

CHAPTER 8

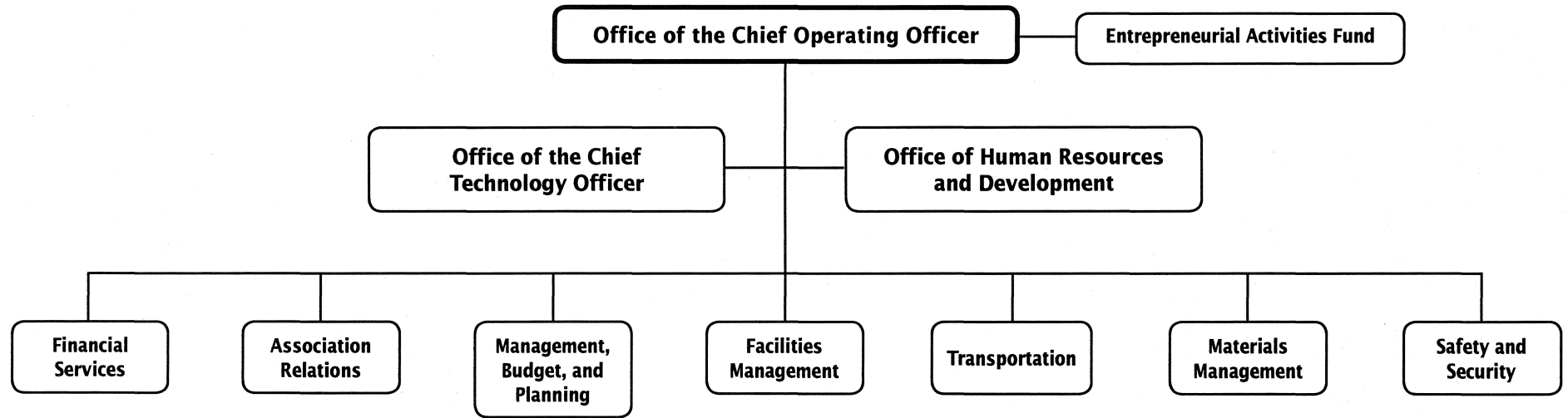
Office of Chief Operating Officer

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

OBJECT OF EXPENDITURE	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 BUDGET	FY 2015 CHANGE
POSITIONS					
Administrative	35.000	34.701	34.700	33.700	(1.000)
Business/Operations Admin.	50.000	49.629	49.650	49.650	
Professional	2.000	4.000	4.000	4.000	
Supporting Services	4,183,273	4,211,213	4,211,213	4,223,213	12,000
TOTAL POSITIONS	4,270,273	4,299,543	4,299,563	4,310,563	11,000
01 SALARIES & WAGES					
Administrative	\$4,479,983	\$4,666,475	\$4,666,475	\$4,523,690	(\$142,785)
Business/Operations Admin.	4,628,918	4,818,643	4,818,643	4,823,370	4,727
Professional	165,006	440,064	440,064	457,289	17,225
Supporting Services	164,757,210	173,097,816	173,097,816	174,922,532	1,824,716
TOTAL POSITION DOLLARS	174,031,117	183,022,998	183,022,998	184,726,881	1,703,883
OTHER SALARIES					
Administrative					
Professional	635,259	567,847	566,347	579,540	13,193
Supporting Services	14,405,448	14,808,915	14,808,915	14,731,872	(77,043)
TOTAL OTHER SALARIES	15,040,707	15,376,762	15,375,262	15,311,412	(63,850)
TOTAL SALARIES AND WAGES	189,071,824	198,399,760	198,398,260	200,038,293	1,640,033
02 CONTRACTUAL SERVICES	12,282,267	11,073,194	11,073,194	11,313,380	240,186
03 SUPPLIES & MATERIALS	43,097,571	43,316,429	43,316,429	43,120,192	(196,237)
04 OTHER					
Local/Other Travel	206,309	318,558	318,058	252,046	(66,012)
Insur & Employee Benefits	503,516,644	514,937,550	514,937,550	538,889,956	23,952,406
Utilities	35,822,883	36,750,103	36,750,103	35,734,587	(1,015,516)
Miscellaneous	8,077,644	7,966,322	7,968,322	9,250,837	1,282,515
TOTAL OTHER	547,623,480	559,972,533	559,974,033	584,127,426	24,153,393
05 EQUIPMENT	12,009,365	12,079,692	12,079,692	13,759,817	1,680,125
GRAND TOTAL AMOUNTS	\$804,084,507	\$824,841,608	\$824,841,608	\$852,359,108	\$27,517,500

Chief Operating Officer—Overview



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F.T.E. Positions 4,310.563

(In addition, there are 67.5 positions funded by the Capital Budget, 21.0 funded by ICB, and 29.65 funded by the Employee Benefits Trust Fund. These non-operating Budget positions are noted on other charts in this chapter. There are 1,965.01 school-based positions also shown on K-12 charts in Chapter 1)

Office of the Chief Operating Officer

Chief Operating Officer	1.0
Executive Director (P)	2.0
Director I (P)	2.0
Supervisor (O)	1.0
Business & Fiscal Administrator (I)	1.0
Instructional Specialist (B-D)	1.0
Fiscal Specialist I (24)	1.0
Administrative Services Manager III (19)	1.0
Copy Editor/Administrative Secretary I (17)	1.0
Administrative Services Manager (17)	1.0
Appeals/Transfer Control Assistant (16)	1.0
Fiscal Assistant II (15)	1.0
Administrative Secretary II (15)	1.0
Administrative Secretary I (14)	1.0
Secretary (12)	1.5

MISSION *The mission of the Office of the Chief Operating Officer (OCOO) is to provide the highest quality business operations and support services that are essential to the educational success of students through staff committed to implementing equitable practices and continuous improvement strategies.*

MAJOR FUNCTIONS

Responsibilities

OCOO works at the direction of the superintendent of schools and in collaboration with the deputy superintendents to ensure implementation of the Montgomery County Public Schools (MCPS) Strategic Planning Framework, *Building Our Future Together*. OCOO works closely with the deputy superintendents and the Executive Leadership Team to operate as a professional learning community (PLC) focused on upholding system priorities and core competencies. OCOO has overall responsibility for the Office of Human Resources and Development (OHRD); the Office of the Chief Technology Officer (CTO); the Department of School Safety and Security (DSSS); the Department of Facilities Management (DFM); the Department of Financial Services (DFS); the Department of Management, Budget, and Planning (DMBP); the Department of Transportation (DOT); the Department of Materials Management (DMM); the Department of Association Relations (DAR); the Appeals/Transfer Team; and the Athletics Unit. OCOO monitors each of its office, department, and division strategic plans to ensure that they are aligned with the MCPS strategic planning framework. OCOO works with each of its offices, departments, and divisions to develop, monitor, and assess short- and long-term goals and performance measures. OCOO leadership staff uses what they are learning about the characteristics of successful PLCs to lead their offices and departments. Also, service contracts are being developed in order to provide high-quality customer service.

All units monitor data and provide progress reports on a family of measures—financial results, organizational results, workforce excellence, and customer focus. All units have developed process maps and related Inputs, Guides, Outputs, and Enablers (IGOE) for key processes under their responsibilities. Additionally, OCOO has primary responsibility for legal services, staffing of schools, and the Entrepreneurial Activities Fund. The office also prepares items for Board of Education action, discussion, and information relating to schools, procurement, facilities planning and management, budget, materials management, transportation, association relations, and all financial matters.

ACCOMPLISHMENTS AND INITIATIVES

- » OCOO supports schools in a very dynamic environment. Since 2007, there have been large increases in enrollment, totaling almost 14,000 students. As of

fall 2013, total MCPS enrollment is 151,500 students. Large annual increases in enrollment are projected to continue for the six-year forecast period, with another 11,000 students expected by the 2018–2019 school year.

- » The FY 2014 Operating Budget is \$2.225 billion, a 2.6 percent increase over Fiscal Year 2013. The budget included \$34.5 million for the second year of a four-year plan that shifts a portion of teacher pension costs from the state to MCPS. The FY 2014 Operating Budget increased by 2.3 percent, excluding the pension shift.
- » The FY 2013–2018 CIP totals \$1.352 billion for the six-year period, a decrease of \$6.1 million over the previously approved CIP. Approved FY 2013 expenditures total \$272.3 million.
- » Major accomplishments in the area of school facilities include the completion of 12 major capital projects, totaling 915,011 square feet of new construction for the 2013–2014 school year.
- » The Division of Controller continues to benefit from the Financial Management System (FMS) modules designed to enhance online capabilities. The iExpense module enables employees to enter their monthly mileage expense reports online. More than 400 MCPS suppliers are using the iSupplier module to access FMS directly, to review invoice and payment information and to enter billing information.
- » During FY 2013, DFS implemented a new online payment system for parents to pay student extracurricular activities fees electronically. More than 7,000 parents pay extracurricular activities fees online. The new online payment system will become a model for electronic payment of summer school fees and for schools to use in creating online payment options for parents.
- » One major goal of DMM is to continue developing programs that shift school administrative tasks to the department, which results in improving the instructional time efficiency of school staff. The Ambassador Service, an inventory-management program, designed to improve supply efficiency in schools, continues to be successful. Reporting enhancements within the FMS continue to be developed to provide accurate, timely data to financial managers.
- » Around 148 million pages of instructional materials were requested by school staff and produced centrally by the Copy-Plus work group of EGPS. This represents a reduction of more than 59,000 hours of school staff time spent duplicating materials for instructional purposes that can be used for instructional planning and preparation.
- » The Department of Professional Growth Systems (DPGS) hosted 13 dialogues for approximately 200 school-based administrators on revisions to the Professional Growth Systems (PGS) for teachers and principals. Also, the department has begun to focus on creating professional development plans to provide support to principals and school leadership teams on the new Student Learning Objectives (SLOs) and revisions to the PGS.

- » The Career Pathways Program assists supporting services employees to prepare, plan, determine, and discover the options they have in their own career pathways. The program website provides links to multiple resources that individuals can access to determine their interests and discover potential jobs and careers that match their skill sets.

PERFORMANCE MEASURES

OCOO uses a family of measures with an equity lens to monitor the organizational effectiveness and performance of its offices, departments, divisions, and units. The family of measures includes the following categories: Leadership; Customer Focus; Strategic Planning; Operational Focus; Workforce Focus; and Results. Additionally, OCOO is working in collaboration with the Office of the Deputy Superintendent of Teaching, Learning, and Programs and the Office of School Support and Improvement on monitoring and managing the school system's Strategic Planning Framework, *Building Our Future Together*.

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this office is \$2,430,792, an increase of \$1,523 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$1,523

Continuing Salary Costs—(\$18,477)

There is a decrease of \$18,477 for continuing salary costs. The costs associated with the annualization of the step provided to employees on February 8, 2014 are offset by reductions for staff turnover.

Realignments to Meet Expenditure Requirements and Priorities—\$20,000

Realignments are budgeted to address priority spending needs in this office. There is a realignment of \$20,000 from the Middle Schools budget to more accurately reflect where the funds are managed and spent.

Office of the Chief Operating Officer - 331/798

Larry A. Bowers, Chief Operating Officer

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	17,500	17,500	17,500	17,500	
Position Salaries	\$1,620,077	\$1,754,045	\$1,754,045	\$1,735,568	(\$18,477)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		27,093	25,593	25,593	
Supporting Services Part Time		8,397	8,397	8,397	
Other		1,695	1,695	1,695	
Subtotal Other Salaries	99,671	37,185	35,685	35,685	
Total Salaries & Wages	1,719,748	1,791,230	1,789,730	1,771,253	(18,477)
02 Contractual Services					
Consultants		2,500	2,500	2,500	
Other Contractual		553,327	553,327	553,327	
Total Contractual Services	1,219,400	555,827	555,827	555,827	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,586	3,586	3,586	
Other Supplies & Materials		26,761	26,761	26,761	
Total Supplies & Materials	25,480	30,347	30,347	30,347	
04 Other					
Local/Other Travel		1,865	3,365	3,365	
Insur & Employee Benefits					
Utilities					
Miscellaneous		50,000	50,000	70,000	20,000
Total Other	32,570	51,865	53,365	73,365	20,000
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$2,997,198</u>	<u>\$2,429,269</u>	<u>\$2,429,269</u>	<u>\$2,430,792</u>	<u>\$1,523</u>

Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
1	Chief Operating Officer		1.000	1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	1.000	
1	P Executive Assistant		2.000				
1	P Executive Director			2.000	2.000	2.000	
2	O Supervisor		1.000	1.000	1.000	1.000	
1	I Business & Fiscal Admin		1.000	1.000	1.000	1.000	
2	BD Instructional Specialist		1.000	1.000	1.000	1.000	
2	24 Fiscal Specialist I		1.000	1.000	1.000	1.000	
1	19 Admin Services Mgr III		1.000	1.000	1.000	1.000	
1	17 Copy Editor/Admin Sec		1.000	1.000	1.000	1.000	
1	17 Admin Services Manager I		1.000	1.000	1.000	1.000	
2	16 Appls Trans Control Asst		1.000	1.000	1.000	1.000	
2	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
2	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
2	12 Secretary		1.500	1.500	1.500	1.500	
	Total Positions		17.500	17.500	17.500	17.500	

Entrepreneurial Activities Fund

Instructional Specialist (B-D)	3.0
Communications Specialist/Web Producer (21)	1.0
Printing Equipment Operator IV (18)	1.0
Customer Service Specialist (16)	2.0
School Registrar (16)	0.6
Fiscal Assistant II (15)	1.0
Printing Equipment Operator I (11)	2.0
Truck Driver/Warehouse Worker Shift 1 (11)	2.0

MISSION *The mission of the Entrepreneurial Activities Fund is to provide supplemental funding to enable the school system to enhance its services and support the instructional program through the sale of Montgomery County Public Schools (MCPS) expertise, services, and products.*

MAJOR FUNCTIONS

The purpose of this fund is to serve as the main focal point to organize marketing efforts, identify and mobilize staff resources and expertise, plan and implement revenue-generating activities, and identify and secure the start-up capital necessary to expand the program with additional revenue-generating activities. Activities that have been moved into this fund include the Taylor Science Materials Center, Supply Warehouse, printing and graphic services, Student e-Learning, managing human resources transactions and professional development online, and entrepreneurial activity development.

Taylor Science Materials Center

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

Supply Warehouse Services

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

Editorial, Graphics, & Publishing Services Unit (EGPS)

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

The MCPS partnership with a private company has created a handheld-based formative reading assessment for use by

primary grade teachers. The private partner markets this product nationally to school systems interested in using technology-enhanced assessments to replace traditional paper-based assessments with state-of-the-art technology to monitor and analyze student performance. Administering the assessment electronically improves the process and accuracy of providing individual student data to teachers and principals to support teaching and learning.

Student e-Learning

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

Human Resources Online

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

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

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

ACCOMPLISHMENTS AND INITIATIVES

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

PERFORMANCE MEASURES

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
93%	118%	120%

Explanation: This measure reflects the percentage of elementary science material center expenditures funded by the Entrepreneurial Fund. In FY 2013, additional costs for benefits were transferred to the fund.

Performance Measure: Supply Warehouse Services revenue activity.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
\$198,193	\$208,103	\$218,508

Explanation: This measure reflects the growth of supply warehouse sales through entrepreneurial activities.

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
\$650,705 11%	\$660,000 9%	\$670,000 9%

Explanation: This measure reflects the gross revenue received and the percentage retained as cumulative net assets and dollars spent on durable equipment systems used to directly support the schools.

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this fund is \$2,910,612, an increase of \$62,072 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$62,072

Continuing Salary Costs—\$12,072

There is an increase of \$12,072 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$50,000

There are a number of realignments budgeted to address priority spending needs within this fund. Specifically, there is \$125,000 realigned among and between various programs budgeted within the fund. The realignments are neutral overall and reflect the actual costs and operations of these units. In addition, there is a realignment of \$50,000 from the Division of Food and Nutrition Services to this fund to support technology services.

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

Larry A. Bowers, Chief Operating Officer

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	14.600	12.600	12.600	12.600	
Position Salaries	\$666,738	\$887,464	\$887,464	\$899,736	\$12,272
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends		51,617	51,617	51,617	
Professional Part Time		290,838	290,838	305,730	14,892
Supporting Services Part Time		5,657	5,657	5,657	
Other		38,716	38,716	38,516	(200)
Subtotal Other Salaries	379,923	386,828	386,828	401,520	14,692
Total Salaries & Wages	1,046,661	1,274,292	1,274,292	1,301,256	26,964
02 Contractual Services					
Consultants		490	490	490	
Other Contractual		566,942	566,942	666,942	100,000
Total Contractual Services	808,661	567,432	567,432	667,432	100,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		427,617	427,617	364,066	(63,551)
Office					
Other Supplies & Materials		185,898	185,898	204,875	18,977
Total Supplies & Materials	370,561	613,515	613,515	568,941	(44,574)
04 Other					
Local/Other Travel		21,149	21,149	21,149	
Insur & Employee Benefits		347,172	347,172	326,854	(20,318)
Utilities					
Miscellaneous					
Total Other	321,191	368,321	368,321	348,003	(20,318)
05 Equipment					
Leased Equipment		4,980	4,980	4,980	
Other Equipment		20,000	20,000	20,000	
Total Equipment	46,367	24,980	24,980	24,980	
Grand Total	\$2,593,441	\$2,848,540	\$2,848,540	\$2,910,612	\$62,072

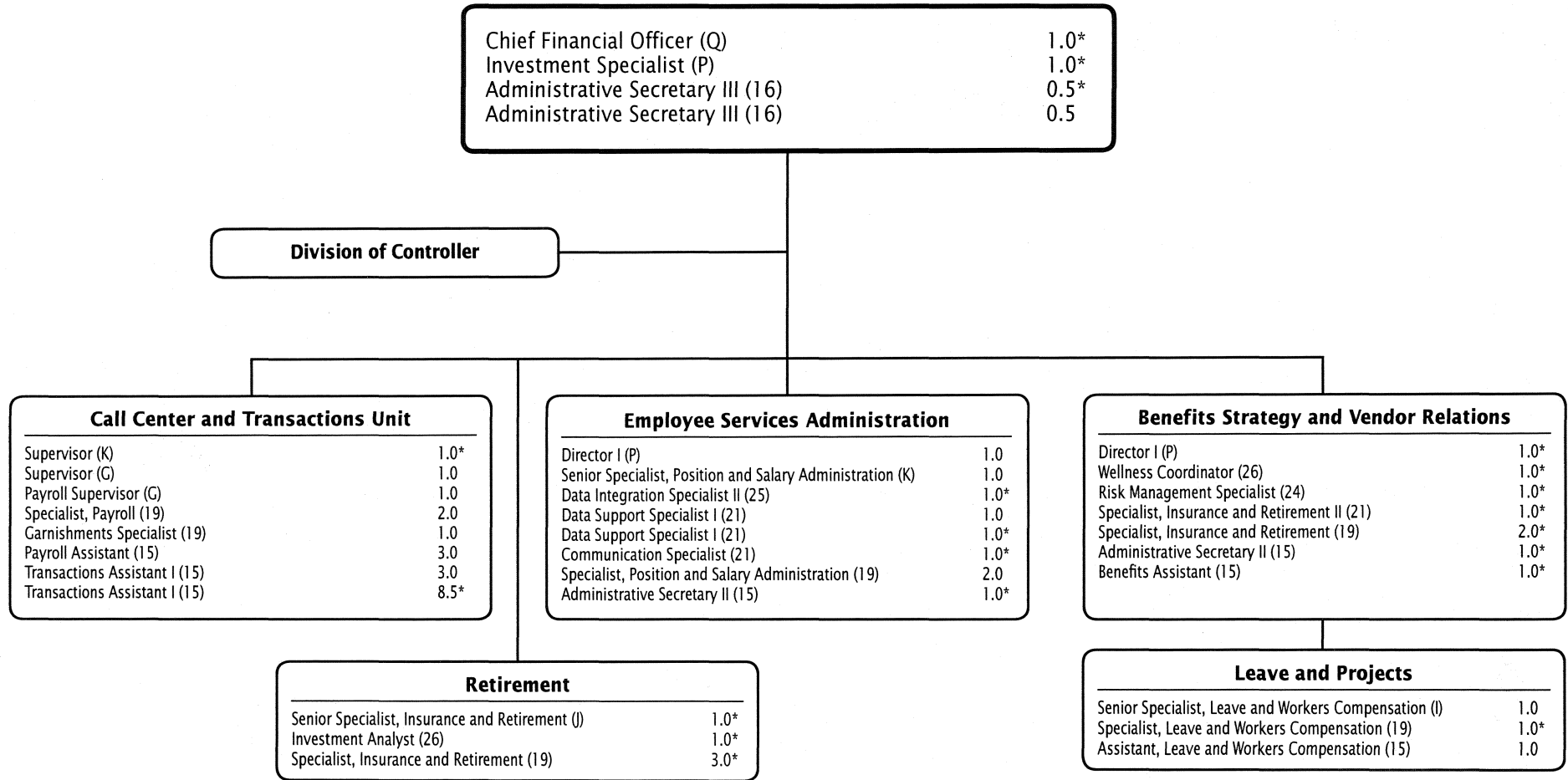
Entrepreneurial Activities Fund - 820/821/822/823/824/825/826/827/828

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
	820 Entrepreneurial Activities Fund						
81	BD Instructional Specialist		1.000	1.000	1.000	1.000	
81	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
81	14 Operations Assistant		1.000				
81	11 Truck Drive/Whr Wkr Shift 1		4.000	2.000	2.000	2.000	
	Subtotal		7.000	4.000	4.000	4.000	
	822 Printing Services						
81	18 Printing Equipment Operator IV		1.000	1.000	1.000	1.000	
81	16 Customer Service Spec		2.000	2.000	2.000	2.000	
81	11 Printing Equip Operator I		2.000	2.000	2.000	2.000	
	Subtotal		5.000	5.000	5.000	5.000	
	823 Student Online Learning						
81	23 Applications Developer I		1.000				
81	21 Comm Spec/Web Producer		1.000	1.000	1.000	1.000	
81	16 School Registrar		.600	.600	.600	.600	
	Subtotal		2.600	1.600	1.600	1.600	
	827 Pearson North Star Project						
81	BD Instructional Specialist			2.000	2.000	2.000	
	Subtotal			2.000	2.000	2.000	
	Total Positions		14.600	12.600	12.600	12.600	

Department of Financial Services

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F.T.E. Positions 19.85

(In addition, the chart includes 28.65* positions funded by the Employee Benefits Trust Fund, including (.30) of the Chief Financial Officer position and (.35) of the ERSC Call Center Supervisor position)

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

MAJOR FUNCTIONS

Employee and Retiree Service Center (ERSC) and the Division of Controller

The Department of Financial Services coordinates the functions and operations of the Employee and Retiree Service Center (ERSC) and the Division of Controller, while maximizing the efficiency of departments that use the FMS and HRIS systems and creating cross-functional opportunities for process improvement. The integration of financial services improves productivity in data entry, reporting, and access to information that ultimately will result in increased effectiveness and expanded management information. The Division of Controller prepares the financial statements, provides for the internal controls of all accounting activities, processes accounting transactions, collects amounts owed to Montgomery County Public Schools (MCPS), makes all payments on behalf of MCPS, and coordinates system cash.

ERSC is a single point of contact for employees and retirees for information about compensation and benefits and administration of employee programs such as leave, salary administration, and workforce reporting. It operates a call center, transactions unit, and a communications program; provides support for policy implementation; and provides continued expansion of the use of technology to improve service and efficiency.

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

Both the Division of Controller and ERSC provide information to schools, offices, departments and divisions (ODDs),

and individuals regarding the business operations of MCPS through workshops, communications, and direct assistance. By providing assistance and support to schools and ODDs, staff members in the Department of Financial Services contribute to the efficient functioning of MCPS. As the unit responsible for financial and employee data, the department has the depth of understanding of data required to answer complex questions and provide consistent, accurate responses to data requests, surveys, and other required reporting.

