

# Chapter 10

## Finance

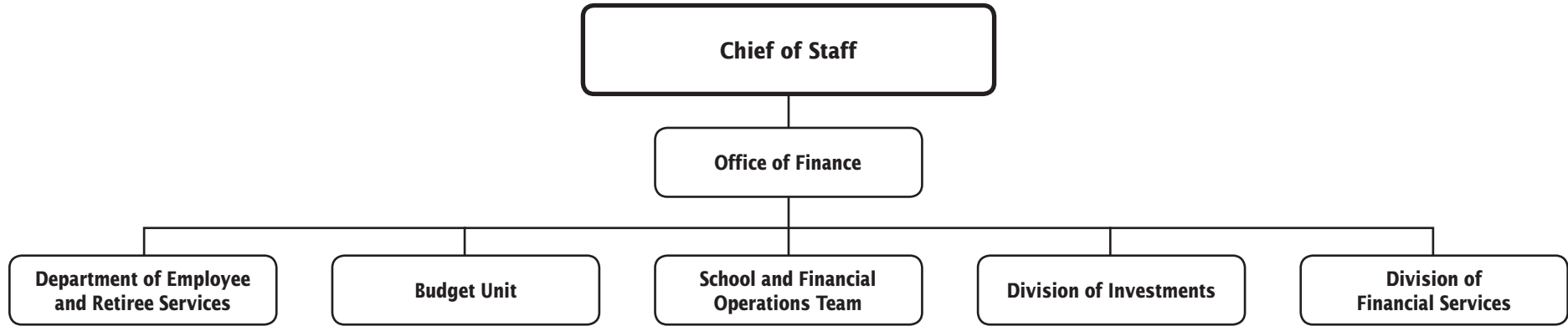
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**Finance**  
**Summary of Resources**  
**By Object of Expenditure**

<b>OBJECT OF EXPENDITURE</b>	<b>FY 2020 ACTUAL</b>	<b>FY 2021 BUDGET</b>	<b>FY 2021 CURRENT</b>	<b>FY 2022 BUDGET</b>	<b>FY 2022 CHANGE</b>
<b>POSITIONS</b>					
Administrative	12.750	13.750	13.750	13.750	
Business/Operations Admin.	9.750	10.750	10.750	10.750	
Professional					
Supporting Services	78.750	85.750	85.750	88.850	3.100
<b>TOTAL POSITIONS</b>	<b>101.250</b>	<b>110.250</b>	<b>110.250</b>	<b>113.350</b>	<b>3.100</b>
<b>01 SALARIES &amp; WAGES</b>					
Administrative	\$2,017,603	\$2,089,502	\$2,089,502	\$2,098,193	\$8,691
Business/Operations Admin.	930,270	1,065,548	1,065,548	1,065,548	
Professional					
Supporting Services	5,815,181	6,462,227	6,462,227	6,621,086	158,859
<b>TOTAL POSITION DOLLARS</b>	<b>8,763,054</b>	<b>9,617,277</b>	<b>9,617,277</b>	<b>9,784,827</b>	<b>167,550</b>
<b>OTHER SALARIES</b>					
Administrative					
Professional	165,176	110,129	90,129	90,129	
Supporting Services	4,040,855	6,375,843	6,395,843	6,221,474	(174,369)
<b>TOTAL OTHER SALARIES</b>	<b>4,206,031</b>	<b>6,485,972</b>	<b>6,485,972</b>	<b>6,311,603</b>	<b>(174,369)</b>
<b>TOTAL SALARIES AND WAGES</b>	<b>12,969,085</b>	<b>16,103,249</b>	<b>16,103,249</b>	<b>16,096,430</b>	<b>(6,819)</b>
<b>02 CONTRACTUAL SERVICES</b>	<b>2,149,091</b>	<b>2,196,040</b>	<b>2,196,040</b>	<b>2,157,918</b>	<b>(38,122)</b>
<b>03 SUPPLIES &amp; MATERIALS</b>	<b>1,391,047</b>	<b>1,683,162</b>	<b>1,683,162</b>	<b>1,680,459</b>	<b>(2,703)</b>
<b>04 OTHER</b>					
Local/Other Travel	15,936	16,864	16,864	17,064	200
Insur & Employee Benefits	579,351,878	563,986,138	563,986,138	568,912,990	4,926,852
Utilities					
Miscellaneous	1,378,758	2,675,032	2,675,032	2,672,954	(2,078)
<b>TOTAL OTHER</b>	<b>580,746,572</b>	<b>566,678,034</b>	<b>566,678,034</b>	<b>571,603,008</b>	<b>4,924,974</b>
<b>05 EQUIPMENT</b>	<b>998,010</b>	<b>135,511</b>	<b>135,511</b>	<b>135,511</b>	
<b>GRAND TOTAL AMOUNTS</b>	<b>\$598,253,805</b>	<b>\$586,795,996</b>	<b>\$586,795,996</b>	<b>\$591,673,326</b>	<b>\$4,877,330</b>

# Finance—Overview



F.T.E. Positions 113.35

\* In addition, there are 19.5 positions funded by the Employee Benefits Trust Fund and 4.75 positions funded by the Employee Pension fund. These non-operating budget positions are noted on other charts in this chapter. Also, there are 236.0 school-based positions shown on school charts in Chapter 1.

**MISSION** The mission of the Office of the Chief of Staff is to provide administrative and strategic leadership in support of the Office of the Superintendent's initiatives and priorities while working closely with other leaders, both school and community, schools, parents, and the Board of Education.

### MAJOR FUNCTIONS

The Office of the Chief of Staff will support the Office of the Superintendent with the 2020-2021 strategic priorities. We must focus on ensuring that all of our struggling learners receive the same level of excellence in teaching and learning provided to our successful students. We must act now to create a school system where academic success is not predictable by race, ethnicity, socioeconomic status, language, or disability. Our commitment to equity in no way lessens our commitment to excellence. To be clear, our focus is to raise to excellence those students who have not yet achieved at their highest potential. The moral imperative that every child deserves nothing less than our best each and every day demands that we embrace the challenge before us and come together with a renewed purpose.

