

**Chapter 7**  

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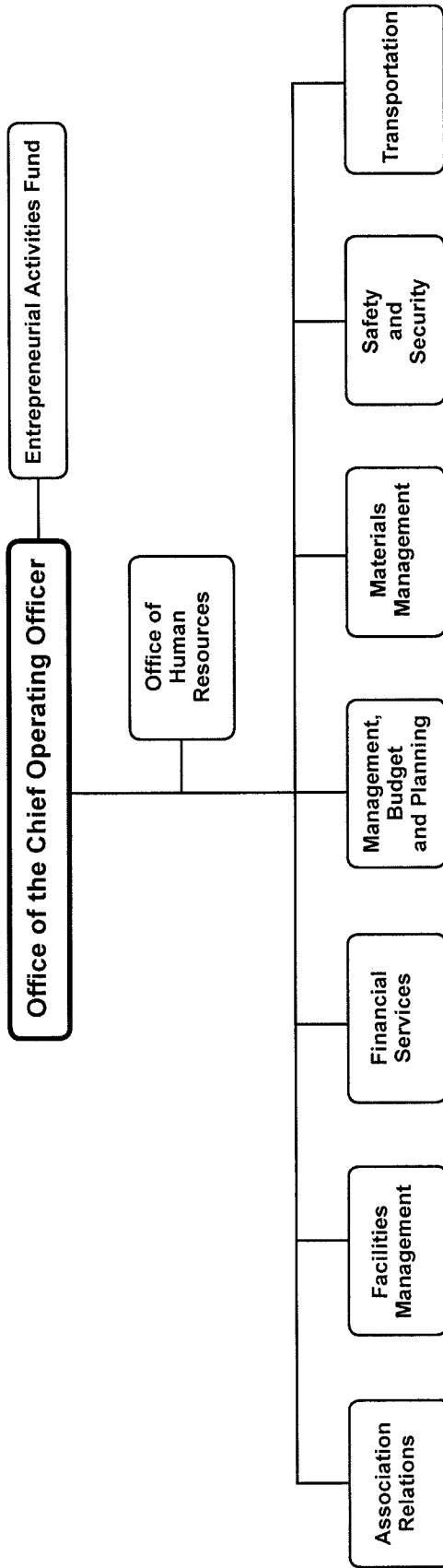
**Office of Chief Operating Officer**

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

<b>OBJECT OF EXPENDITURE</b>	<b>FY 2005 ACTUAL</b>	<b>FY 2006 BUDGET</b>	<b>FY 2006 CURRENT</b>	<b>FY 2007 BUDGET</b>	<b>FY 2007 CHANGE</b>
<b>POSITIONS</b>					
Administrative	30,000	31,000	31,000	35,000	4,000
Professional	2,000	2,000	2,000	2,000	
Supporting Services	4,001,192	4,095,722	4,094,222	4,180,772	86,550
<b>TOTAL POSITIONS</b>	<b>4,033,192</b>	<b>4,128,722</b>	<b>4,127,222</b>	<b>4,217,772</b>	<b>90,550</b>
<b>01 SALARIES &amp; WAGES</b>					
Administrative	3,166,774	\$3,443,683	3,443,683	4,061,360	617,677
Professional	96,862	186,456	186,456	192,916	6,460
Supporting Services	125,774,729	138,825,111	138,790,887	147,548,379	8,757,492
<b>TOTAL POSITION DOLLARS</b>	<b>129,038,365</b>	<b>142,455,250</b>	<b>142,421,026</b>	<b>151,802,655</b>	<b>9,381,629</b>
<b>OTHER SALARIES</b>					
Administrative					
Professional	17,040	150,134	150,134	229,634	79,500
Supporting Services	17,266,720	10,030,118	10,244,874	12,640,701	2,395,827
<b>TOTAL OTHER SALARIES</b>	<b>17,283,760</b>	<b>10,180,252</b>	<b>10,395,008</b>	<b>12,870,335</b>	<b>2,475,327</b>
<b>TOTAL SALARIES AND WAGES</b>	<b>146,322,125</b>	<b>152,635,502</b>	<b>152,816,034</b>	<b>164,672,990</b>	<b>11,856,956</b>
<b>02 CONTRACTUAL SERVICES</b>	<b>9,062,460</b>	<b>6,230,733</b>	<b>6,277,144</b>	<b>7,128,747</b>	<b>851,603</b>
<b>03 SUPPLIES &amp; MATERIALS</b>	<b>28,078,595</b>	<b>29,004,612</b>	<b>29,183,345</b>	<b>32,122,876</b>	<b>2,939,531</b>
<b>04 OTHER</b>					
Staff Dev & Travel	357,556	420,251	420,251	460,581	40,330
Insur & Fixed Charges	296,303,443	321,106,692	321,558,829	348,073,320	26,514,491
Utilities	28,599,559	29,322,356	29,322,356	40,106,836	10,784,480
Grants & Other	9,622,875	9,002,597	9,194,075	12,040,626	2,846,551
<b>TOTAL OTHER</b>	<b>334,883,433</b>	<b>359,851,896</b>	<b>360,495,511</b>	<b>400,681,363</b>	<b>40,185,852</b>
<b>05 EQUIPMENT</b>	<b>10,250,990</b>	<b>10,784,482</b>	<b>10,791,087</b>	<b>11,428,228</b>	<b>637,141</b>
<b>GRAND TOTAL AMOUNTS</b>	<b>\$528,597,603</b>	<b>\$558,507,225</b>	<b>\$559,563,121</b>	<b>\$616,034,204</b>	<b>\$56,471,083</b>

# Chief Operating Officer — Overview



F.T.E. Positions 4,217.272  
 (In addition, there are 52.0 Capital Budget positions,  
 20.5 from ICB, 23.0 funded by Trust Funds. There are  
 1,698.842 school-based positions shown on K-12  
 charts.)

## FY 2007 OPERATING BUDGET

## Office of the Chief Operating Officer

Chief Operating Officer	1.0
Executive Assistant (P)	3.0
Director, Systemwide Athletics (P)	1.0
Coordinator, Continuous Improvement (M)	1.0
Instructional Specialist (B-D)	1.0
Administrative Services Manager II (19)	1.0
Administrative Services Manager I (17)	1.0
Allocations Assistant (16)	1.0
Administrative Secretary III (16)	1.0
Appeals/Transfer Control Assistant (16)	1.0
Administrative Secretary I (14)	1.0

## Mission

The mission of the Office of the Chief Operating Officer (OCOO) is to provide the highest-quality products, resources, and services that are essential to the educational success of students through staff committed to excellence and continuous improvement.

## Major Functions

The OCOO works at the direction of the superintendent and in collaboration with the deputy superintendents to ensure the implementation of the Board of Education's goals and academic priorities. The OCOO, working closely with the deputy superintendents, monitors the implementation of *Our Call to Action: Pursuit of Excellence—The Strategic Plan for Montgomery County Public Schools (MCPS) 2003–2008* and developed the Maryland State Department of Education's mandated five-year master plan for MCPS.

The OCOO has overall responsibility for the Office of Human Resources; the Department of School Safety and Security; the Department of Facilities Management; the Department of Financial Services; the Department of Management, Budget, and Planning; the Department of Transportation; the Department of Materials Management; the Department of Association Relations; the Appeals/Transfer Team; and High School Athletics. The OCOO monitors each of its offices, departments, and division strategic plans to ensure that they are aligned to the MCPS strategic plan. The office works with each of its offices and departments to develop, monitor, and assess short and long-term goals and performance measures. All units monitor data and provide progress reports on a family of measures: financial results, organizational results, workforce excellence, and customer focus. Additionally, this office has primary responsibility for legal services, staffing of schools, and the Entrepreneurial Activities Fund. The OCOO provides leadership and training in the area of Baldrige to all schools and offices. The Baldrige categories create an integrated management system that enable schools and offices to focus systematically on performance excellence and continuous improvement aimed at getting results. Also the OCOO prepares items for the Board of Education action, discussion, and information relating to schools, procurement, facilities management, budget, materials management, transportation, association relations, and all financial matters.