Employee and Retiree Benefits

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

ERSC offers a systemwide employee wellness program. Since 2011, ERSC has offered programs designed to increase employee activity, smoking cessation, and preventive health care. Prizes and incentives have been given to schools, offices, and teams who have competed to improve the health of the staff. Regular newsletters, seminars, health screenings, and supports also are provided.

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

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

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

ACCOMPLISHMENTS AND INITIATIVES

- » Containment of rising employee and retiree medical, dental, and prescription costs is an important focus of the Department of Financial Services. MCPS continues to offer comprehensive wellness programs focused on increasing and maintaining employee activity and healthy living, smoking cessation, and proactive preventative care.
- » In discussion with its employee and retiree associations, MCPS changed retiree prescription benefits, effective January 1, 2015, to incorporate Medicare Part D prescription benefits, saving MCPS approximately \$5 million per year. The 2015 changes are expected to save the county approximately \$36 million in OPEB contributions for Fiscal Year 2015.
- » During FY 2013, a web-based system for school accounting for independent activity funds was implemented, improving school efficiency, transparency of school funds, and central accounting. An online store was made available to all schools, reducing teachers' role in collecting funds and offering parents the convenience of online payment.

Benefits Strategy and Vendor Relations

The cost of health insurance, including prescription plans, is a significant part of the MCPS budget, and this unit has initiated efforts to contain costs, educate employees and retirees to become better health-care consumers, and provide high-quality health care at competitive prices. MCPS has taken the lead in working with other county agencies in joint procurement efforts that combine the purchasing power of the agencies that resulted in several million dollars of savings for each. In FY 2013, several county agencies joined together to competitively bid their health plans, with the results of that process reflected in vendor contracts, effective January 1, 2014. As a result, savings of more than \$25 million will be recognized by MCPS over the coming three years.

PERFORMANCE MEASURES

Call Center Efficiency:

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
Average wait time 79 sec.	70 sec.	70 sec.
Average duration 4 min., 46 sec.	4 min., 30 sec	4 min., 30 sec
Average volume/business day 256 calls	250 calls	250 calls
Average wait/abandoned call 2 min., 18 sec.	2 min.	2 min
Percentage of abandoned calls 6.3%	5.0%	5.0%
Percentage of calls answered within 1 minute 62.4%	70%	70%

Explanation: These measures help the unit assess service levels to employees and retirees through the call center.

Transaction processing efficiency:

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
Percentage of new teachers paid on first pay date 81.7%	99.9%	99.9%
Year-to-year trend in growth rates of benefit costs compared with national averages -5.4%	-1.0%	-1.0%
Trend in growth rate of benefit costs compared with regional peers -2.58%	-1.0%	-1.0%

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

OVERVIEW OF BUDGET CHANGES

Department of Financial Services

FY 2015 Recommended Budget

The FY 2015 recommended budget for this department is \$1,692,048, an increase of \$96,033 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$96,033

Continuing Salary Costs—\$97,113

There is an increase of \$97,113 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—(\$1,080)

Realignments are budgeted to address priority spending needs in this department. There is a realignment of \$1,080 from this department to the Department of Materials Management to cover costs for office paper.

Insurance and Employee Benefits

The FY 2015 request for employee benefits is \$525,586,858, an increase of \$23,613,724 over the current FY 2014 budget. An explanation of this change follows.

Continuing Salary Costs—\$805,531

There is an increase of \$459,153 for social security benefits and a \$346,378 increase for retirement benefits for continuing salary costs for current employees. This amount includes the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignment—\$15,326

Realignments are budgeted to address priority spending needs for the organization. Due to the need to realign funds to create additional position and non-position salaries within specific organizational units, there are increases in social security contributions of \$5,654, employee health benefits of \$7,446, and retirement contributions of \$2,226.

Grant Shifts—\$1,028,103

Due to funding changes and program needs for the Individuals with Disabilities Education (IDEA) grant, the Medical Assistance grant, and the Head Start grant, there are increases in employee health benefits of \$605,441, social security contributions of \$241,651, and retirement contributions of \$181,011.

Enrollment Changes—\$3,797,508

Based on current enrollment projections, budgeted salaries and positions related to changes in student enrollment are increased for FY 2015. Based on this projection, the FY 2015 budget contains increases for social security contributions of \$972,312, employee health benefits of \$2,174,943, and retirement contributions of \$650,253.

New Schools—\$314,975

Due to additional square footage added as a result of new schools and renovated/modernized facilities, 21.75 positions are added to the FY 2015 budget. The staffing increases result in additional social security contributions of \$75,251, employee health benefits of \$184,549, and retirement contributions of \$55,175.

Employee Health Benefits—\$11,864,326

Health care costs for MCPS continue to trend upward, but at a lower rate than previous years and national trends. The projected trend for FY 2015 results in the need to increase employee health care programs for both active and retirees by \$11,864,326, primarily due to a four percent increase in costs for inflation and rate adjustments for health services and prescription drugs. Included in this increase are savings from the re-bidding of health care provider contracts that generated discounts and lower administrative fees. These savings are partially offset by the additional cost incurred under the implementation of the Affordable Health Care Act.

Retirement Contributions—\$2,944,182

The budget for current retirement programs are increased by \$2,944,182 as a result of the third year of a four year plan that shifts \$3,297,862 of retirement costs from the state to MCPS. This is partially offset by reductions in the administrative fee MCPS pays to the state to administer the state retirement plans. This reduction totals \$150,000. The actuarial rate, as a percentage of salary calculated by MCPS consultants, decreased by one basis point from last year which reduces retirement costs by \$203,680.

Other—\$172,896

Due to operational staffing changes, the budget includes an increase of \$35,051 for social security contributions, \$64,469 for employee health benefits, \$19,275 for retirement contributions, and a \$54,101 increase in other employee benefits.

Self-Insurance—\$1,487,767

The budget includes a significant increase in contributions to the county's self-insurance program. Due to higher claims and lower than targeted reserves for worker's compensation, there is a \$1,688,085 increase in the budget. This is partially offset by reductions in fire and property insurance of \$200,318.

Reductions—(\$444,742)

The FY 2015 budget includes efficiencies and reductions totaling \$3.3 million. As a result, there is a \$444,742 reduction in employee benefits associated with the elimination of 22.3 positions and part-time salaries. This includes reductions in employee health benefits of \$217,891, social security contributions of \$161,707, and retirement contributions of \$65,144.

Program Restorations and Enhancements—\$1,627,402

Details on increases in program restorations and enhancements are included in various chapter of this budget. As a result of these increases, there is a need to add \$1,627,402 to the employee benefits budget. This includes increases in social security contributions of \$475,512, employee health benefits of \$887,538, and retirement costs of \$265,352.

Selected Expenditure Information

Description	FY 2014 Current Budget	FY 2015 Budget	Change
Worker's Compensation	\$12,286,289	\$13,974,374	\$1,688,085
Social Security	104,660,698	106,762,575	2,101,877
Employee Benefit - Active	217,612,688	231,529,479	13,916,791
Employee Benefit - Retirees	47,258,001	48,912,031	1,654,030
Retirement and Administrative Fees	80,463,746	81,561,487	1,097,741
Pension Shift From State	34,511,689	37,908,551	3,396,862
Unemployment Compensation	300,000	300,000	0
Other	4,880,473	4,638,361	(242,112)
Total	\$501,973,584	\$525,586,858	\$23,613,274

Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	20.500	19.830	19.850	19.850	
Position Salaries	\$1,581,246	\$1,552,145	\$1,552,145	\$1,649,258	\$97,113
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		6,400	6,400	6,400	
Subtotal Other Salaries	-5,934	6,400	6,400	6,400	
Total Salaries & Wages	1,575,312	1,558,545	1,558,545	1,655,658	97,113
02 Contractual Services					
Consultants					
Other Contractual		12,000	12,000	14,000	2,000
Total Contractual Services	16,435	12,000	12,000	14,000	2,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		22,887	22,887	19,807	(3,080)
Other Supplies & Materials					
Total Supplies & Materials	15,939	22,887	22,887	19,807	(3,080)
04 Other					
Local/Other Travel		2,583	2,583	2,583	
Insur & Employee Benefits		501,873,584	501,873,584	525,486,858	23,613,274
Utilities					
Miscellaneous		100,000	100,000	100,000	
Total Other	490,564,573	501,976,167	501,976,167	525,589,441	23,613,274
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$492,172,259</u>	<u>\$503,569,599</u>	<u>\$503,569,599</u>	<u>\$527,278,906</u>	<u>\$23,709,307</u>

Education Jobs Fund - 935
Susanne G. DeGraba, Chief Financial Officer

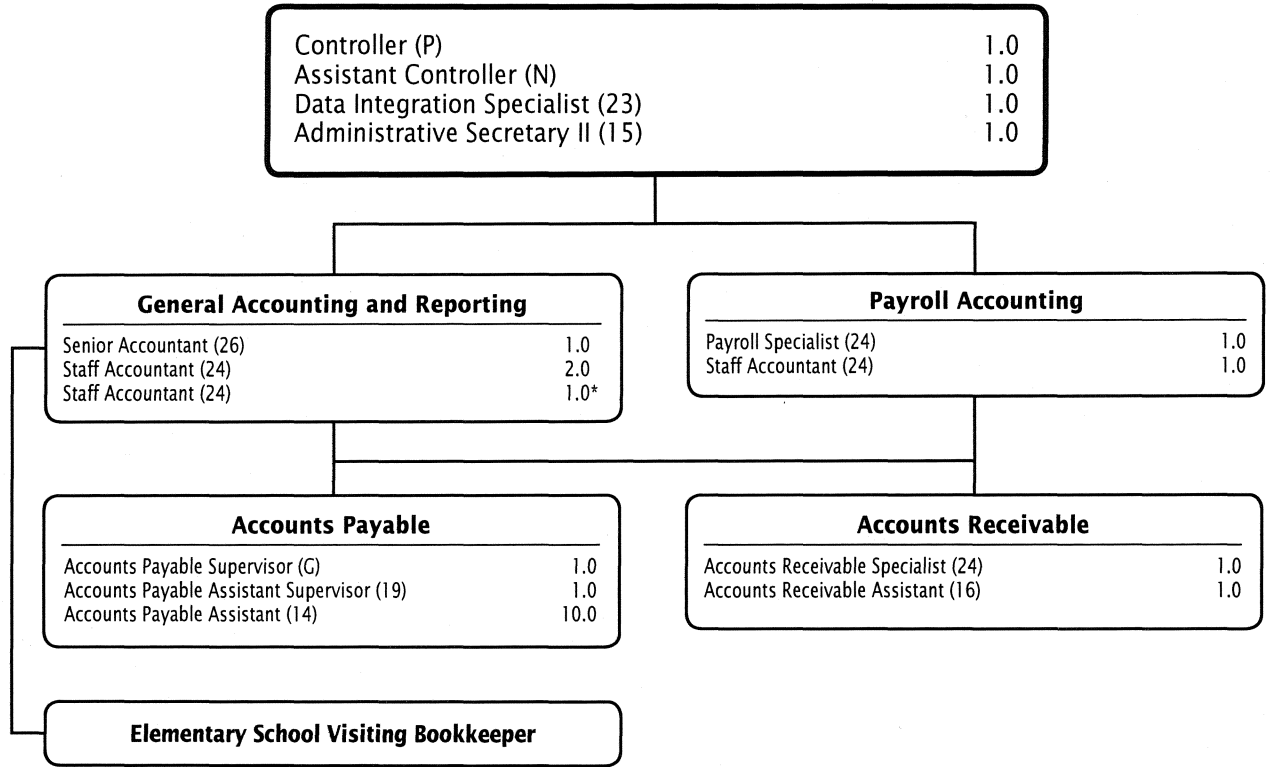
Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part 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					
Utilities					
Miscellaneous					
Total Other	343,626				
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$343,626</u>				

Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
1	Q Chief Financial Officer		1.000	.701	.700	.700	
1	P Director I		1.000	1.000	1.000	1.000	
1	K Sr Spec Pos & Sal Admin		1.000	1.000	1.000	1.000	
1	K ERSC Call Ctr/Transaction Supv		1.000	.629	.650	.650	
1	I Sr Spec Leave/Wkrs Com		1.000	1.000	1.000	1.000	
1	G Payroll Supervisor		1.000	1.000	1.000	1.000	
1	G ERSC Call Ctr/Trans Asst Supv		1.000	1.000	1.000	1.000	
1	21 Data Support Specialist I		1.000	1.000	1.000	1.000	
1	19 Garnishments Specialist		1.000	1.000	1.000	1.000	
1	19 Specialist, Payroll		2.000	2.000	2.000	2.000	
1	19 Spec, Position/Salary Admin		2.000	2.000	2.000	2.000	
1	16 Administrative Secretary III		.500	.500	.500	.500	
1	15 Transactions Assistant I		3.000	3.000	3.000	3.000	
1	15 Payroll Assistant		3.000	3.000	3.000	3.000	
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	1.000	
Total Positions			20.500	19.830	19.850	19.850	

Division of Controller



Chapter 8 – 22

F.T.E. Positions 23.0

(*In addition, the chart includes a 1.0 position funded by the Employee Benefits Trust Fund.)

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

MAJOR FUNCTIONS

General Accounting

The Division of Controller (DOC) monitors MCPS financial activity and procedures, prepares financial statements and statistical reports, reviews and implements new accounting principles and regulatory standards, provides timely financial data that assist managers in monitoring and controlling expenditures, and provides accounting support for the Employee Benefit Plan and the Retirement and Pension System. Other activities include controlling encumbrance activity; administering and supporting purchasing card activity; preparing comprehensive annual, federal, and state reports; preparing audited financial statements for the MCPS Educational Foundation, a 501(c) (3) corporation; preparing income tax and personal property tax statements for the foundation; and providing effective management of MCPS operating accounts, trust funds, and foundation cash balances.

Division staff administers the Visiting Bookkeepers (VB) program. The VB program provides general bookkeeping, reporting, and/or bank reconciliation services for all 132 elementary schools and five special centers. The VB program enhances fiscal management of elementary school independent activity funds by providing bookkeeping services and offering training assistance. The program also ensures consistent application of accounting procedures across all elementary schools and assists the Internal Audit Unit in performing its oversight responsibility. Because of expanding regulations on federal grants, the duties of the VB program have expanded to review the Time and Effort certification maintained at elementary schools with federal programs.

Payroll Accounting

MCPS staff process payroll tax withholdings and other deduction payments and related reports; monitor the recording of salary encumbrances and expenditures, and provide wage-related information to customers and stakeholders.

Accounts Receivable

DOC staff bill customers for services rendered by MCPS units.

Accounts Payable

DOC staff pay vendors, verify authorizations and account classifications for all payments, and monitor purchasing card activity.

Systems Management

DOC staff assist school staff with training on financial systems.

Extracurricular Fees Collection

DOC staff collect and monitor payments of extracurricular activity fees.

ACCOMPLISHMENTS AND INITIATIVES

- » Systemwide growth in financial activity continues to affect the division’s workload. The division centrally assumes primary control responsibility for the Financial Management System (FMS) and its feeder systems. The division, through process-reviewed continuous improvement techniques, has enhanced the work flow in the accounts payable and the accounts receivable units. These work flow improvements allow the units to manage an ever-increasing workload.
- » FMS functionality managed by the division includes general ledger accounting and reporting, accounts payable, accounts receivable, grants management, fixed assets, and cash management. The division’s document management system functions with FMS so that the payment process operates as a paperless environment. During FY 2012 and FY 2013, the division expanded the document management system to include archiving of accounts receivable, payroll accounting, and MCPS Educational Foundation documents.
- » FMS substantially improves MCPS financial process flows and has enabled the division to improve and expand services to customers and stakeholders. Transaction flows, including approvals, are electronic-based rather than paper-based. Electronic flow of documents is more efficient, enables the tracking of document status, and facilitates the measurement of process performance and efficiency. The division also has available additional tools that it is using to improve service delivery. For example, FMS has allowed the implementation of more efficient payment methods, using electronic payments to vendors and direct deposit for employee reimbursements.
- » The division implemented efficiencies to the cash receipts process by establishing remote electronic check deposit using special scanning equipment. This change has allowed for the elimination of daily trips to the bank to deposit check receipts. As a result of the success of this effort, the division also implemented remote electronic check deposits for the Summer School Unit, Extra Curricular Activity Unit, and the MCPS Educational Foundation.
- » The information needs of program managers; county, state, and federal government entities; and the general public are varied and complex. Improvements in reporting are ongoing as the division continues to expand the information-gathering capabilities of FMS. In FY 2013, the division took the lead in an effort to implement the Noetix enhanced reporting system for

- FMS. This report writer makes available additional FMS data for system customers and is designed for greater ease of use by nontechnical fiscal staff. The new goal for the division is to explore effective ways to distribute Noetix reports to school administrative staff and program managers.
- » The division devoted considerable time during FY 2013 to training and operational support for FMS. Individual orientation sessions and group training were provided throughout the year for schools and central services personnel. The division maintains a leadership role in evaluating and adapting the procure-to-pay process in response to stakeholder input. The division worked with the Department of Instructional Technology to develop specialized FMS training webinars. These webinars allow school-based staff to learn from the convenience of their location, using their equipment and their data as the basis for learning.
 - » The Division of Controller continues to benefit from FMS modules designed to enhance Internet capabilities. The iExpense module enables employees to enter their monthly mileage expense reports online. More than 400 MCPS suppliers are using the iSupplier module to directly access FMS to review invoice and payment information and to enter billing information. During FY 2013, the division implemented a new replacement online payment system for parents to electronically pay student extracurricular activities fees. More than 7,000 parents pay extracurricular activities fees online. The new online payment system will become a model for electronic payment of summer school fees and for schools to use in creating online payment options for parents.
 - » The iReceivables module allows customers to view and pay amounts owed to MCPS online. With schools receiving MCPS invoices electronically, costs for postage and paper have been reduced. The process has improved collections with schools paying invoice amounts in a timelier manner. During the year-end review of collections of outstanding invoice amounts, the number of MCPS school invoices that were over 30 days old decreased by 90 percent, with a balance change from \$69,511 to \$7,326.
 - » The division implemented Online School Payment (OSP), an application for the payment of activity fees online with credit cards. The program was a success, with Extra Curricular Activity payments increasing by 7000 or 140 percent. The program was expanded during FY 2013 for individual school use of credit cards for processing payments for school functions. The division will help schools expand the use of OSP with student obligations and with other districtwide student activities.
 - » During FY 2013, the division improved the process for monitoring purchases with the American Express P-card. The review involved the sampling of purchase activity by school or location on a monthly basis and looking for adherence to the purchasing card program policies and procedures. The scope of the review includes proper authorization of monthly transactions by the appropriate approving official; approved requests for temporary increase of transaction limits; auditing for prohibited transaction types; and verifying that purchase orders and Board approval are obtained within purchasing guidelines. The division works in coordination with the Division of Procurement to ensure that policies and procedures are interpreted in a consistent fashion. Deviations are reported to the Division of Procurement to augment future purchasing card training. Information is also shared with the Internal Audit Unit so that this unit will be able to review compliance on a future audit visit to the office or school.
 - » MCPS has received the Association of School Business Officials (ASBO) Award of Excellence in Financial Reporting, for excellence in the preparation and issuance of the FY 2012 Comprehensive Annual Financial Report (CAFR). This is the 32nd consecutive year that MCPS has received this prestigious award. The award is the highest recognition for school district financial operations offered by ASBO. It is presented only to school systems that have met or exceeded the standards of the program.
 - » For the eighth consecutive year, the Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to MCPS for its CAFR for the fiscal year ending on June 30, 2011. In order to be awarded a Certificate of Achievement, a government entity must publish an easily readable and efficiently organized CAFR.
 - » Customer satisfaction plays an important role in the division's mission and strategic plan. Improving and expanding division products and services for customers and stakeholders consumes a major portion of our annual improvement efforts. In FY 2013, the division participated as a member of the team responsible with choosing School Funds Online (SFO) for replacing the accounting software used by schools in managing their independent activities funds. The division's staff and visiting bookkeepers will continue to assist elementary schools with post-implementation activities related to the new software. The division will work in partnership with the chief financial officer to document new processes and train and support school staff with the use of SFO.

PERFORMANCE MEASURES

Performance Measure: Invoice-to-payment days. (Export Payment Register)

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
15.7 days	15 days	15 days

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

Performance Measure: Percentage of payments voided.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
0.26%	0.2%	0.2%

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
1,113 invoices	1,100 invoices	1,100 invoices

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

Performance Measure: Percentage of supplier invoices received electronically.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
21%	24%	24%

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

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this division is \$1,718,616, a decrease of \$20,351 from the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$42,785

Continuing Salary Costs—\$43,505

There is an increase of \$43,505 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—(\$720)

Realignments are budgeted to address priority spending needs in this division. There is a realignment of \$720 from this division to the Department of Materials Management to cover costs for office paper.

Program Efficiencies and Reductions—(\$63,136)

There is reduction of a 1.0 extracurricular activities receipts assistant position and \$63,136. The position provides support for the collection and processing of student extracurricular activities fees. The responsibilities of the position will be distributed to other staff members in the division.

Division of Controller - 332/155

Susan B. Chen, Controller

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	24.000	24.000	24.000	23.000	(1.000)
Position Salaries	\$1,637,122	\$1,730,872	\$1,730,872	\$1,711,241	(\$19,631)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		14,335	14,335	14,335	
Other		84,145	84,145	84,145	
Subtotal Other Salaries	137,735	98,480	98,480	98,480	
Total Salaries & Wages	1,774,857	1,829,352	1,829,352	1,809,721	(19,631)
02 Contractual Services					
Consultants					
Other Contractual					
Total Contractual Services	2,513				
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		19,911	19,911	19,191	(720)
Other Supplies & Materials					
Total Supplies & Materials	15,078	19,911	19,911	19,191	(720)
04 Other					
Local/Other Travel		600	600	600	
Insur & Employee Benefits					
Utilities					
Miscellaneous		-110,896	-110,896	-110,896	
Total Other	-77,610	(110,296)	(110,296)	(110,296)	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$1,714,838	\$1,738,967	\$1,738,967	\$1,718,616	(\$20,351)

Division of Controller - 332/155

Susan B. Chen, Controller

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
	332 Division of Controller						
1	P Controller		1.000	1.000	1.000	1.000	
1	N Assistant Controller		1.000	1.000	1.000	1.000	
1	G Accounts Payable Supervisor		1.000	1.000	1.000	1.000	
1	26 Senior Accountant		1.000	1.000	1.000	1.000	
1	24 Payroll Specialist		1.000	1.000	1.000	1.000	
1	24 Accounts Receivable Specialist		1.000	1.000	1.000	1.000	
1	24 Staff Accountant		3.000	3.000	3.000	3.000	
1	23 Data Integration Specialist		1.000	1.000	1.000	1.000	
1	19 Accts Payable Asst Supervisor		1.000	1.000	1.000	1.000	
1	16 Accounts Receivable Assistant		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
1	14 Accounts Payable Assistant		10.000	10.000	10.000	10.000	
	Subtotal		23.000	23.000	23.000	23.000	
	155 Extra Curr Activity Fee Admin.						
2	15 ECA Receipts Assistant		1.000	1.000	1.000		(1.000)
	Subtotal		1.000	1.000	1.000		(1.000)
	Total Positions		24.000	24.000	24.000	23.000	(1.000)

Department of Association Relations

Director II	1.0
Administrative Secretary III (16)	1.0

MISSION *The mission of the Department of Association Relations (DAR) is to establish and maintain productive relationships with the three employee associations, to enhance the school system's ability to provide the most effective education to students by negotiating and administering realistic and relevant union contracts, and to assist school system administrators in implementing union contracts and Board of Education policies and regulations.*

MAJOR FUNCTIONS

Labor Contract Administration

DAR coordinates all employee relations activities with the associations that represent administrators/principals, teachers, supporting services employees, and noncertified supervisory personnel. It conducts formal negotiations with the four recognized organizations on wages, hours, and other working conditions. It administers the negotiated agreements through regular contact with the employee associations, handles informal complaints, provides advice to management on contract interpretations, oversees the grievance and administrative complaint procedures, represents the Montgomery County Board of Education in grievance hearings and arbitrations, and prepares cases for presentation before the Public School Labor Relations Board, the Maryland State Board of Education, or court action.