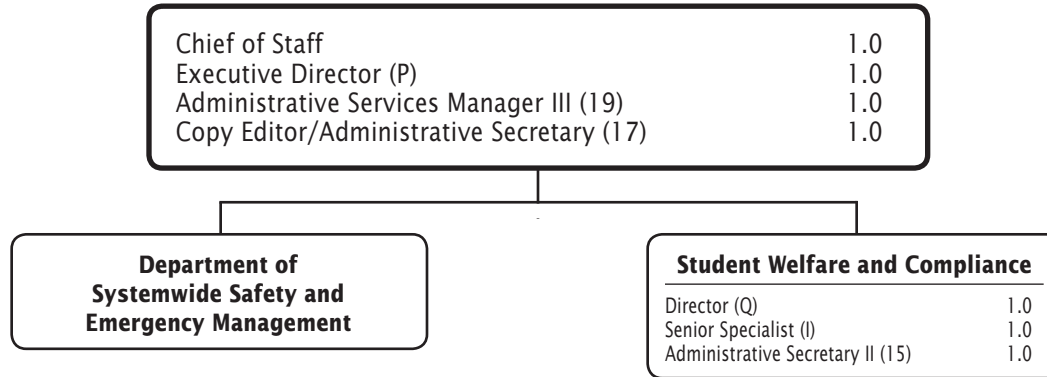
### **Administrative and Strategic Leadership** (*Learning, Accountability, and Results; Human Capital; Community Partnerships and Engagement; Operational Excellence*)

The Office of the Chief of Staff reports directly to the superintendent of schools and works closely with the superintendent on a wide variety of administrative and executive duties, special projects and initiatives involving the superintendent's office and its priorities. These include, but are not limited to, promoting and supporting the mission and values of the school system; overseeing the administrative, operational, and financial affairs of the superintendent's office; and serving as a primary liaison between the superintendent MCPS leadership, governmental leaders and community stakeholders. The Office of the Chief of Staff is also responsible for developing and coordinating special and high priority projects, handling questions, concerns, issues, and requests on the superintendent's behalf while serving as a special advisor to the superintendent through the coordination of communications and the preparation of special correspondence for a variety of internal and external constituencies.

### **Student Welfare Compliance** (*Operational Excellence; Community Partnerships and Engagement*)

The Office of the Chief of Staff works with Student Welfare and Compliance to monitor the implementation of policies and procedures (specifically, Board of Education Policy ACA, *Nondiscrimination, Equity, and Cultural Proficiency*), reflecting the district's commitment to support student and staff success, regardless of actual or perceived personal characteristics. The mission of Student Welfare and Compliance is to serve as a resource for schools and central offices in providing institutional accountability and awareness of our MCPS expectations, as well as having the necessary information to create and maintain a lawful, positive, safe, and healthy climate and culture. We want to ensure all adults and students are able to thrive and do their best work. The unit works collaboratively with schools, the Office of the General Counsel and other MCPS offices, and community agencies to ensure consistency and coherence with implementation of policies, regulations, and guidelines, such as issues related to human relations; bullying, harassment (including Title IX sexual harassment), and intimidation; recognizing and reporting child abuse and neglect; and gender identity.

# Office of the Chief of Staff



## Office of the Chief of Staff - 609

Description	FY 2020 Actual	FY 2021 Budget	FY 2021 Current	FY 2022 Request	FY 2022 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	6.000	7.000	7.000	<b>7.000</b>	
Position Salaries	\$629,203	\$841,810	\$841,810	<b>\$847,993</b>	\$6,183
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		71,407	71,407	<b>71,407</b>	
Supporting Services Part Time		11,777	51,777	<b>51,777</b>	
Other					
Subtotal Other Salaries	150,606	83,184	123,184	<b>123,184</b>	
<b>Total Salaries &amp; Wages</b>	779,809	924,994	964,994	<b>971,177</b>	6,183
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		12,400	12,400	<b>12,400</b>	
<b>Total Contractual Services</b>		12,400	12,400	<b>12,400</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		4,500	4,500	<b>4,500</b>	
Other Supplies & Materials		4,250	4,250	<b>4,250</b>	
<b>Total Supplies &amp; Materials</b>	7,881	8,750	8,750	<b>8,750</b>	
<b>04 Other</b>					
Local/Other Travel		10,000	10,000	<b>10,000</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	13,869	10,000	10,000	<b>10,000</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$801,559</u>	<u>\$956,144</u>	<u>\$996,144</u>	<u><b>\$1,002,327</b></u>	<u>\$6,183</u>

## Office of the Chief of Staff - 609

CAT	DESCRIPTION	10 Mon	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 CURRENT	FY 2022 REQUEST	FY 2022 CHANGE
	<b>609 Office of the Chief of Staff</b>						
1	Chief of Staff		1.000	1.000	1.000	<b>1.000</b>	
1	Q Director II					<b>1.000</b>	1.000
1	P Director I		1.000		1.000		(1.000)
1	P Executive Director			1.000	1.000	<b>1.000</b>	
1	O Supervisor		1.000	1.000			
1	I Senior Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	19 Admin Services Mgr III			1.000	1.000	<b>1.000</b>	
1	17 Copy Editor/Admin Sec			1.000	1.000	<b>1.000</b>	
1	17 Admin Services Manager I		1.000				
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>6.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	
	<b>Total Positions</b>		<b>6.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	

**MISSION** The Office of Finance facilitates the alignment of the district strategic priorities with financial resources that results in Montgomery County Public Schools (MCPS) providing the highest quality education and opportunities for all students to succeed.

## MAJOR FUNCTIONS

### **Operating Budget Development and Administration** *(Operational Excellence)*

The Budget Unit provides guidance and support on the preparation and formulation of the operating budget for MCPS. The operating budget is developed using student outcomes, demographic data, fiscal data and trends, and enrollment data to ensure resources are aligned with the school system's strategic priorities. The Office of Finance works closely with county government, county council, and state education officials as it monitors expenditures and develops options and recommendations on the operating budget that are provided to the superintendent of schools and the Board of Education. The office facilitates the review of the operating budget and communicates budget information within MCPS, to the county and state, and to the public through a variety of publications, forums, and presentations to strengthen collaboration, promote transparency, and work to help ensure that resources are available to address student and school needs.

In order to enhance transparency and engage parents, students, employees, and the community, the Office of Finance is focused on improving the clarity of budget and fiscal information in all budget documents, on the MCPS Budget 101 webpage (see [www.montgomeryschoolsmd.org/budget-101/index.html](http://www.montgomeryschoolsmd.org/budget-101/index.html)), and through other forms of communication. Parents and guardians, teachers, students, staff, and the community have had the opportunity to provide input on-line to the development of the FY 2022 Operating Budget for MCPS. Through enhanced communication, we will continue to emphasize how MCPS operating budget resources are aligned with the district's strategic priorities.

