of Maintenance;
6. Improve efficiencies and services by adding staff to the Division of Safety and Environmental Health;
7. Study the adjustment of certain shifts in the Division of Plant Operations;
8. Fund the proposed \$100,000 initiative to discover nonresident students in the system who are not paying tuition;
9. Request that the County Council increase Interagency Coordinating Board user fees
10. Request that the County Council transfer \$1.3 million from ICB equity fund to pay for the painting initiative;
11. Urge all school personnel to more correctly identify those incidents of damages caused by ICB users;
12. Explore expanded bundling of extracurricular activity's fees;
13. Step up recycling program and explore revenue generation opportunities
14. Reexamine boundary configurations;
15. Discontinue carpeting of schools except for limited designated areas; and
16. Explore a mechanism to capture and reinvest in participating divisions revenues that are "saved" due to the careful, prudent, and successful management of that division.

Re: **FINANCE, GLOBAL ACCESS, AND SUPPORTIVE SERVICES**

Mr. Sheldon Fishman and Ms. Joe Ann Robinson, co-chair of the Finance, Global Access, and Supportive Services Subcommittee, presented the findings. The committee made no specific recommendations for reductions, but offered the following suggestions:

Key Recommendations

1. Reopen the Early Retirement Incentive Program;
2. Change the Accounts Payable System;

3. Add personnel and/or telephone/computer technology to improve tracking and case management of employee benefits, including coordination of benefits and detecting ineligible dependents;
4. Cap the Workman's Compensation paid by MCPS so that employees receive no more than their usual take home pay when they work;
5. Reduce the maximum time for MCPS supplement allowed on Workman's Compensation from one year to six months;
6. Move toward all purchase orders and catalog sales/vendor initiated on-line from all schools and offices;
7. Purchase a new Warehouse Management Program;
8. Reduce the Pony to four days a week in FY 1998 to three days a week in FY 1999;
9. Reeducate the MCPS community in order to realign their transportation "expectations" that are based upon desire, not fact;
10. Abolish the Department of School Support Operations;
11. Cut all MCPS funded after school activity buses and expand the current use of tokens and/purchase a Fleet Management System to better manage the 981 MCPS busses and 619 other vehicles and realign all monies for this purpose in the transportation budget;
12. Cut all MCPS after-school activity busses and expand the current use of tokens and/or County Crusier Passes in conjunction with the Montgomery County Ride-On busses for age appropriate children;
13. Fully implement and maintain Computer Assisted Routing in all depots;
14. During the negotiation cycle, renegotiate three specific aspects of the negotiated agreement — assignment of busses by seniority, differential pay for overtime, and bus route hours date; and
15. Fully implement and expedite Global Access in all schools by the year 2000 and develop applications to provide educational benefit to all students and achieve administrative efficiencies.

Additional Recommendations

1. Use electronic transfers;
2. Improve ability of the Department of Education Facilities Planning and Capital Programming to produce graphic presentation materials with new technology;
3. Add a one-year, half-time position to investigate, coordinate, and implement a plan and methodology to utilize Ride-On busses, Metrobus, and Metrorail for student transportation;
4. Procure a new Integral Systems Incorporated payroll package;
5. Reduce positions as legacy computer systems are phased out;
6. Look for outside sources of funding for Global Access;
7. Justify costs for development of systems with savings from documented cuts;

8. Improve productivity of software installation by increasing efficiency and focus training on improving self-sufficiency of end users;
9. Speed up and finalize the on-line maintenance of special education records;
10. Reduce costs for copying;
11. Maintain Employee Assistance Program;
12. Add a position to handle all personnel investigations;
13. Encourage the use of technology to streamline systems to allow the Department of Personnel to absorb the increase in population and staff to reduce the need to increase personnel positions;
14. Support all efforts to recruit personnel that reflect the ethnic diversity of the student population; and
15. Investigate common database accessible from each location to cut down on hours needed to complete tasks.

Breaking the Cutting and Eliminate Cycle

1. Revise impact taxes and develop district taxes to fully recover operating and capital costs;
2. New funds solicited from private industry;
3. Transfer transportation to enterprise funds;
4. Transfer interscholastic sports to the Department of Recreation and charge fees;
5. Insist children come to school prepared to learn;
6. Explore expansion of cluster-based special education;
7. Develop five-year pilot to test the cost effectiveness of prevention programs to reduce "compassionate coding";
8. Develop controlled five-year educational master plan and commit to execute that plan with multi-year funding; and
9. Establish charter schools to achieve specific academic outcomes and encourage education organizations to apply for charters.

The Board of Education made the following comments:

1. Mr. Ewing thought it was very interesting because of the importance of breaking the cutting and elimination cycle.
2. Mr. Felton pointed out that the theme of the report was the importance of looking at each function that could produce savings that could be reinvested.

Ms. Gutiérrez thanked all of the subcommittees for the time and effort expended in bringing forth their findings and recommendations.

The meeting was adjourned at 10:45 p.m.

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PRESIDENT

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SECRETARY

PLV:gr

MONTGOMERY COUNTY BOARD OF EDUCATION
SUMMARY SHEET
DECEMBER 5, 1996

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