The OCOO is responsible for coordinating the development of the superintendent's operating and capital budgets and acts as a liaison with the County Council and county government staff on budget and fiscal matters. Through its Department of Management, Budget, and Planning, the OCOO helps each MCPS unit plan effectively; budget accurately; spend as planned; provide budget-related information; develop budget data and forecasts; assist units with applying for, acquisition of, monitoring, and reporting activities for federal, state, and privately funded projects; and manage efficiently to maximize resources devoted to the achievement of *Our Call to Action: Pursuit of Excellence*.

The OCOO, through the Office of Human Resources and un-

der the leadership of the associate superintendent, recruits, selects, and works to retain the most qualified and productive employees to serve the diverse needs and quality expectations of the school system to achieve workforce excellence. In addition, efforts are in place to ensure compliance with the *No Child Left Behind Act* (NCLB) to have teachers and paraeducators designated "highly qualified."

The OCOO, through the Department of School Safety and Security, works with all schools and facilities in developing and updating individual emergency crisis plans. In addition, Code Red and Code Blue drills occur throughout the year. The EFO program has expanded to 24 officers working with our schools.

Through its Department of Financial Services and its Division of Controller, the office manages employee benefit programs, including health care, life insurance, retirement, workers' compensation, disability, and tax-sheltered annuity programs and continually seeks ways to contain costs. Payroll, leave accounting, and unemployment benefit functions are provided. Staff assists employees in dealing with financial matters and retirement planning, monitors benefit and retirement trust investments, and ensures that all financial transactions comply with applicable laws and regulations.

Through the Department of Facilities Management, the OCOO coordinates the construction of new schools and the modernization of aging facilities, provides comfortable and clean school facilities, and oversees the maintenance of existing facilities and performance of minor renovations to accommodate changing program needs. Staff manages utility costs at all schools and oversees an energy conservation program to ensure efficient use of utilities, ensures that building space is used efficiently to support instructional programs, acquires potential future school sites, and manages an inventory of existing sites.

Through the Division of Long Range Planning, the Geographic Information System Support Services Section and the Capital Budget Team, the OCOO oversees the monitoring of changes in enrollment and instructional programs and the resulting development of quality data analysis, planning strategies, and long-range plans.

In concert with the Department of Transportation, the OCOO ensures the safe and cost-effective operation of regular and special education bus service for eligible students, including homeless students and students placed in temporary shelters. Included in this function is the monitoring of route planning and driver/aide assignments, training, general personnel services, accounting, and fleet maintenance services.

Through its procurement, supply and property management units, and the Division of Food and Nutrition Services, the Department of Materials Management coordinates the purchase of goods and services, manages the school system's warehouse and distribution network, processes school library media purchases centrally to ensure uniformity, facilitates systematic cataloging of records, and provides nutritious, cost effective meals to students and staff.

Through the Department of Association Relations, the OCOO oversees the enforcement and interpretation of employee contracts. This department works with employee associations to ensure compliance with negotiated agreements. In addition, this department hears employees' grievances and administrative complaints and represents the interests of the Board of Education in negotiations.

### Trends and Accomplishments

Montgomery County was slow to recover from recession during the 2000 to 2003 period. The recession contributed to a decline in residential and nonresidential construction activity. An improved employment picture was reported beginning in the second quarter of 2004. In parallel with the job market, construction activity picked up in 2004. Nonresidential construction picked up the most, almost tripling the amount of square footage under construction. Residential construction had more mixed results. This reflects the decreasing supply of land available for residential development in the county. For the past two years the demand for new and existing homes is greater than the supply, resulting in substantial increases in housing costs.

Enrollment projected for the 2005–2006 school year is 139,477 students. MCPS enrollment has grown by 53 percent since 1983. This dramatic increase has been fueled by job opportunities in the region, a “baby boom” that has resulted in a record number of county births (exceeding 13,000 annually since 2000), high levels of immigration from other countries, and a highly regarded public school system. These factors are expected to drive more enrollment increases, although at a slower rate than seen in the past. Total enrollment is at a plateau at this time, but as larger birth cohorts begin entering the system in the coming years, increases in enrollment are projected to resume. The current forecast shows enrollment topping 145,000 students by 2010.

Race and ethnic diversity have been a hallmark of MCPS growth. Immigration, primarily of Asian and Hispanic students, to the county has resulted in a school system that has been transformed. In 1972, 90 percent of the school population was non-Hispanic white, compared with 43 percent in 2004. All of the enrollment increases that have occurred since 1983 (48,000 more students) are attributable to growth in African American, Asian American, and Hispanic enrollment.

Socioeconomic diversity in the student population also has increased. Movement into the county of economically impacted households has resulted in high levels of participation in the federal Free and Reduced-price Meals System (FARMS). Since 1985, the proportion of MCPS students participating in FARMS has risen from 12 percent to 23 percent.

This growth and expansion of the school system will affect all aspects of work in the Office of the Chief Operating Officer. This office will continue to implement continuous improvement strategies that are effective and cost-efficient in pursuit of excellence through *Our Call to Action: Pursuit of Excellence*.

Major accomplishments of this office include the successful completion and approval of the operating and capital budgets and the implementation of efficient cost saving measures. It effectively managed all expenditures for the operating and capital budgets. The FY 2007 Operating Budget is built on the Board of Education goals and academic priorities and provides money to support program initiatives from *Our Call to Action: Pursuit of Excellence*. The FY 2006 operating budget was funded for \$1,713,736,154, or a 6.2 percent increase over the FY 2005 operating budget. The biennial Capital Improvements Program was approved by the County Council for a total of \$912.8 million for Fiscal Years FY 2005–2010. In addition, the County Council approved \$182.9 million in capital expenditures for FY 2006. The state aid allocation for school construction reached \$30.4 million for FY 2006. The OCOO has worked directly with community superintendents to successfully open two middle schools, and a new middle schools magnet consortium, on August 29, 2005.

The OCOO, in collaboration with the deputy superintendents, monitors and assigns school system assets to align both human and material resources with *Our Call to Action: Pursuit of Excellence* and the master plan for MCPS. The OCOO, through the Department of Financial Services, developed and opened the Employee and Retiree Service Center to better serve the financial and benefit needs of active and retired employees.

Major accomplishment in the area of school facilities included the August 29, 2005, opening of the new Lakelands Middle School, and the reopening of the former Belt Middle School, now called A. Mario Loiederman Middle School. Also opening on August 29, 2005, was the modernized Somerset Elementary School, and core improvements at Oakview Elementary School and Seneca Valley High School. Later this school year, in January 2006, the Kensington-Parkwood Elementary School modernization will be completed.

On February 10, 2004, the Board of Education aligned the budget and strategic planning processes by adopting a set of recommendations from the Research and Evaluation Committee to change the process for public involvement in the development of the MCPS strategic plan and operating budget. The Board's goals included encouraging greater public involvement in long-range strategic issues and emphasizing public involvement in the development phase of the strategic plan and the operating budget instead of primarily in the critique phase following the superintendent's presentation of the operating budget. As a result of this initiative, the Board of Education sponsored three community forums during fall 2004. The forums resulted in significant feedback on issues involving the strategic plan and budget. Due to the success of the forums, MCPS staff, representatives of employee organizations, and Montgomery County Council of Parent Teacher Associations (MCCPTA) representatives are planning three strategic forums for the 2005–2006 school year. The format will reflect input received from the community during the 2004 forums.

MCPS has adopted the Malcolm Baldrige Education Criteria for Performance Excellence as its model for continuous

improvement. Leadership for this effort comes from the OCOO. The criteria are designed to help organizations use an integrated approach that results in delivery of ever-improving value to students and stakeholders, contributing to education quality, improvement of overall organizational effectiveness and capabilities, and organizational and personal learning. In March 2005, MCPS received the U. S. Senate Productivity and Maryland Quality Award.