Through regular financial monitoring and data-driven analysis, the Office of Finance maintains controls for current-year revenues and expenditures to ensure that the operating budget is implemented as approved. The

Office of Finance strives to make accurate forecasts in order to make decisions regarding current and future budget requirements. New processes have been implemented to improve accuracy of forecasts. The office conducts regular reviews of the financial condition of the MCPS operating budget with executive staff by examining all expenditure accounts and preparing expenditure and revenue projections. Detailed financial reports are prepared for the superintendent of schools and the Board of Education. In addition, the Office of Finance collaborates with the Office of Human Resources and Development to review position management data to ensure fiscal control.

### **Financial Services** *(Operational Excellence)*

The Division of Financial Services prepares the financial statements, statistical reports, and other accounting reports for the school district; provides for internal controls of all accounting activities; prepares required federal, state, and other reports; processes accounting transactions; supports procurement card activity; collects amounts owed to MCPS; makes all payments on behalf of MCPS; and coordinates system cash including the Centralized Investment Fund. The division provides accounting services to the MCPS Educational Foundation, a 501(c)(3) corporation. The division brings central services resources to support schools through support of the School Funds Online and Online School Payments systems, along with the visiting bookkeeper program for elementary schools and special centers. This central effort reduces burden on schools so that school-based employees can focus on the critical work of teaching and learning for all students. The division also collects the student extracurricular activity fund fee and manages the federal Impact Aid program.

### **Investments** *(Operational Excellence)*

The Division of Investments is responsible for assisting the Board of Investment Trustees to implement, monitor, and manage the investment portfolio of the MCPS Employees' Retirement and Pension Systems. This includes rebalancing the portfolio, managing portfolio cash to meet Trust obligations, and overseeing external investment managers and service providers to implement investment policies. The division also oversees the operations and administration of the 403(b) and 457(b) plans, serves as liaison to the Defined Contribution Investment Committee, and monitors plan investments performance. In addition, the Division of Financial Services supports parts of this work through reporting.



### **School and Financial Operations Team (Operational Excellence)**

The School and Financial Operations Team works closely with all MCPS offices and schools to implement a system to allocate resources to schools based on school, student, and program requirements. The office collaborates with stakeholders to ensure guidelines for allocations are aligned with system priorities and differentiated to meet student needs.

All positions and resources are allocated based on a careful review of data. Initial staffing allocations occur in March each year, before the start of the school year, and are adjusted throughout the year based on a review of enrollment as well as program and student data.

The Office of Finance uses data to guide the equitable allocation of resources and to monitor the responsible management of financial, material, and staffing resources for schools that are essential to high quality educational programs and Academic Excellence for All students. Non-position allocations for textbooks, media center materials, instructional materials, and clerical support are differentiated based on enrollment to ensure that teachers have the resources needed to teach and students have the resources needed to learn. Other non-position allocations are strategically aligned with system goals and differentiated based on the percent of Free and Reduced-price Meal System (FARMS) students and/or proportion of at-risk groups of students in an effort to leverage additional resources to more highly impacted schools. Examples include allocations for furniture/equipment replacement and achievement-focused extracurricular activity programs. Also, funds are allocated to high schools to help defray the costs associated with drama, newspapers, and literary magazines.

Non-position allocations, including funding for textbooks, media materials, and instructional materials, are made in May each year prior to the start of the school year and are adjusted when final enrollment numbers are confirmed in the fall. Other non-position allocations to schools include extracurricular program funding, furniture and equipment replacement funds, music program support, and outdoor education staffing resources. Utilization of resources is monitored throughout the year through financial monitoring, reporting, and analysis of financial data.

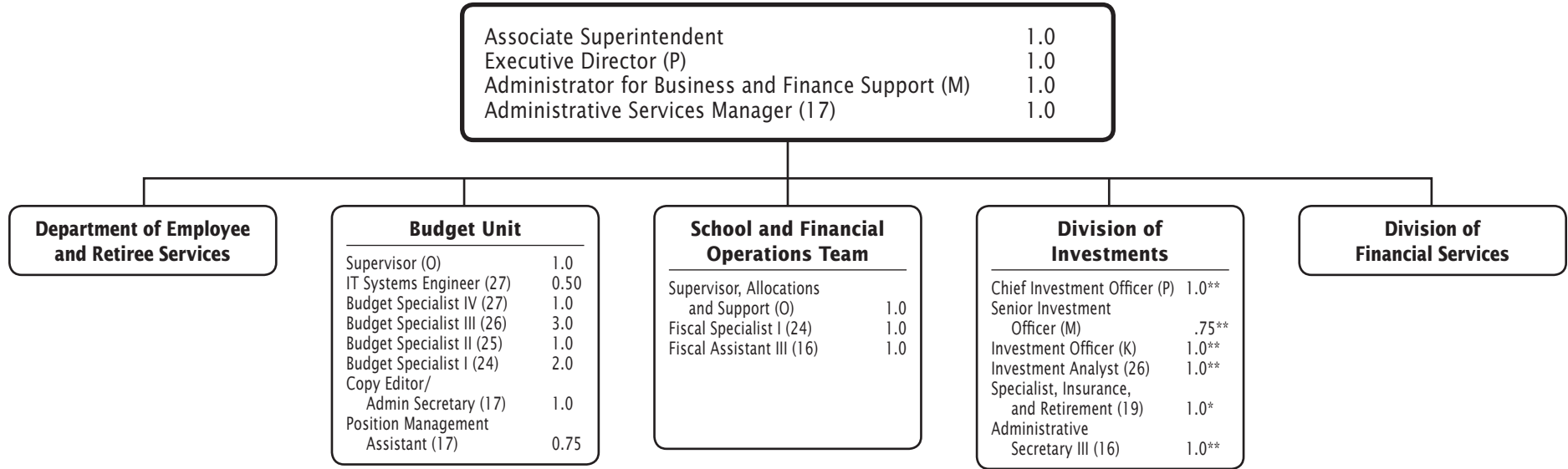
The Office of Finance works to promote operational excellence by ensuring that schools have the knowledge, understanding, and tools necessary to manage their resources efficiently and effectively. The office collaborates with schools and other offices to ensure

an understanding of the resources available to support K-12 teaching and learning, including the purpose of funding, the guidelines and timelines for use of the funds, and processes for accessing the funds. The Office of Finance provides leadership for the coordination of resources and supports related to school business and financial management of operating fund allocations and local school Independent Activity Funds. The Office of Finance utilizes data from school audit reports and surveys to identify target areas where additional supports are needed and to guide the continuous improvement of training and resources for school financial agents and school administrators.