Negotiations with Employee Groups

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

ACCOMPLISHMENTS AND INITIATIVES

» Contract Administration—Day-to-day contract administration continues to be a major focus of DAR. Formal employee grievances and administrative complaints have decreased to 93 for FY 2013, continuing a gradual decline over the previous six fiscal years. During

2013, there were no arbitrations; although at the end of the fiscal year, there was one unresolved matter with pending arbitration.

- » Monitoring Legal and Labor Relations Environment Changes—The Public School Labor Relations Board is reshaping school district labor relations in Maryland on a case-by-case basis, requiring continuous monitoring. New MCPS program initiatives, federal laws affecting benefits and work rules; state changes affecting the scope and process of bargaining; economic trends; and comparability issues among school systems, government, and the private sector also continue to impact this department's workload.
- » During FY 2010, MCPS successfully negotiated four-year contracts through 2014 with administrators (MCAAP/MCBOA), supporting services employees (SEIU Local 500), and teachers (MCEA). These agreements allowed for limited reopeners each year of the contract. During FY 2013, MCPS succeeded in negotiating wage reopeners with each union or association. All of these multiyear and reopener agreements were achieved without impasse, mediation, or fact-finding, in spite of a challenging economic climate. The Board and the associations again used the interest-based approach to negotiations to arrive at the agreements. Economic terms negotiated during FY 2013 provided no general salary schedule increases but did reinstate salary step and longevity step movement. Employees who received neither received a 2 percent increase in FY 2013. During FY 2014, negotiations will occur with all bargaining units concerning the economic terms and non-economic terms of the agreements effective FY 2015.
- » DAR provided support, facilitation, and training to labor management councils, joint work groups, and other labor/management cooperative groups.

PERFORMANCE MEASURES

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
77	70	70

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
21	18	15

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
24(31%)	(21%)	12 (17%)

Explanation: This measure reflects the degree to which there are actual or arguable violations of the contracts or regulations, or problems existing, which justify adjustments being made through the appeals processes. Also, it may reflect the manner in which the grievance process is being used. In FY 2012, only nine grievances (or 15 percent) were granted entirely.

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
7(33%)	6(33%)	5(33%)

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

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this department is \$265,427, a decrease of \$9,980 from the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$3,790

Continuing Salary Costs—\$3,790

There is an increase of \$3,790 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Program Efficiencies and Reductions—(\$13,770)

There is reduction of \$13,770 for association relations expenses based on actual spending trends.

Department of Association Relations - 661

Stan Damas, Director II

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	2,000	2,000	2,000	2,000	
Position Salaries	\$213,412	\$215,021	\$215,021	\$218,811	\$3,790
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		15,000	15,000	15,000	
Supporting Services Part Time		800	800	800	
Other					
Subtotal Other Salaries	26,055	15,800	15,800	15,800	
Total Salaries & Wages	239,467	230,821	230,821	234,611	3,790
02 Contractual Services					
Consultants					
Other Contractual		38,686	38,686	24,916	(13,770)
Total Contractual Services	18,001	38,686	38,686	24,916	(13,770)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,000	3,000	3,000	
Other Supplies & Materials					
Total Supplies & Materials	2,687	3,000	3,000	3,000	
04 Other					
Local/Other Travel		400	400	400	
Insur & Employee Benefits					
Utilities					
Miscellaneous		2,500	2,500	2,500	
Total Other	180	2,900	2,900	2,900	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$260,335</u>	<u>\$275,407</u>	<u>\$275,407</u>	<u>\$265,427</u>	<u>(\$9,980)</u>

Department of Association Relations - 661

Stan Damas, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
1	Director II		1.000	1.000	1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
	Total Positions		2.000	2.000	2.000	2.000	

Department of Management, Budget, and Planning

Director II (Q)	1.0
Supervisor (O)	1.0
Grants Specialist (27)	1.0
Management and Budget Specialist IV (27)	1.0
Management and Budget Specialist III (26)	2.0
Management and Budget Specialist II (25)	1.0
Applications Developer II (25)	1.0
Management and Budget Specialist I (24)	2.0
Administrative Secretary III (16)	1.0
Fiscal Assistant III (16)	0.75
Secretary (12)	0.625

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

MAJOR FUNCTIONS

Operating Budget Development

DMBP provides guidance and support to executive staff and program managers on budget preparation and formulation. Detailed analyses of budget proposals are developed using demographic, economic, other fiscal data and trends. Budget options and recommendations are provided to the superintendent of schools and the Board of Education. DMBP works closely with the county government, County Council, and state government on budget matters. The department facilitates review of the budget and communicates budget information within the organization and to the public through a variety of publications, forums, and presentations.

Operating Budget Administration

Through monitoring and analysis, DMBP controls current-year revenues and expenditures to ensure that the budget is implemented as approved. The department conducts regular reviews of the financial condition of MCPS by examining all expenditure accounts and preparing expenditure and revenue projections. Fiscal issues related to schools and units are reviewed and management initiatives to improve efficiency and effectiveness are recommended. Detailed financial reports are prepared for the superintendent of schools and the Board of Education.

Position Management

Working closely with the Office of Human Resources and Development (OHRD) and the Department of Financial Services, DMBP monitors and manages all position allocations.

Grants Development and Administration

DMBP assists units in obtaining additional financial resources from individuals, foundations, corporations, government agencies, and other entities to support identified school system priorities. The department provides technical assistance and training to staff and facilitates development of grant applications. Once funding is obtained, documents are prepared for the superintendent, the Board of Education, and the County Council to authorize the expenditure of the grant funds. Implementation of the grant is monitored to ensure programmatic and budgetary compliance with grantor requirements.

ACCOMPLISHMENTS AND INITIATIVES

- » A revised budget development process has been implemented for development of the FY 2015 Operating Budget. The process provides for more staff involvement and is designed to elicit more input from numerous stakeholders early on in the process, with the goal of streamlining budgeting and aligning resources with the school system priorities and the Board of Education’s interests.
- » DMBP implemented a new financial monitoring system during FY 2013. To improve current-year financial projections, the new system allows users greater and more efficient access to financial data. Additional system improvements are planned and will be available for use during FY 2014.
- » DMBP provided leadership and support that led to the successful completion and approval of the FY 2014 Operating Budget. On June 13, 2013, the Board of Education approved a \$2.23 billion operating budget for MCPS for FY 2014. This represents a \$57.1 million (or 2.6 percent) increase over the current FY 2013 Operating Budget.

PERFORMANCE MEASURES

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
1.0%	1.0%	1.0%

Explanation: This measure reflects the difference between budgeted and actual expenditures. The department minimizes these variances through the use of the financial monitoring and position control processes.

Performance Measure: Total variance between budgeted/authorized positions and paid positions.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
0.04%	0.04%	0.04%

Explanation: This measures the effectiveness of the position management process, which is a monitoring process administered jointly by DMPB, OHRD, and the Employee and Retiree Service Center to ensure that expenditures do not exceed the budget and the number and type of paid positions does not exceed the number of budgeted/authorized positions, and that employees are assigned to the proper location. Because more than 90 percent of the MCPS operating budget covers personnel costs, including salaries and employee benefits, the need to carefully manage personnel actions is a vital part of budget control and fiscal integrity.

Performance Measure: Percentage of grant application funding received.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
90%	90%	90%

Explanation: Grant funding awarded to MCPS is a function of the amounts and availability of grants for which the district and its schools are eligible. This performance measure quantifies the quality of ongoing activities that are essential to securing grants—research, communication, training, technical assistance, proposal quality control, as well as the appropriate and timely use of awarded funds.

OVERVIEW OF BUDGET CHANGES

Department of Management, Budget, & Planning

FY 2015 Recommended Budget

The FY 2015 recommended budget for this department is \$1,606,631, an increase of \$36,072 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$36,972

Continuing Salary Costs—\$36,972

There is an increase of \$36,972 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

Realignments are budgeted to address priority spending needs in this department. There is a realignment of \$1,699 from professional part-time salaries to support office supplies.

Program Efficiencies and Reductions—(\$900)

There is reduction of \$500 for supporting services part-time salaries and \$400 for budget meetings based on actual spending trends.

Provision for Future Supported Projects

FY 2015 Recommended Budget

The FY 2015 recommended budget for this provision is \$8,448,354. There is no change from the current FY 2014 budget.

Provision's Recent Funding History

	FY 2014 Projected 7/1/13	FY 2014 Received 11/30/13	FY 2015 Projected 7/1/14
Federal			
State			
Other			
County	\$8,448,354	\$8,448,354	\$8,448,354
Total	\$8,448,354	\$8,448,354	\$8,448,354

Department of Management, Budget, & Planning - 336

Thomas P. Klausing, Director II

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	12.250	12.375	12.375	12.375	
Position Salaries	\$1,121,793	\$1,172,089	\$1,172,089	\$1,191,661	\$19,572
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		1,699	1,699		(1,699)
Supporting Services Part Time		3,353	2,853	2,353	(500)
Other		385,144	385,644	403,044	17,400
Subtotal Other Salaries	46,388	390,196	390,196	405,397	15,201
Total Salaries & Wages	1,168,181	1,562,285	1,562,285	1,597,058	34,773
02 Contractual Services					
Consultants					
Other Contractual		605	605	605	
Total Contractual Services		605	605	605	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,780	2,780	4,479	1,699
Other Supplies & Materials					
Total Supplies & Materials	4,384	2,780	2,780	4,479	1,699
04 Other					
Local/Other Travel		329	329	329	
Insur & Employee Benefits					
Utilities					
Miscellaneous		4,560	4,560	4,160	(400)
Total Other	231	4,889	4,889	4,489	(400)
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$1,172,796	\$1,570,559	\$1,570,559	\$1,606,631	\$36,072

Provision for Future Supported Projects - 999

Thomas P. Klausing, Director II

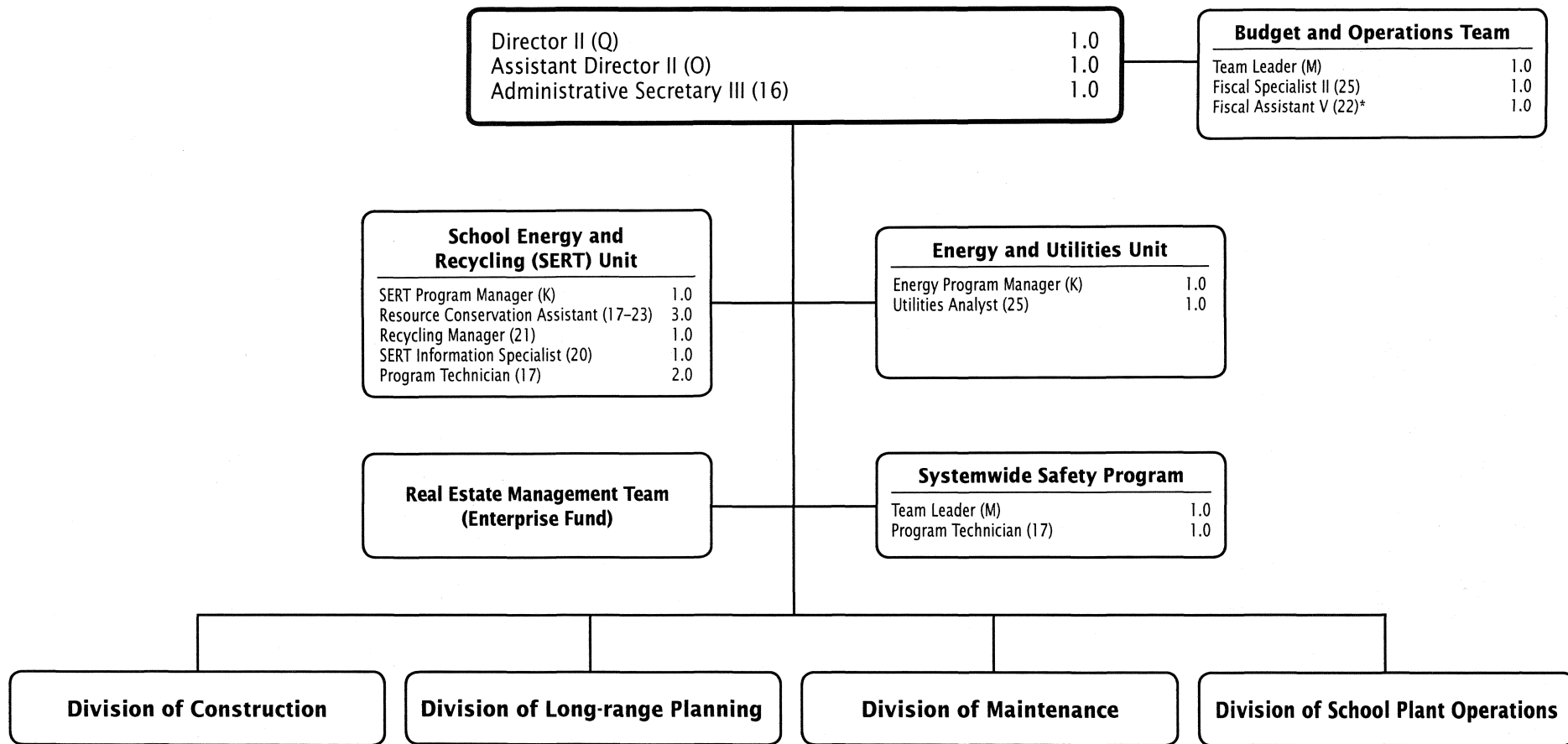
Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		5,990,402	5,990,402	5,634,394	(356,008)
Subtotal Other Salaries	3,817,697	5,990,402	5,990,402	5,634,394	(356,008)
Total Salaries & Wages	3,817,697	5,990,402	5,990,402	5,634,394	(356,008)
02 Contractual Services					
Consultants					
Other Contractual		847,285	847,285	862,285	15,000
Total Contractual Services	1,177,583	847,285	847,285	862,285	15,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		884,685	884,685	989,685	105,000
Total Supplies & Materials	212,477	884,685	884,685	989,685	105,000
04 Other					
Local/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous		725,384	725,384	961,392	236,008
Total Other	967,785	725,384	725,384	961,392	236,008
05 Equipment					
Leased Equipment					
Other Equipment		598	598	598	
Total Equipment		598	598	598	
Grand Total	\$6,175,542	\$8,448,354	\$8,448,354	\$8,448,354	

Department of Management, Budget, & Planning - 336

Thomas P. Klausung, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
	336 Dept. of Management, Budget & Plan.						
1	Q Director II		1.000	1.000	1.000	1.000	
1	O Supervisor		1.000	1.000	1.000	1.000	
1	27 Grants Specialist		1.000	1.000	1.000	1.000	
1	27 Management & Budget Spec IV		1.000	1.000	1.000	1.000	
1	26 Management & Budget Spec III		3.000	3.000	2.000	2.000	
1	25 Applications Developer II		1.000	1.000	1.000	1.000	
1	25 Management & Budget Spec II				1.000	1.000	
1	24 Management & Budget Spec I		2.000	2.000	2.000	2.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
1	16 Fiscal Assistant III		.750	.750	.750	.750	
1	14 Administrative Secretary I		.500				
1	12 Secretary			.625	.625	.625	
	Subtotal		12.250	12.375	12.375	12.375	
	Total Positions		12.250	12.375	12.375	12.375	

Department of Facilities Management



Chapter 8 – 39

F.T.E. Positions 17.0

(*In addition, the chart includes a 1.0 position funded by the Capital Budget.)

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

MAJOR FUNCTIONS

Capital Programming and Long-Range Planning

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

Facility Design and Construction

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

Building Operations and Maintenance

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

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

Real Estate Management

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

Systemwide Safety Programs

The safety of schools and offices are supported by—

- » developing and deploying safety and health training and programs;
- » responding to safety-related incidents and concerns;
- » maintaining compliance with student and employee safety and health regulations; and
- » ensuring that facilities are designed, modified, and maintained in accordance with fire code and safety and health requirements.

The unit also manages a systemwide employee safety training program, delivered through a web-based, on-demand video training system that assists in compliance with federal, state, and local safety and health training requirements.

Utility Management and Resource Conservation Services

The School Energy and Recycling Team (SERT) significantly reduces MCPS energy and water consumption and increases MCPS recycling rates by providing—

- » sustainability training and education;
- » incentives, recognition, and award programs to encourage sustainable practices and resource conservation;
- » accessible energy and recycling data;
- » individual school programs developed to integrate into the curriculum using investigation-based learning opportunities;
- » assistance and management of energy-efficiency programs and initiatives; and
- » conservation operations and procedures.

Students participate in school-based programs, aligned with the curriculum, that encourage environmental stewardship and provide financial incentives to their schools for resource conservation and recycling efforts. The department is committed to realigning resources and improving services through systematic reviews of key business processes to ensure that best practices are used to deliver services so that schools get the support needed for student and school success.

The Energy and Utilities Team manages MCPS energy cost and consumption through—

- » collaborating with schools and various offices to implement conservation strategies;

- » developing and implementing energy-efficient programs that retrofit energy technology into existing facilities,
- » managing procurement of deregulated energy commodities, and
- » ensuring the integrity of utility data and billing.

The team develops programs to improve school energy efficiency, initiates innovative strategies such as purchase power agreements for solar photovoltaic systems, and supports other units with real-time facility operating data and diagnostics.

ACCOMPLISHMENTS AND INITIATIVES

- » DFM continues to meet the challenge of providing classrooms to accommodate increasing enrollments, meeting new state capacity requirements, and maintaining and updating older facilities to meet diverse educational program needs. In FY 2013, 12 major capital construction projects were completed, adding 915,000 square feet of new facility, 376 systemic replacement projects were completed at 152 schools, and more than 65,000 maintenance repairs were completed.
- » DFM continues to provide a high level of coordinated planning to manage the increased complexity of environmental regulations and building permit processes, coupled with the difficulty of completing major work while buildings are occupied.
- » Through the efforts of several MCPS sustainability programs, Cedar Grove and Summit Hall elementary schools each achieved a National Green Ribbon Award from the United States Department of Education. They were among 64 schools nationwide to receive this award.
- » MCPS achieved the first-ever National District Sustainability Award from the United States Department of Education, one of the 14 districts nationwide to be recognized with this award. This program recognizes schools and districts that are exemplary in reducing environmental impact and costs; improving the health and wellness of students and staff; and providing effective environmental and sustainability education.
- » Prompted by very expensive electric capacity charges, DFM continues to implement a program, Peak Load Management (PLM), to manage peak electrical demand at MCPS facilities. These charges most likely are to be set during the critical summer afternoon hours. This period of summer coincides with the MCPS summer break and provides an ideal opportunity to minimize MCPS's exposure to these very expensive capacity charges. The program uses energy management systems to curtail central plant chillers and pumps to many facilities during the critical hours each weekday. Each year, this program has improved its effectiveness, resulting in an average annual cost avoidance of \$1.5 million and a reduction in the school system's capacity by more than 30 percent.
- » The SERT program is a certified Maryland Green Center through the Maryland Association of Environmental Educators. This certification recognizes and honors environmental education efforts, best management practices, and community engagement. Centers offer support to schools working toward certification as Maryland Green Schools. Currently, 50 Montgomery County public schools are Certified Maryland Green Schools.
- » The department aggressively pursues resource conservation measures. In FY 2013, MCPS's energy performance index was 54 kBtu per square foot. This represents more than an 18 percent reduction in the past 10 years and more than a 30 percent reduction since 1990. It also demonstrates that MCPS is a leader in managing energy and reducing energy consumption.
- » The Energy and Utilities Team is currently participating in the State of Maryland Energy Efficiency Initiative. This initiative includes extensive lighting retrofits that will complete the systemwide transition to a 25-watt linear fluorescent lamp from 32- and 40- watt lamps. This retrofit program will also pilot LED lighting in high school auditoriums and in parking lots. The efforts of these projects will impact more than two million square feet and require close to 30,000 fixture retrofits and upgrades. These spaces will benefit from improved lighting quality, reduced lighting system energy consumption, and reduced maintenance costs on lamp and ballast replacements.
- » The department continues to implement its management plans to improve quality, safety, efficiency, and cost-effective delivery of service through emphasis on strategies that reduce construction costs without sacrificing quality, increase maintenance/operation productivity, and focus on real estate management practices that maximize revenue.
- » The department will continue to emphasize conservation projects and efforts, including integrating energy management controls with network interface to provide greater accessibility for school and department staff.
- » The department will continue to expand its focus to emphasize safety in the workplace and learning environments through injury prevention/reduction and safety compliance training programs.
- » The department is leading efforts to develop a systemwide Environmental Sustainability Management Plan.

PERFORMANCE MEASURES

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

FY 2013 Actual	FY 2014 Estimated	FY 2015 Recommended
54	53	52

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

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

FY 2013 Actual	FY 2014 Estimated	FY 2015 Recommended
\$4.5 million	\$4.9 million	\$4.4 million

Explanation: This measures the effectiveness and efficiency of energy savings programs. The decrease in FY 2015 will be due to a decrease in the capacity charge unit price and not because of any reduction in performance.

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

FY 2013 Actual	FY 2014 Estimated	FY 2015 Recommended
100%	100%	100%

Explanation: This measures compliance with the department's multi-year plan to systematically review all major business processes.

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this department is \$42,438,450, a decrease of \$1,261,206 from the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—(\$1,211,206)

Continuing Salary Costs—\$6,188

There is an increase of \$6,188 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—(\$250,000)

Realignments are budgeted to address priority spending needs in this department. There is a realignment of \$250,000 from this department to the Real Estate Management Fund to support facility rental costs.

New Schools/Space—\$987,106

There is an increase of \$987,106 for electric and gas expenses related to 225,588 of additional square footage of space, including the new Clarksburg Cluster Elementary School.

Other—(\$2,004,500)

The budget includes a decrease of \$2,004,500 in utility costs. Electric rates are expected to decrease by eight percent, resulting in a decrease of \$2,424,506, while WSSC rates are expected to increase by eight percent, resulting in an increase of \$397,638 for water and sewer costs. Natural gas, heating oil and propane costs are expected to increase slightly by \$22,368.

UTILITIES

	FY 2014 CURRENT BUDGET	FY 2014 RATE	FY 2015 REQUESTED AMOUNT	FY 2015 REQUESTED RATE	INC/(DEC) FY 15 - FY 14 AMOUNT
Electricity ⁽¹⁾	\$ 27,009,132	0.1297	\$ 25,366,177	0.1197	\$ (1,642,955)
Fuel Oil #2	174,094	3.80	142,000	3.90	(32,094)
Natural Gas	6,014,326	1.07	6,207,672	1.05	193,346
Propane	90,096	2.42	91,956	2.66	1,860
Water and Sewer	3,422,355	8.19	3,884,804	8.84	462,449
Total	\$ 36,710,003		\$ 35,692,609		\$ (1,017,394)

Electricity ⁽¹⁾ - Funds for the Energy Awards Program of \$444,646 are not included.