## Major Mandate

Each department has a set of major mandates that are described in its section of the budget document. The Office of the Chief Operating Officer assumes the responsibility of ensuring the quality of each department's efforts to meet these mandates.

## Performance Measurements

The OCOO has developed a family of measures to monitor the performance of its offices, departments, and divisions. The Family of Measures includes the following categories: Organizational Results, Financial Results, Customer Focus, and Workforce Excellence. Additionally, the OCOO is working in collaboration with the Office of the Deputy Superintendent of Schools and the Deputy Superintendent for Information and Organizational Systems on monitoring and managing the school system's strategic plan, *Our Call to Action: Pursuit of Excellence*.

## Budget Explanation

The FY 2007 request for this office is \$1,825,549, an increase of \$62,278 from the current FY 2006 budget of \$1,763,271. An explanation of this change follows.

### *Continuing and Negotiated Salary Costs—\$62,010*

The negotiated agreements with employee organizations increase the salary costs of employees in this office by \$37,495. There is an increase of \$24,515 in continuing salary costs to reflect step or longevity increases for current employees.

### *Other—\$268*

There is an increase of \$268 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

# Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	13,000	13,000	13,000	<b>13,000</b>	
Position Salaries	\$1,186,891	\$1,182,341	\$1,182,341	<b>\$1,244,040</b>	\$61,699
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		7,372	7,372	<b>7,631</b>	259
Other		1,488	1,488	<b>1,540</b>	52
Subtotal Other Salaries	29,770	8,860	8,860	<b>9,171</b>	311
<b>Total Salaries &amp; Wages</b>	<b>1,216,661</b>	<b>1,191,201</b>	<b>1,191,201</b>	<b>1,253,211</b>	<b>62,010</b>
<b>02 Contractual Services</b>					
Consultants		2,500	2,500	<b>2,500</b>	
Other Contractual		559,926	559,926	<b>559,926</b>	
<b>Total Contractual Services</b>	<b>791,934</b>	<b>562,426</b>	<b>562,426</b>	<b>562,426</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,586	3,586	<b>3,586</b>	
Other Supplies & Materials		404	404	<b>404</b>	
<b>Total Supplies &amp; Materials</b>	<b>4,285</b>	<b>3,990</b>	<b>3,990</b>	<b>3,990</b>	
<b>04 Other</b>					
Local Travel		1,459	1,459	<b>1,727</b>	268
Staff Development		4,195	4,195	<b>4,195</b>	
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	<b>9,119</b>	<b>5,654</b>	<b>5,654</b>	<b>5,922</b>	<b>268</b>
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$2,021,999</b>	<b>\$1,763,271</b>	<b>\$1,763,271</b>	<b>\$1,825,549</b>	<b>\$62,278</b>



# Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
1	Chief Operating Officer		1.000	1.000	1.000	<b>1.000</b>	
2	P Director				1.000	<b>1.000</b>	
1	P Executive Assistant		3.000	3.000	3.000	<b>3.000</b>	
2	N Coordinator, Curriculum		1.000	1.000			
1	M Coord, Cont Improvement		1.000	1.000	1.000	<b>1.000</b>	
2	BD Instructional Specialist		1.000	1.000	1.000	<b>1.000</b>	
1	19 Admin Services Manager II		1.000	1.000	1.000	<b>1.000</b>	
1	17 Admin Services Manager I		1.000	1.000	1.000	<b>1.000</b>	
1	16 Appls Trans Control Asst		1.000	1.000	1.000	<b>1.000</b>	
1	16 Administrative Secretary III		1.000	1.000	1.000	<b>1.000</b>	
1	16 Allocations Assistant		1.000	1.000	1.000	<b>1.000</b>	
2	14 Administrative Secretary I			1.000	1.000	<b>1.000</b>	
2	12 Secretary		1.000				
<b>Total Positions</b>			<b>13.000</b>	<b>13.000</b>	<b>13.000</b>	<b>13.000</b>	

## Entrepreneurial Activities Fund

Coordinator, Special Initiatives (N)	1.0
Instructional Specialist (B-D)	1.0
Printing Equipment Operator III (17)	1.0
Customer Services Specialist (16)	1.0
Fiscal Assistant I (13)	1.0
Secretary (12)	0.5
Bindery Equipment Operator I (11)	1.8
Supply Worker II (10)	2.0

**Mission**

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

**Major Functions**

The purpose of this activity is to serve as the main focal point to organize marketing efforts, to identify and mobilize staff resources and expertise, to plan and implement revenue-generating activities, and to 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 Online Learning, and entrepreneurial activity development.

The Taylor Science Materials 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 significantly reduced. The center sells customized science kit materials and tools and manipulatives for assessment activity to school districts that are implementing similar science programs.

The Supply Warehouse Services 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.

The Printing and Graphic Services serves schools and offices by creating and developing printed publications through full-service publishing, including photography and printing. Through efficient design and electronic publishing, this unit is increasing productivity and reducing the volume of printed materials. Expansion of its external customer base, Printing and Graphic Services produces work for other local governments and nonprofit organizations.

Student Online Learning provides the opportunity for high school students to take courses outside of the traditional classroom setting. The primary goal of the Student Online Learning program is to provide all students in MCPS with the opportunity to enhance their educational experience through quality online courses.

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.

**Trends and Accomplishments**

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 are not competing with limited tax dollars.

**Major Mandate**

This program must operate within the confines of appropriate federal, state, and county laws regarding taxing, funding, and expenditures for public sector activities of this nature.

**Strategies**

- Establish activities that, when fully implemented, will generate enough revenue that the activity will contribute to the enhancement of the instructional program.
- Market and sell only goods and services that are exemplary and reflect positively on the school system.

**Performance Measurements**

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

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
50.5%	104.0%	112.0%

**Explanation:** This measure reflects the percentage of elementary science material center expenditures funded by the Entrepreneurial Fund.

**Performance Measure:** Supply Warehouse Services revenue activity.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
\$113,400	\$120,000	\$130,000

**Explanation:** This measure reflects the growth of supply warehouse sales through entrepreneurial activities and represents the funding shift of 2.0 supply worker positions from the Operating Budget.

**Budget Explanation**

The current FY 2006 budget for this fund is changed from the budget adopted by the Board of Education on June 14, 2005. The change is a result of a supplemental appropriation of \$100,000 for the Printing and Graphics Services fund.

The FY 2007 request for this fund is \$1,523,552, an increase of \$158,700 from the current FY 2006 budget of \$158,700. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$26,883*  
The negotiated agreements with employee organizations in-

crease the salary costs of employees in this fund by \$20,556. There is an increase of \$6,327 in continuing salary costs to reflect step or longevity increases for current employees.

*Realignment—\$0*

There is a realignment of \$13,524 from instructional materials to salaries and employee benefits to create a 0.5 secretary.

*Other—\$131,817*

To meet the expanding needs of the Printing and Graphics Services fund, \$9,877 is added to the budget. Also, the Student Online Learning fund is created to provide students the opportunity to enhance their education through quality online courses. Added for this budget is \$83,188 in salaries, \$22,000 for contractual services, \$3,797 for materials, \$4,900 for other program costs, \$6,655 for employee benefits, and \$1,400 for equipment.

