

Employee and Retiree Services

Program Description and Alignment with the Strategic Plan

This budget includes the funding for programs, functions, and activities of the Department of Financial Services/Employee and Retiree Service Center (ERSC), the Office of Human Resources and Development (OHRD), and the Department of Association Relations.

ERSC serves as the single point of contact for employees and retirees for information about compensation and benefits. In support of the Montgomery County Public Schools (MCPS) strategic plan, *Our Call to Action: Pursuit of Excellence*, ERSC is focused on providing quality products and services to its customers—students, teachers, administrators, parents, and staff. Major functions and activities include the following:

- Operation of a call center and transactions unit, including collection of time and attendance information and production of paychecks
- Administration of employee benefit programs covering active and retired plan participants, including managing the relationship with vendors and providers
- Administration of leave, workers' compensation, MCPS positions, and salaries

The functions and activities of OHRD are aligned with the *Our Call to Action: Pursuit of Excellence* goal of recruiting, selecting, developing, and retaining the highest performing, diverse workforce to support teaching, learning, and overall student success. OHRD oversees the Performance Evaluation and Employee Assistance units. Major functions and activities of these units include the following:

- Performing pre-employment background checks
- Monitoring equal employment opportunity, human relations, and Americans with Disabilities issues that are raised by employees
- Conducting all employee investigations
- Overseeing the employee evaluation systems, including the processing of all employee dismissals and non-renewals

The major functions and activities of the Department of Association Relations include the following:

- Coordinating all employee relations activities with the employee organizations that represent administrators, teachers, and supporting services personnel
- Conducting formal negotiations with the four employee associations on wages, hours, and other working conditions
- Administering negotiated agreements through regular contact with the employee associations and handling informal complaints, including advising management on

Employee and Retiree Services

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contract interpretations and overseeing the grievance and administrative complaint procedures

- Representing the Board of Education in grievance hearings and arbitrations and preparing cases for the Maryland State Board of Education or court action

Numbers of Students Served: Not Applicable

Program Funding

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

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$10,796,610. Included is \$1,803,208 from the Department of Financial Services/Employee and Retiree Service Center, \$8,710,719 from the Office of Human Resources and Development, and \$282,683 from the Department of Association Relations. The changes in the budget are a result of reductions. Reductions in the program are as follows:

- 1.0 communication specialist/web producer position – (\$65,427)
- 1.0 certification assistant position – (\$46,562)
- 0.5 staffing assistant position – (\$23,913)
- 0.8 instructional specialist position – (\$86,052)
- Tuition reimbursement – (\$1,049,098)
- Partnership tuition – (\$144,463)
- Professional staff training – (\$78,000)

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

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

Department of Financial Services (ERSC): Page 7-16

Office of Human Resources and Development: Page 8-3

Department of Association Relations: Page 7-30

Information on the MCPS strategic plan strategies and initiatives of these units can be found beginning on Page 27 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

EMPLOYEE AND RETIREE SERVICES

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	62,775	59,475	(3,300)
Position Salaries	\$5,202,790	\$4,938,841	\$(263,949)
Other Salaries			
Summer Employment			
Professional Substitutes	202,242	201,470	(772)
Stipends	133,340	15,340	(118,000)
Professional Part Time	388,213	381,049	(7,164)
Supporting Services Part Time	126,226	87,017	(39,209)
Other	4,000	201,111	197,111
Subtotal Other Salaries	854,021	885,987	31,966
Total Salaries & Wages	6,056,811	5,824,828	(231,983)
02 Contractual Services			
Consultants	30,300	30,300	
Other Contractual	245,558	224,558	(21,000)
Total Contractual Services	275,858	254,858	(21,000)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office	42,080	43,080	1,000
Other Supplies & Materials	104,297	104,297	
Total Supplies & Materials	146,377	147,377	1,000
04 Other			
Local/Other Travel	25,389	25,389	
Insur & Employee Benefits	5,727,083	4,533,522	(1,193,561)
Utilities			
Miscellaneous	10,636	10,636	
Total Other	5,763,108	4,569,547	(1,193,561)
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$12,242,154</u>	<u>\$10,796,610</u>	<u>\$(1,445,544)</u>