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

James C. Song, Director II

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	17,000	17,000	17,000	17,000	
Position Salaries	\$1,451,169	\$1,533,075	\$1,533,075	\$1,539,263	\$6,188
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	1,451,169	1,533,075	1,533,075	1,539,263	6,188
02 Contractual Services					
Consultants					
Other Contractual		1,805,571	1,805,571	1,550,655	(254,916)
Total Contractual Services	981,662	1,805,571	1,805,571	1,550,655	(254,916)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,000	1,000	1,000	
Other Supplies & Materials		114,007	114,007	120,007	6,000
Total Supplies & Materials	160,599	115,007	115,007	121,007	6,000
04 Other					
Local/Other Travel		2,558	2,558	3,058	500
Insur & Employee Benefits					
Utilities		36,718,503	36,718,503	35,702,987	(1,015,516)
Miscellaneous		3,510,942	3,510,942	3,509,358	(1,584)
Total Other	38,811,252	40,232,003	40,232,003	39,215,403	(1,016,600)
05 Equipment					
Leased Equipment					
Other Equipment		14,000	14,000	12,122	(1,878)
Total Equipment	12,122	14,000	14,000	12,122	(1,878)
Grand Total	<u>\$41,416,804</u>	<u>\$43,699,656</u>	<u>\$43,699,656</u>	<u>\$42,438,450</u>	<u>(\$1,261,206)</u>

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

James C. Song, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
1	Q Director II		1.000	1.000	1.000	1.000	
10	P Director I		1.000				
10	O Assistant Director II		1.000	1.000	1.000	1.000	
10	M Team Leader		1.000	2.000	2.000	2.000	
10	K Energy Program Manager		1.000	1.000	1.000	1.000	
10	K SERT Program Manager		1.000	1.000	1.000	1.000	
10	25 Fiscal Specialist II		1.000	1.000	1.000	1.000	
10	25 Utilities Analyst		1.000	1.000	1.000	1.000	
10	23 Resource Conservation Asst		3.000	3.000	3.000	3.000	
10	21 Recycling Manager		1.000	1.000	1.000	1.000	
10	20 SERT Information Specialist		1.000	1.000	1.000	1.000	
10	17 Program Technician		3.000	3.000	3.000	3.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
	Total Positions		17.000	17.000	17.000	17.000	

Real Estate Management Fund

Team Leader (M)	1.0
Site Administration Specialist (25)	1.0*
Fiscal Assistant III (16)	1.0
Data Systems Operator II (15)	0.5
Building Services Manager II (12)	2.0
Secretary (12)	1.0
Building Services Assistant Manager I (10)	1.0
Building Services Worker (6)	0.5

F.T.E. Positions 7.0

(*In addition, the chart includes a 1.0 position funded by the Capital Budget.)

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

MAJOR FUNCTIONS

Lease Management

The REM team assists principals with identifying and selecting high-quality child-care programs for their schools and monitoring customer satisfaction and tenant compliance throughout the term of the lease. The REM team coordinates requests for installation of telecommunications towers and related facilities, reviewing applications and negotiating fees for approved cellular tower installations on school sites. The REM team also develops proposals to lease space and identifies surplus MCPS space that can be made available on a leased basis for complementary child-care tenant programs and others, as appropriate. Team members forecast revenues and expenses for each budget cycle to ensure that the fund remains self-supporting. The REM team monitors tenants on a regular basis for lease compliance and surveys customers for satisfaction.

Athletic Field Management

The REM team oversees the Adopt-a-Field program, which saves the Board of Education the cost of maintaining athletic fields by having private groups pay for maintenance in exchange for blocks of reserved use during non-school hours. The REM team solicits proposals for artificial turf field use and cost sharing as the program expands at high schools throughout the county.

Property Acquisition and Disposition

The REM team identifies, negotiates, and acquires sites for future schools through dedication or by purchase. The REM team collaborates with developers to provide safe pedestrian access to schools at no cost. School sites are advertised and leased for agricultural or recreational purposes, producing revenue and eliminating the cost of maintenance. The REM team also resolves school property boundary issues and coordinates the review and approval of license agreements and memoranda of understanding with local and bi-county agencies for use of portions of school sites.

Space Management

The REM team consults with school and central services staff on the need for additional space for school programs and administrative use and identifies surplus MCPS space that can be made available on a leased basis for complementary child-care tenant programs and others, as appropriate.

Interagency Coordination

The REM team participates on multi-agency committees to plan for future schools and child-care needs, resolves problems, and identifies new revenue sources. These multi-agency committees include the Maryland-National Capital Park and Planning Commission Development Review Committee, the Interagency Coordinating Board's Child Care Committee, the Montgomery County Department of Transportation, the Montgomery County Transmission Facilities Coordinating Group, and the Montgomery County Department of Health and Human Services.

ACCOMPLISHMENTS AND INITIATIVES

- » Acquired several school sites, including Northwest Elementary School/Phillips Farm for Northwest Elementary School #7 and the Arora Hills site for Clarksburg/Damascus Middle School.
- » Coordinated more than 30 legal documents and the Board's approvals for easements and right-of-entry agreements.
- » Participated in/lead the child-care tenant selection process at five schools.
- » Assisted in the negotiations for artificial turf installation.

PERFORMANCE MEASURES

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

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
Revenues	\$3,026,997	\$2,882,651	\$3,156,870
Expenses	\$3,182,301	\$2,974,666	\$2,981,522
Net Income	\$155,304	(92,015)	\$175,348

Explanation: This measures the ability to balance revenues and expenses. A decrease in available child-care space caused by increasing school enrollments will continue to affect joint-occupancy income. However, a projected increase in cell tower revenue and renegotiation of leased space agreements are projected to offset these impacts, allowing revenues to exceed expenditure in FY 2015. The recommendation for FY 2015 is to reduce levels of expenditures and maintain the fund assets above 10 percent.

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this fund is \$3,166,047, an increase of \$245,648 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$245,648

Continuing Salary Costs—(\$4,352)

There is a decrease of \$4,352 for continuing salary costs. The costs associated with the annualization of the step provided to employees on February 8, 2014 are offset by reductions for staff turnover.

Realignments to Meet Expenditure Requirements and Priorities—\$250,000

Realignments are budgeted to address priority spending needs in this fund. There is a realignment of \$250,000 from the Department of Facilities Management to this fund to support facility rental costs.

Real Estate Management Fund - 850

James C. Song, Director II

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	7.000	7.000	7.000	7.000	
Position Salaries	\$361,327	\$417,057	\$417,057	\$413,105	(\$3,952)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		73,677	73,677	73,677	
Other		80,011	80,011	79,611	(400)
Subtotal Other Salaries	32,057	153,688	153,688	153,288	(400)
Total Salaries & Wages	393,384	570,745	570,745	566,393	(4,352)
02 Contractual Services					
Consultants					
Other Contractual		1,625,722	1,625,722	1,875,722	250,000
Total Contractual Services	1,986,275	1,625,722	1,625,722	1,875,722	250,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,700	5,700	5,700	
Other Supplies & Materials		42,604	42,604	42,604	
Total Supplies & Materials	16,247	48,304	48,304	48,304	
04 Other					
Local/Other Travel		3,693	3,693	3,693	
Insur & Employee Benefits		160,851	160,851	160,851	
Utilities					
Miscellaneous		482,225	482,225	482,225	
Total Other	632,945	646,769	646,769	646,769	
05 Equipment					
Leased Equipment		19,159	19,159	19,159	
Other Equipment		9,700	9,700	9,700	
Total Equipment	25,715	28,859	28,859	28,859	
Grand Total	<u>\$3,054,566</u>	<u>\$2,920,399</u>	<u>\$2,920,399</u>	<u>\$3,166,047</u>	<u>\$245,648</u>

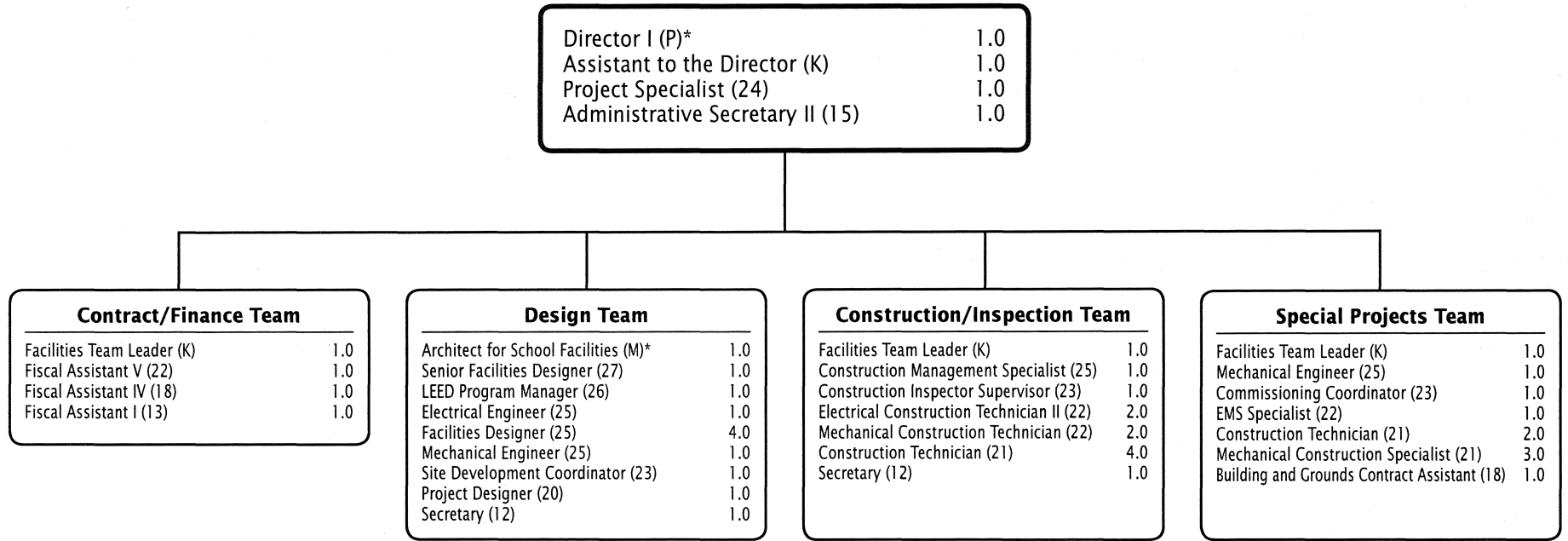
Real Estate Management Fund - 850

James C. Song, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
51	M Team Leader		1.000	1.000	1.000	1.000	
51	16 Fiscal Assistant III		1.000	1.000	1.000	1.000	
51	15 Data Systems Operator II		.500	.500	.500	.500	
51	12 Secretary		1.000	1.000	1.000	1.000	
51	12 Building Service Manager II		2.000	2.000	2.000	2.000	
51	10 Build Svcs Asst Mgr I Shft 2		1.000	1.000	1.000	1.000	
51	6 Building Service Wkr Shft 1		.500	.500	.500	.500	
	Total Positions		7.000	7.000	7.000	7.000	

Division of Construction

Chapter 8 – 50



F.T.E. Positions 2.0*

(*In addition, the chart includes 40.0 positions funded by the Capital Budget)

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

MAJOR FUNCTIONS

Capital Improvement Program Planning

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

Capital Project Design

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

Special Projects Management—Relocatable classrooms, HVAC replacement, and other special projects

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

Construction Management and Inspection

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

Capital Financial Management

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

ACCOMPLISHMENTS AND INITIATIVES

In FY 2013, the Division of Construction successfully completed the following construction projects:

- » Modernization of Gaithersburg High School (building only)
- » Modernization of Paint Branch High School (Site Work Portion—Building Completed in 2012)
- » Modernization of Herbert Hoover Middle School
- » Modernization of Glenallan Elementary School
- » Modernization of Weller Road Elementary School
- » Addition to Bradley Hills Elementary School
- » Addition to Darnestown Elementary School
- » Addition to Georgian Forest Elementary School
- » Addition to Viers Mill Elementary School
- » Addition to Westbrook Elementary School
- » Addition to Wyngate Elementary School
- » Addition of Wellness Center to Watkins Mill High School

In FY 2014, the following projects will be under construction:

- » Modernization of Gaithersburg High School (Site Work Portion—Building completed in 2013)
- » Modernization of Bel Pre, Candlewood, and Rock Creek Forest elementary schools.
- » Construction of the new Clarksburg Cluster Elementary School (Clarksburg Village Site #1)
- » Additions to Arcola, Bethesda, North Chevy Chase, Rosemary Hills, and Waters Landing elementary schools

The division also provides design and management oversight of countywide CIP projects, including *Americans with Disabilities Act of 1990 (ADA)* compliance retrofits, building modifications and program improvements, fire safety code upgrades, HVAC replacements, improved (safe) access to schools, WSSC compliance, and relocatable classrooms.

PERFORMANCE MEASURES

Customer Focus

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
5.0	4.8	4.8

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

Employee Focus

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
3.8	4.0	4.0

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

Performance Measure: Average project change order percentage.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
4.1%	4.3%	4.3%

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

Performance Measure: Construction cost per square foot.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
\$221	\$223	\$245

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

Organizational Results

Performance Measure: Timely completion of major capital projects.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
100%	100%	100%

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

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this division is \$238,386, an increase of \$374 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$374

Continuing Salary Costs—\$374

There is an increase of \$374 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Division of Construction - 322

Dr. Richard Shuman Jr., Director I

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	2.000	2.000	2.000	2.000	
Position Salaries	\$232,690	\$238,012	\$238,012	\$238,386	\$374
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	232,690	238,012	238,012	238,386	374
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					
Utilities					
Miscellaneous					
Total Other					
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$232,690</u>	<u>\$238,012</u>	<u>\$238,012</u>	<u>\$238,386</u>	<u>\$374</u>

Division of Construction - 322

Dr. Richard Shuman Jr., Director I

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
1	P Director I		1.000	1.000	1.000	1.000	
1	M Architect - School Facilities		1.000	1.000	1.000	1.000	
	Total Positions		2.000	2.000	2.000	2.000	

Division of Long-range Planning

Director I (P)	1.0
Coordinator GIS Services (26)	1.0
Senior Facilities Planner (26)	1.0
Planner II (24)	2.0*
Administrative Secretary II (15)	1.0

F.T.E. Positions 4.0

(*In addition, the chart includes 2.0 positions funded by the Capital Budget)

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

MAJOR FUNCTIONS

Demographic Analyses and Enrollment Forecasting

DLRP conducts research on demographic trends and briefs MCPS leadership periodically. Drawing on demographic research, staff develops enrollment projections for the system as a whole, for special programs, and for each school. These projections include annual enrollments for the six-year Capital Improvements Program (CIP) and for 10 and 15 years into the future. Enrollment projections are prepared each fall and are updated each spring. These projections are critical to the formulation of the operating budget and the six-year CIP. Accurate enrollment projections ensure sufficient funding is requested to meet student needs and that limited resources are allocated wisely.

DLRP participates in county master plan processes and prepares the “schools test” for the county’s subdivision staging policy. DLRP staff monitors the local economy and housing market to support forecasting and long-range planning. DLRP develops and maintains GIS applications and a demographic and facility planning database, which are necessary for enrollment forecasting; facility planning; boundary, roundtable, and consortia studies; and other types of planning analysis.

Facility Planning and Capital Programming

Based on enrollment projections and analysis of individual school facility utilizations, DLRP develops plans to address school space needs. A variety of planning strategies are used, including relocatable classrooms for interim use, boundary changes, student choice consortia, and construction of new schools and additions. DLRP also includes modernization of older schools, technology modernization, and countywide systemic projects in CIP planning. DLRP staff works closely with school communities, the divisions of Construction and Maintenance, and the superintendent of schools to develop a recommended six-year CIP for the Board of Education’s review and approval. After adoption by the County Council, DLRP publishes the Educational Facilities Master Plan for submission to the Maryland State Department of Education for review and comment.

DLRP implements approved capital and noncapital planning actions by collaborating with school communities and other MCPS staff to develop educational specifications, facilitate boundary studies, roundtable studies, and student choice consortia studies, and to determine instructional program placements—including special education programs, prekindergarten programs, English for Speakers of Other Languages centers, centers for the highly gifted, language

immersion programs, and others. DLRP annually determines the placement of relocatable classrooms, based on school utilization levels and staffing allocation.

School Service Area Information

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

ACCOMPLISHMENTS AND INITIATIVES

- » DLRP achieved a high level of enrollment forecast accuracy in FY 2013. Total MCPS enrollment was just 239 below forecast (99.8 percent accurate.) At the more challenging level of individual school enrollment forecasts, 167 of the 202 schools were within 5 percent of forecast (82.6 percent accurate.)
- » DLRP successfully facilitated the superintendent and executive staff development of the Amended FY 2013–2018 CIP, and prepared the CIP and Educational Facilities Master Plan documents for publication.
- » DLRP conducted a Roundtable Discussion Group process to gather community input on the possible unpairing of New Hampshire Estates and Oak View elementary schools.
- » DLRP conducted a Boundary Advisory Committee process to gather community input on boundaries for the new Clarksburg Cluster elementary school (opening in August 2014.)
- » DLRP, with the Division of Construction, conducted a comprehensive elementary school capacity study involving 12 schools in the Downcounty Consortium.
- » DLRP prepared educational specifications for 24 school capital projects and, with the Division of Construction, participated in feasibility studies for these projects.
- » DLRP collaborated with the Montgomery County Planning Department to ensure school impacts and site needs (where appropriate) were considered in the Burtonville Crossroads Neighborhood, Chevy Chase Lake, Glenmont, Long Branch, and White Oak Science Gateway sector plans.
- » DLRP provided cluster enrollment forecast and utilization data for adoption in the Montgomery County Planning Board’s FY 2013 Subdivision Staging Policy that regulates residential subdivision approvals and generates revenue through school facility payments.
- » DLRP began an initiative with the Montgomery County Planning Department to develop a new method for obtaining student generation rates for various housing types. This will support enrollment forecasts for schools with new housing developments.
- » DLRP began an initiative for notifying the public of planning activities using social media.

PERFORMANCE MEASURES

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
99.8%	99.5%	99.5%

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
92.7%	98.0%	98.0%

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
82.6%	80.0%	80.0%

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
90.7%	95.0%	95.0%

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
88.4%	95.0%	95.0%

Explanation: Measuring representation and respect for participant activity in division advisory committees provides valuable feedback on issues that are important in the community and need to be considered by MCPS decision makers.

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
76.7%	95.0%	95.0%

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

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this division is \$435,095, an increase of \$22,653 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$22,653

Continuing Salary Costs—\$22,653

There is an increase of \$22,653 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

Realignments are budgeted to address priority spending needs in this division. There is a realignment of \$1,200 from program supplies, in which \$1,000 is realigned to contractual services for cellular phones services and \$200 to supporting services part-time salaries.

Division of Long-range Planning - 335

Bruce Crispell, Director I

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	4.625	4.000	4.000	4.000	
Position Salaries	\$401,978	\$390,628	\$390,628	\$413,281	\$22,653
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,000	1,000	1,200	200
Other					
Subtotal Other Salaries	1,164	1,000	1,000	1,200	200
Total Salaries & Wages	403,142	391,628	391,628	414,481	22,853
02 Contractual Services					
Consultants					
Other Contractual		11,500	11,500	12,500	1,000
Total Contractual Services	3,579	11,500	11,500	12,500	1,000
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,583	2,583	2,583	
Other Supplies & Materials		4,502	4,502	3,302	(1,200)
Total Supplies & Materials	13,413	7,085	7,085	5,885	(1,200)
04 Other					
Local/Other Travel		2,229	2,229	2,229	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	1,971	2,229	2,229	2,229	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$422,105</u>	<u>\$412,442</u>	<u>\$412,442</u>	<u>\$435,095</u>	<u>\$22,653</u>

Division of Long-range Planning - 335

Bruce Crispell, Director I

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
1	P Director I		1.000	1.000	1.000	1.000	
1	26 Coordinator GIS Services		1.000	1.000	1.000	1.000	
1	26 Sr. Facilities Planner		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
1	13 Boundary Information Spec		.625				
	Total Positions		4.625	4.000	4.000	4.000	

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

MAJOR FUNCTIONS

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

Maintenance and Repair

The Division of Maintenance performs a wide variety of maintenance and repair services and some preventive maintenance services at all MCPS facilities. It makes repairs to building components and systems in the areas of Heating, Ventilation, and Air Conditioning (HVAC), electrical, plumbing, and carpentry. It provides general maintenance services, such as grass-cutting for large fields, snow and ice removal for driveways and parking lots, and hauling and excavation services.

Environmental Services

The division performs facility-related environmental services including the following: indoor air quality (IAQ) and related preventive maintenance for HVAC systems; fire and life safety compliance; trash removal; hazardous waste management and disposal; storm water management; maintenance of fats, oils, and grease interceptors; integrated pest management services; water-treatment of HVAC systems; and underground storage tank management and removal. It also employs trained and licensed specialists who conduct regular inspections and remove and dispose of asbestos-containing materials when required by regulations.

Capital Asset Replacement

The Planned Life-cycle Asset Replacement (PLAR) and Contracting section plans, programs, coordinates, and manages contracted projects to refurbish or replace facility equipment and building components such as, but not limited to, asphalt and concrete surfaces, building roofs, fire safety systems, restrooms, carpet and floor tile, doors and windows, bleachers, grandstands, and lockers.

Automated Energy Management

The Automated Energy Management section operates and maintains computerized controls for heating and cooling systems. The Division of Maintenance also coordinates requirements for contracted maintenance and repair services for elevators, heating and air conditioning systems, and other building systems and components that are beyond the capabilities of in-house personnel.

ACCOMPLISHMENTS AND INITIATIVES

Accomplishments for the Division of Maintenance in FY 2013 include the following:

- » Completed 60,398 maintenance and repair work orders.
- » Managed 376 capital replacement projects in 152 schools.
- » Coordinated compliance with the Montgomery County Municipal Separate Storm Sewer System (MS4) permit.
- » Conducted semiannual inspections and updated management plans for asbestos abatement in more than 95 facilities, as required by the federal *Asbestos Hazard Emergency Response Act*.
- » Completed investigations and responses to 229 indoor air quality complaints.
- » Tested and certified more than 200 fire alarm and sprinkler systems in all schools and administrative facilities (Montgomery County Fire Code and National Fire Protection Association Life Safety Code).
- » Inspected more than 500 relocatable classroom buildings for physical condition and indoor air quality.
- » Performed integrated pest management in more than 200 facilities; maintained records and provided required notifications of pest control applications (state of Maryland).
- » With new environmental site design practices being incorporated into school construction and storm water management designs, the division also maintains “green roofs” and bioretention facilities.

The Division of Maintenance continued to improve its work processes and levels of production through implementation of various initiatives and professional development of the workforce:

- » The Division of Maintenance is continuing a multi-year process of improving business efficiencies based on “lean” management concepts. Included in this initiative are ongoing enhancements to the computerized maintenance management system (“Maximo”) to expand supervisors’ and managers’ capabilities to process and monitor work orders, analyze the backlog of work and other performance data, track and control inventory, and provide short- and long-term management of facility assets. The system has become more user-friendly, with web-based access that allows customers to easily request work and to monitor work order status and history. In FY 2013, communication capabilities were enhanced, activating a feature where customers automatically receive an e-mail whenever a work request is completed, returned, denied, or cancelled.
- » The Division of Maintenance continued to maintain its website to provide essential customer support information to schools and staff on maintenance organization, capabilities, services, procedures, and points of contact for assistance.
- » The Division of Maintenance continued its long-term program of conducting in-house training for first-line

supervisors, managers, staff, and other interested employees, in an effort to improve the quality of leadership, levels of professionalism, and productivity. These and other developmental activities are being integrated into a structured professional learning community (PLC) in order to build individual and organizational capabilities to carry out the mission. In conjunction with PLC activities, the division also provides annual workforce briefings to review business performance; share information; and discuss priorities, expectations, and special subjects of interest.

- » The Division of Maintenance completed and published an equity action plan in FY 2012. As part of that plan, the division has continued to focus on improving procedures for interviewing and selecting candidates to fill vacant positions and for ensuring fair and equitable job competition. Studies in diversity, cultural competence, and workplace equity were integrated into the division's leadership training program during FY 2013 and will continue into the future.
- » To address customer concerns and expectations for thermal comfort, the Division of Maintenance operates a state-approved apprenticeship program for four HVAC mechanic trainees who, upon graduation, are assigned to permanent positions. This four-year training program, now in its second cycle, has helped the division to improve long-term management of vacancies in this critical trade, with corresponding improvements in customer service. These apprentices completed their second year of school in FY 2013.
- » As a means of enhancing workforce involvement in long-term business success, the division fosters employee understanding and ownership of the strategic business plan by including a cross-section of the workforce in periodic updates of the plan and by providing all employees with copies of updated plans. In FY 2014, the division will conduct the next review and update of its business strategic plan.

One main focus of the division's mission is customer service. The collective and measurable successes of customer service initiatives include improving productivity, stabilizing backlogs of work, improving levels of employee morale and job satisfaction, minimizing employee grievances, improving employee perceptions of their leaders, and steadily increasing customer satisfaction. In summary, the Division of Maintenance continues to contribute to student success by effectively employing its limited resources to meet the maintenance and related service needs of a growing facilities inventory.