# Entrepreneurial Activities Fund - 820/821/822/823

**Larry A. Bowers, Program Manager**

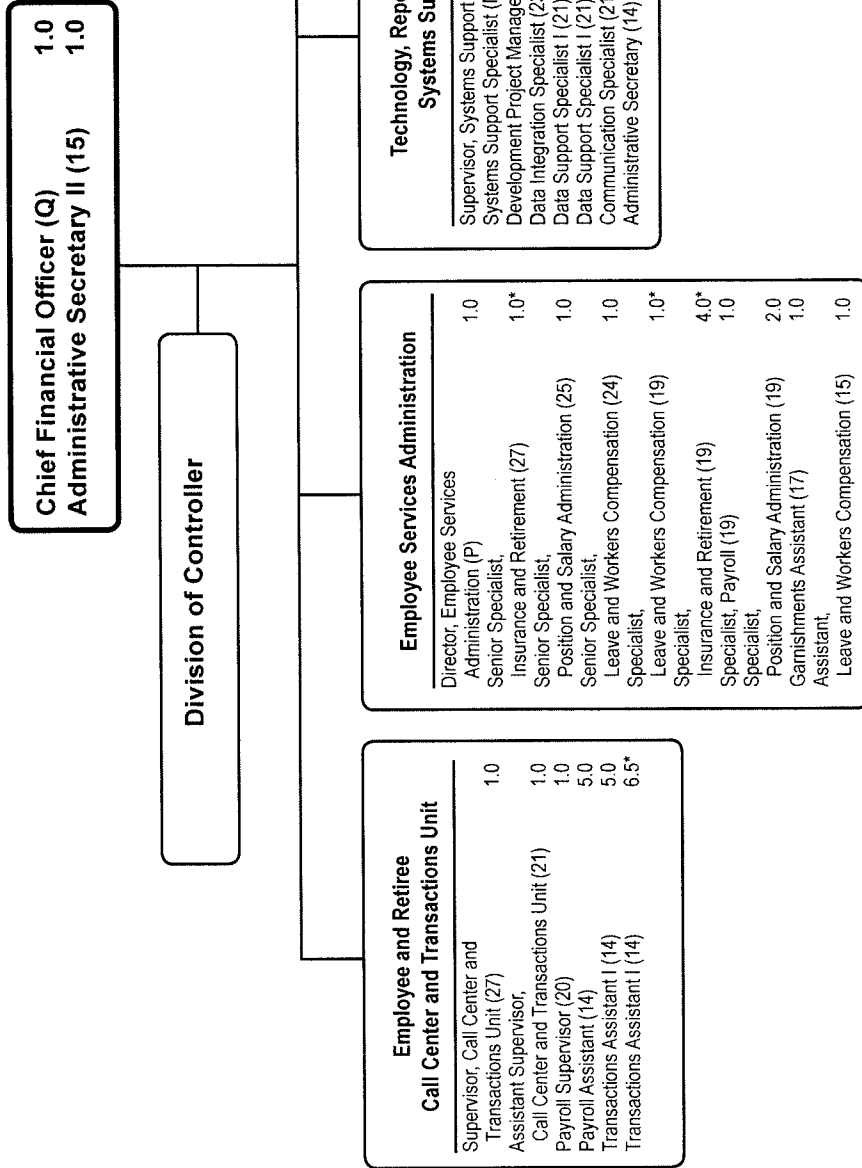
Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	8.800	6.800	8.800	9.300	.500
Position Salaries	\$446,024	\$408,592	\$474,675	\$506,974	\$32,299
<b>Other Salaries</b>					
Supplemental Summer Employment				20,500	20,500
Professional Substitutes				59,000	59,000
Stipends				73,994	(21,796)
Professional Part Time		95,790	95,790	54,900	32,868
Supporting Services Part Time		22,032	22,032		
Other					
Subtotal Other Salaries	143,794	117,822	117,822	208,394	90,572
<b>Total Salaries &amp; Wages</b>	<b>589,818</b>	<b>526,414</b>	<b>592,497</b>	<b>715,368</b>	<b>122,871</b>
<b>02 Contractual Services</b>					
Consultants				22,000	22,000
Other Contractual		30,000	30,000	34,000	4,000
<b>Total Contractual Services</b>	<b>29,915</b>	<b>30,000</b>	<b>30,000</b>	<b>56,000</b>	<b>26,000</b>
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		200,000	200,000	190,273	(9,727)
Office					
Other Supplies & Materials		354,381	362,600	362,600	
<b>Total Supplies &amp; Materials</b>	<b>457,675</b>	<b>554,381</b>	<b>562,600</b>	<b>552,873</b>	<b>(9,727)</b>
<b>04 Other</b>					
Local Travel		6,000	6,000	9,700	3,700
Staff Development		6,000	6,000	8,700	2,700
Insurance & Employee Benefits		102,057	127,755	138,134	10,379
Utilities					
Miscellaneous					
<b>Total Other</b>	<b>162,050</b>	<b>114,057</b>	<b>139,755</b>	<b>156,534</b>	<b>16,779</b>
<b>05 Equipment</b>					
Leased Equipment		17,600	17,600	18,977	1,377
Other Equipment		22,400	22,400	23,800	1,400
<b>Total Equipment</b>	<b>33,602</b>	<b>40,000</b>	<b>40,000</b>	<b>42,777</b>	<b>2,777</b>
<b>Grand Total</b>	<b>\$1,273,060</b>	<b>\$1,264,852</b>	<b>\$1,364,852</b>	<b>\$1,523,552</b>	<b>\$158,700</b>

# Entrepreneurial Activities Fund - 820/821/822

Larry A. Bowers, Program Manager

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
	<b>820 Entrepreneurial Activities Fund</b>						
81	N Coord, Special Initiatives		1.000	1.000	1.000	1.000	
81	BD Instructional Specialist		1.000	1.000	1.000	1.000	
81	13 Fiscal Assistant I		1.000	1.000	1.000	1.000	
81	12 Secretary					.500	.500
81	12 Supply Worker III		1.000				
81	10 Supply Worker II Shift 1		3.000	2.000	2.000	2.000	
	<b>Subtotal</b>		<b>7.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.500</b>	<b>.500</b>
	<b>822 Printing Services</b>						
81	17 Printing Equip Operator III		1.000	1.000	1.000	1.000	
81	16 Customer Services Spec				1.000	1.000	
81	11 Bindery Equip Operator I		.800	.800	1.800	1.800	
	<b>Subtotal</b>		<b>1.800</b>	<b>1.800</b>	<b>3.800</b>	<b>3.800</b>	
	<b>Total Positions</b>		<b>8.800</b>	<b>6.800</b>	<b>8.800</b>	<b>9.300</b>	<b>.500</b>

# Department of Financial Services



F.T.E. Positions 26.0  
 (\*In addition the chart above includes 22.0 positions funded by Trust Funds)

## FY 2007 OPERATING BUDGET

**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 Information System (FIS), the Materials Management System (MMS) and the Benefits Workstation Retirement System (BW); 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**

The Department of Financial Services coordinates the functions and operations of the Employee and Retiree Service Center (ERSC) and the Division of the Controller, while maximizing the efficiency of departments that use the Financial 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 the Controller prepares the financial statements, provides for the internal controls of all accounting activities, processes accounting transactions, collects amounts owed to 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. It operates a call center and transactions unit, a communications program, support for policy implementation, and continued expansion of the use of technology to improve service and efficiency.

The staff of ERSC processes employee transactions to ensure effective use of the HRIS system. ERSC coordinates the activities of maintaining employee files, processing all employee transactions, collection of time and attendance information, production of paychecks, and the administration of leave and collection of 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 implemented by ERSC staff.

Both the controllers office and ERSC provide information to schools, departments, and individuals regarding the business operations of MCPS through workshops, communications, and direct assistance. By providing assistance and support to schools and departments, staff members in the Department of Financial Services contribute to the smooth functioning of MCPS in support of the goals in *Our Call to Action: Pursuit of Excellence*.

**Employee and Retiree Benefits**

MCPS employees and retirees may choose to participate in health, dental, prescription drug, vision, and life insurance

plans. Health plan options include two point-of-service (POS) plans and several health maintenance organization (HMO) options. Dental coverage includes a choice between a preferred dental option (PDO) plan with both in- and out-of-network benefit features and a dental maintenance organization (DMO). Employee life, dependent life, and optional life insurance programs are offered, and employees have the opportunity to participate in pretax flexible spending plans for medical expenses and dependent care. MCPS matches the first \$100 contributed to a medical flexible spending account as an incentive to employees to participate in this beneficial program.