EMPLOYEE AND RETIREE SERVICES

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
1	Associate Superintendent		1.000	1.000	
2	Associate Superintendent				
1	Director II		1.000	1.000	
1	Q Chief Financial Officer		1.000	1.000	
1	Q Director II		1.000	1.000	
2	Q Director II		1.000	1.000	
1	P Director I		1.000	1.000	
1	P Administrator Spec Assign		1.000	1.000	
2	P Director I		1.000	1.000	
1	N Asst. to Assoc Supt		1.000	1.000	
1	N Coordinator		1.000	1.000	
1	N Coordinator		1.000	1.000	
2	N Asst. to Assoc Supt				
1	K Sr Spec Pos & Sal Admin		1.000	1.000	
1	K ERSC Call Ctr/Transaction Supv		1.000	1.000	
1	I Sr Spec Leave/Wkrs Com		1.000	1.000	
1	G Payroll Supervisor		1.000	1.000	
1	G ERSC Call Ctr/Trans Asst Supv		1.000	1.000	
1	BD Employee Assistance Spec		2.100	2.100	
3	BD Instructional Specialist				
3	BD Instructional Specialist		2.800	2.000	(.800)
2	BD Instructional Specialist			1.000	1.000
3	BD Instructional Specialist		1.000		(1.000)
1	25 Investigation Specialist		1.000	1.000	
1	25 Personnel Specialist		1.000	1.000	
1	24 Certification Specialist		1.000	1.000	
2	23 Fiscal/Logistics Assistant		1.000	1.000	
1	23 A&S Personnel Assistant				
2	23 Fiscal/Logistics Assistant				
1	21 Comm Spec/Web Producer		1.000		(1.000)
1	21 Data Support Specialist I		1.000	1.000	
1	19 Specialist, Payroll		2.000	2.000	
1	19 Spec, Position/Salary Admin		2.000	2.000	
1	19 Data Management Specialist		1.000	1.000	
1	18 Certification Assistant		2.000	1.000	(1.000)
1	17 Garnishments Assistant		1.000	1.000	
1	17 Admin Services Manager I		1.000	1.000	
2	17 Admin Services Manager I				
1	16 Administrative Secretary III				
1	16 Administrative Secretary III		1.000	1.000	
1	16 Communications Assistant		1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	
1	15 Administrative Secretary II				
2	15 Administrative Secretary II		1.000	1.000	
1	15 Personnel Assistant IV		1.500	1.500	
2	15 Data Systems Operator II		1.000	1.000	

EMPLOYEE AND RETIREE SERVICES

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
1	14 Transactions Assistant I		3.500	3.500	
1	14 Payroll Assistant		3.000	3.000	
1	14 Staffing Assistant		1.000	1.000	
1	14 Staffing Assistant		2.000	1.500	(.500)
2	14 Administrative Secretary I				
2	13 Fiscal Assistant I		1.000	1.000	
2	13 Fiscal Assistant I				
2	13 Fiscal Assistant I		1.000	1.000	
1	12 Secretary		1.000	1.000	
1	12 Personnel Assistant III		2.000	2.000	
1	12 Personnel Assistant III		1.000	1.000	
2	11 Office Assistant IV				
2	11 Office Assistant IV		2.000	1.000	(1.000)
2	11 Office Assistant IV			1.000	1.000
1	10 Personnel Assistant I		.875	.875	
Total Positions			62.775	59.475	(3.300)

Recruitment and Staffing

Program Description and Alignment with the Strategic Plan

The Department of Recruitment and Staffing (DRS) promotes workforce excellence by ensuring that the highest quality applicant is selected to support student achievement through effective communication and systematic accountability to all stakeholders, applicants, administrators, teacher-level and supporting services staff, union representatives, and university/community partners. In support of the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence*, DRS is focused on recruiting, hiring, and retaining highly qualified, diverse individuals for teaching, supporting services, and substitute positions, and promoting fair and equitable human resources practices in the recruitment, selection, promotion, and assignment processes. Major functions and activities include the following:

- Collaborating with the Office of the Chief Technology Officer to develop and refine a new applicant tracking system that was implemented in November 2009
- Collaborating with the Office of the Chief Technology Officer and Employee and Retiree Service Center to develop and refine Human Resources Online (HRO) to automate human resources processes for greater efficiency
- Using social networks such as Twitter and Craigslist to conduct online recruitment and Skype/webcam technology to conduct online interviews
- Recruiting via the Web to ensure that positions are filled from a broad, diverse, and high-quality applicant pool
- Recruiting through visits to college campuses and consortia, job fairs, association and community events, student teachers, university partnerships, and career awareness programs and employee referrals, and by advertising in various publications and online recruiting sources and the MCPS Careers website
- Establishing and maintaining university partnerships that will: meet the need for hiring a qualified, diverse workforce, especially in the most challenging school settings and/or in critical shortage areas; provide a master's degree scholarship program for students who, while in school, work as paraeducators or fill teacher positions but are paid as long-term substitutes; and involve no net cost to MCPS and are budget neutral
- Interviewing and evaluating the credentials of all candidates and working closely with school-based administrators, content area supervisors, and program managers to select the applicants most qualified to work with students
- Administering processes for voluntary/involuntary transfers, promotions, and reassignments to ensure that each employee works in a position closely matched to his/her skills and abilities
- Managing positions to ensure that vacancies are filled with balanced staffing and a diverse workforce

Recruitment and Staffing

(continued)

- Ensuring, through the Certification Unit, that only qualified instructional personnel work directly with students
- Classifying position studies resulting in policy, procedure, and regulation recommendations and classification benchmarking to determine MCPS competitiveness

Number of Students Served: Not Applicable

Program Funding

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

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$2,254,342. Changes in the budget are a result of reductions. There is a reduction of \$10,680 for advertising and a reduction of \$26,940 for travel related to recruitment. More advertising will be accomplished through the Internet. Visits to colleges and universities will be coordinated so that fewer recruitment trips will be required.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

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

Office of Human Resources and Development: Page 8-3

Department of Recruitment and Staffing: Page 8-14

Information on the MCPS strategic plan and strategies and initiatives related to this program can be found beginning on Page 28 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

RECRUITMENT AND STAFFING

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	24,000	24,000	
Position Salaries	\$2,189,364	\$2,199,364	\$10,000
Other Salaries			
Summer Employment			
Professional Substitutes			
Stipends			
Professional Part Time			
Supporting Services Part Time	22,857	22,857	
Other			
Subtotal Other Salaries	22,857	22,857	
Total Salaries & Wages	2,212,221	2,222,221	10,000
02 Contractual Services			
Consultants			
Other Contractual	16,376	5,696	(10,680)
Total Contractual Services	16,376	5,696	(10,680)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials			
Total Supplies & Materials			
04 Other			
Local/Other Travel	53,365	26,425	(26,940)
Insur & Employee Benefits			
Utilities			
Miscellaneous			
Total Other	53,365	26,425	(26,940)
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$2,281,962</u>	<u>\$2,254,342</u>	<u>\$(27,620)</u>

RECRUITMENT AND STAFFING

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
1	Q Director II		1.000	1.000	
1	N Coordinator		8.000	8.000	
1	26 Staffing Analyst		4.000	4.000	
1	25 Personnel Specialist				
1	24 Certification Specialist				
1	23 A&S Personnel Assistant		1.000	1.000	
1	18 Certification Assistant				
1	17 Employment Process Coordinator		1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	
1	15 Personnel Assistant IV		3.000	3.000	
1	14 Staffing Assistant		4.000	4.000	
1	12 Personnel Assistant III		1.000	1.000	
	Total Positions		24.000	24.000	

Professional Growth Systems

The budget for the Office of Human Resources and Development includes supports for the comprehensive Professional Growth System (PGS) that Montgomery County Public Schools (MCPS) has developed for teachers (TPGS), administrators (A&S PGS), and supporting services (SSPGS). Each of the professional growth systems was developed collaboratively with the appropriate employee organization. Each professional growth system is continually monitored by an implementation team that includes representatives of the MCPS executive staff and the appropriate employee organization. The professional growth systems are the foundation for expectations about the performance of every employee within MCPS.