PERFORMANCE MEASURES

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
3.9	4.0	4.0

Explanation: The Baldrige National Quality Program suggests that standards of service quality should be customer driven. Therefore, the level of customer satisfaction is a core performance measure for delivery of maintenance and repair services. Performance information for FY 2013 is based on January 2013 survey responses from 110 schools that reported levels of satisfaction with both the timeliness and quality of maintenance and repair services.

Performance Measure: Total number of maintenance work orders completed during the fiscal year.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
61,529	60,398	61,000

Explanation: The total number of maintenance work orders completed is a direct measure of completed work effort in support of customers, schools, and facilities. Documented annual increases in work output occurred from FY 2003 to FY 2006, with consistent growth in the major trade areas (e.g., carpentry, electrical, general maintenance, and mechanical systems). From FY 2010 to FY 2013, the total number of completed work orders increased from about 57,000 to about 61,000, or about 7 percent growth. Some annual variations are to be expected.

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
3.8	3.8	3.8

Explanation: Levels of productivity and efficiency in an organization are closely related to how employees feel about their workplace environment, wages and benefits, the quality of supervision, and opportunities for professional development and career advancement. Employee satisfaction levels for FY 2013 are based on surveys performed in October 2012, as part of the director's annual workforce briefings. Employee satisfaction data slowly improved over seven years, and have leveled off for the past three years.

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this division is \$32,551,328, an increase of \$1,171,721 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$1,283,384***Continuing Salary Costs—\$107,847***

There is an increase of \$107,847 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

Realignments are budgeted to address priority spending needs in this division. Specifically, there is \$28,100 realigned among and between various accounts budgeted within the division. The realignments are neutral overall and reflect the actual costs and operations of the division.

Other—\$1,175,537

The budget includes additional funds of \$837,000 for environmental compliance issues related to stormwater management, bioretention ponds, and green roof and tree maintenance. The budget also includes an additional \$100,000 for vehicle operations. Many of the division's tractors are beyond their useful life and must be replaced. The budget includes \$150,000 to replace 60 tractors on a five-year lease/purchase schedule beginning in FY 2015. In addition, applying an inflation factor of three percent increases the budget for maintenance supplies by \$88,537.

Program Efficiencies and Reductions—(\$111,663)

There is reduction of \$23,126 for energy conservation and refuse tax. In addition, there is a reduction of \$88,537 for the 3 percent inflation rate applied to maintenance supplies. Efficiencies will be implemented to ensure that supply purchases stay within budget.

Division of Maintenance - 323/338/339

Lynne Zarate, Director I

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	352.000	360.000	360.000	360.000	
Position Salaries	\$20,959,119	\$22,284,988	\$22,284,988	\$22,392,835	\$107,847
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		708,264	708,264	708,264	
Subtotal Other Salaries	578,181	708,264	708,264	708,264	
Total Salaries & Wages	21,537,300	22,993,252	22,993,252	23,101,099	107,847
02 Contractual Services					
Consultants		21,755	21,755	21,755	
Other Contractual		2,235,785	2,235,785	2,326,659	90,874
Total Contractual Services	2,289,969	2,257,540	2,257,540	2,348,414	90,874
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		582	582	582	
Other Supplies & Materials		3,229,898	3,229,898	3,229,898	
Total Supplies & Materials	3,516,407	3,230,480	3,230,480	3,230,480	
04 Other					
Local/Other Travel		2,889	2,889	2,889	
Insur & Employee Benefits					
Utilities					
Miscellaneous		1,823,425	1,823,425	2,646,425	823,000
Total Other	2,097,446	1,826,314	1,826,314	2,649,314	823,000
05 Equipment					
Leased Equipment		736,561	736,561	736,561	
Other Equipment		335,460	335,460	485,460	150,000
Total Equipment	1,202,935	1,072,021	1,072,021	1,222,021	150,000
Grand Total	<u>\$30,644,057</u>	<u>\$31,379,607</u>	<u>\$31,379,607</u>	<u>\$32,551,328</u>	<u>\$1,171,721</u>

Division of Maintenance - 323/338/339

Lynne Zarate, Director I

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
	323 Division of Maintenance						
11	P Director I		1.000	1.000	1.000	1.000	
11	N Assistant Director I		1.000	1.000	1.000	1.000	
11	J Maintenance Facility Area Mgr		3.000	3.000	3.000	3.000	
11	J Capital Impr Construct Supv		1.000	1.000	1.000	1.000	
11	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
11	24 Energy Mgt Supervisor		1.000	1.000	1.000	1.000	
11	24 Maintenance Automation Spec		1.000	1.000	1.000	1.000	
11	23 Resource Conservation Asst		1.500	1.500	1.500	1.500	
11	23 Environmental Specialist		1.000	1.000	1.000	1.000	
11	23 Maint/Facility Area Asst Mgr		4.000	4.000	4.000	4.000	
11	22 Fiscal Assistant V		1.000	1.000	1.000	1.000	
11	22 Energy Management Spec		4.000	4.000	4.000	4.000	
11	22 Energy Mgt Tech Admin		1.000	1.000	1.000	1.000	
11	22 Roof Construction Specialist		1.000	1.000	1.000	1.000	
11	21 Mechanical Systems Supervisor		3.000	3.000	3.000	3.000	
11	21 General Maint Central Supv		1.000	1.000	1.000	1.000	
11	21 Training and Safety Specialist		1.000	1.000	1.000	1.000	
11	20 Mech Systems Team Ldr Shft 1		6.000	6.000	6.000	6.000	
11	20 Electronic Technician Supv		1.000	1.000	1.000	1.000	
11	19 Energy Mgt Customer Svc Spec		1.000	1.000	1.000	1.000	
11	19 Mechanical Systems Tech Shft 1		59.000	67.000	67.000	67.000	
11	19 Mechanical Systems Tech Shft 2		2.000	2.000	2.000	2.000	
11	19 Electrician Area Supervisor		3.000	3.000	3.000	3.000	
11	19 Electronic Tech Asst Superv		1.000	1.000	1.000	1.000	
11	19 Auto Technican II Shift 1		2.000	2.000	2.000	2.000	
11	18 Carpentry Area Supervisor		3.000	3.000	3.000	3.000	
11	18 General Maintenance Area Supv		3.000	3.000	3.000	3.000	
11	18 Build & Grounds Contracts Asst		3.000	3.000	3.000	3.000	
11	18 Material Fabrication Sup		1.000	1.000	1.000	1.000	
11	18 Electronic Technician II		3.000	3.000	3.000	3.000	
11	18 Industrial Equipment Supv		1.000	1.000	1.000	1.000	
11	17 Carpentry Asst Area Supv		3.000	3.000	3.000	3.000	
11	17 Maintenance Electrician II		3.000	3.000	3.000	3.000	
11	17 Electric Motor Mechanic		1.000	1.000	1.000	1.000	
11	17 Electronic Technician I		16.000	16.000	16.000	16.000	
11	17 Paint Specialist		1.000	1.000	1.000	1.000	
11	17 Equipment Mechanic		1.000	1.000	1.000	1.000	
11	17 Auto Technican I Shift 1		2.000	2.000	2.000	2.000	
11	16 Fiscal Assistant III			1.000	1.000	1.000	
11	16 General Maintenance Supervisor		3.000	3.000	3.000	3.000	
11	16 Maintenance Electrician I		18.000	18.000	18.000	18.000	
11	16 Small Equipment Mechanic		4.000	4.000	4.000	4.000	
11	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
11	15 Supervisor		1.000				
11	15 Integr Pest Mgt Assoc II		4.000	4.000	4.000	4.000	

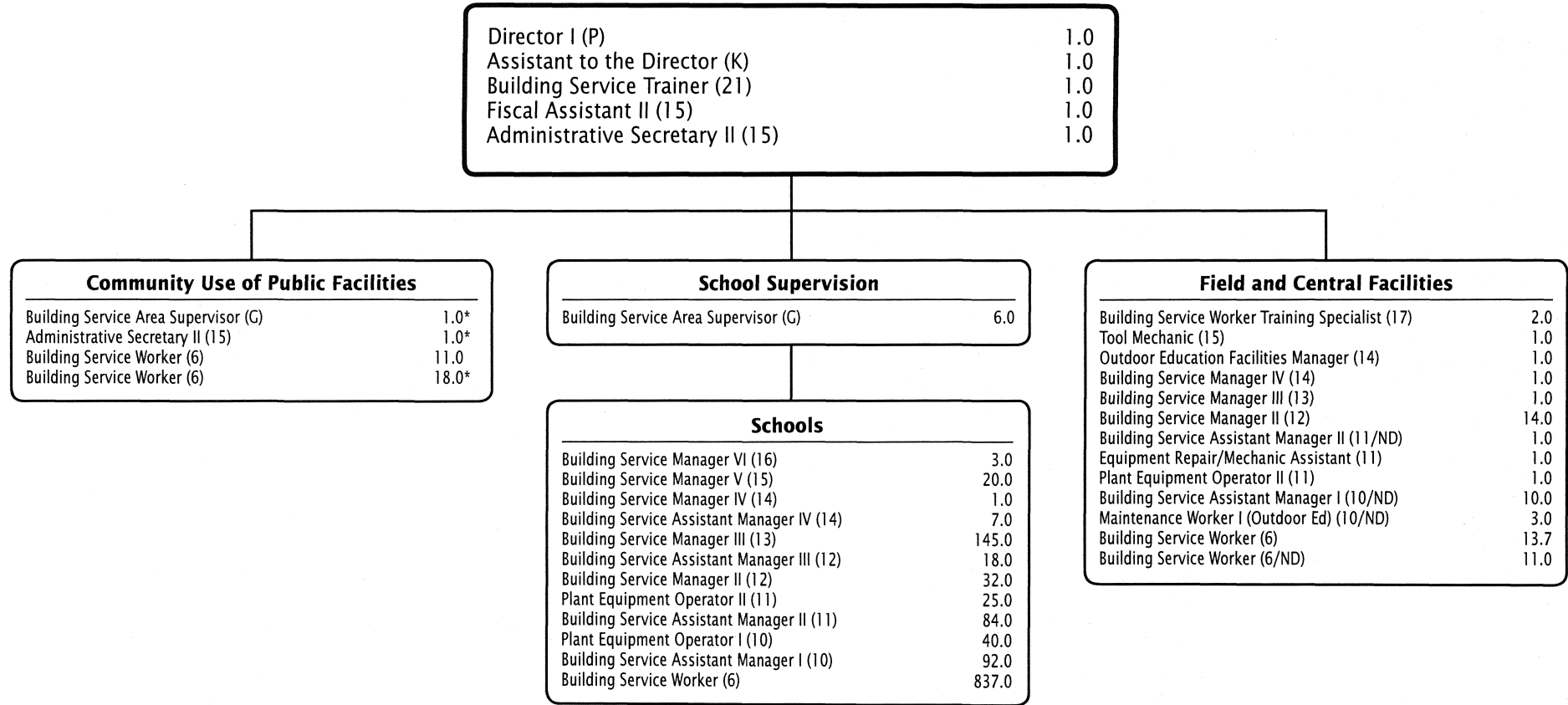
Division of Maintenance - 323/338/339

Lynne Zarate, Director I

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
	323 Division of Maintenance						
11	15 Maintenance Carpenter I		27.000	27.000	27.000	27.000	
11	15 Floor Covering Mechanic		6.000	6.000	6.000	6.000	
11	15 Roof Mechanic		6.000	6.000	6.000	6.000	
11	15 Glazier		6.000	6.000	6.000	6.000	
11	15 Tool Mechanic		2.000	2.000	2.000	2.000	
11	15 Cabinet Maker		1.000	1.000	1.000	1.000	
11	15 Maintenance Welder		2.000	2.000	2.000	2.000	
11	15 Mason		2.000	2.000	2.000	2.000	
11	14 Admin Operations Secretary		3.000	3.000	3.000	3.000	
11	14 Mechanical Sys Worker Shift 1		3.000	3.000	3.000	3.000	
11	14 Mechanical Sys Worker Shift 2		1.000	1.000	1.000	1.000	
11	14 Locksmith		5.000	5.000	5.000	5.000	
11	14 Maintenance Painter II		3.000	3.000	3.000	3.000	
11	14 Water Treatment Tester		2.000	2.000	2.000	2.000	
11	14 Fire Safety Compliance Tech.		1.000	1.000	1.000	1.000	
11	13 General Maintenance Worker III		6.000	6.000	6.000	6.000	
11	13 Reupholsterer Seamster II		2.000	2.000	2.000	2.000	
11	13 Maintenance Painter I		5.000	5.000	5.000	5.000	
11	12 Secretary		1.000	1.000	1.000	1.000	
11	12 Account Assistant II		3.000	3.000	3.000	3.000	
11	12 Equipment Operator		3.000	3.000	3.000	3.000	
11	12 Materials Fabrication Worker		4.000	4.000	4.000	4.000	
11	11 Roof Maintenance Worker		3.000	3.000	3.000	3.000	
11	11 Service Writer		1.000	1.000	1.000	1.000	
11	11 Compactor Truck Operator		4.000	4.000	4.000	4.000	
11	10 General Maintenance Worker II		34.000	34.000	34.000	34.000	
11	9 Office Assistant II		1.500	1.500	1.500	1.500	
11	9 General Maintenance Worker I		17.000	17.000	17.000	17.000	
11	9 Sanitation Serv Worker		4.000	4.000	4.000	4.000	
	Subtotal		333.000	341.000	341.000	341.000	
	338 Indoor Air Quality						
11	M Team Leader		3.000	3.000	3.000	3.000	
11	20 Mech Systems Team Ldr Shft 2		2.000	2.000	2.000	2.000	
11	19 Mechanical Systems Tech Shft 2		9.000	9.000	9.000	9.000	
11	16 Indoor Air Qual Electrician		1.000				
11	15 Maintenance Carpenter I			1.000	1.000	1.000	
	Subtotal		15.000	15.000	15.000	15.000	
	339 Maintenance Apprenticeship Program						
11	12 HVAC Apprentice		4.000	4.000	4.000	4.000	
	Subtotal		4.000	4.000	4.000	4.000	
	Total Positions		352.000	360.000	360.000	360.000	

Division of School Plant Operations

Chapter 8 – 67



F.T.E. Positions 1,386.7

(*In addition, the chart includes 20.0 positions funded by ICB. The 1,304 positions in schools also are shown on K-12 charts in Chapter 1)

ND Night Differential = Shift 2

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

MAJOR FUNCTIONS

Facility Operations

DSPO staff directs school-based staff that provides cleaning, grounds care, minor maintenance, facility systems monitoring, and other building services and supports. DSPO maintains the cleanliness and operations of facilities by supervising building service staff; conducting formal inspections; and managing the inventory of housekeeping supplies, equipment, and materials. Building service supervisors visit schools frequently to perform formal and informal inspections and training. Also they advise principals on the site-based management of building service staff. They help building service staff carry out effective building service procedures to ensure that quality standards are sustained. DSPO staff provide emergency response support and remediation, including oversight, staff, and equipment necessary to restore buildings to normal operations and ensure that essential programs can continue with minimal interruption. DSPO staff also schedule and provide supervision and building service workers for community use of schools.

Building Service Staff Training

DSPO administers a comprehensive training program for building service staff that includes instruction in basic custodial techniques and processes, operation and maintenance of custodial and facility HVAC equipment, and supervisory and leadership skills. This includes designing, scheduling, and administering regular classroom courses and providing practical, hands-on instructional experiences. DSPO also provides individualized on-site training and support to schools on systematic team cleaning and other best practices for the effective management of building service programs.

Custodial Equipment Repair

DSPO operates a custodial equipment repair shop that restores inoperable equipment to service in facilities. Existing equipment is assessed and repaired. If the equipment is not able to be repaired, suitable replacement equipment is provided. Equipment that is deemed not repairable is stripped of all parts for use in other equipment. To ensure timely customer service, the Equipment Repair Shop operates vehicles that are equipped with repair tools and supplies that allow staff to repair equipment on site. Approximately 1,300 pieces of equipment are repaired each year.

Financial Management

DSPO administers, manages, and monitors custodial fund allocations to schools for building services. Financial processes to support effective facility operations include account oversight for the purchase of custodial equipment and materials, employee uniforms, use of substitutes, and position management. Training and support is provided to school-based staff to ensure that salary costs associated with work performed by building service staff for Community Use of Public Facilities is properly accounted and reimbursed.

ACCOMPLISHMENTS AND INITIATIVES

- » DSPO staff implemented an Emergency Response Team (ERT) approach to respond, report, and remediate emergency conditions that occur at schools. During emergency situations, such as inclement weather events or power outages when full deployment of staff may not be required, ERT leaders respond, access, and report conditions at neighboring schools, and may begin remediation processes when necessary. This process enables rapid communication of conditions to executive staff, supports timely decisions for restoration of operations, and allows instructional programs to resume as soon as possible.
- » In order to improve the retention and success rate of employees in historically hard-to-fill building service assistant manager (BSAM) positions, DSPO, in collaboration with the Office of Human Resources and Development (OHRD), established a support program to help schools recruit, select, and onboard employees who are new to this leadership position. This collaborative planning and implementation provides new BSAM employees with the greatest opportunity to become well established, fully engaged, and highly productive more quickly.
- » To improve the effectiveness and operation of critical equipment, DSPO developed a hands-on skills assessment for employees who complete required technical courses, including boiler and air conditioning. This hands-on evaluation allows supervisors to confirm that technical information taught in the classroom translates into practical application. Additional hands-on approaches have been added to courses offered in basic skills and plant equipment operations.
- » To reduce the environmental impact of facility services on student and staff productivity and to improve operational efficiency, DSPO uses operational processes and environmentally responsible standards for purchasing of cleaning products and equipment. DSPO uses a comprehensive healthy, high-performance cleaning program that ensures that sustainable operations are maintained at all facilities. This includes the use of products that have obtained the Green Seal certification and the use of green cleaning practices.

PERFORMANCE MEASURES

Performance Measure: Organizational results—building inspections meeting standard.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
96.4%	99%	99%

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

Performance Measure: Customer satisfaction.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
86%	87.0%	87.0%

Explanation: This measures the level of satisfaction of customers with DSPO services. DSPO’s customer satisfaction performance measurement data is gathered from the annual principal survey conducted by the Department of Facilities Management.

Performance Measure: Employee Focus—Absenteeism.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
92.3%	94%	94%

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

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this division is \$62,459,383, an increase of \$1,592,125 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$1,632,859

Continuing Salary Costs—\$764,235

There is an increase of \$764,235 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$55,560

Realignments are budgeted to address priority spending needs in this division. There is a realignment of \$55,560 from the Office of Human Resources and Development to this division to support costs associated with the Montgomery College Mechanical Skills courses.

New Schools/Space—\$372,330

With the new addition of the Clarksburg Cluster Elementary School in FY 2015 and 91,697 of square footage of space, the budget includes the addition of 5.5 building services positions and \$169,599. In addition, the budget includes an increase of \$14,021 for custodial supplies and uniforms. Furthermore, as a result of school renovations, the budget includes an additional 6.5 building services positions and \$167,404. The budget also includes an increase of \$21,306 for custodial supplies and uniforms.

Other—\$440,734

The budget includes additional funds of \$200,000 for replacement of lamps in light fixtures in schools and \$200,000 for custodial equipment replacement. The additional funds are needed as a result of lamps and highly aged custodial equipment expecting to reach the end of their service life. In addition, applying an inflation factor of three percent increases the budget for custodial supplies by \$40,734.

Program Efficiencies and Reductions—(\$40,734)

There is a reduction of \$40,734 for the 3 percent inflation rate applied to custodial supplies. Efficiencies will be implemented to ensure that supply purchases stay within budget.

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

Dianne Jones, Director I

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	1,352.700	1,374.700	1,374.700	1,386.700	12.000
Position Salaries	\$56,444,584	\$57,675,965	\$57,675,965	\$58,777,203	\$1,101,238
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		373,523	373,523	373,523	
Other		494,401	494,401	494,401	
Subtotal Other Salaries	877,974	867,924	867,924	867,924	
Total Salaries & Wages	57,322,558	58,543,889	58,543,889	59,645,127	1,101,238
02 Contractual Services					
Consultants					
Other Contractual		3,000	3,000	3,000	
Total Contractual Services	1,555	3,000	3,000	3,000	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		717	717	717	
Other Supplies & Materials		2,111,680	2,111,680	2,377,007	265,327
Total Supplies & Materials	2,002,173	2,112,397	2,112,397	2,377,724	265,327
04 Other					
Local/Other Travel		59,270	59,270	59,270	
Insur & Employee Benefits					
Utilities		13,200	13,200	13,200	
Miscellaneous		7,800	7,800	63,360	55,560
Total Other	74,638	80,270	80,270	135,830	55,560
05 Equipment					
Leased Equipment		38,979	38,979	38,979	
Other Equipment		88,723	88,723	258,723	170,000
Total Equipment	103,810	127,702	127,702	297,702	170,000
Grand Total	\$59,504,734	\$60,867,258	\$60,867,258	\$62,459,383	\$1,592,125

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

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
329 Field and Central Facilities							
10	P Director I		1.000	1.000	1.000	1.000	
10	K Assistant to the Director		1.000	1.000	1.000	1.000	
10	G Building Service Area Supv		6.000	6.000	6.000	6.000	
10	21 Building Service Trainer		1.000	1.000	1.000	1.000	
10	17 Building Service Training Spec		2.000	2.000	2.000	2.000	
10	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
10	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
10	15 Tool Mechanic		1.000	1.000	1.000	1.000	
10	14 Outdoor Ed Facilities Manager		1.000	1.000	1.000	1.000	
10	14 Building Service Manager IV		1.000	1.000	1.000	1.000	
10	13 Building Service Manager III		1.000	1.000	1.000	1.000	
10	12 Building Service Manager II		13.000	14.000	14.000	14.000	
10	11 Plant Equipment Operator II		1.000	1.000	1.000	1.000	
10	11 Build Svc Asst Mgr II Shft 2		1.000	1.000	1.000	1.000	
10	11 Equip Repair/ Mechanic Assist		1.000	1.000	1.000	1.000	
10	10 Outdoor Ed Maint Wkr I Shft 2		3.000	3.000	3.000	3.000	
10	10 Build Svcs Asst Mgr I Shft 2		9.000	10.000	10.000	10.000	
10	6 Building Service Wkr Shft 1		25.700	24.700	24.700	24.700	
10	6 Building Service Wkr Shft 2		11.000	11.000	11.000	11.000	
Subtotal			81.700	82.700	82.700	82.700	
327 Elementary Plant Operations							
10	13 Building Service Manager III		103.000	103.000	103.000	104.000	1.000
10	12 Build Svc Asst Mgr III Shft 2		1.000	1.000	1.000	1.000	
10	12 Building Service Manager II		29.000	29.000	29.000	29.000	
10	11 Build Svc Asst Mgr II Shft 2		55.000	49.000	49.000	50.000	1.000
10	10 Plant Equipment Operator I		1.000	1.000	1.000	1.000	
10	10 Build Svcs Asst Mgr I Shft 2		76.000	82.000	82.000	82.000	
10	6 Building Service Wkr Shft 1		270.000	283.500	283.500	291.500	8.000
10	6 Building Service Wkr Shft 2		51.000	50.000	50.000	52.000	2.000
Subtotal			586.000	598.500	598.500	610.500	12.000
328 Secondary Plant Operations							
10	16 Building Service Manager VI		2.000	3.000	3.000	3.000	
10	15 Building Service Manager V		21.000	20.000	20.000	20.000	
10	14 Build Svc Asst Mgr IV Shft 2		5.000	7.000	7.000	7.000	
10	14 Building Service Manager IV		1.000	1.000	1.000	1.000	
10	13 Building Service Manager III		39.000	39.000	39.000	39.000	
10	12 Build Svc Asst Mgr III Shft 2		22.000	17.000	17.000	17.000	
10	11 Plant Equipment Operator II		25.000	25.000	25.000	25.000	
10	11 Build Svc Asst Mgr II Shft 2		36.000	34.000	34.000	34.000	
10	10 Plant Equipment Operator I		38.000	38.000	38.000	38.000	
10	10 Build Svcs Asst Mgr I Shft 2			5.000	5.000	5.000	