### **Employee and Retiree Services (Operational Excellence)**

The Department of Employee and Retiree Services, also known as Employee and Retiree Service Center (ERSC) supports system priorities by operating a comprehensive compensation and benefits, loss prevention, risk management, and other related programs that support success for every student through the role of employee and compensation and benefits in attracting and retaining high-quality staff. ERSC provides high quality services to schools, employees, and retirees, by ensuring broad access to accurate and timely information by using a fully integrated suite of business applications that include the Human Resources Information System and the Lifeworks Retirement System. ERSC serves as a single point of contact for employees and retirees for information on compensation and benefits. ERSC administers payroll, health and retirement benefits, leave salary administration, and workforce reporting. ERSC operates a call center, transaction unit, and communications program. It provides support for policy implementation and uses technology to improve services and efficiency.

# Office of Finance



F.T.E. Positions 17.25

\* In addition, the chart includes 1.0 position funded by the Employee Benefits Trust Fund and 4.75 positions funded by the Employee Pension fund.

## Office of Finance - 312/336/798

Description	FY 2020 Actual	FY 2021 Budget	FY 2021 Current	FY 2022 Request	FY 2022 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	16.750	16.750	16.750	<b>17.250</b>	.500
Position Salaries	\$1,814,149	\$1,741,658	\$1,741,658	<b>\$1,790,106</b>	\$48,448
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		38,722	18,722	<b>18,722</b>	
Supporting Services Part Time		75,096	55,096	<b>39,211</b>	(15,885)
Other					
Subtotal Other Salaries	28,247	113,818	73,818	<b>57,933</b>	(15,885)
<b>Total Salaries &amp; Wages</b>	1,842,396	1,855,476	1,815,476	<b>1,848,039</b>	32,563
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		50,000	50,000	<b>10,000</b>	(40,000)
<b>Total Contractual Services</b>	14,131	50,000	50,000	<b>10,000</b>	(40,000)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		15,752	15,752	<b>12,856</b>	(2,896)
Other Supplies & Materials		16,357	16,357	<b>16,357</b>	
<b>Total Supplies &amp; Materials</b>	519,136	32,109	32,109	<b>29,213</b>	(2,896)
<b>04 Other</b>					
Local/Other Travel		2,109	2,109	<b>2,109</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		62,200	62,200	<b>62,200</b>	
<b>Total Other</b>	58,005	64,309	64,309	<b>64,309</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		3,000	3,000	<b>3,000</b>	
<b>Total Equipment</b>		3,000	3,000	<b>3,000</b>	
<b>Grand Total</b>	<b>\$2,433,668</b>	<b>\$2,004,894</b>	<b>\$1,964,894</b>	<b>\$1,954,561</b>	(\$10,333)

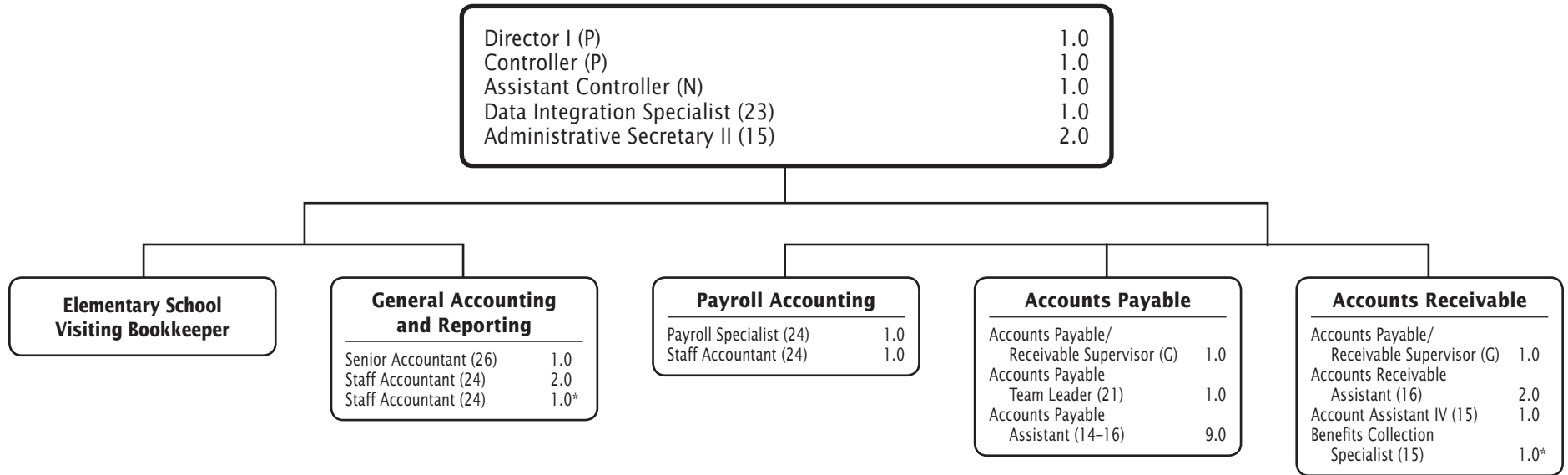
## Provision for Future Supported Projects - 999

Description	FY 2020 Actual	FY 2021 Budget	FY 2021 Current	FY 2022 Request	FY 2022 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE) Position Salaries					
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		5,734,256	5,734,256	<b>5,734,256</b>	
Subtotal Other Salaries	3,213,267	5,734,256	5,734,256	<b>5,734,256</b>	
<b>Total Salaries &amp; Wages</b>	3,213,267	5,734,256	5,734,256	<b>5,734,256</b>	
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,062,328	1,062,328	<b>1,062,328</b>	
<b>Total Contractual Services</b>	973,950	1,062,328	1,062,328	<b>1,062,328</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		1,402,525	1,402,525	<b>1,402,525</b>	
<b>Total Supplies &amp; Materials</b>	632,738	1,402,525	1,402,525	<b>1,402,525</b>	
<b>04 Other</b>					
Local/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous		1,831,497	1,831,497	<b>1,831,497</b>	
<b>Total Other</b>	827,868	1,831,497	1,831,497	<b>1,831,497</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		598	598	<b>598</b>	
<b>Total Equipment</b>	880,578	598	598	<b>598</b>	
<b>Grand Total</b>	<b>\$6,528,401</b>	<b>\$10,031,204</b>	<b>\$10,031,204</b>	<b>\$10,031,204</b>	