Professional Growth System for Teachers - Support for New and Underperforming Teachers

Program Description and Alignment with the Strategic Plan

This budget includes funding for the consulting teachers. The consulting teachers are a key component of the Peer Assistance and Review (PAR) program, which focuses on teacher quality through a rigorous evaluation process. Consulting teachers (CTs) provide differentiated individualized support for novice and underperforming teachers. The PAR panel and co-leads of the Consulting Teacher Team select finalists to be recommended for hire as consulting teachers and the administrators on the PAR panel evaluate the consulting teachers.

The duties of a CT include:

For novice teachers:

- Providing information about strategies for teaching and suggestions about resources
- Offering demonstration lessons, team teaching experiences, informal feedback, etc.
- Making frequent visits with informal support
- Conducting a minimum of three observations with a least one per semester
- Preparing and submitting to the PAR panel a midyear and final summative report regarding the teacher's instructional skills
- Making a recommendation regarding future employment for the probationary teacher

For teachers evaluated as "below standard" by their administrators:

- Completing the review process
- Reviewing the most recent formal evaluation and soliciting additional information as appropriate
- Making recommendations to the PAR panel regarding inclusion in the PAR program
- Planning and implementing an intensive program of intervention and support, which includes a minimum of three formal observations, ongoing communication with the teacher, analysis of student data, demonstrating lessons, etc.

Professional Growth Systems (continued)

- Preparing and submitting to the PAR panel a midyear and final summative report regarding instructional skill levels
- Making a recommendation regarding future employment

Professional Growth System for Administrative & Supervisory Staff

Program Description and Alignment with the Strategic Plan

This budget includes funding for the comprehensive Professional Growth System for the A&S PGS which addresses attracting, recruiting, mentoring, professional development, evaluation, and recognition. Implementation of the A&S PGS ensures that MCPS is recruiting highly qualified individuals into school and office leadership positions and then supporting them so they can play a positive role in helping students achieve the targets set in the strategic plan. The A&S PGS is responsible for supporting the following projects:

- Leadership Development Program, which provides professional development and support for principals, principal interns, assistant principals, assistant school administrators, central services administrators, business and operations administrators, and future administrators
- Consulting principals, which consist of three consulting principals who provide support to novice and underperforming principals and administrators and principal interns through observing, coaching, and providing individualized feedback

Professional Growth System for Supporting Services Staff

Program Description and Alignment with the Strategic Plan

This budget includes funding for the comprehensive SSPGS that addresses mentoring, professional development, and performance.

The major functions and activities of the SSPGS include the following:

- Providing access to components of a competency-based system, which includes an evaluation process, training and development opportunities, career pathways options, and a peer assistance program for underperforming staff
- Training staff in critical areas including school financial training, race and equity, portfolio development, and technology training
- Piloting English language programs for employees with limited English proficiency
- Creating and supporting a collaborative partnership with Montgomery County Government to provide additional professional development opportunities in leadership development, career planning, and customer service

Professional Growth Systems

(continued)

- Coordinating resources and supports to assist underperforming employees to improve and sustain performance through a Performance Improvement Process
- Raising MCPS staff awareness of the components of the SSPGS
- Training evaluators on the SSPGS evaluation component
- Serving on various committees to provide greater understanding of the SSPGS

Supporting Services Training and Development Program (SSTD) provides professional development experiences that are aligned with the seven core competencies identified in the SSPGS. Total attendance in these in-service trainings for FY 2010 was 3,821.

Onboarding, Induction and Growth for Teachers

Program Description and Alignment with the Strategic Plan

The Onboarding, Induction, and Growth program provides a comprehensive induction into MCPS which includes a New Educator Orientation, mentoring, new teacher workshops, mentor workshops, and courses that assist new teachers in beginning their first year of teaching and successfully completing their first year of instruction.

The Onboarding experience begins with a mandatory course that is delivered by a cross-functional team. The Onboarding course focuses on several themes including: the story of MCPS through the last six decades; the values of MCPS and our commitment to the community; the opportunities for employee growth within the organization; and our work with equity and excellence with a commitment to continuous improvement. The Induction part of the program provides comprehensive induction into MCPS which includes a New Educator Orientation, mentoring, new teacher workshops, mentor workshops, and courses that assist new teachers in beginning and successfully completing their first year of instruction.