The Benefits Strategy and Vendor Relations unit is responsible for the design and deployment of employee and retiree benefit programs, and manages all aspects of contract and vendor relations associated with the benefit plans. The unit collaborates with the staff of ERSC to ensure that all aspects of the benefit plan 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 on-going financial monitoring, budget, and rate development; managing the competitive bid process; and measuring performance on an on-going 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 plan providers, 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 retirement function of this unit administers contracts related to the MCPS Employees Retirement and Pension Systems, 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.

**Trends and Accomplishments**

During FY 2005, efforts to explore a joint project with the County Government for replacement of both entities' financial systems ended when funds were not available for the larger County project. MCPS issued a Request for Proposal (RFP) for a requirements study to formalize specifications to be used to replace the existing financial system. Work on the requirements study will be completed during FY 2006 so that implementation of the new system can begin late in FY 2006. An RFP for the new system will be issued upon conclusion of the requirements study. A software vendor and associated implementation support will be selected and contracts negotiated. A project plan will be developed and staff participants identified.



The number of MCPS employees and retirees continues to increase each year. The complexity of benefit programs and the compliance related to compensation and benefits also increase. It is anticipated that additional changes and mandates affecting accounting, human resource transactions, payroll processing, and employee and retiree benefit plans will occur.

A priority of the centralized call center is the improvement of customer service provided to employees, retirees, and their families. Performance measurements include wait time, abandoned call volume, and duration of answered calls. On July 1, 2005 a call tracking system was implemented. This system will provide data on types of calls, demographics of callers, and resolution of questions to permit targeted communications, training and performance results. The short-term effect of the call tracking system has been a increase in wait time, abandoned calls, and call length. Over the course of FY 2006, this effect will be mediated through training and additional operational changes.

Containment of rising employee and retiree medical, dental, and prescription costs is an important focus of the Department of Financial Services. During FY 2005, cost containment efforts resulted in the elimination of Blue Cross Blue Shield as the administrator for the point-of-service, medical indemnity, and Medicare supplement plans. An RFP seeking proposals from Canadian pharmacies to provide lower cost mail order prescription drugs was issued and evaluated. Final determination will be made early in FY 2006 whether to implement a program to import drugs from Canada using three criteria—legality, safety, and cost savings potential.

During FY 2006, the comprehensive employee and retiree communications program expanded, using a variety of print media including active employee retirement statements, an expanded Web site, and increased employee presentations. This program educates employees about their compensation, benefits, and other related issues such as retirement planning, leave, and workers compensation. Employees are encouraged through the ERSC communication program to expand their knowledge of the retirement program and to increase retirement savings to supplement state and MCPS pension plans.

The Department of Financial Services uses several computer systems to track data and provide information to schools, departments, employees, retirees, and other partners. The retirement system tracks service credit, contributions, and retirement benefits. The HRIS system is continually adapted and refined to address business needs and regulatory requirements. During FY 2005, a major upgrade to the HRIS was completed in partnership with the Office of Information and Organizational Systems. The department continues to reduce manual processing and improve services through the expanded use of technology. Cross training of staff continues, providing better service and greater efficiency.

## 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 educated 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 2005, several county agencies joined together to competitively bid their pharmacy benefit management and in FY 2004, the medical plans were bid to ensure competitive pricing to the agencies. During FY 2006 the dental and life insurance programs were bid. Future joint efforts will focus on pooling stop-loss coverage and providing a single disease management program for all agency health plans. An employee wellness initiative to improve general physical conditioning through walking was also introduced during FY 2006.

## Major Mandates

- The overriding mandate is to comply with all federal and state laws, and Board of Education policies regarding accounting, insurance, payroll, benefit plans, and investments including generally accepted accounting standards, reporting requirements, income and other taxes, social security, fair labor standards, and supported projects procedures and requirements.
- Maryland law requires MCPS to have comprehensive liability insurance and workers compensation coverage. This is provided through the Montgomery County Self-insurance Program.
- Maryland law requires insurers to provide prescription drug plans to cover contraceptives under the same terms as other drugs.
- Maryland law requires a fidelity bond for the superintendent and any employees who handle system funds.
- The Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA) requires the continuation of group health insurance for active employees (and their dependents) who terminate or become disabled and are not eligible for retirement, as well as for dependents who no longer qualify under the Employee Benefit Plan.
- The Health Insurance Portability and Accountability Act of 1996 (HIPAA) imposes many administrative obligations on employer-sponsored health plans, requiring certificates of coverage as well as termination of coverage under various circumstances. In FY 2003, HIPAA mandated significant administration requirements on employers relative to the privacy of employee health benefits.
- Maryland law requires MCPS to provide parity in mental health benefits among various health plans. Historically, mental health benefits were limited or capped, but this requires all Maryland employer health plans to treat mental health expenses the same as any other medical expenses covered under the plan.

- Medicare Part D prescription plan coverage will have implications for the administration of the MCPS retiree benefit program. Final regulations will be issued in late 2005 but it is anticipated that there will be reporting and other requirements of MCPS.

**Strategies**

- Provide leadership on financial issues and requirements.
- Involve all levels of department staff in operation and process improvement.
- Involve all levels of department staff in planning and process improvement in preparation for the new financial system.
- Provide communications to employees and retirees to help them become effective users of health insurance and prescription programs. Wellness and disease management programs are examples of services offered to encourage employees and retirees to be active partners in the use of health benefits and to select programs that meet their particular needs. Ongoing communications educate participants about available options and help them in making educated choices as consumers of health care.
- Expand education efforts to ensure that employees understand the need to contribute to defined contributions plans to augment the benefits provided by the state and county sponsored defined benefit program.
- Continue cross-functional process review and improvements to increase coordination, accuracy, and efficiency of financial transactions.
- Expand training offerings to units and offices to facilitate adherence to procedures and use of management data.
- Use performance measure data to identify opportunities for process and training improvements.
- Expand a comprehensive communication plan to provide information and receive critical input concerning goals, functions, and issues.
- Rotate staff across tasks and ensure that these tasks are continually reassessed for effectiveness and efficiencies
- Support management decision making through the use of reporting and analysis tools.
- Expand technical training for HRIS ongoing enhancements, software operations, and emerging methodologies.
- Explore additional technology solutions for improved information, efficiency, and service.

**Performance Measurements**

Call Center Efficiency:

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
• Average wait time 26 sec.	35 sec.	25 sec.
• Average duration 2 min., 39 sec.	2 min., 45 sec.	2 min., 30 sec.

• Average volume/business day 395 calls	370 calls	360 calls
• Average wait/abandoned call 1 min, 52 sec	2 min	2 min
• Percent of abandoned calls 5.35%	7%	5%
• Percent of calls answered within 1 min 88.6%	85%	90%

FY 2006 reflects initial year of call tracking and the impact on performance from the extra time to record call data. Call tracking will enable long term process improvement by identifying call types, demographics of callers and document follow-up. Data will be used to target communications and self-service tools.

• Percent of new teachers paid on first pay date 98%	99%	99%
• Year to year trend in growth rates of benefit costs compared to national averages -1.3%	-1.0%	-1.0%
• Trend in growth rate of benefit costs compared to regional peers -0.8%	-1.0%	-1.0

**Budget Explanation**

**Department of Financial Services—334**

The FY 2007 request for this department is \$1,963,321, an increase of \$143,134 from the current FY 2006 budget of \$1,820,187. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$61,073*

The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$57,848. There is an increase of \$3,225 in continuing salary costs to reflect step or longevity increases for current employees.

*Realignment—\$0*

There is a realignment of \$3,657 from overtime wages to part-time wages to reflect the reduced need for overtime and the reliance of part-time workers for peak workloads. In addition, \$3,300 is realigned from office supplies to dues, registrations and fees and local travel. This realignment provides funds for training seminars that are necessary for updating and maintaining the department's human resource and payroll systems.

