



behavior problem, the principal should support the driver. If this was not happening, he needed to know about it. He said that over 50,000 youngsters were being transported daily in a successful manner. Mrs. Wallace said that basically she agreed with Dr. Pitt because they did have a good safety record. She asked that she be provided with the present regulations on discipline and safety on school buses. After they saw this, they might consider asking the superintendent to review the regulations and work with MCCSSE. She agreed that they did need something that brought the parents in and they were not going to transport a student who was disruptive.

Dr. Pitt explained that he was not in any way defending youngsters acting in a way that causes problems. Mr. Foo said that out of 30 children on a bus it was usually two or three creating a problem. Mr. Ewing suggested looking at specific instances at particular schools where there had been repeated failures to take the necessary action so that Dr. Pitt could talk with these principals.

Dr. Shaffner suggested that Mr. Richard Fazakerley, associate superintendent for supportive services, discuss plans for the reorganization of the Department of Transportation. Mr. Fazakerley said they had a problem in the overall supervision of bus operators on a day-to-day basis. He said they did have rules for conduct, but the support for discipline on the bus was in direct relationship to the attitude of the parents regarding questioning their children about the bus. He commented that when a child was picked up he or she was in route to the school but the school day started on that bus. He said that the way the children came off the bus had a lot to do with how they would behave in school that day. He said that he was concentrating on the attitudinal side because when a teacher at the school greeted a bus driver by name, that driver was part of the school.

Mrs. Wallace pointed out that if a child were suspended from school for an infraction on a bus the child stayed home. However, if the child were not provided bus transportation for a few days that would put the burden on the parents to transport the child to school. Dr. Pitt indicated that there was a need to give special support to the drivers of handicapped children. He said that junior high school students were the most difficult passengers, and he agreed that there were specific situations they had to look at. He suggested that Mr. Foo discuss these with Mr. Fazakerley, and he would look at the regulations as to how well they were enforced.

Mr. Ewing asked whether they provided some training on how to handle discipline when new drivers were coming on board. Mr. Foo did not believe so. He said the drivers had an initial day before the start of school when they received notice of their runs. Mr. Fazakerley explained that training for new drivers was a regular program, and last year they added reinforcement training after 60 days. In the accident review process part of the corrective action was training. He felt that they needed to reinforce training through observation. He thought that with supervision on the spot and correction they could do a better job. Dr. Pitt explained that the new organization

in transportation would provide more on-the-road supervision. He said that these people would be able to reinforce training and help with discipline problems.

Mrs. Wallace asked about what happened when she reported a bus that was speeding. Mr. Fazakerley replied that in some instances the supervisor would follow the bus to determine whether speeding was a continuing practice. However, the most important thing was to get the bus number so that this could be placed in the records. Dr. Shaffner added that one other aspect needed to be emphasized and that was the quality of the relationship between the drivers and the principals. He said that drivers had told him that at some schools they were considered part of the school team.

Mr. Barse felt that they should not leave this discussion, and he suggested that the Board president schedule this on an agenda with the option of taking some action. Mrs. Carolyn Carchedi reported that she was serving on the Task Force on Discipline, and they were looking at this very issue right now.

Mr. Foo commented that as a group employees felt very proud to work for the school system. He thought it was the dedication of all employees that made the system what it was. He realized the necessity to close schools because of economic conditions, and he knew that because of the budget some positions had to be abolished. However, he was concerned about the severe cuts in the building services staff as well as in supplies. He was also concerned about the cuts in the area of food services, and he pointed out that they had people working far beyond their hours to finish up what needed to be done. He felt that this was not good for morale. He thought that people worked for the school system because they liked working with children, and he asked that the Board consider this very carefully when they made budget cuts. He said that the other area was media and technology. He indicated that even though there were standards for staffing, there were different programs in different schools.

Mr. Foo stated that there were people who had given 15 to 20 years to the school system and some training was needed to move them over to fields such as computers. He said that the superintendent trimmed the budget as much as he could, the Board cuts, and the Council cuts. MCCSSE supported the budget and tried to help as much as possible with the county executive and County Council. However, each year it had become necessary to put a freeze on which he felt put a burden on supporting services employees.

Mr. Harry Smith explained that it was a problem to operate a school plant when they were short of people and supply money. He pointed out that the ICB, County Council, and Board of Education were getting the community more involved in using the schools, but each year the supplies were cut back earlier and earlier. He said that they were supposed to get reimbursement on supplies, but they did not see this on their level; therefore, the building managers had to go to other schools to borrow supplies. They were running out of toilet tissue

for the rest rooms and light tubes for the classrooms. Dr. Pitt explained that they did not start out with the idea of a freeze, but the school system could not end up the year in the red. In the past few years there had been a tremendous inflationary factors in items such as utilities, and he hoped that they were coming into a time where the inflation factor would not be as great.

Mrs. Zappone noted that when the liquor stores had to curtail their hours they put up signs suggesting that patrons call the County Council, and she suggested that MCPS might want to do this. Mr. Fazakerley explained that he had instituted the freeze on supplies in December. It seemed to Mr. Ewing that they were saying it was unfair for the building services workers to start the year out with the expectation of a certain workload and in midyear to find an additional workload to keep the school system solvent. He said that the practices of putting freezes on was a bad practice indicative of bad management and bad budgeting by the Board of Education. He commented that the Board itself was responsible for having cut beyond the superintendent's budget.