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

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
	328 Secondary Plant Operations						
10	6 Building Service Wkr Shft 1		236.500	243.500	243.500	243.500	
10	6 Building Service Wkr Shft 2		240.000	243.000	243.000	243.000	
	Subtotal		665.500	675.500	675.500	675.500	
	330 Special/alternative Prgs. Plant Ops.						
10	13 Building Service Manager III		2.000	2.000	2.000	2.000	
10	12 Building Service Manager II		4.000	3.000	3.000	3.000	
10	11 Build Svc Asst Mgr II Shft 2		1.000				
10	10 Plant Equipment Operator I		1.000	1.000	1.000	1.000	
10	10 Build Svcs Asst Mgr I Shft 2		5.000	5.000	5.000	5.000	
10	6 Building Service Wkr Shft 1		5.500	5.000	5.000	5.000	
10	6 Building Service Wkr Shft 2		1.000	2.000	2.000	2.000	
	Subtotal		19.500	18.000	18.000	18.000	
	Total Positions		1,352.700	1,374.700	1,374.700	1,386.700	12.000

Department of Transportation

Director II (Q)	1.0
Assistant Director II (O)	1.0
Fiscal Specialist I (24)	0.75
Administrative Secretary III (16)	1.0
Transportation Special Assistant (15)	1.0
Office Assistant IV (11)	1.0

Fleet Maintenance	
Auto Repair Supervisor III (K)	1.0
Auto Repair Supervisor II (H)	1.0
Auto Parts Supervisor (23)	1.0
Auto Repair Supervisor I (22)	4.0
Auto Technician I (19)	2.0
Auto Technician II (19/ND)	10.0
Fiscal Assistant IV (18)	1.0
Auto Technician I (17)	21.0
Auto Technician I (17/ND)	33.0
Auto Parts Specialist (15)	1.0
Administrative Operations Secretary (14)	1.0
Auto Parts Assistant (13)	1.0
Auto Parts Assistant (13/ND)	1.0
Tire Repairer (13)	2.0
Satellite Parts Assistant (12)	4.0
Auto Technician Apprentice (11)	3.0
Auto Technician Apprentice (11/ND)	5.0
Service Writer (11)	2.0
Account Assistant I (10)	3.0
Auto Service Worker (8)	4.0
Auto Service Worker (8)/ND	8.0
Fueling Assistant (8)	5.0

Bus Operations	
Bus Operations Manager (K)	1.0
Transportation Depot Manager (J)	7.0
Transportation Cluster Manager (19)	23.0
Transportation Dispatcher (19)	6.0
Bus Route Supervisor (16)	80.0
Administrative Operations Secretary (14)	7.0
Bus Radio Operator (10 Mth.) (14)	20.0
Transportation Time and Attendance Ast. (12)	6.0
Transportation Staff Assistant (11)	1.0
Bus Operator I (10 Mth.) (11)	1,021.6
Bus Operator I (Head Start) (10 Mth.) (11)	14.8
Bus Attendant (SPED) (10 Mth.) (7)	385.19

Transportation Support	
Supervisor (K)	1.0
Transportation Specialist (SPED) (J)	0.75
Transportation Routing Specialist (H)	1.0
IT Systems Engineer (27)	1.0
Database Administrator II (25)	1.0
Transportation Administrative Svc. Mgr. (25)	1.0
IT Systems Specialist (18-25)	2.0
Route/Program Specialist (21)	1.0
Transportation Assignment Specialist (20)	1.0
Employment Process Coordinator (19)	1.0
Transportation Ast. Supervisor (SPED) (19)	1.0
Regional Router (18)	2.0
Transportation Router (16)	4.0
Account Assistant III (14)	2.0
Administrative Operations Secretary (14)	2.0

Safety Training	
Safety & Staff Development Manager (J)	1.0
Senior Trainer (19)	1.0
Safety Trainer II (17)	3.0
Wellness Coach (17)	1.0
Administrative Operations Secretary I (14)	1.0
Safety Trainer I (14)	12.0

Chapter 8 – 73

F.T.E. Positions 1,733.09

ND Night Differential = Shifts 2 and 3

FY 2015 OPERATING BUDGET

MISSION *The Department of Transportation strives to achieve “Customer Delight” by providing safe, timely, and efficient transportation that contributes to a positive learning environment through staff committed to excellence and continuous improvement.*

MAJOR FUNCTIONS

The Department of Transportation (DOT) is responsible for the operation of regular and special program bus service for eligible students, vehicle maintenance and repair, employee recruiting and training, and transportation administrative services. Bus operations provide transportation services for 100,000 students daily. Ridership comprises two categories—regular education and special education.

Regular Education Transportation

Around 95,000 students ride regular education school buses to neighborhood schools and Head Start, magnet, International Baccalaureate, language immersion, consortium, and other programs.

Special Education Transportation

A total of 5,000 students who, due to a disability, require transportation to specialized programs outside of their home school or who require transportation using specialized equipment and/or a bus attendant ride special education buses to special education programs.

Career and Technology Education, Outdoor Education, and After-school Activities

Transportation is provided for students to attend various career and technology programs that enhance the educational options for students. All students at some point in their Montgomery County Public Schools (MCPS) journey are transported to one or more outdoor education programs. Middle and high schools are provided bus service to take students to their neighborhoods following after-school activities.

Vehicle Maintenance and Repair

The Fleet Maintenance Unit manages vehicle maintenance and repair facilities, provides fuel distribution, and repairs 1,267 buses and 150 other MCPS vehicles. Most repair services are provided by the five depot repair facilities; some specialized services are contracted out.

Human Resources and Training

Human resource services managed within the department include advertising and recruiting; hiring; pre-employment record checks and drug testing; safety training; and maintenance of licensing, certification, and medical record assessments. DOT continues to facilitate the rapid deployment of new school bus operators by authorization from the state of Maryland to conduct Motor Vehicle Administration driver record checks and commercial driver's license

testing on MCPS premises. The training and employment plan is aimed at employee retention, with an overall goal of reducing training and recruiting needs and costs. School bus operator and attendant training and retention also are facilitated by ongoing cooperative activities with Service Employees International Union (SEIU) Local 500 that focus on professional growth.

Transportation Administrative Services

DOT designs all bus routes and manages employee assignments, planning, training, personnel services, accounting, and related services to more than 2,100 permanent and temporary employees. The systemwide bidding process for midday and other extra work developed jointly between SEIU Local 500 and DOT has improved the seniority-based work hours alignment and assignment stability, resulting in improved service to customers. Post-accident, random, and reasonable suspicion drug-testing programs required by federal law also are administered.

ACCOMPLISHMENTS AND INITIATIVES

- » Through refined and creative routing, large increases in student enrollment and associated bus ridership have been absorbed with considerably smaller increases in fleet and staff size. An example of creative routing is double runs where one bus transports two groups of students to a school. Double runs are possible when a large group of students can be picked up or dropped off at one or two stops fairly close to the school. This allows a bus to make this short trip after a longer one in the morning and before a longer one in the afternoon.
- » Replacement special education buses are being purchased with air conditioning. This eliminates the need for taxi cabs to be used to transport students with disabilities who cannot tolerate high temperatures.
- » Replacement buses are equipped with the newest emissions-reduction equipment and all buses are fueled with ultra-low sulfur diesel fuel, reducing harmful emissions by as much as 90 percent compared with buses without such equipment and fueled with high sulfur content diesel fuel.
- » DOT is working with the Montgomery County Police Department to implement an automated camera enforcement program aimed at motorists who illegally pass stopped school buses.

PERFORMANCE MEASURES

Performance Measure: Number of preventable accidents per million miles.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
1.7	2.0	2.0

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
8.5	7.2	7.0

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
94.7%	95%	95%

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

Performance Measure: Review diesel fuel MPG for operational efficiency.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
7.02	7.04	7.1

Explanation: MPG data are used to evaluate operational cost of the school bus fleet. Higher MPG will decrease diesel fuel purchases and help control expenditures, since a 1 cent per gallon increase in the price of fuel will cost the school system \$32,000. School bus MPG increased by .48 between FY 2012 and FY 2013. The 6.8 percent increase in MPG saved MCPS the purchase of approximately 207,853 gallons of diesel fuel. Estimated savings on the increased mileage was \$144,188. MPG information and other operational data by bus manufacturers are used in the selection process of new school buses. Because of the high cost of diesel fuel, the MPG data by vehicle will be reviewed and evaluated to control waste from bus idling.

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this department is \$100,123,911, an increase of \$2,346,110 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$2,916,743

Continuing Salary Costs—\$466,307

There is an increase of \$466,307 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

Realignments are budgeted to address priority spending needs in this department. Specifically, there is \$20,000 realigned among and between various accounts budgeted within the department. The realignments are neutral overall and reflect the actual costs and operations of the department.

Student Enrollment—\$882,256

Due to projected enrollment growth, there is an increase for 11 additional transit-style buses at an annual lease/purchase cost of \$240,141, and five conventional-style buses at a cost of \$99,445. In addition, there is an increase of \$267,241 and 10.313 bus operator I positions and \$61,835 and 2.813 bus attendant positions. There also is an additional \$34,424 budgeted for substitute bus drivers and \$179,170 for bus repairs, parts, and supplies.

Bus Replacement—\$1,297,576

The department's budget reflects a reduction of \$1,030,015 in lease payments on buses purchased in prior years. Offsetting this reduction is a \$2,327,591 increase for the lease/purchase of 107 buses to replace those that have reached the end of their normal service life.

Other—\$270,604

The budget includes a projected increase of \$270,604 for insurance based on projected claims and reserve requirements. Insurance for MCPS is provided under the county's self-insurance program. Furthermore, fuel rates are expected to remain stable at the FY 2014 budget rate of \$3.55 per gallon, resulting in no increase to the budget.

Program Efficiencies and Reductions—(\$708,114)

There is reduction of \$267,241 and 10.313 bus operator positions and \$61,835 and 2.813 bus attendant positions. In addition, there is a reduction in operating costs of \$379,038 by eliminating the costs for eight transit-style buses, three conventional-style buses, and costs for substitute bus drivers, bus repairs, parts and supplies. This reduction can be made as a result of improved efficiency in routing without any decrease in services to students.

Strategic Priority Enhancements—\$137,481

Excel Beyond the Bell—\$137,481

The budget includes an additional \$148,480 for additional services related to the Excel Beyond the Bell program, in which \$10,999 is budgeted in the Department of Financial Services for employee benefits.

Excel Beyond the Bell (EBB) provides high quality after-school programming for students to promote social, emotional, intellectual, and physical development. EBB operates as a collaborative partnership, combining the commitment and resources of the Montgomery County Recreation Department, the Montgomery County Collaboration Council for Children, Youth and Families, and MCPS. EBB is offered free of charge to students and their families, operates from 2:45 to 5:15 p.m. up to four days per week, and includes snacks and a hot meal, as well as transportation

home for students. Course offerings vary by location and have included: Science, Technology, Engineering, and Mathematics (STEM) Academy; robotics; yoga; sports instruction; financial management; art and dance; and culinary arts. EBB currently is offered at six middle schools (Argyle, A. Mario Loiederman, Clemente, Forest Oak, Neelsville, and Col. E. Brooke Lee). The FY 2015 recommended budget assumes that one additional school, Montgomery Village Middle School, will receive the program as part of the expansion of the Kennedy Project Cluster. The budgeted dollars will be used to provide transportation for students participating in the program. Current activity bus funds cover buses that leave school at approximately 4:15 p.m., when MCPS sponsored activities end. The EBB program extends until 5:15 p.m. The additional funds will be used to pay for the 5:15 p.m. activity buses.

Selected Expenditure Information			
Operation and Maintenance of Buses and Vehicles			
Description	FY 2014 Current Budget	FY 2015 Budget	Change
Diesel Fuel	\$10,118,146	\$10,160,519	\$42,373
Bus Parts	3,810,166	3,822,416	12,250
Tires and Tubes	652,409	652,409	0
Indirect Shop Supplies	293,834	294,994	1,160
Service Vehicle Parts and Fuel	674,408	674,408	0
Total	\$ 15,143,719	\$ 15,604,746	\$ 55,783

LEASE / PURCHASE OF BUSES

PURPOSE	Fiscal Year Purchased	TYPE		Total
		Conventional	Transit	
Growth / New Programs	2002	15	8	23
Growth / New Programs	2003	6	1	7
Growth / New Programs	2004	5	19	24
Growth / New Programs	2005	30		30
Growth / New Programs	2006	9	17	26
Growth / New Programs	2007	12		12
Growth / New Programs	2008		9	9
Growth / New Programs	2009			0
Growth / New Programs	2010			0
Growth / New Programs	2011			0
Growth / New Programs	2012			0
Growth / New Programs	2013			0
Growth / New Programs	2014		3	3
Growth / New Programs	2015	2	3	5
Replacement	2002	18	84	102
Replacement	2003	10	38	48
Replacement	2004	1	11	12
Replacement	2005	33	17	50
Replacement	2006	26	69	95
Replacement	2007	12	78	90
Replacement	2008	112	9	121
Replacement	2009	27	31	58
Replacement	2010	42		42
Replacement	2011	34	62	96
Replacement	2012	63	43	106
Replacement	2013	27	62	89
Replacement	2014	54	50	104
Replacement	2015	22	85	107
Total		560	699	1,259

Department of Transportation - 344

Todd Watkins, Director II

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	1,733.150	1,733.090	1,733.090	1,733.090	
Position Salaries	\$61,619,698	\$64,786,321	\$64,786,321	\$65,252,652	\$466,331
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		2,971,132	2,971,132	2,982,521	11,389
Other		1,322,285	1,322,285	1,322,285	
Subtotal Other Salaries	6,020,619	4,293,417	4,293,417	4,304,806	11,389
Total Salaries & Wages	67,640,317	69,079,738	69,079,738	69,557,458	477,720
02 Contractual Services					
Consultants					
Other Contractual		1,499,205	1,499,205	1,500,880	1,675
Total Contractual Services	1,507,617	1,499,205	1,499,205	1,500,880	1,675
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		42,991	42,991	42,991	
Other Supplies & Materials		15,617,307	15,617,307	15,683,090	65,783
Total Supplies & Materials	14,990,247	15,660,298	15,660,298	15,726,081	65,783
04 Other					
Local/Other Travel		80,002	78,002	58,002	(20,000)
Insur & Employee Benefits		817,137	817,137	1,087,741	270,604
Utilities					
Miscellaneous		1,065,037	1,067,037	1,204,518	137,481
Total Other	2,117,649	1,962,176	1,962,176	2,350,261	388,085
05 Equipment					
Leased Equipment		9,558,249	9,558,249	10,971,096	1,412,847
Other Equipment		18,135	18,135	18,135	
Total Equipment	9,395,684	9,576,384	9,576,384	10,989,231	1,412,847
Grand Total	<u>\$95,651,514</u>	<u>\$97,777,801</u>	<u>\$97,777,801</u>	<u>\$100,123,911</u>	<u>\$2,346,110</u>

Department of Transportation - 344

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
9	Q Director II		1.000	1.000	1.000	1.000	
9	O Assistant Director II		1.000	1.000	1.000	1.000	
9	K Supervisor		1.000	1.000	1.000	1.000	
9	K Auto Repair Supervisor III		1.000	1.000	1.000	1.000	
9	K Bus Operations Manager		1.000	1.000	1.000	1.000	
9	J Safety/Staff Development Mgr		1.000	1.000	1.000	1.000	
9	J Transportation Spec - Spec Ed		.750	.750	.750	.750	
9	J Transportation Depot Manager		7.000	7.000	7.000	7.000	
9	H Auto Repair Supervisor II		1.000	1.000	1.000	1.000	
9	H Transportation Routing Spec		1.000	1.000	1.000	1.000	
9	27 IT Systems Engineer		1.000	1.000	1.000	1.000	
9	26 Transport Admin Svcs Mgr		1.000	1.000	1.000	1.000	
9	25 IT Systems Specialist		2.000	2.000	2.000	2.000	
9	25 Database Administrator II		1.000	1.000	1.000	1.000	
9	24 Fiscal Specialist I		.750	.750	.750	.750	
9	23 Auto Parts Supervisor		1.000	1.000	1.000	1.000	
9	22 Auto Repair Supv I		4.000	4.000	4.000	4.000	
9	21 Route/Program Specialist		1.000	1.000	1.000	1.000	
9	20 Transportation Assignment Spec		1.000	1.000	1.000	1.000	
9	19 Employment Process Coordinator		1.000	1.000	1.000	1.000	
9	19 Auto Technican II Shift 1		2.000	2.000	2.000	2.000	
9	19 Auto Technican II Shift 2		5.000	5.000	5.000	5.000	
9	19 Auto Technican II Shift 3		5.000	5.000	5.000	5.000	
9	19 Transportation Asst Supv		1.000	1.000	1.000	1.000	
9	19 Transportation Dispatcher		6.000	6.000	6.000	6.000	
9	19 Transportation Cluster Mgr		23.000	23.000	23.000	23.000	
9	19 Senior Trainer		1.000	1.000	1.000	1.000	
9	18 Fiscal Assistant IV		1.000	1.000	1.000	1.000	
9	18 Regional Router		2.000	2.000	2.000	2.000	
9	17 Wellness Coach		1.000	1.000	1.000	1.000	
9	17 Safety Trainer II		3.000	3.000	3.000	3.000	
9	17 Auto Technican I Shift 1		21.000	21.000	21.000	21.000	
9	17 Auto Technican I Shift 2		17.000	17.000	17.000	17.000	
9	17 Auto Technican I Shift 3		16.000	16.000	16.000	16.000	
9	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
9	16 Bus Route Supervisor		80.000	80.000	80.000	80.000	
9	16 Transportation Router		4.000	4.000	4.000	4.000	
9	15 Transport Special Assistant		1.000	1.000	1.000	1.000	
9	15 Auto Parts Specialist		1.000	1.000	1.000	1.000	
9	14 Admin Operations Secretary		11.000	11.000	11.000	11.000	
9	14 Account Assistant III		2.000	2.000	2.000	2.000	
9	14 Radio Bus Operator	X	20.000	20.000	20.000	20.000	
9	14 Safety Trainer I		12.000	12.000	12.000	12.000	

Department of Transportation - 344

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
9	13 Tire Repairer		2.000	2.000	2.000	2.000	
9	13 Auto Parts Asst Shift 1		1.000	1.000	1.000	1.000	
9	13 Auto Parts Asst Shift 2		1.000	1.000	1.000	1.000	
9	12 Satellite Parts Asst Shift I		4.000	4.000	4.000	4.000	
9	12 Transport Time/Attend Asst		6.000	6.000	6.000	6.000	
9	11 Office Assistant IV		1.000	1.000	1.000	1.000	
9	11 Service Writer		2.000	2.000	2.000	2.000	
9	11 Auto Tech Apprentice Shift 1		3.000	3.000	3.000	3.000	
9	11 Auto Tech Apprentice Shift 2		2.000	2.000	2.000	2.000	
9	11 Auto Tech Apprentice Shift 3		3.000	3.000	3.000	3.000	
9	11 Bus Operator I	X	1,033.760	1,036.400	1,036.400	1,036.400	
9	11 Transportation Staff Assistant		1.000	1.000	1.000	1.000	
9	10 Account Assistant I		3.000	3.000	3.000	3.000	
9	8 Auto Service Worker Shift 1		4.000	4.000	4.000	4.000	
9	8 Auto Service Worker Shift 2		5.000	5.000	5.000	5.000	
9	8 Auto Service Worker Shift 3		3.000	3.000	3.000	3.000	
9	8 Transportation Fueling Asst		5.000	5.000	5.000	5.000	
9	7 Bus Attendant Spec Ed	X	387.890	385.190	385.190	385.190	
	Total Positions		1,733.150	1,733.090	1,733.090	1,733.090	

Field Trip Fund

Transportation Specialist (SPED) (1)	0.25
Fiscal Specialist (24)	0.25
Business Services Analyst (23)	1.0
Senior Field Trip Coordinator (19)	1.0
Field Trip Assistant (12)	2.0

MISSION *The mission of the Field Trip Enterprise Fund is to provide supplemental transportation services for field trips and extracurricular activities for instructional programs and to enrich the educational experience for Montgomery County Public Schools (MCPS) students on a cost-recovery basis.*

MAJOR FUNCTIONS

Extracurricular trips

Midday trips on school days are provided for schools that take students to museums, cultural activities, and other educational destinations. Costs for most of these trips are passed along to student participants.

Sports trips

Transportation to inter-school athletic events are provided for a whole array of sports teams in all high schools. The Field Trip Unit works with the athletic director and coaches at each high school to coordinate these trips. Schools pay for these trips using athletic funds.

Trips for other government agencies

Summer transportation is provided for children who participate in recreation programs and camps provided by the Montgomery County Recreation Department, the Cities of Rockville and Gaithersburg, and other government agencies.

Child care trips

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

ACCOMPLISHMENTS AND INITIATIVES

- » The Department of Transportation (DOT) continues to use a web-based application to enter requests for field trips and extracurricular trips and a field trip application for managing the requests. The web-based application replaced the typing of field trip tickets and automated the requesting and approval of a field trip. The web-based application gives MCPS schools the ability to see the approval status of a trip and the ability to reconcile completed field trips to a Financial Management System invoice. The field trip application interfaces with the trip request application to import trip requests from MCPS schools and eliminates the double entry of a trip request by schools and the Field Trip Unit.
- » Requests for midday extracurricular trips, funded by students, and requests for trips to serve other governmental agencies have been down compared with pre-recession levels.

PERFORMANCE MEASURE

Performance Measure: Number of field trips provided.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
12,792	12,800	12,800

Explanation: DOT helps enrich students' educational experiences by providing school buses for field trips and extracurricular activities. This is a chance to enhance the educational programs beyond the school setting.

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this fund is \$1,895,960, a decrease of \$21,712 from the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—(\$21,712)

Continuing Salary Costs—(\$21,712)

There is a decrease of \$21,712 for continuing salary costs. The costs associated with the annualization of the step provided to employees on February 8, 2014 are offset by reductions for staff turnover.