## Office of Finance - 312/336/798

CAT	DESCRIPTION	10 Mon	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 CURRENT	FY 2022 REQUEST	FY 2022 CHANGE
	<b>312 Office of Finance</b>						
1	Chief Financial Officer		1.000				
1	Associate Superintendent			1.000	1.000	<b>1.000</b>	
1	P Executive Director			1.000	1.000	<b>1.000</b>	
1	M Admin for Business and Finance		1.000	1.000	1.000	<b>1.000</b>	
1	27 Management & Budget Spec IV		1.000				
1	17 Admin Services Manager I		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	<b>4.000</b>	
	<b>336 Budget Unit</b>						
1	O Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	27 IT Systems Engineer					<b>.500</b>	.500
1	27 Management & Budget Spec IV		1.000	1.000	1.000	<b>1.000</b>	
1	26 Management & Budget Spec III		2.000	2.000	2.000	<b>3.000</b>	1.000
1	25 Management & Budget Spec II		2.000	2.000	2.000	<b>1.000</b>	(1.000)
1	24 Management & Budget Spec I		2.000	2.000	2.000	<b>2.000</b>	
1	17 Copy Editor/Admin Sec					<b>1.000</b>	1.000
1	17 Position Management Assistant		.750	.750	.750	<b>.750</b>	
1	14 Administrative Secretary I		1.000	1.000	1.000		(1.000)
	<b>Subtotal</b>		<b>9.750</b>	<b>9.750</b>	<b>9.750</b>	<b>10.250</b>	<b>.500</b>
	<b>798 School and Financial Operations Team</b>						
2	O Supervisor		1.000	1.000	1.000	<b>1.000</b>	
2	24 Fiscal Specialist I		1.000	1.000	1.000	<b>1.000</b>	
2	16 Fiscal Assistant III		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	
	<b>Total Positions</b>		<b>16.750</b>	<b>16.750</b>	<b>16.750</b>	<b>17.250</b>	<b>.500</b>

# Division of Financial Services



F.T.E. Positions 26.0

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

## Division of Financial Services - 340/332

Description	FY 2020 Actual	FY 2021 Budget	FY 2021 Current	FY 2022 Request	FY 2022 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	26.000	26.000	26.000	<b>26.000</b>	
Position Salaries	\$2,206,599	\$2,333,540	\$2,333,540	<b>\$2,333,540</b>	
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		13,008	13,008	<b>13,008</b>	
Other		212,613	212,613	<b>212,613</b>	
Subtotal Other Salaries	181,193	225,621	225,621	<b>225,621</b>	
<b>Total Salaries &amp; Wages</b>	2,387,792	2,559,161	2,559,161	<b>2,559,161</b>	
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		3,000	3,000	<b>3,000</b>	
<b>Total Contractual Services</b>		3,000	3,000	<b>3,000</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		19,691	19,691	<b>19,691</b>	
Other Supplies & Materials		16,500	16,500	<b>16,500</b>	
<b>Total Supplies &amp; Materials</b>	44,095	36,191	36,191	<b>36,191</b>	
<b>04 Other</b>					
Local/Other Travel		864	864	<b>864</b>	
Insur & Employee Benefits					
Utilities					
Miscellaneous		-58,609	-58,609	<b>-58,609</b>	
<b>Total Other</b>	3,838	(57,745)	(57,745)	<b>(57,745)</b>	
<b>05 Equipment</b>					
Leased Equipment		11,913	11,913	<b>11,913</b>	
Other Equipment					
<b>Total Equipment</b>	9,497	11,913	11,913	<b>11,913</b>	
<b>Grand Total</b>	<b>\$2,445,222</b>	<b>\$2,552,520</b>	<b>\$2,552,520</b>	<b>\$2,552,520</b>	

## Division of Financial Services - 340/332

CAT	DESCRIPTION	10 Mon	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 CURRENT	FY 2022 REQUEST	FY 2022 CHANGE
	<b>340 Division of Financial Services</b>						
1	P Director I		1.000	1.000	1.000	<b>1.000</b>	
1	26 Senior Accountant		1.000	1.000	1.000	<b>1.000</b>	
1	24 Staff Accountant		2.000	2.000	2.000	<b>2.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	
	<b>332 Division of Controller</b>						
1	P Controller		1.000	1.000	1.000	<b>1.000</b>	
1	N Assistant Controller		1.000	1.000	1.000	<b>1.000</b>	
1	G Accts Payable/Receivable Supv		2.000	2.000	2.000	<b>2.000</b>	
1	24 Payroll Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	24 Staff Accountant		1.000	1.000	1.000	<b>1.000</b>	
1	23 Data Integration Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	21 Accts Payable Team Leader		1.000	1.000	1.000	<b>1.000</b>	
1	16 Accounts Payable Assistant		9.000	9.000	9.000	<b>9.000</b>	
1	16 Accounts Receivable Assistant		2.000	2.000	2.000	<b>2.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
2	15 Account Assistant IV		1.000	1.000	1.000	<b>1.000</b>	
	<b>Subtotal</b>		<b>21.000</b>	<b>21.000</b>	<b>21.000</b>	<b>21.000</b>	
	<b>Total Positions</b>		<b>26.000</b>	<b>26.000</b>	<b>26.000</b>	<b>26.000</b>	



**MISSION** The Department of Employee and Retiree Services, also referred to as the Employee and Retiree Service Center (ERSC), operates comprehensive compensation and benefits, loss prevention, risk management, and other related programs that support success for every student through the role of employee compensation and benefits in attracting and retaining highly-qualified staff. ERSC provides high-quality services to schools, employees and retirees by ensuring broad access to accurate and timely information by using a fully integrated suite of business applications that include the Human Resources Information System (HRIS) and the Lifeworks Retirement System.