Mrs. Wallace said it might be edifying for the Board to see a list of the superintendent's recommendations compared with the Board's action and what the Council approved. Mr. Ewing asked that they also look at what the MORE study recommended. Mrs. Wallace said that she was not aware there had been a freeze on supplies. She asked for a history of the freeze, how long it had been going on, and what the list included. She asked whether the ICB was supposed to reimburse MCPS for supplies. She asked whether schools used by the ICB were given additional funds for supplies. Dr. Pitt explained that there were a certain amount of funds budgeted for this by the ICB; however, the amount was so small it was not charged back to the schools. Mrs. Wallace wondered whether enough was budgeted to cover all expenses or was MCPS subsidizing the ICB use of the schools. Dr. Shaffner indicated that they were subsidizing this, and he did not think they made it clear enough to the Council that this was happening. Mrs. Wallace thought that the Council and public needed to know this was happening.

Mrs. Jessica Dunkley stated that office employees are worried about retraining. She said that a number of people had taken courses in neighboring colleges; however, when they sought different jobs in MCPS they were told they could not be hired because they did not have the experience.

Mrs. Carol Barrons said that as a business manager she spent a lot of time with the ICB. They had a 10-month secretary who also spent a lot of her day on ICB activities. In addition ICB activities also took the time of the athletic director and the cafeteria manager. Mr. Bob Baker said that the MCCSSE executive board wanted this to be the best school system in the country. He worked in maintenance and started having problems with supplies in February or March which was a concern to them. Another concern was training employees to bring people up to date on the new state-of-the-art equipment purchased by MCPS. He thanked Mr. Fazakerley and his assistant, Mr. David Fischer,

for their help in solving problems. He said that their technicians did need to keep up to date, and he suggested that part of the purchase agreement for equipment include a provision for training of employees. Mr. Fazakerley recalled that this had been included in several contracts. Mr. Baker said that it was important to get Maintenance centralized to get all of the people back under the proper supervision to do the job. He said that they had supervisors now who were not familiar with certain skills and yet had to evaluate the personnel. He felt that decentralization had cost the system more money because they had not decentralized the warehouse and more mileage was needed to pick up supplies.

Mrs. Wallace asked whether in building a budget they considered travel monies to carry out a bid commitment. Mr. Fazakerley agreed to get detailed information on this. Mrs. Wallace said they had more renovation work and shrinking dollars. Mr. Baker replied that more things were taken out of the general maintenance fund to keep things up, but it would be very difficult if supplies were cut off in February and March.

Mr. William King stated that the security personnel unit was the smallest group in MCCSSE, but they did bring in money on claims. He said they had a Problem with their vehicles with two-way radios and spotlights because any time one of these vehicles had a problem only the night crew worked on repairs. Therefore, when they brought their cars in for repair in the morning nothing was done until the evening. This week they had two vehicles down and did not have a spare. He asked if the day group could work on these cars so that they would be ready when the security personnel picked them up in the evening. He also noted that all three cars available to them had over 100,000 miles on them. Mr. Fazakerley agreed to look into providing a back-up car.

Mrs. Carchedi said that MCPS had won a national award for its media center program. She commented that the media assistants had had a role in this because while most people thought of them as clerks they actually worked alongside the media specialist in working with children. She believed that every single elementary school in the county should have a full-time media specialist with a full-time aide.

Mrs. Diane Davidson explained that she represented 852 teacher assistants who were members of MCCSSE. She said that the assistants in federal and state programs were seeing their hours cut. She said that it had been a policy decision that people were not to be fired; therefore, people with four hour jobs remained at four hours, but the eight hour people became six hour people. She said that this did not provide the funds to feed a family and they had more and more single parents. Most of the assistants were working less than eight hours, and they never knew from year to year how many hours they would have next year. Mrs. Davidson said that people did not want to leave MCPS but couldn't afford to stay. She said the hires were almost always someone new to the system. She asked the Board to consider giving

part-time positions to people who had been cut back to four hours. She explained that their annual gross salary was more than just what they put on their income tax because it was also the basis for their retirement fund. She felt that the policy in Personnel was to hire from the outside. Mr. Ewing asked that the superintendent provide the Board with an analysis of the policy.

Mr. Foo reported that one person two years ago had been an eight-hour aide, and her hours were dropped to four. She would like to remain in her school, but this year the position had been increased to an eight hour position and she was going to lose out. Dr. Pitt asked Mr. Foo to provide him with further details on this situation. He pointed out that it was difficult to put two part-time jobs together because of school hours. He said that he would look 1982 into the situation of people getting trained and unable to transfer into other fields. Mr. Foo pointed out that in any event these people would be on a six month probation in any new position and could be put back to their old jobs if they did not work out.

Mrs. Zappone thanked the members of MCCSSE for a very good discussion. Mr. Baker commented that in his position he travelled from one end of the county to the other, and he would like to congratulate Dr. Andrews on an excellent job of administering the school system for the past two years.

Re: Adjournment

The president adjourned the meeting at 10:15 p.m.

President

Secretary

HP:mlw