This program provides training and structured mentoring to both novice and new-to-MCPS teachers. The major functions and activities include the following:

- Providing one year of mentoring to experienced teachers who are new to MCPS
- Offering ongoing professional development opportunities to mentors
- Networking, collaborating, and sharing research-based best practices
- Providing site-based support for new teachers and mentors from new teacher induction specialists
- Providing novice and new-to-MCPS teachers with five days of pre-service orientation
- Offering novice and new-to-MCPS teachers opportunities for ongoing professional development through participation in seminars

Professional Growth Systems (continued)

Skillful Teaching and Leading Team

Program Description and Alignment with the Strategic Plan

This budget includes funding for the Skillful Teaching and Leading programs and the use of Title II grant funds. The Skillful Teaching and Leading program includes a series of two courses on Studying Skillful Teaching, a series of two courses on Observing and Analyzing Teaching, and one course for paraeducators—Studying Skillful Teaching for Paraeducators: Supporting Teaching and Learning. A new parallel course on supervision for central services administrators is being piloted. Courses examine the extensive research about teaching and its complexity. Through successful completion of the courses, the major functions and activities of the teachers, administrators, and supporting services staff include the following:

- Building a common vocabulary to identify and evaluate quality instruction that positively impacts student achievement
- Examining their beliefs and determining how these beliefs influence teaching and learning
- Receiving individualized feedback based on sound educational theory and practice
- Understanding the impact of motivation and personal relationship building on student achievement
- Expanding their repertoires of teaching and supervising strategies in order to meet the needs of the diverse learners at MCPS

The budget also supports the direct training and support of assistant principals, assistant school administrators, principals, and school leadership teams to fully implement the supervision and evaluation aspect of the PGS. Additionally, schools request ongoing support and training to their staff about expert instruction, mastery objectives, and planning.

Number of Students Served: Not Applicable

Program Funding

For FY 2012 it is projected that this program will be funded by local funds in the amount of \$5,156,178 and by grant funds in the amount of \$4,053,831.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$9,153,678. The changes in the budget are a result of reductions. Reductions in the program are as follows:

Professional Growth Systems (continued)

- 1.0 instructional specialist position – (\$109,578)
- Supporting services part-time salaries – (\$90,000)
- Professional part-time salaries – (\$73,544)
- Consultant service – (\$65,300)

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

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

Professional Growth Systems: Page 8-25

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

PROFESSIONAL GROWTH SYSTEMS

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	58.200	57.200	(1.000)
Position Salaries	\$6,204,039	\$5,717,671	\$(486,368)
Other Salaries			
Summer Employment			
Professional Substitutes	228,753	171,309	(57,444)
Stipends	663,718	663,718	
Professional Part Time	337,218	263,674	(73,544)
Supporting Services Part Time	322,355	232,355	(90,000)
Other		30,000	30,000
Subtotal Other Salaries	1,552,044	1,361,056	(190,988)
Total Salaries & Wages	7,756,083	7,078,727	(677,356)
02 Contractual Services			
Consultants	514,779	449,479	(65,300)
Other Contractual	157,409	157,409	
Total Contractual Services	672,188	606,888	(65,300)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office		26,000	26,000
Other Supplies & Materials	216,792	216,792	
Total Supplies & Materials	216,792	242,792	26,000
04 Other			
Local Travel	64,877	66,321	1,444
Staff Development	110,605	110,605	
Insurance & Employee Benefits	948,345	1,048,345	100,000
Utilities			
Miscellaneous			
Total Other	1,123,827	1,225,271	101,444
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$9,768,890</u>	<u>\$9,153,678</u>	<u>\$(615,212)</u>