*Other—\$82,061*

An additional \$82,006 is budgeted for a transaction assistant and a salary administration specialist. These two additional positions are necessary to support the increased activity occurring in the Employee and Retiree Services Center unit.

There is an increase of \$55 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

**Budget Explanation  
Insurance and Employee Benefits—333**

The current FY 2006 budget for this unit is changed from the budget adopted by the Board of Education on June 14, 2005. As a requirement for receiving funds under the Individuals with Disabilities Act, MCPS is now required to reserve 15 percent of its federal allocation to provide comprehensive early intervening services to students in groups that are significantly over-identified for special education services. A portion of health benefits is allocated to support this effort. In the current year, \$401,522 in health benefits has been realigned from this unit to the grant project managed by the Department of Student Services.

The FY 2007 request for this unit is \$338,608,376, an increase of \$26,788,099 from the current FY 2006 budget of \$311,820,277. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$5,805,160*  
The negotiated agreements with employee organizations increase retirement costs by \$1,400,434 and social security costs by \$2,958,280. There is an increase of \$474,952 in retirement costs and \$971,494 in social security costs for benefits related to continuing salary costs that reflect step or longevity increases for current employees.

*Realignment—\$138,360*  
Due to various realignments that create additional positions or transfer funding from grants, the FY 2007 budget request contains an additional \$39,459 for social security benefits, \$74,536 for employee health benefits, and \$24,365 for retirement benefits.

*Enrollment/Growth—\$1,924,833*  
The budgeted salaries for additional staff for enrollment growth, primarily in special education, increases social security contributions by 406,473 and retirement contributions by \$196,963. In addition, the budget request includes increases for health benefits totaling \$1,321,397.

*New Schools—\$1,323,362*  
The budgeted position salary increases associated with opening five new schools in FY 2007 will increase the budget for employee benefits by \$1,323,362. This consists of increases for health benefits of \$828,069, social security contributions of \$339,498, and retirement contributions of \$155,795.

*Employee Benefits—\$20,340,579*  
During FY 2004, FY 2005, and FY 2006, health care costs for MCPS have been trending upward, but at a rate below national trends. For FY 2007, the trend continues upward. The budget for health care programs for active and retiree programs results in a \$15,257,162 increase, net of a projected \$2,900,000 Medicare Part D reimbursement. The primary cause of the increase is the continuation of inflation and rate adjustments for health services and prescription drugs. Retirement contribution increases total \$4,714,568 based on actuarial values and projected rates of returns on the assets in the trust fund. In addition, there is a \$101,468 adjustment in the FY 2006 base to accurately reflect social security contributions.

There is an increase in employee benefits of \$267,381 asso-

ciated with employee options to convert their unused portion of annual leave into a tax sheltered savings plan.

*Self Insurance—(\$4,752,952)*  
The budget includes a reduction of \$4,752,952 for the county's self-insurance program. The decrease is possible because fund balances needed for reserves are projected to be restored to policy levels through higher contributions over the last three years. This has resulted in a reduction in Worker's Compensation Insurance of \$4,214,752, fire insurance of \$485,992, and other insurance of \$52,208.

*Loss Prevention—\$300,000*  
An allowance of \$300,000 has been budgeted to engage a study to assess and establish a loss prevention program within MCPS.

*Other—\$106,394*  
Due to other operational staffing needs besides enrollment growth or new schools, the budget request includes \$106,394 in additional employee benefits. This includes \$73,864 for social security contributions, \$22,193 for retirement contributions, and \$10,337 for health care benefits.

*University Partnership Programs—(\$1,661)*  
MCPS is engaged in partnership programs with Johns Hopkins University (the Teacher Preparation Program) and George Washington University (the Teachers 2000/Millennium and Teaching Corps Programs) that are designed to assist in meeting the need for qualified teachers especially in the most challenging school settings and/or in critical shortage areas. The partnerships provide a master's degree scholarship program for students who while in school, fill teacher positions but are paid as long-term substitutes. The partnerships involve no net cost to MCPS and are budget neutral. There is a net decrease in this budget of \$1,661. Off-setting increases and decreases are found in the budgets for K-12 Instruction, the Division of Special Education Programs and Services and the Office of the Associate Superintendent for Human Resources.

*Revenue Shifts—\$191,413*  
The budget contains additional funding of \$191,413 in benefits resulting from a shift of programs that were previously funded from either grant funds or enterprise funds. This includes increases for social security of \$49,767, health insurance of \$120,207, and retirement benefits of \$21,439.

*Improving Programs and Services—\$2,218,481*  
The total cost for program improvement initiatives to implement the organization's strategic plan for FY 2007 is \$12,291,175. This amount includes an increase in employee benefits of \$2,218,481. This is allocated between health insurance of \$1,234,266, social security of \$681,248, and retirement contributions of \$302,967 for retirement contributions.

*Reductions—(\$805,870)*

*George Washington University Teachers 2000*

*Partnership Program (\$50,000)*

There is a reduction of \$50,000 in benefits for the George-Washington University Teachers 2000 Partnership program. An increase in the size of the ProMat and ProSems programs conducted in partnership with the Johns Hopkins University and a decrease in the number of students in the more costly program, Teachers 2000, operated by the George Washington University, will save approximately

\$50,000 in FY 2007 in the Benefit Strategies and Vendor Relations Unit budget.

*Other Reductions—(\$755,870)*

Nearly half of the program improvements initiatives throughout the organization are paid from reductions through various productivity enhancements. These reductions reduce employee benefits by \$755,870 and are allocated among health benefits, social security contributions, and retiree contributions.

**Selected Expenditure Information**

Description	FY 2006 Budget	FY 2007 Budget	Change
Worker's Compensation	\$9,810,035	\$5,595,283	(\$4,214,752)
Social Security	83,572,931	88,983,295	5,410,364
Employee Benefit - Active	144,355,575	163,491,462	19,135,887
Employee Benefit - Retirees	35,898,582	35,102,582	(796,000)
Retirement	35,189,710	42,413,129	7,223,419
Unemployment Compensation	300,000	300,000	0
Other	2,693,444	2,722,625	29,181
<b>Total</b>	<b><u>\$311,820,277</u></b>	<b><u>\$338,608,376</u></b>	<b><u>\$26,788,099</u></b>

# Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	24,000	24,000	24,000	<b>26,000</b>	2,000
Position Salaries	\$1,493,123	\$1,575,555	\$1,575,555	<b>\$1,716,767</b>	\$141,212
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		29,973	29,973	<b>34,814</b>	4,841
Other		23,057	23,057	<b>20,083</b>	(2,974)
Subtotal Other Salaries	43,542	53,030	53,030	<b>54,897</b>	1,867
<b>Total Salaries &amp; Wages</b>	<b>1,536,665</b>	<b>1,628,585</b>	<b>1,628,585</b>	<b>1,771,664</b>	<b>143,079</b>
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		19,560	19,560	<b>19,560</b>	
<b>Total Contractual Services</b>	<b>18,125</b>	<b>19,560</b>	<b>19,560</b>	<b>19,560</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		46,322	46,322	<b>43,022</b>	(3,300)
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	<b>42,762</b>	<b>46,322</b>	<b>46,322</b>	<b>43,022</b>	<b>(3,300)</b>
<b>04 Other</b>					
Local Travel				355	355
Staff Development				<b>3,000</b>	3,000
Insurance & Employee Benefits		311,400,755	311,802,277	<b>338,022,995</b>	26,220,718
Utilities					
Miscellaneous		143,720	143,720	<b>711,101</b>	567,381
<b>Total Other</b>	<b>287,362,123</b>	<b>311,544,475</b>	<b>311,945,997</b>	<b>338,737,451</b>	<b>26,791,454</b>
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>	<b>2,910</b>				
<b>Grand Total</b>	<b>\$288,962,585</b>	<b>\$313,238,942</b>	<b>\$313,640,464</b>	<b>\$340,571,697</b>	<b>\$26,931,233</b>