Field Trip Fund - 830

Todd Watkins, Director II

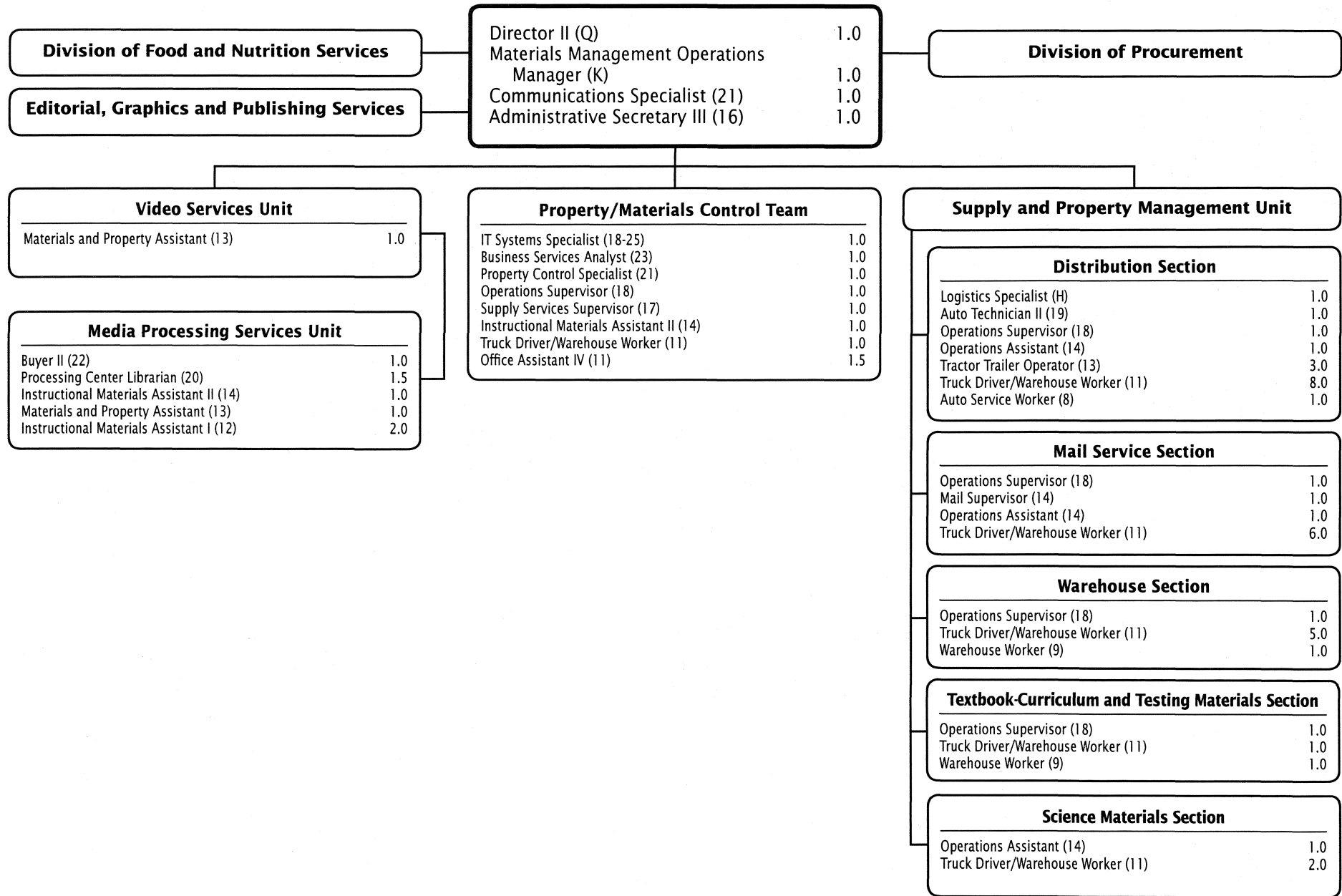
Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	4.500	4.500	4.500	4.500	
Position Salaries	\$291,151	\$308,938	\$308,938	\$287,826	(\$21,112)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		756,863	756,863	756,863	
Other		104,600	104,600	104,000	(600)
Subtotal Other Salaries	769,967	861,463	861,463	860,863	(600)
Total Salaries & Wages	1,061,118	1,170,401	1,170,401	1,148,689	(21,712)
02 Contractual Services					
Consultants					
Other Contractual		49,638	49,638	49,638	
Total Contractual Services	38,136	49,638	49,638	49,638	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,091	10,091	10,091	
Other Supplies & Materials		511,575	511,575	511,575	
Total Supplies & Materials	406,243	521,666	521,666	521,666	
04 Other					
Local/Other Travel		138	138	138	
Insur & Employee Benefits		174,224	174,224	174,224	
Utilities					
Miscellaneous					
Total Other	152,605	174,362	174,362	174,362	
05 Equipment					
Leased Equipment					
Other Equipment		1,605	1,605	1,605	
Total Equipment		1,605	1,605	1,605	
Grand Total	<u>\$1,658,102</u>	<u>\$1,917,672</u>	<u>\$1,917,672</u>	<u>\$1,895,960</u>	<u>(\$21,712)</u>

Field Trip Fund - 830

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
71	J Transportation Spec - Spec Ed		.250	.250	.250	.250	
71	24 Fiscal Specialist I		.250	.250	.250	.250	
71	23 Business Services Analyst		1.000	1.000	1.000	1.000	
71	19 Sr Field Trip Coordinator		1.000	1.000	1.000	1.000	
71	12 Field Trip Assistant	X	2.000	2.000	2.000	2.000	
	Total Positions		4.500	4.500	4.500	4.500	

Department of Materials Management



MISSION *The mission of the Department of Materials Management (DMM) is to facilitate economically the delivery of approved, high-quality products, resources, and services in an environment of cooperation, integrity, and excellence, that are essential to the educational success of all students in Montgomery County Public Schools (MCPS) and support the programs of our community partners.*

MAJOR FUNCTIONS

Supply and Property Management

DMM manages a warehouse and distribution network that provides the necessary textbooks, classroom and office supplies, science kits, furniture, equipment, and test materials to MCPS schools and offices. An efficient and effective mail service, for both internal (Pony) and external mail is provided. DMM strives to effectively deliver the resources and services required of all instructional programs. This is accomplished by listening to the needs of its customers' and understanding requirement expectations to formulate strategies to meet targeted goals and benchmark best practices in the supply chain industry.

Instructional and Library Material Processing

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

Editorial, Graphics & Publishing Services

The Editorial, Graphics & Publishing Services (EGPS) Unit is responsible for providing document preparation, graphic content (illustration and typography), and editorial support to schools and offices. Graphic arts and editorial services create visual content and multimedia design/layouts for products such as school website homepage designs; public information materials; student daily planners and handbooks; student diplomas and certificates; and other guides used in the academic programs. Custom color printing is provided. Copy-Plus provides centralized duplication for instructional materials. TeamWorks provides copier equipment and maintenance for the high-volume copiers located in all schools and many central service offices.

Procurement

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

Food and Nutrition Services

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

ACCOMPLISHMENTS AND INITIATIVES

- » A total of 19 school-based focus groups were held in FY 2013. The feedback received has been instrumental in the improvement of services and products provided by DMM. Item pictures have been added to Financial Management System (FMS), and information regarding new products has been sent out to FMS users.
- » Mail services (Pony) explores every option to reduce the mail costs by using bulk and nonprofit rates when feasible. Overall postage costs were decreased, even with the centralized mailing of the interim grade reports. The cost of delivery is \$.23 per piece, while the cost of outside vendors is \$.62 per piece.
- » DMM works closely with the divisions of Maintenance and Construction to support the movement of schools and offices due to new construction, renovations, and other projects. In FY 2013, DMM moved two elementary schools into renovated or new buildings, moved a high school into a new facility, moved one elementary school into a holding facility, moved furniture and materials into several building additions, and moved furniture and materials for offices moving to new locations and offices moving within existing space.
- » One major goal of the department is to continue developing programs that shift school administrative tasks to DMM, resulting in improving the instructional-time efficiency of school staff. The Ambassador Service, an inventory-management program with the objective of improving supply efficiency in schools, continues to be successful. Reporting enhancements within the FMS continue to be developed to provide accurate, timely data to financial managers.
- » In FY 2013, school offices placed 845 separate work orders for custom print materials. In addition, EGPS works with central service offices to produce and deliver systemwide print materials for the schools, including high school diplomas, exams, study guides, program guides, regulatory documents, and administrative forms.
- » Copy-Plus responds to hundreds of individual work orders from teachers every day. In FY 2013, the work group produced 148 million pages of printing, requested by teachers for classroom instruction, homework, assessments, and parent information packets.
- » In FY 2013, the TeamWorks work group replaced 70 large copiers in schools and offices, and completed preventive maintenance and repair service on the 294 machines systemwide. Annual spending for this

program continues to be well below contractual maintenance proposals solicited from commercial vendors.

PERFORMANCE MEASURES

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
98.8%	99%	99.2%

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
\$0.23	\$0.225	\$0.22

Explanation: This measure reflects the efficiency of the mail service operation in processing output.

Performance Measure: Number of printed pages requested by school staff and produced by the Copy-Plus work group of EGPS.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
148 million	157 million	168 million

Explanation: This measures the expansion of work performed centrally and the reduction of school staff time spent duplicating materials for instructional purposes. It is estimated that for every 2,500 copies generated by Copy-Plus, one hour of school-based staff time is saved that can be used for instructional planning and preparation.

Performance Measure: Average number of pages printed within the schools in between copier repair service requests by school offices and performed by TeamWorks of EGPS.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
57,688	59,000	61,000

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

OVERVIEW OF BUDGET CHANGES

Department of Materials Management

FY 2014 Current Budget

The current FY 2014 budget for this department is changed from the budget adopted by the Board of Education on June 13, 2013. The change is a result of a realignment of \$15,000 for office supplies from the Division of Editorial, Graphics, and Publishing Services to this department to cover costs for office paper.

FY 2015 Recommended Budget

The FY 2015 recommended budget for this department is \$5,901,135, a decrease of \$63,620 from the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$49,119

Continuing Salary Costs—\$48,903

There is an increase of \$48,903 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$216

Realignments are budgeted to address priority spending needs in this department. There is a realignment of \$25,164 from instructional materials to fund a 0.5 processing center librarian position. In addition, there is a realignment of \$12,644 to the Department of Financial Services to cover employee benefits costs for the position. Furthermore, there is a realignment of \$12,860 to this department, of which \$9,620 is from the Office of Human Resources and Development, \$720 from the Office of Chief Technology Officer, \$1,080 from the Department of Financial Services, \$720 from the Division of Procurement, and \$720 from the Division of Controller to cover costs for office paper.

Program Efficiencies and Reductions—(\$112,739)

There is reduction of \$54,204 and a vacant 1.0 instructional materials purchasing assistant position, \$28,000 for vehicles, \$30,011 for school furniture, and \$524 for dues, registrations and fees. These reductions can be made as a result of overall efficiencies within the department.

Division of Editorial, Graphics, Publishing and Services

FY 2014 Current Budget

The current FY 2014 budget for this division is changed from the budget adopted by the Board of Education on June 13, 2013. The change is a result of a realignment of \$15,000 for office supplies from this division to the Department of Materials Management to cover costs for office paper.

FY 2015 Recommended Budget

The FY 2015 recommended budget for this division is \$4,673,779, a decrease of \$150,539 from the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$32,461

Continuing Salary Costs—\$32,461

There is an increase of \$32,461 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

A review of definitions of state categories of expenditure has resulted in the realignment of some positions from one state category to another. The change is budget neutral and has no impact on employees. In addition, there is a decrease of \$84,813 for instructional materials and \$19,908 for copier rental costs. There is a corresponding increase for program supplies, part-time salaries, and contractual maintenance on copiers to support the Copy-Plus and TeamWorks printing operations.

Program Efficiencies and Reductions—(\$183,000)

There is reduction of \$108,000 for instructional materials, \$25,000 for the student intern program, \$27,000 for program supplies, and \$23,000 for lease/purchase of vehicles. These reductions can be made as a result of overall efficiencies within the division.

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

Kathleen C. Lazor, Director II

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	55.500	58.500	58.500	58.000	(.500)
Position Salaries	\$3,420,547	\$3,954,271	\$3,954,271	\$3,977,726	\$23,455
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		518,029	518,029	518,029	
Other		33,920	33,920	33,920	
Subtotal Other Salaries	966,728	551,949	551,949	551,949	
Total Salaries & Wages	4,387,275	4,506,220	4,506,220	4,529,675	23,455
02 Contractual Services					
Consultants					
Other Contractual		35,847	35,847	63,822	27,975
Total Contractual Services	164,026	35,847	35,847	63,822	27,975
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		35,164	50,164	37,860	(12,304)
Office			6,668	6,668	
Other Supplies & Materials		447,926	441,258	424,521	(16,737)
Total Supplies & Materials	1,364,089	483,090	498,090	469,049	(29,041)
04 Other					
Local/Other Travel		3,791	3,791	3,767	(24)
Insur & Employee Benefits					
Utilities		18,400	18,400	18,400	
Miscellaneous		152,595	152,595	124,843	(27,752)
Total Other	289,346	174,786	174,786	147,010	(27,776)
05 Equipment					
Leased Equipment		675,812	675,812	610,501	(65,311)
Other Equipment		74,000	74,000	81,078	7,078
Total Equipment	767,985	749,812	749,812	691,579	(58,233)
Grand Total	<u>\$6,972,721</u>	<u>\$5,949,755</u>	<u>\$5,964,755</u>	<u>\$5,901,135</u>	<u>(\$63,620)</u>

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

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
	351 Department of Materials Management						
1	Q Director II		1.000	1.000	1.000	1.000	
1	K Materials Mgt Oper Mgr		1.000	1.000	1.000	1.000	
1	21 Comm Spec/Web Producer		1.000	1.000	1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
	Subtotal		4.000	4.000	4.000	4.000	
	352 Supply and Property Management Unit						
10	H Logistics Specialist		1.000	1.000	1.000	1.000	
10	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
10	23 Business Services Analyst		1.000	1.000	1.000	1.000	
10	21 Property Control Specialist		1.000	1.000	1.000	1.000	
10	19 Auto Technican II Shift 1		1.000	1.000	1.000	1.000	
10	18 Operations Supervisor		5.000	5.000	5.000	5.000	
10	17 Supply Services Supervisor		1.000	1.000	1.000	1.000	
10	14 Mail Supervisor		1.000	1.000	1.000	1.000	
10	14 Operations Assistant		2.000	3.000	3.000	3.000	
10	14 Instruct Materials Asst II		1.000	1.000	1.000	1.000	
10	13 Tractor Trailer Operator		2.000	3.000	3.000	3.000	
10	12 Instruct Materials Asst I		1.000	1.000	1.000		(1.000)
10	11 Office Assistant IV		1.500	1.500	1.500	1.500	
10	11 Truck Drive/Whr Wkr Shift 1		22.000	23.000	23.000	23.000	
10	9 Warehouse Worker		2.000	2.000	2.000	2.000	
10	8 Auto Service Worker Shift 1		1.000	1.000	1.000	1.000	
	Subtotal		44.500	47.500	47.500	46.500	(1.000)
	354 Media Processing Services Unit						
2	22 Buyer II		1.000	1.000	1.000	1.000	
2	20 Processing Center Librarian		1.000	1.000	1.000	1.500	.500
2	14 Instruct Materials Asst II		1.000	1.000	1.000	1.000	
2	13 Materials & Property Asst		1.000	1.000	1.000	1.000	
2	12 Instruct Materials Asst I		2.000	2.000	2.000	2.000	
	Subtotal		6.000	6.000	6.000	6.500	.500
	355 Video Services Unit						
2	13 Materials & Property Asst		1.000	1.000	1.000	1.000	
	Subtotal		1.000	1.000	1.000	1.000	
	Total Positions		55.500	58.500	58.500	58.000	(.500)

Editorial, Graphics, and Publishing Services

Supervisor (O)	1.0
Printing Supervisor (H)	1.0
Printing Services Supervisor (23)	1.0
Publications Manager (23)	1.0
Publications Art Director (23)	1.0
Communications Specialist/Web Producer (21)	1.0
Electronic Graphic Artist (20)	1.0
Graphic Designer I (18)	2.0
Printing Equipment Operator IV (18)	2.0
Equipment Mechanic (17)	1.0
Customer Service Specialist (16)	2.0
Printing Equipment Operator III (16)	2.0
Copier Repair Technician (15)	5.0
Fiscal Assistant II (15)	1.0
Administrative Secretary I (14)	1.0
Printing Equipment Operator II (14)	5.5
Printing Equipment Operator I (11)	7.0

Editorial, Graphics, and Publishing Services - 417

Kathleen C. Lazor, Director II

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	36.000	35.500	35.500	35.500	
Position Salaries	\$2,099,629	\$2,159,340	\$2,159,340	\$2,191,801	\$32,461
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends		181,600	181,600	181,600	
Professional Part Time					
Supporting Services Part Time		59,000	59,000	59,000	
Other		60,000	60,000	45,000	(15,000)
Subtotal Other Salaries	329,526	300,600	300,600	285,600	(15,000)
Total Salaries & Wages	2,429,155	2,459,940	2,459,940	2,477,401	17,461
02 Contractual Services					
Consultants					
Other Contractual		441,125	441,125	462,473	21,348
Total Contractual Services	524,110	441,125	441,125	462,473	21,348
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		1,085,885	1,085,885	893,072	(192,813)
Office					
Other Supplies & Materials		596,535	581,535	612,200	30,665
Total Supplies & Materials	1,420,949	1,682,420	1,667,420	1,505,272	(162,148)
04 Other					
Local/Other Travel		2,233	2,233	2,233	
Insur & Employee Benefits					
Utilities					
Miscellaneous		6,900	6,900	6,900	
Total Other	8,561	9,133	9,133	9,133	
05 Equipment					
Leased Equipment		246,700	246,700	219,500	(27,200)
Other Equipment					
Total Equipment	235,667	246,700	246,700	219,500	(27,200)
Grand Total	\$4,618,442	\$4,839,318	\$4,824,318	\$4,673,779	(\$150,539)

Editorial, Graphics, and Publishing Services - 417

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
1	O Supervisor		1.000	1.000	1.000	1.000	
10	H Printing Supervisor					1.000	1.000
3	H Printing Supervisor		1.000	1.000	1.000		(1.000)
1	23 Publications Manager		1.000	1.000	1.000	1.000	
1	23 Publications Art Director		1.000	1.000	1.000	1.000	
1	23 Printing Services Supervisor		1.000	1.000	1.000		(1.000)
10	23 Printing Services Supervisor					1.000	1.000
1	21 Comm Spec/Web Producer					1.000	1.000
3	21 Comm Spec/Web Producer		1.000	1.000	1.000		(1.000)
1	20 Electronics Graph Artist		1.000	1.000	1.000	1.000	
1	18 Graphics Designer I					2.000	2.000
3	18 Graphics Designer I		2.000	2.000	2.000		(2.000)
10	18 Printing Equipment Operator IV					2.000	2.000
3	18 Printing Equipment Operator IV		2.000	2.000	2.000		(2.000)
3	17 Photographer		1.000				
10	17 Equipment Mechanic					1.000	1.000
3	17 Equipment Mechanic		1.000	1.000	1.000		(1.000)
1	16 Customer Service Spec		2.000	2.000	2.000	2.000	
10	16 Printing Equip Operator III					2.000	2.000
3	16 Printing Equip Operator III		2.000	2.000	2.000		(2.000)
1	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
10	15 Copier Repair Technician					5.000	5.000
3	15 Copier Repair Technician		4.000	5.000	5.000		(5.000)
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
10	14 Printing Equip Operator II					5.500	5.500
3	14 Printing Equip Operator II		5.500	5.500	5.500		(5.500)
10	11 Printing Equip Operator I					7.000	7.000
3	11 Printing Equip Operator I		7.500	7.000	7.000		(7.000)
	Total Positions		36.000	35.500	35.500	35.500	

Division of Procurement

Senior Buyer (J)	1.0
Business Services Analyst (23)	1.0
Buyer II (22)	2.0
Buyer I (18)	3.0
Materials Support Specialist (16)	1.0
Buyer Assistant II (14)	2.0
Buyer Assistant I (12)	1.0

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

MAJOR FUNCTIONS

Legal Framework

State law requires MCPS to advertise for sealed bids for material, equipment, and supplies that cost more than \$25,000. During Fiscal Year 2010, the state passed a funding accountability law (that pertains to MCPS only) that provides for a web-based reporting to the public; several other jurisdictions have since followed. Additional state laws have been passed mandating certain parameters in the purchase of uniforms and safety equipment manufactured outside of the United States and reducing lead in plumbing materials. In addition, the Board of Education has tasked the Division of Procurement with promoting outreach efforts and actively recruiting minority, female, and disabled vendors. The Division of Procurement’s key services include administration and oversight of the MCPS purchasing function (pre-award) and administration and oversight of the MCPS contract administration function (post-award). Guidance for these functions is outlined in state law under the Maryland Education Code, Section 5-112 and Section 7-907.

Strategic Sourcing

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

Contract Administration

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

ACCOMPLISHMENTS AND INITIATIVES

- » The division advertised and implemented 300 solicitations upon Board approval for 767 contracts for the previous fiscal year. The procurement contract approvals were valued at \$142,184,160, with 12.9 percent (\$18,259,161) coming from minority, female, or disabled vendors. With these contracts in place, the staff processed 30,357 purchase orders and blanket releases during FY 2013.
- » Staff will continue to reduce total delivered costs for goods and services by engaging in additional strategic sourcing practices. This will be accomplished through strategic sourcing initiatives, featuring a narrow, high-performance supply base and a selection, contracting, and monitoring process that is highly disciplined. By engaging in effective strategic sourcing, the division will greatly improve its ability to buy goods and services at the lowest total delivered cost (not just price); consolidate purchasing power with other county agencies; develop tighter buyer-supplier relationships; realign business processes, work, and information flow; and improve teamwork and purchasing skills.
- » The progress that the division has made in procurement of goods and services over the past few years was recognized formally with the 2013 Achievement of Excellence in Procurement (AEP) Award from the National Purchasing Institute. This is the second year that the division has received the honor, and the award is given to those jurisdictions that demonstrate excellence in the areas of innovation, professionalism, productivity, e-procurement, and leadership.
- » The Purchasing Card Program continues to streamline the process of making low-dollar purchases and reduces the number of hours spent by all staff processing paper purchase orders. In FY 2013, \$6.9 million in purchase card transactions were made, a \$.3 million increase over FY 2012. Based on the number of transactions, the amount of time saved equates to a savings of nearly \$3.3 million per year. (Source: Purchasing Card Benchmark Survey Report, Dr. Palmer and Dr. Gupta, RPMG Research, 2012).
- » Procurement organizations are placing focus on strategic sourcing initiatives and modifying its perspective to align execution with the needs and desires of its customers. The leading edge of strategic sourcing includes organizations that are capable of designing and developing procurement strategies that are aligned with customer product/service needs and tightly linked to the overall business strategy. This, in turn, drives a collaborative and systematic process that enables the procurement function to reduce organizational spending while increasing quality and service levels. In order to meet these rigorous demands, the division has increased its training to keep five members qualified as certified professional public buyers and one member as a certified professional public officer.

PERFORMANCE MEASURES

Performance Measure: Number of material transactions.

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
Number of requisition lines	188,788	187,000	186,500
Number of online purchase orders	30,357	30,500	30,250
Number of purchasing card transactions	44,353	45,000	45,500

Explanation: This measure continues to evaluate the division on workload distribution, status of projects, forecasting future personnel needs, types of personnel needed, and planning for future district initiatives.

Performance Measure: Procurement card savings, based on the number of transactions and the amount of time saved in transactional costs.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Goal
\$3.3 million	\$3.4 million	\$3.6 million

Explanation: The mostly widely recognized benefit of using procurement cards is the cost savings derived from the per-transaction cost of issuing a purchase order. This measurement reflects the significant transactional cost savings in the reduction or elimination of paperwork associated with requisitions, sourcing, approvals, purchase orders, invoices, and checks.

Performance Measure: Current professional procurement staff with certification.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Goal
75.0%	75.0%	87.5%

Explanation: This measurement reflects the establishment of a continuous formal buyer/professional development program for the procurement staff. Training is on procurement-related instruction and greatly aids in the efficiency of purchasing goods and services. The goal has been set at 65 percent, per guidelines of the Achievement of Excellence in Procurement from the National Procurement Institute.

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this division is \$849,034, a decrease of \$137,449 from the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$4,490

Continuing Salary Costs—\$5,210

There is an increase of \$5,210 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—(\$720)

Realignments are budgeted to address priority spending needs in this division. There is a realignment of \$720 for office supplies from this division to the Department of Materials Management to cover costs for office paper.

Program Efficiencies and Reductions—(\$141,939)

There is reduction of a 1.0 director position and \$141,939. The responsibilities will be assumed by the Department of Materials Management director.