PROFESSIONAL GROWTH SYSTEMS

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
2	Q Director II		1.000	1.000	
2	Q Director II				
2	Q Consulting Principal		3.000	3.000	
2	Q MCAAP Liaison to MCPS PGS		1.000	1.000	
2	P Director I				
2	P Director I				
2	P Director I		2.000	2.000	
2	P Director I				
2	P Director I		1.000	1.000	
3	BD Instructional Specialist		1.000	1.000	
3	BD Instructional Specialist		7.500	6.500	(1.000)
3	AD Teacher		1.000	1.000	
3	AD Teacher, Consulting	X			
3	AD Central Off Teacher	X	.200	.200	
3	AD Teacher, Consulting	X	24.000	24.000	
2	26 Staff Development Spec		1.000		(1.000)
2	26 Staff Development Spec			1.000	1.000
2	26 Liaison - Supporting Svcs PGS		1.000	1.000	
3	24 Coordinator Paraeducator Prog		1.000	1.000	
3	23 Professional Growth Consultant		8.000	8.000	
2	16 Administrative Secretary III		1.000	1.000	
2	16 Administrative Secretary III				
2	15 Administrative Secretary II				
2	15 Administrative Secretary II		1.000	1.000	
2	15 Administrative Secretary II				
2	15 Administrative Secretary II				
2	15 Administrative Secretary II		1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	
2	12 Secretary		.500	.500	
Total Positions			58.200	57.200	(1.000)

Employee Benefits

Program Description and Alignment with the Strategic Plan

The Employee Benefits Program (EBP) consists of resources devoted to the design and deployment of employee and retiree benefits programs, as well as management of all aspects of contract and vendor relations associated with the EBP and county self-insurance programs. Health benefits provided to employees and retirees include medical, prescription, dental, and vision plans. In addition, eligible employees may receive term life insurance and participate in programs such as flexible spending accounts for medical and dependent care costs, long term care insurance, and additional employee and dependent life insurance. MCPS also provides a pension which supplements the Maryland State Teachers Pension and provides benefits for employees who are not eligible for the state plan. Additional retirement savings programs are offered to all employees through 403(b) and 457(b) plans.

The management of these programs includes the dissemination of information about plan provisions, maintenance and analysis of statistical and demographic data, tracking plan utilization and expense data, remittance of monthly premiums, and oversight of all benefit plan-related contracts. Responsibilities of program staff include active leadership in negotiation of employee benefits with employee associations and retiree representation. The expenses contained in this program include employee benefits for staff identified in other programs within this document.

Program Funding

For FY 2012 it is projected that this program will be funded by local funds in the amount of \$444,422,259 and by grant funds in the amount of \$4,377,655. Employee benefits for other grants and enterprise funds are shown in other program budgets.

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$448,799,914. Significant changes in the budget are discussed below.

Health Care (EBP)

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 both active and retirees by \$18,616,814. 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. As part of final action on the MCPS FY 2012 budget, this increase was reduced by \$14,534,167 for a total amount of \$4,082,647.

Employee Benefits (continued)

Retirement Contributions

The Board of Education's FY 2012 Operating Budget Request included an increase for retirement contributions totaling \$11,544,328 based on actuarial values and projected rates of returns on the assets in the fund. Due to changes in cost sharing arrangements between the state, MCPS employees, and MCPS, the increase was reduced by \$3,615,331 to \$7,928,997 as part of final action on the MCPS FY 2012 Operating Budget.

Other Post Employment Benefits (OPEB)

In recognition of the need to fund future employee benefit obligations, the Board of Education's FY 2012 Operating Budget Request included an increase in contributions for the Retiree Health Trust Fund for Other Post-Employment Benefits (OPEB) of \$47,660,833. As part of final action on the budget, responsibility for funding this liability was transferred to the county government, and therefore, the budget was reduced by \$47,660,833.

Enrollment Growth

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.

Self Insurance

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.

Grant Shifts / Other

Due to changes in grant funding for various programs, salary expenses were shifted from grant funded programs to locally funded programs. This shift resulted in a \$1,421,912 increase in the Employee Benefits program. The increases are needed to fund additional social security contributions, employee health benefits, and retirement contributions.

Employee Benefits (continued)

Significant Budget Reductions

As a result of significant staffing reductions, there is a \$5,403,708 reduction in employee benefits associated with the elimination of 322.25 positions. This includes reductions in employee health benefits of \$3,159,915, social security contributions of \$1,366,309, and retirement contributions of \$877,484.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

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

Department of Financial Services: Page 6-16.

Information on the MCPS Strategic Plan and strategies and initiatives of this program can be found beginning on Page 24 of the 2010-2015 *Our Call to Action: Pursuit of Excellence* document.