# Department of Financial Services - 333/334

Susanne G. DeGraba, Chief Financial Officer

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
1	Q Chief Financial Officer		1.000	1.000	1.000	<b>1.000</b>	
1	P Director		1.000	1.000	1.000	<b>1.000</b>	
1	O Supervisor, Systems Support		1.000	1.000	1.000	<b>1.000</b>	
1	27 ERSC Call Ctr/Trans Supv		1.000	1.000	1.000	<b>1.000</b>	
1	25 Senior Spec. Salary Adm.		1.000	1.000	1.000	<b>1.000</b>	
1	24 Sr Spec Leave Admin/Wkrs Comp		1.000	1.000	1.000	<b>1.000</b>	
1	21 Assistant Supervisor, Call Ctr		1.000	1.000	1.000	<b>1.000</b>	
1	21 Comm. Spec/Web Producer		1.000	1.000	1.000	<b>1.000</b>	
1	21 Data Support Specialist I		1.000	1.000	1.000	<b>1.000</b>	
1	20 Payroll Supervisor		1.000	1.000	1.000	<b>1.000</b>	
1	19 Specialist, Payroll		1.000	1.000	1.000	<b>1.000</b>	
1	19 Spec, Position/Salary Admin		1.000	1.000	1.000	<b>2.000</b>	1.000
1	17 Garnishments Assistant		1.000	1.000	1.000	<b>1.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	<b>1.000</b>	
1	14 Transactions Assistant I		5.000	4.000	4.000	<b>5.000</b>	1.000
1	14 Payroll Assistant		4.000	5.000	5.000	<b>5.000</b>	
<b>Total Positions</b>			<b>24.000</b>	<b>24.000</b>	<b>24.000</b>	<b>26.000</b>	<b>2.000</b>



**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, committed to excellence, and committed to continuous improvement in support of *Our Call to Action: Pursuit of Excellence*.

**Major Functions**

The division is organized into seven units to support its major activities: general accounting and reporting, payroll accounting, benefits accounting, accounts receivable, accounts payable, accounting information systems, and an extracurricular activities fee collection unit. Major activities include preparing financial statements and statistical reports; reacting to changing trends in accounting principles and regulatory standards; providing timely financial data that assist managers in monitoring and controlling expenditures; and providing accounting support for the Employee Benefit Plan and the Retirement and Pension System.

Other division activities include controlling all financial transactions entered in the automated accounting system; encumbering funds for purchase orders and paying vendors; verifying authorizations and account classifications for all payments; preparing comprehensive annual federal and state reports; preparing audited financial statements for the MCPS Educational Foundation, a 501(c)(3) corporation; preparing the income tax and personal property tax statements for the foundation; providing effective management of the General Fund and Food Services Fund cash balances; collecting and monitoring payments of extracurricular activities fees; billing customers for services rendered by MCPS units; processing payroll tax withholdings and other deduction payments and related reports; monitoring the recording of salary encumbrances and expenditures, and providing wage-related information to customers and stakeholders.

The division manages the Visiting Bookkeepers (VB) program. The VB program provides general bookkeeping, reporting and/or bank reconciliation services for all 125 elementary schools. The VB program enhances fiscal management of elementary school independent activities funds by providing bookkeeping services and offering training assistance. The program also provides assurance of consistent application of accounting procedures across all elementary schools and assists the Internal Audit Unit in performing its oversight responsibility.

**Trends and Accomplishments**

Systemwide growth continues to affect the division workload. The division centrally assumes primary transaction responsibility for the Financial Information System (FIS) and its feeder systems, and the volume of activity continues to increase. The division, through process review continuous improvement techniques, has made improvements to the work flow in the accounts payable unit. These work flow improvements allow the unit to manage an ever-increasing workload.

The major improvement initiative during FY 2005 was implementation of a document management system (DMS). The DMS implementation improved document flow within the accounts payable unit. The DMS has become the point of entry and focus for processing purchasing and payment activity recorded in the Financial Information System. The payment process now functions as a paperless environment. Work flow capabilities of the DMS have enabled a paperless exchange of purchasing information between the division and the Division of Procurement, its partner in the DMS Implementation.

The division will expand its use of the DMS during FY 2006 to include accounts receivable, cash receipts, journal entries, and grants.

The division collaborates with the Department of Materials Management in the administration of the purchasing card program. This program enhances the efficiency for procurement of small purchases throughout the school system. Authorized staff make small, routine purchases effectively and expeditiously using purchasing cards. This program decreases processing time for small procurements and eliminates undue complexity for vendors. Also, the division, in collaboration with the Department of Materials Management and the Office of Information and Organizational Systems, implemented an electronic billing and payment process with the largest MCPS office supply vendor. Under this process, normal office supply orders are transacted in a paperless environment. The division continues to investigate the potential of e-procurement systems to provide further efficiencies and service improvements.

The information needs of program managers; county, state, and federal government entities; and the general public are becoming more varied and complex. These changing needs have exceeded the capabilities of the Financial Information System (FIS). It is structurally rigid and lacks necessary technical reporting tools. The division, through the Department of Financial Services, is collaborating with the Office of Information and Organizational Systems and the departments of Materials Management and Management, Budget, and Planning to plan for the replacement of the FIS. The Montgomery County Council approved funds for MCPS to engage a professional firm to conduct a requirements analysis and to prepare a Request for Proposal for replacement of MCPS accounting, budget, and procurement systems. The division will devote considerable focus during FY 2006 toward this project. A request for proposals will be issued during November 2005, with selection of a new system in FY 2006.

MCPS has received the Association of School Business Officials International's (ASBO) Award of Excellence in Financial Reporting for excellence in the preparation and issuance of the FY 2004 Comprehensive Annual Financial Report (CAFR). This is the 25th time (24th consecutive) that MCPS has received this prestigious award. The award, the highest recognition for school district financial operations offered by ASBO, is only presented to school systems that have met or exceeded the standards of the program.



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 ended June 30, 2004. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized CAFR.

Customer focus plays an important role in the division's mission and strategic plan. Improving and expanding division products and services for customers and stakeholders consume a major portion of our annual improvement efforts.

The division also provides opportunities to strengthen school financial management. The division maintains a chapter in the "Principals Handbook" on school financial management. Also, the division collaborates with the Office of Staff Development to develop financial management training modules for principals, assistant principals, and other school-based fiscal staff.

**Major Mandates**

- Maryland law requires an annual audit by a certified public accountant, a comprehensive Annual Financial Report, state budget reports, and annual financial reports.
- Federal, state, and other grantor agencies require the submission of monthly, quarterly, semiannual, or annual reports for all grants received by MCPS.
- The federal Office of Management and Budget Circular A-133 requires annual audits and reports on all federal programs.
- Federal law requires the filing of Form W-2 employee wage and tax statements and Form 1099 tax reports for many vendors/contractors who receive payments.
- Federal and state laws require biweekly, monthly, quarterly, and annual reporting of income and social security taxes, employee earnings, unemployment insurance, and workers compensation.

**Strategies**

- Evaluate accounting processes for opportunities to make process improvements, incorporating customer and stakeholder feedback and new products and services.
- Work to complete a requirements analysis for an ERP-based accounting system, to prepare an RFP for replacement of accounting, budget, and procurement systems, and to select a vendor to provide the new ERP system.
- Expand implementation of the document management system to accounts receivable, cash receipts, and general ledger processes.
- Work with consultant to develop a change management plan for transition to the new ERP financial system.
- Provide training opportunities that encourage and strengthen financial management skills of school-based fiscal staff.

**Performance Measurements**

**Performance Measure:** Number of void checks per 1000 checks issued.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
2.2	2.0	1.8

**Explanation:** Measure of the accuracy of payment processing.

**Performance Measure:** Division cost per student.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
\$10.38	\$10.83	\$11.12

**Explanation:** Measures the relative cost effectiveness and efficiency of the division in the context of overall apportionment of limited resources.