Division of Procurement - 353

Kathleen C. Lazor, Director II

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	12.000	12.000	12.000	11.000	(1.000)
Position Salaries	\$926,678	\$952,955	\$952,955	\$816,226	(\$136,729)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	926,678	952,955	952,955	816,226	(136,729)
02 Contractual Services					
Consultants					
Other Contractual		23,183	23,183	22,183	(1,000)
Total Contractual Services	1,878	23,183	23,183	22,183	(1,000)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		4,151	4,151	4,431	280
Other Supplies & Materials					
Total Supplies & Materials	3,871	4,151	4,151	4,431	280
04 Other					
Local/Other Travel		6,194	6,194	6,194	
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	3,853	6,194	6,194	6,194	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$936,280	\$986,483	\$986,483	\$849,034	(\$137,449)

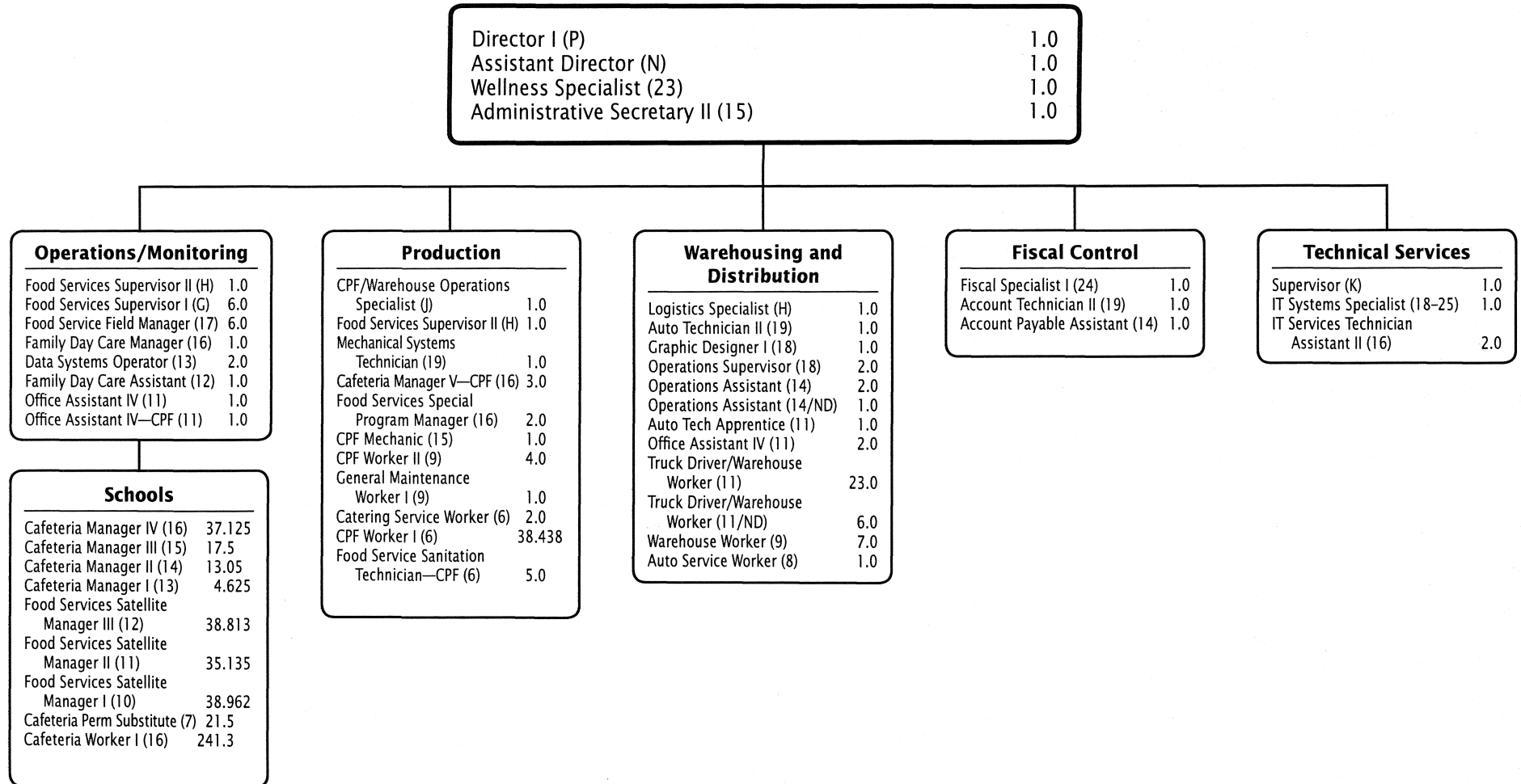
Division of Procurement - 353

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
1	P Director I		1.000	1.000	1.000		(1.000)
1	J Senior Buyer		1.000	1.000	1.000	1.000	
1	23 Business Services Analyst		1.000	1.000	1.000	1.000	
1	22 Buyer II		2.000	2.000	2.000	2.000	
1	18 Buyer I		3.000	3.000	3.000	3.000	
1	16 Materials Support Specialist		1.000	1.000	1.000	1.000	
1	14 Buyer Assistant II		2.000	2.000	2.000	2.000	
1	12 Buyer Assistant I		1.000	1.000	1.000	1.000	
	Total Positions		12.000	12.000	12.000	11.000	(1.000)

Division of Food and Nutrition Services

Chapter 8 – 99



F.T.E. Positions 585.448

(The 448.01 positions in schools also are shown on K-12 charts in Chapter 1)

ND Night Differential = Shift 3

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

MAJOR FUNCTIONS

Child Nutrition Program Administration

DFNS provides breakfast and lunch in all school cafeterias, alternative sites, and the Lathrop E. Smith Center. Additionally, the division actively supports the Maryland Meals for Achievement (MMFA) program that provides breakfast, at no charge, to all students in the classrooms at 51 schools and the Fresh Fruit and Vegetable Program in four elementary schools. It administers the Free and Reduced-price Meals System (FARMS) program for students, provides meals to low-income children during the summer, and monitors meal service in licensed family child-care homes. The division also participates in the at-risk, after-school snack and after-school supper program to students up to age 18 in eligible school-based programs. It provides nutrition education services and meals to nonprofit child-care centers and after-school programs.

Promotion of Nutrition Education and the Wellness Policy

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

Central Production Facility Management

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

Central Warehouse Management

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

ACCOMPLISHMENTS AND INITIATIVES

- » The county's changing economics and demographics are creating a change in the number of students eligible for free and reduced-price meals. In Fiscal Year 2006, the FARMS application changed from an individual student application to a household application. Beginning with the 2006–2007 school year, the meal benefit application is preprinted with student information. The form has been revised, with input from stakeholders, for ease of completion. At the end of FY 2013, 34.9 percent of the student population was eligible to participate in FARMS. This was an increase of 1 percent from FY 2012. During FY 2014 DFNS will continue to not charge eligible students the 30-cents reduced price for breakfast. This will continue to encourage more students who are most in need to participate in the breakfast program.
- » MCPS continues to plan menus to provide well-balanced, nutritious, and affordable meals that students enjoy and that help prepare them to learn. Menus are planned to provide a variety of offerings and meet the varied needs of our customers. Students and staff are accepting the lower fat and vegetarian options that are part of the daily offerings in school cafeterias. Fifty-six elementary schools have received the Silver level award for the Healthy U.S. School Challenge, an award given by the United States Department of Agriculture. All 132 MCPS elementary schools have received the Bronze level of this award. Focus groups are held with parents and students at the elementary, middle, and high school levels to hear their perceptions and feedback on meal quality and value and the customer service provided by the division's staff. When possible, program changes are implemented based on the responses. Cafeteria managers share their best practices at training meetings.
- » The division has been addressing the childhood overweight and obesity epidemic actively through collaboration with nutrition and physical education programs. The division has implemented fully the nutritional requirements adopted by the Board of Education in the à la carte program and supports schools' implementation by working directly with the various companies providing vending services. The division, along with the Division of Procurement, has been successful in implementing a systemwide vending contract for snacks and beverages. Staff has been involved in community forums related to childhood obesity.
- » Division staff collaborates with school staff and the community to provide a coordinated approach that empowers students to make healthy food choices and become more physically active. Successful initiatives focus on efforts to improve the health of students by increasing their awareness of the impact of good nutrition and regular physical activity. Division staff members are active participants on the School Health Council and MCPS Action for Healthy Kids, as well as Maryland Action for Healthy Kids.

- » The division has been an active participant in MMFA since 1998. There are 51 schools included in the program for the 2013–2014 school year. Breakfast is served in the classrooms of these schools to all students at no cost. Evaluators report that test scores in MMFA schools improve significantly more than in matched comparison schools. Evaluations of the schools participating statewide showed that tardiness and disciplinary suspensions decreased significantly following the start of MMFA. Teachers and administrators overwhelmingly report that the program has a positive impact on the learning environment and on student behavior.
- » There has been a collaborative effort with the Montgomery County Government to provide a Summer Food Service Program serving meals during the summer months to students of low-income families. During FY 2013, 83,927 breakfasts and 136,814 lunches were served. Additionally, there were 12 walk-in sites serving students. Beginning in June 2013, summer sites operated with cafeteria staff providing hot meals to the students. During July 2013, lunches increased by 82,582 to a total of 154,707 (a 115 percent increase) and breakfasts increased by 101,486 to a total of 213,631 (a 91 percent increase).
- » A fully integrated software system encompasses all operations. It includes a point-of-sale meals system that manages student accounts and links all schools to the central office. This transmits current student database information, including FARMS eligibility, directly to cafeteria managers and eliminates the overt identification of students. It also allows for quick accounting and resource management. Adults are able to electronically place money on students' accounts using mylunchmoney.com.
- » Centralized and automated food service operations keep food cost well below the industry standard. In FY 2013, food cost was 30 percent of revenue compared with the industry standard of 45 percent.
- » The division operates as an enterprise fund and maintains a fiscally sound program. *The National School Lunch Act* requires the division to operate at a break-even point.

PERFORMANCE MEASURES

Performance Measure: Elementary lunch participation reaches 55 percent of enrollment by FY 2016.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
50%	51%	52%

Explanation: This measures customer satisfaction at the elementary school level, with consideration of the economic downturn.

Performance Measure: Secondary school meal participation reaches 34 percent of enrollment by FY 2016.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
28%	30%	32%

Explanation: This measures customer satisfaction at the secondary school level, with consideration of the economic downturn.

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
100%	100%	100%

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

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this fund is \$51,222,406, an increase of \$32,736 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$32,736

Continuing Salary Costs—\$82,736

There is an increase of \$82,736 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—(\$50,000)

There are a number of realignments budgeted to address priority spending needs within this fund. Specifically, there is \$584,821 realigned among and between accounts budgeted within the fund. The realignments include the addition of a .5 cafeteria worker and a .75 food services satellite manager II position for the new Clarksburg Cluster Elementary School. The realignments are neutral overall and reflect the actual costs and operations of this fund. In addition, there is a realignment of \$50,000 from this fund to the Entrepreneurial Activities Fund to support technology services.

Selected Expenditure Information

Supplies and Materials for Division of Food and Nutrition Services

	FY 2014 Current Budget	FY 2015 Budget	Change
Meat, Fish, and Poultry	5,212,933	4,707,761	(505,172)
Fruits and Vegetables	2,127,141	2,127,141	-
Dairy Products	3,837,132	3,837,132	-
Groceries	2,674,279	2,674,279	-
Bakery Goods	1,863,551	1,969,160	105,609
Ice Cream	200,240	200,240	-
Disposables	1,674,325	1,674,325	-
Other	226,200	226,200	-
Total	<u>17,815,801</u>	<u>17,416,238</u>	<u>(399,563)</u>

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

Marla Caplon, Director I

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	582,948	582,948	582,948	585,448	2,500
Position Salaries	\$17,528,636	\$19,500,363	\$19,500,363	\$19,598,837	\$98,474
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		491,950	491,950	745,367	253,417
Other		64,530	64,530	77,789	13,259
Subtotal Other Salaries	796,665	556,480	556,480	823,156	266,676
Total Salaries & Wages	18,325,301	20,056,843	20,056,843	20,421,993	365,150
02 Contractual Services					
Consultants					
Other Contractual		1,242,028	1,242,028	1,242,028	
Total Contractual Services	1,477,513	1,242,028	1,242,028	1,242,028	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		17,815,801	17,815,801	17,416,238	(399,563)
Total Supplies & Materials	18,503,451	17,815,801	17,815,801	17,416,238	(399,563)
04 Other					
Local/Other Travel		128,385	128,385	81,897	(46,488)
Insur & Employee Benefits		11,564,582	11,564,582	11,653,428	88,846
Utilities					
Miscellaneous		145,000	145,000	185,202	40,202
Total Other	11,280,083	11,837,967	11,837,967	11,920,527	82,560
05 Equipment					
Leased Equipment		237,031	237,031	185,820	(51,211)
Other Equipment				35,800	35,800
Total Equipment	155,695	237,031	237,031	221,620	(15,411)
Grand Total	<u>\$49,742,043</u>	<u>\$51,189,670</u>	<u>\$51,189,670</u>	<u>\$51,222,406</u>	<u>\$32,736</u>

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

Marla Caplon, Director I

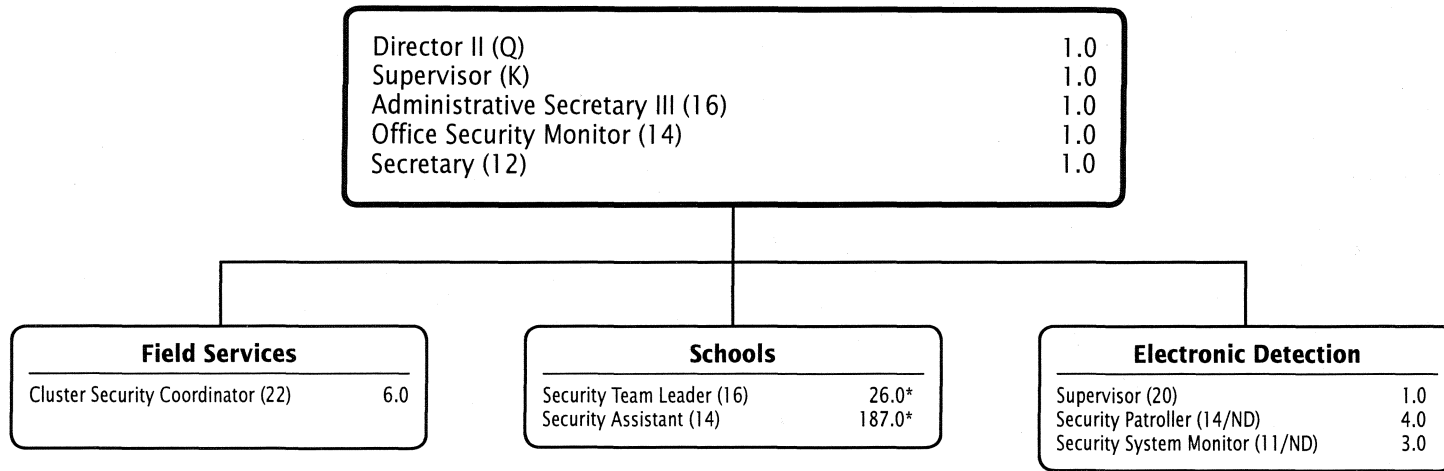
CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
61	P Director I		1.000	1.000	1.000	1.000	
61	N Assistant Director I		1.000	1.000	1.000	1.000	
61	K Supervisor		1.000	1.000	1.000	1.000	
61	J CPF/Warehouse Operations Spec		1.000	1.000	1.000	1.000	
61	H Food Services Supervisor II		2.000	2.000	2.000	2.000	
61	H Logistics Specialist		1.000	1.000	1.000	1.000	
61	G Food Services Supervisor I		6.000	6.000	6.000	6.000	
61	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
61	24 Fiscal Specialist I		1.000	1.000	1.000	1.000	
61	23 Wellness Specialist		1.000	1.000	1.000	1.000	
61	19 Account Technician II		1.000	1.000	1.000	1.000	
61	19 Auto Technican II Shift 1		1.000	1.000	1.000	1.000	
61	19 Mechanical Systems Tech Shft 1					1.000	1.000
61	18 Graphics Designer I			1.000	1.000	1.000	
61	18 Operations Supervisor		2.000	2.000	2.000	2.000	
61	17 Food Service Field Manager	X	6.000	6.000	6.000	6.000	
61	17 Supply Services Supervisor		1.000				
61	16 Communications Assistant		1.000				
61	16 IT Services Tech Asst II		2.000	2.000	2.000	2.000	
61	16 Cafeteria Manager IV	X	41.500	41.500	41.500	37.125	(4.375)
61	16 Food Svcs Spec Prog Mgr		1.000	2.000	2.000	2.000	
61	16 CPF Manager V		1.000	1.000	1.000	1.000	
61	16 CPF Manager V		2.000	2.000	2.000	2.000	
61	16 Family Day Care Manager		1.000	1.000	1.000	1.000	
61	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
61	15 Cafeteria Manager III	X	13.875	14.875	14.875	17.500	2.625
61	15 CPF Mechanic		1.000	1.000	1.000	1.000	
61	14 Accounts Payable Assistant		1.000	1.000	1.000	1.000	
61	14 Cafeteria Manager II	X	7.425	7.425	7.425	9.175	1.750
61	14 Cafeteria Manager II 9 mo		3.875	3.875	3.875	3.875	
61	14 Operations Assistant		2.000	2.000	2.000	2.000	
61	14 Operations Assist Shift 3			1.000	1.000	1.000	
61	13 Data Systems Operator		2.000	2.000	2.000	2.000	
61	13 Cafeteria Manager I	X	4.625	4.625	4.625	4.625	
61	12 Food Svcs Satellite Mgr III	X	30.875	33.375	33.375	38.813	5.438
61	12 Family Day Care Assistant		.750	.750	.750	1.000	.250
61	11 Office Assistant IV		3.000	3.000	3.000	3.000	
61	11 Office Assistant IV CPF	X	1.000	1.000	1.000	1.000	
61	11 Food Svcs Satellite Mgr II	X	40.010	39.010	39.010	35.135	(3.875)
61	11 Auto Tech Apprentice Shift 1			1.000	1.000	1.000	
61	11 Truck Drive/Whr Wkr Shift 1		9.000	9.000	9.000	9.000	
61	11 Truck Drive/Whr Wkr Shift 1		14.000	14.000	14.000	14.000	
61	11 Truck Drive/Wrh Wkr Shift 3		6.000	6.000	6.000	6.000	

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

Marla Caplon, Director I

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
61	10 Food Svcs Satellite Mgr I	X	40.025	39.775	39.775	38.962	(.813)
61	9 Warehouse Worker	X	5.000	6.000	6.000	6.000	
61	9 Warehouse Worker		2.000	1.000	1.000	1.000	
61	9 CPF Worker II	X	2.000	2.000	2.000	4.000	2.000
61	9 General Maintenance Worker I		1.000	1.000	1.000	1.000	
61	8 Auto Service Worker Shift 1		1.000	1.000	1.000	1.000	
61	7 Cafeteria Perm Substitute	X	21.500	21.500	21.500	21.500	
61	6 Cafeteria Worker I 9 mo		74.675	74.675	74.675	74.675	
61	6 Cafeteria Worker I	X	168.875	166.125	166.125	166.625	.500
61	6 Cafeteria Worker I		1.500				
61	6 CPF Worker I	X	40.438	40.438	40.438	38.438	(2.000)
61	6 Catering Services Worker	X	2.000	2.000	2.000	2.000	
61	6 Food Svc Sanit Tech CPF	X	4.000	4.000	4.000	4.000	
61	6 Food Svc Sanit Tech CPF		1.000	1.000	1.000	1.000	
	Total Positions		582.948	582.948	582.948	585.448	2.500

Department of School Safety and Security



F.T.E. Positions 19.0

(*The 213.0 positions in schools also are shown on K-12 charts in Chapter 1 and Office of Special Education and Student Services in Chapter 5)

ND Night Differential = Shifts 2 and 3

MISSION *The mission of the Department of School Safety and Security (DSSS) is to promote a safe and secure learning and working environment for students and staff through interactive partnerships with the extended school community and public safety partners.*

MAJOR FUNCTIONS

Comprehensive School System Emergency Preparedness

DSSS 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. The DSSS 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. DSSS staff reviews and assesses the readiness of school-based 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

DSSS staff members facilitate the design and installation of all new 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. DSSS staff members perform site evaluations and review construction plans for safety and security concerns in new and modernization construction projects.

Staffing Management

The director and his designee are responsible for assisting in the development of security position job descriptions and professional expectations. Staff coordinates with the MCPS Office of Human Resources and Development staffing analyst to review all prospective employee applications and conduct screening interviews. Department cluster security coordinators actively participate in all school-based interviews of security personnel. The department director and supervisor participate in all school-based interviews of security team leader candidates.

24-Hour Facility and Property Security

DSSS’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.

ACCOMPLISHMENTS AND INITIATIVES

- » DSSS staff supervised the school security infrastructure upgrades as part of the 2008–2014 \$9 million capital improvement plan, including the completion of access control systems (ACS) in all MCPS elementary schools, new digital camera systems in all secondary schools, and visitor management systems (VMS) in all schools. DSSS will implement additional security system upgrades as part of state- and county-funded initiatives scheduled for 2013–2015 school years. The initiative will include additional digital cameras in schools, new access control systems (ACS) in secondary schools, and the upgrading of communication technology resources.
- » DSSS staff developed and organized the implementation of a new student mentoring program called “Courageous Young Men” during the 2012–2013 school year. The program was promoted and used to enhance the development of positive learning and social skills among MCPS students. This one-week program, which was available to middle school students, was supported with oversight and evaluation by DSSS staff.

PERFORMANCE MEASURES

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
34	32	34

Explanation: Number of sessions linked to systemwide emergency preparedness training needs. Revision of emergency preparedness program required an enhanced training program.

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
95%	95%	100%

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
90%	94%	100%

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
80%	80%	100%

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

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
90%	90%	100%

Explanation: Based on post-training customer evaluation surveys.

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

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
25%	25%	40%

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

OVERVIEW OF BUDGET CHANGES

FY 2015 Recommended Budget

The FY 2015 recommended budget for this department is \$1,744,856, a decrease of \$37,984 from the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes - \$61,551

Continuing Salary Costs—\$11,551

There is an increase of \$11,551 for continuing salary costs for current employees. This amount includes the cost associated with the annualization of the salary step provided to eligible employees on February 8, 2014.

Other—\$50,000

Additional funds are needed for replacement of existing digital cameras in schools. Digital cameras were implemented in schools during FY 2008, and the life expectancy of these cameras is estimated at seven years. The additional funds provide support for a replacement schedule that is expected to take effect in the upcoming fiscal year.

Program Efficiencies and Reductions—(\$99,535)

There is reduction of a 1.0 safety and staff development manager position and \$99,535. The responsibilities of the position will be assumed by other staff in the department.

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	20,000	20,000	20,000	19,000	(1,000)
Position Salaries	\$1,453,523	\$1,509,449	\$1,509,449	\$1,421,465	(\$87,984)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		127,081	127,081	127,081	
Other		29,605	29,605	29,605	
Subtotal Other Salaries	166,291	156,686	156,686	156,686	
Total Salaries & Wages	1,619,814	1,666,135	1,666,135	1,578,151	(87,984)
02 Contractual Services					
Consultants					
Other Contractual		57,000	57,000	57,000	
Total Contractual Services	63,354	57,000	57,000	57,000	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,605	2,605	2,605	
Other Supplies & Materials		56,000	56,000	56,000	
Total Supplies & Materials	53,276	58,605	58,605	58,605	
04 Other					
Local/Other Travel		250	250	250	
Insur & Employee Benefits					
Utilities					
Miscellaneous		850	850	850	
Total Other	585	1,100	1,100	1,100	
05 Equipment					
Leased Equipment					
Other Equipment				50,000	50,000
Total Equipment	63,385			50,000	50,000
Grand Total	<u>\$1,800,414</u>	<u>\$1,782,840</u>	<u>\$1,782,840</u>	<u>\$1,744,856</u>	<u>(\$37,984)</u>

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
10	Q Director II		1.000	1.000			
10	Q Director II				1.000	1.000	
10	K Supervisor		1.000	1.000	1.000	1.000	
10	25 Safety & Staff Dev Manager		1.000	1.000	1.000		(1.000)
10	22 Cluster Security Coordinator		6.000	6.000	6.000	6.000	
10	20 Supv Electronic Detection		1.000	1.000	1.000	1.000	
10	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
10	14 Office Security Monitor		1.000	1.000	1.000	1.000	
10	14 Security Patroller Shift 2		2.000	2.000	2.000	2.000	
10	14 Security Patroller Shift 3		2.000	2.000	2.000	2.000	
10	12 Secretary		1.000	1.000	1.000	1.000	
10	11 Security Sys Monitor Shft 2		2.000	2.000	2.000	2.000	
10	11 Security Sys Monitor Shift 3		1.000	1.000	1.000	1.000	
	Total Positions		20.000	20.000	20.000	19.000	(1.000)