EMPLOYEE BENEFITS

Description	FY 2011 Current	FY 2012 Approved	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/Other Travel			
Insur & Employee Benefits	434,593,103	448,699,914	14,106,811
Utilities			
Miscellaneous	100,000	100,000	
Total Other	434,693,103	448,799,914	14,106,811
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	\$434,693,103	\$448,799,914	\$14,106,811

Equity Initiatives

Program Description and Alignment with the Strategic Plan

The mission of the Equity Initiatives Unit is to build the capacity of Montgomery County Public Schools' (MCPS) instructional leaders to eliminate disparities in student achievement by race and ethnicity. Equity training and development focuses on building professional learning communities that engage teachers, supporting services, and administrators in study and discussion, experimentation and practice, and thoughtful reflection and promotion of high expectations, positive relationships, and culturally responsive instruction. The systematic and explicit infusion of equity into the three professional growth systems is supporting the ability of all staff to organize, refine, and modify their work to ensure all students experience an equitable and excellent education.

Specific components of the Equity Initiative Unit include:

- Equity awareness training and support for all MCPS staff by maintaining the equity website, providing in-service courses on cultural responsiveness, and providing technology-based training through the use of media materials
- Development of new resources and tools for use in schools and offices to support the delivery of culturally relevant instruction
- Ongoing equity training for all Office of Human Resources and Development (OHRD) staff and MCPS leadership, as well as collaboration with all OHRD teams to incorporate equity training into other professional development activities
- Long-term equity support and development for a limited number of identified schools as well as consultation and resource identification and provision for other schools requesting support
- Equity training to select MCPS offices and their primary client groups to support efforts to eliminate existing inequities in teaching and learning

Through building the capacity of teachers, administrators, and supporting services staff to promote equity in classrooms and the workplace, the Equity Initiatives Unit supports several goals in the MCPS strategic plan, *Our Call to Action: Pursuit of Excellence*, including Goal 1: Ensure Success for Every Student, Goal 2: Provide an Effective Instructional Program, and Goal 4: Create a Positive Work Environment in a Self-renewing Organization.

Number of Students Served: Not Applicable

Program Funding

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

Equity Initiatives (continued)

Explanation of Significant Budget Changes

The total amount budgeted for this program for FY 2012 is \$874,525. Changes in the budget are a result of reductions. There is a reduction of \$62,502 for consultant training development. Consultant services for equity team development and staff development teacher training will be performed by the staff within the office.

Crosswalk to Other Budget Documents and to the MCPS Strategic Plan

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

Office of Human Resources and Development: Page 8-4

Information on the MCPS strategic plan strategies and initiatives related to this program can be found beginning on Page 27 of the 2010–2015 *Our Call to Action: Pursuit of Excellence* document.

EQUITY INITIATIVES

Description	FY 2011 Current	FY 2012 Approved	FY 2012 Change
01 Salaries & Wages			
Total Positions (FTE)	6.000	6.000	
Position Salaries	\$656,606	\$566,606	\$(90,000)
Other Salaries			
Summer Employment			
Professional Substitutes	184,858	161,858	(23,000)
Stipends	24,000	24,000	
Professional Part Time	12,160	12,160	
Supporting Services Part Time			
Other			
Subtotal Other Salaries	221,018	198,018	(23,000)
Total Salaries & Wages	877,624	764,624	(113,000)
02 Contractual Services			
Consultants	100,000	37,498	(62,502)
Other Contractual	4,800	4,800	
Total Contractual Services	104,800	42,298	(62,502)
03 Supplies & Materials			
Textbooks			
Media			
Instructional Supplies & Materials			
Office			
Other Supplies & Materials	53,093	53,093	
Total Supplies & Materials	53,093	53,093	
04 Other			
Local/Other Travel	14,510	14,510	
Insur & Employee Benefits			
Utilities			
Miscellaneous			
Total Other	14,510	14,510	
05 Equipment			
Leased Equipment			
Other Equipment			
Total Equipment			
Grand Total	<u>\$1,050,027</u>	<u>\$874,525</u>	<u>\$(175,502)</u>

EQUITY INITIATIVES

CAT	Description	10 Mon	FY 2011 Current	FY 2012 Approved	FY 2012 Change
2	P Director I		1.000	1.000	
3	BD Instructional Specialist		4.000	4.000	
2	15 Administrative Secretary II		1.000	1.000	
2	14 Administrative Secretary I				
	Total Positions		6.000	6.000	