## MAJOR FUNCTIONS

ERSC is a single point of contact for MCPS employees and retirees for information about compensation and benefits. ERSC provides administration of employee programs such as payroll, health and retirement benefits, leave, salary administration, and workforce reporting. Smooth and effective operations of these functions are critical to provide prompt and accurate responses for employees' questions and needs. ERSC operates a call center, transactions unit, and communications program; provides support for policy implementation; and continually expands the use of technology to improve service and efficiency. The introduction and continued expansion of employee self-service applications have improved employee access to data, benefits enrollment, paystub, and tax forms, supporting employees' ability to focus their efforts and attention on the needs of students and schools.

In FY 2020, ERSC staff will have completed the HRIS system upgrade and began work on the comprehensive Human Capital Management System upgrade. In FY 2021, ERSC staff will continue the collaboration to complete the upgrade process in the future.

## **Payroll** (*Operational Excellence*)

The Payroll Unit ensures all employees are paid accurately and in a timely manner for the work performed in compliance with federal, state, and local regulations, and contractual mandates. The Payroll Unit processes over 26,000 payments every pay period. The unit prepares and disseminates information about pay schedules, payroll posting instructions, and conducts training for principals, directors, and timekeepers.

## **Benefits Strategy and Vendor Relations** (*Operational Excellence*)

This unit designs, develops, and implements high-quality health care plans at competitive prices for all benefit-eligible employees and retirees. The unit oversees benefit plan provision implementation and ensures uninterrupted operations for our customer base of over 50,000 covered individuals, including both current employees and retirees.

This unit prepares and disseminates information about health care 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 required 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 MCPS retiree benefits with Medicare.

## **Compensation and Transactions** (*Operational Excellence*)

The unit designs, develops, and implements compensation provisions in all the negotiated contracts approved by the Board of Education and the three employee associations. This unit works closely with Department of Certification and Staffing, Budget Unit, Office of Special Education, schools, and various other units across the system to ensure timely and accurate processing of over 10,000 transactions entered in the Human Resource Information System each fiscal year. In addition, the unit works directly with customers to process various employment-related requests.

## **Leave Administration** (*Operational Excellence*)

The unit implements leave provisions in all the negotiated contracts approved by the Board of Education and the three employee associations while adhering to federal, state, and local guidelines. The unit works closely with Department of Certification and Staffing, schools, the Office of Employee Engagement and Labor Relations, the Office of Operations, and various other units

## Department of Employee and Retiree Services

334/333

across the system. In addition, the unit works directly with customers to process leave requests and answering various questions through individual customer support. The unit also is responsible for administering the workers compensation process for workplace injuries. The unit processes over 4,000 leave applications each fiscal year. The leave unit responds and manages new initiatives established by MCPS and outside parties alike. There are two current initiatives, *The Families First Coronavirus Response Act* (FFCRA) and *The Coronavirus Aid, Relief and Economic Security Act* (CARES). Each new initiative comes with its own set of unique challenges and the primary burden of managing these different initiatives generally falls on the Leave Administration unit.

### **Retirement** (*Operational Excellence*)

This unit equitably administers the provisions of Maryland State and MCPS Retirement and Pension plans to all pension-eligible employees. The retirement team works closely with the Maryland State Retirement Agency, and MCPS schools, and offices to ensure that all pension-eligible employees are accurately enrolled in appropriate plans, and their retirement contributions and service credits are accurately tracked and reported. The retirement team disseminates information about the pension plan provision, prepares annual retirement statement and valuation data, maintains and implements retirement system for the MCPS Core and Supplemental Pension Plan. This team counsels 200-450 employees each month and provides customer support to employees and retirees based on their individual retirement needs. This team process over 1,000 applications for enrollment and 700 applications for retirement each fiscal year to ensure timely pension payments. In addition, this team offers seminars in planning for retirement twice a month from October to April attended by over 300 employees. This team works closely with Aetna Inc. to implement the annual cost of living adjustments to the pension payment of 14,000 retirees.

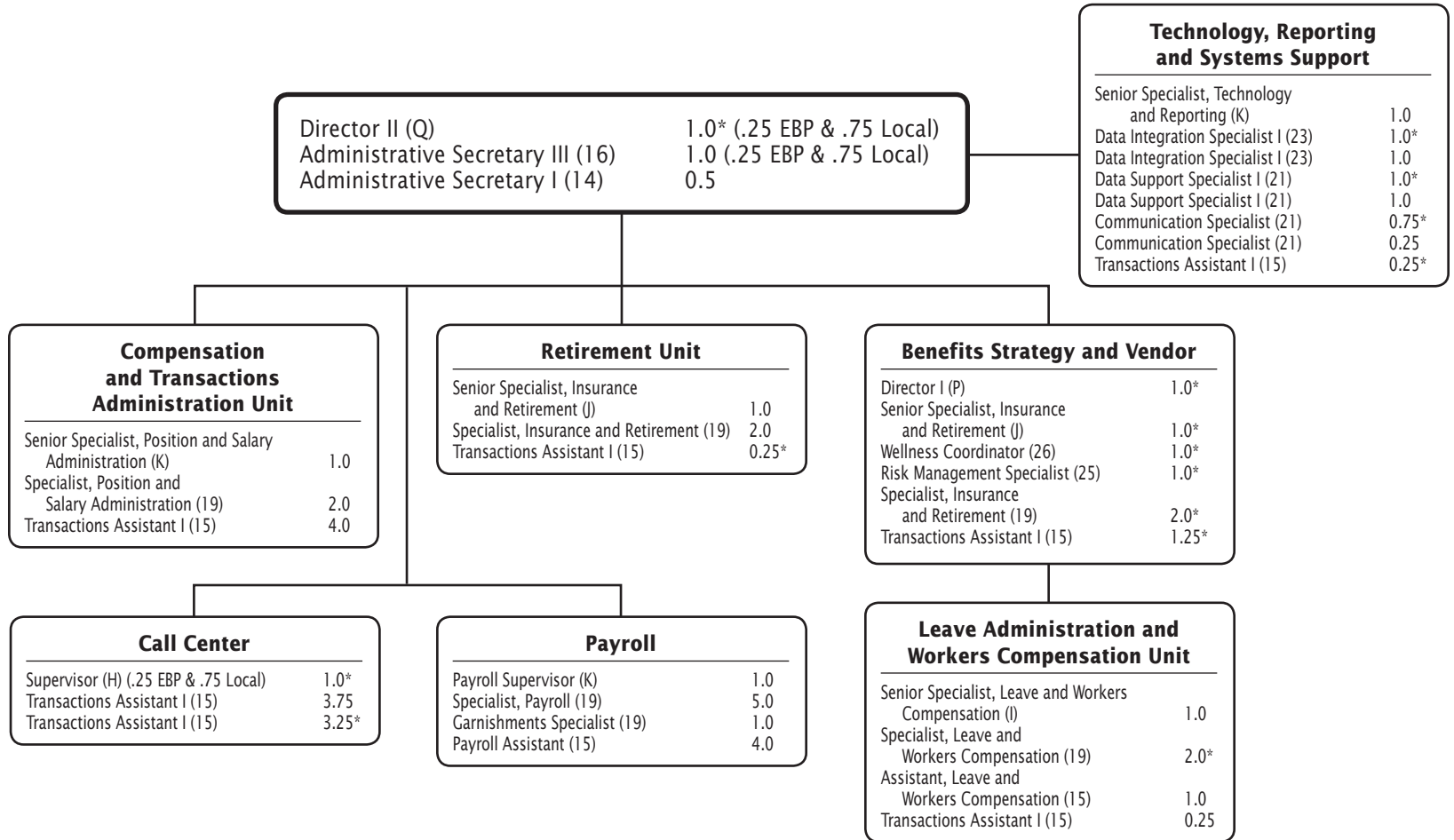
### **Call Center** (*Operational Excellence*)

The Call Center and the front desk are the first points of contact for customers. The unit is committed to excellent customer service by providing accurate and current information to employees, retirees and other stakeholders. The unit handles an average of over 70,000 phone calls and more than 24,000 e-mails each fiscal year. In addition, the unit serves over 900 customers at the front desk of the Call Center each month.

### **Technology and Communication** (*Operational Excellence*)

This unit provides workforce and regulatory reporting support to internal and external stakeholders. In addition, this unit collaborates and provides technology support to other units within ERSC. The unit strives to create efficiencies and continuous process improvements by using technology solutions. The communication specialist maintains a comprehensive website for the department and creates comprehensive materials to communicate benefit, retirement, compensation, payroll, and wellness programs.

# Department of Employee and Retiree Services



F.T.E. Positions 33.0

\* In addition, the chart includes 16.5 positions funded by the Employee Benefits Trust Fund.

## Department of Employee and Retiree Services - 334/333

Description	FY 2020 Actual	FY 2021 Budget	FY 2021 Current	FY 2022 Request	FY 2022 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	30.000	33.000	33.000	<b>33.000</b>	
Position Salaries	\$2,221,143	\$2,508,599	\$2,508,599	<b>\$2,508,599</b>	
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		35,206	35,206	<b>30,013</b>	(5,193)
Other		25,186	25,186	<b>30,186</b>	5,000
Subtotal Other Salaries	26,362	60,392	60,392	<b>60,199</b>	(193)
<b>Total Salaries &amp; Wages</b>	2,247,505	2,568,991	2,568,991	<b>2,568,798</b>	(193)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		11,585	11,585	<b>11,585</b>	
<b>Total Contractual Services</b>	5,342	11,585	11,585	<b>11,585</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		34,807	34,807	<b>35,000</b>	193
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	32,579	34,807	34,807	<b>35,000</b>	193
<b>04 Other</b>					
Local/Other Travel		1,486	1,486	<b>1,486</b>	
Insur & Employee Benefits		563,986,138	563,986,138	<b>568,912,990</b>	4,926,852
Utilities					
Miscellaneous		730,000	730,000	<b>730,000</b>	
<b>Total Other</b>	579,722,217	564,717,624	564,717,624	<b>569,644,476</b>	4,926,852
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$582,007,643</u>	<u>\$567,333,007</u>	<u>\$567,333,007</u>	<u><b>\$572,259,859</b></u>	<u>\$4,926,852</u>

## Department of Employee and Retiree Services - 334/333

CAT	DESCRIPTION	10 Mon	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 CURRENT	FY 2022 REQUEST	FY 2022 CHANGE
1	Q Director II		.750	.750	.750	<b>.750</b>	
1	K Sr Spec Pos & Sal Admin		1.000	1.000	1.000	<b>1.000</b>	
1	K Sr Spec Tech & Reporting			1.000	1.000	<b>1.000</b>	
1	K Payroll Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	J Sr Spec Insurance/Retirement		1.000	1.000	1.000	<b>1.000</b>	
1	I Sr Spec Leave/Wkrs Com		1.000	1.000	1.000	<b>1.000</b>	
1	H ERSC Call Ctr/Trans Asst Supv		.750	.750	.750	<b>.750</b>	
1	23 Data Integration Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	21 Comm Spec/Web Producer		.250	.250	.250	<b>.250</b>	
1	21 Data Support Specialist I		1.000	1.000	1.000	<b>1.000</b>	
1	19 Garnishments Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	19 Specialist, Payroll		3.000	5.000	5.000	<b>5.000</b>	
1	19 Spec, Position/Salary Admin		2.000	2.000	2.000	<b>2.000</b>	
1	19 Specialist, Ins. & Retirement		2.000	2.000	2.000	<b>2.000</b>	
1	16 Administrative Secretary III		.750	.750	.750	<b>.750</b>	
1	15 Transactions Assistant I		8.000	8.000	8.000	<b>8.000</b>	
1	15 Payroll Assistant		4.000	4.000	4.000	<b>4.000</b>	
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	<b>1.000</b>	
1	14 Administrative Secretary I		.500	.500	.500	<b>.500</b>	
	<b>Total Positions</b>		<b>30.000</b>	<b>33.000</b>	<b>33.000</b>	<b>33.000</b>	

# Department of Systemwide Safety and Emergency Management

337/315

**MISSION** The Department of Systemwide Safety and Emergency Management (DSSEM) promotes a safe and secure learning and working environment for students and staff.

## MAJOR FUNCTIONS

### **Comprehensive School System Emergency Preparedness** *(Operational Excellence)*

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

### **School Security Program Infrastructure Development and Management** *(Operational Excellence)*

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

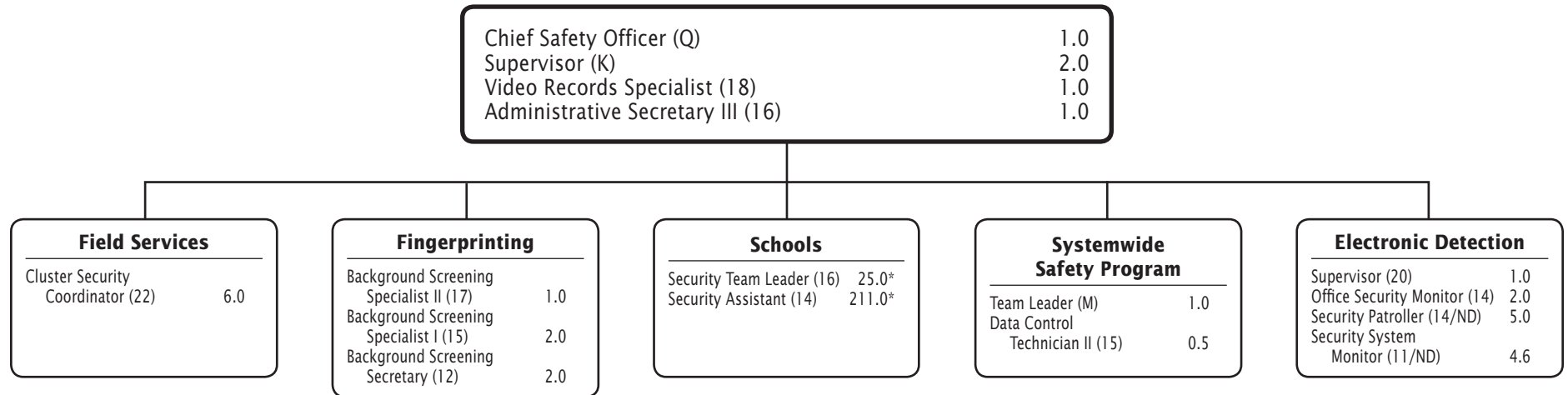
### **24-Hour Facility and Property Security** *(Operational Excellence)*

DSSEM'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.

### **Systemwide Safety Programs** *(Operational Excellence)*

The department implements online safety and health training programs, responds to safety-related incidents and concerns, manages the MCPS Automated External Defibrillator (AED) Program, and ensures compliance with student and employee safety and health regulations. In efforts to improve safety in schools and minimize work-related injuries, the department administers seven major safety programs and provides ten online safety training courses to over 23,000 staff members on an annual basis. DSSEM provides essential central office support to schools in coordinating compliance efforts centrally to relieve schools of this additional work and allow the focus to remain on teaching and learning.

# Department of Systemwide Safety and Emergency Management



F.T.E. Positions 30.1

\*The 236.0 positions in schools also are shown on K-12 charts in Chapter 1 and Office of Special Education and Student Services in Chapter 5.

Night Differential (ND) = Shifts 2 and 3

## Department of Systemwide Safety and Emergency Management - 337/315

Description	FY 2020 Actual	FY 2021 Budget	FY 2021 Current	FY 2022 Request	FY 2022 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	22,500	27,500	27,500	<b>30,100</b>	2,600
Position Salaries	\$1,891,960	\$2,191,670	\$2,191,670	<b>\$2,304,589</b>	\$112,919
<b>Other Salaries</b>					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		236,842	236,842	<b>78,551</b>	(158,291)
Other		31,859	31,859	<b>31,859</b>	
Subtotal Other Salaries	606,356	268,701	268,701	<b>110,410</b>	(158,291)
<b>Total Salaries &amp; Wages</b>	2,498,316	2,460,371	2,460,371	<b>2,414,999</b>	(45,372)
<b>02 Contractual Services</b>					
Consultants		12,000	12,000	<b>12,000</b>	
Other Contractual		1,044,727	1,044,727	<b>1,046,605</b>	1,878
<b>Total Contractual Services</b>	1,155,668	1,056,727	1,056,727	<b>1,058,605</b>	1,878
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		8,355	8,355	<b>8,355</b>	
Other Supplies & Materials		160,425	160,425	<b>160,425</b>	
<b>Total Supplies &amp; Materials</b>	154,618	168,780	168,780	<b>168,780</b>	
<b>04 Other</b>					
Local/Other Travel		2,405	2,405	<b>2,605</b>	200
Insur & Employee Benefits					
Utilities					
Miscellaneous		109,944	109,944	<b>107,866</b>	(2,078)
<b>Total Other</b>	120,775	112,349	112,349	<b>110,471</b>	(1,878)
<b>05 Equipment</b>					
Leased Equipment		30,000	30,000	<b>30,000</b>	
Other Equipment		90,000	90,000	<b>90,000</b>	
<b>Total Equipment</b>	107,935	120,000	120,000	<b>120,000</b>	
<b>Grand Total</b>	<b>\$4,037,312</b>	<b>\$3,918,227</b>	<b>\$3,918,227</b>	<b>\$3,872,855</b>	(45,372)



## Department of Systemwide Safety and Emergency Management - 337/315

CAT	DESCRIPTION	10 Mon	FY 2020 ACTUAL	FY 2021 BUDGET	FY 2021 CURRENT	FY 2022 REQUEST	FY 2022 CHANGE
10	Q Chief Safety Officer		1.000	1.000	1.000	<b>1.000</b>	
10	M Team Leader		1.000	1.000	1.000	<b>1.000</b>	
10	K Supervisor		2.000	2.000	2.000	<b>2.000</b>	
10	22 Cluster Security Coordinator		6.000	6.000	6.000	<b>6.000</b>	
10	20 Supv Electronic Detection		1.000	1.000	1.000	<b>1.000</b>	
10	18 Video Records Specialist			1.000	1.000	<b>1.000</b>	
10	17 Background Screening Spec II					<b>1.000</b>	1.000
10	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
10	15 Background Screening Spec I					<b>2.000</b>	2.000
10	15 Personnel Assistant IV			4.000	4.000		(4.000)
10	15 Data Control Technician II		.500	.500	.500	<b>.500</b>	
10	14 Office Security Monitor		2.000	2.000	2.000	<b>2.000</b>	
10	14 Security Patroller Shift 2		1.000	1.000	1.000	<b>1.000</b>	
10	14 Security Patroller Shift 3		2.000	2.000	2.000	<b>4.000</b>	2.000
10	12 Background Screening Secretary					<b>2.000</b>	2.000
10	12 Secretary		2.000	2.000	2.000		(2.000)
10	11 Security Sys Monitor Shft 2		2.000	2.000	2.000	<b>3.600</b>	1.600
10	11 Security Sys Monitor Shift 3		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>22.500</b>	<b>27.500</b>	<b>27.500</b>	<b>30.100</b>	<b>2.600</b>