**Performance Measure:** Customer satisfaction with products and services.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
N/A	90%	90%

**Explanation:** Aggregate measure of individually measured customer satisfaction with both the normal delivery of products and services and satisfaction with new or improved products and services. Information is not available for FY 2005. The measure reflects the percentage of respondents satisfied or highly satisfied with products and services.

**Budget Explanation**

The FY 2007 request for this division is \$1,546,692, an increase of \$35,259 from the current FY 2006 budget of \$1,511,433. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$55,059*

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$51,452. There is an increase of \$3,607 in continuing salary costs to reflect step or longevity increases for current employees.

*Reductions—(\$19,800)*

*Visiting Bookkeepers Program—(\$19,800)*

There is a reduction of \$19,800 in part-time salaries for the Visiting Bookkeepers Program. This program provides financial expertise to schools while at the same time relieving school administrative staff from the burden of maintaining Independent Activity Funds financial records. This reduction brings the budget for this activity in line with actual expenditures.

# Division of Controller - 332/155

Robert J. Doody, Controller

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	26.812	26.812	26.812	<b>26.812</b>	
Position Salaries	\$1,371,883	\$1,511,669	\$1,511,669	<b>\$1,567,853</b>	\$56,184
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		15,657	15,657	<b>16,208</b>	551
Other		(47,624)	(47,624)	<b>(69,100)</b>	(21,476)
Subtotal Other Salaries	102,593	(31,967)	(31,967)	<b>(52,892)</b>	(20,925)
<b>Total Salaries &amp; Wages</b>	<b>1,474,476</b>	<b>1,479,702</b>	<b>1,479,702</b>	<b>1,514,961</b>	<b>35,259</b>
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		1,300	1,300	<b>1,300</b>	
<b>Total Contractual Services</b>	<b>8,843</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		27,831	27,831	<b>27,831</b>	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	<b>22,787</b>	<b>27,831</b>	<b>27,831</b>	<b>27,831</b>	
<b>04 Other</b>					
Local Travel					
Staff Development		2,600	2,600	<b>2,600</b>	
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	<b>3,762</b>	<b>2,600</b>	<b>2,600</b>	<b>2,600</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>	<b>3,208</b>				
<b>Grand Total</b>	<b>\$1,513,076</b>	<b>\$1,511,433</b>	<b>\$1,511,433</b>	<b>\$1,546,692</b>	<b>\$35,259</b>

# Division of Controller - 332/155

Robert J. Doody, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
	<b>332 Division of Controller</b>						
1	P Controller					1.000	1.000
1	O Controller		1.000	1.000	1.000		(1.000)
1	27 Assistant Controller		1.000	1.000	1.000	1.000	
1	24 Payroll Specialist		1.000	1.000	1.000	1.000	
1	24 Senior Accountant		1.000	1.000	1.000	1.000	
1	22 Accountant		3.000	3.000	3.000	3.000	
1	19 Account Technician II		1.000	1.000	1.000	1.000	
1	19 Accounts Payable Supervisor		1.000	1.000	1.000	1.000	
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
1	14 Account Assistant III		7.000	7.000	7.000	7.000	
1	12 Account Assistant II		8.000	8.000	8.000	8.000	
1	8 Office Assistant I		.812	.812	.812	.812	
	<b>Subtotal</b>		<b>25.812</b>	<b>25.812</b>	<b>25.812</b>	<b>25.812</b>	
	<b>155 Ext Cur Actvty Fee Administration</b>						
2	13 Fiscal Assistant I		1.000	1.000	1.000	1.000	
	<b>Subtotal</b>		<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	<b>1.000</b>	
	<b>Total Positions</b>		<b>26.812</b>	<b>26.812</b>	<b>26.812</b>	<b>26.812</b>	

# Department of Association Relations

Director	1.0
Administrative Secretary II (15)	1.0

## Mission

The mission of the Department of Association Relations is to establish and maintain productive relationships with employee unions, 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

The Department of Association Relations coordinates all employee relations activities with the unions that represent administrators, teachers, and supporting services personnel. It conducts formal negotiations with the three recognized organizations on wages, hours, and other working conditions. It administers the negotiated agreements through regular contact with the employee organizations, handles informal complaints, provides advice to management on contract interpretations, oversees the grievance and administrative complaint procedures, represents the Board of Education in grievance hearings and arbitrations, and prepares cases for state Board of Education or court action.

Specifically, the department is responsible for negotiating with the Montgomery County Education Association (MCEA), SEIU Local 500, and the Montgomery County Association of Administrative and Supervisory Personnel (MCAASP). The department administers all three negotiated agreements, handles informal complaints and grievances, prepares and presents arbitration cases, and provides support and training to MCPS supervisors and administrators.

## Trends and Accomplishments

Day-to-day contract administration continues to be a major focus. Formal employee grievances and administrative complaints declined in number during FY 2004, and increased only slightly during FY 2005. State legislative proposals related to labor relations require much time and attention from the department. The department's work was further impacted by recent state legislative actions that significantly changed the nature of negotiations. New MCPS program initiatives, federal laws affecting benefits and work rules, state Board of Education rulings on the scope of bargaining, economic trends, and comparability issues among school systems, government, and the private sector also continue to impact this department workload. During FY 2004, MCPS successfully negotiated a full three-year contract with teachers (MCEA), a two-year contract extension with supporting services employees (SEIU Local 500), and a one-year contract extension with administrators (MCAASP) without impasse or mediation. Negotiations commenced in October 2003 and resulted in tentative agreements in February 2004. The Board and the unions again used the interest-based approach to negotiations to arrive at the agreements. The agreements established a number of joint work groups to mutually explore issues and solutions. All three agreements provide for wages and benefits through FY 2007. The

existing contract with SEIU Local 500 called for reopened negotiations during the fall of 2004 on all issues except wages and benefits. Negotiations occurred during the fall and winter of the 2004–2005 school year for a revised agreement, and were concluded successfully. In addition, the contract with the supporting services employees union provides for an expanded role for the department in the grievance process at Step Two that involves investigating and responding to grievances at that level. Negotiations with MCEA on limited other issues began during the spring 2005 and will continue through the 2005–2006 school year.

## Major Mandates

- The collective bargaining and contract administration responsibilities of this department are mandated by state law, which requires the Board of Education to negotiate wages, hours, and working conditions with its certificated and non-certificated employees, as well as produce and administer the written agreements resulting from these negotiations.
- MCPS regulations establish the administrative complaint procedure for employees who want to pursue an issue that is not covered in the negotiated agreement.
- The Federal Fair Labor Standards Act (FLSA) and the Family Medical Leave Act (FMLA) regulate much of the relationship between MCPS and the employees, as administered by the Department of Association Relations.
- The negotiated agreements with the three employee organizations establish grievance procedures and other aspects of the relationship between the department and the organizations.

## Strategies

- Build on the interest-based training that was used during recent negotiations with all three unions and use the principles in relationships with the unions.
- Continually relate the efforts of this department to the goal of enhancing the education of all students.
- Continue to train and advise administrators in contract administration on a regular basis.
- Work closely with representatives of the three unions to resolve problems with minimal disruption.
- Provide support and training to labor/management councils, joint work groups, and other labor/management cooperative groups.
- Negotiate revised labor agreements with the three unions to be effective July 1, 2007.
- Continue to investigate and respond to support services grievances at Step Two in a timely and effective manner.

## Performance Measurements

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

FY 2005 Actual	FY 2006 Estimated	FY 2007 Recommended
69	60	55

**Explanation:** This measure reflects the amount of time and energy devoted by school system administrators to addressing possible contract and/or regulation violations related to supporting services employees. It also is an indication, along with the third performance measure (below) either of 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 union and/or employees are challenging administrative decisions without good reason.

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

FY 2005 Actual	FY 2006 Estimated	FY 2007 Recommended
23	20	20

**Explanation:** This measure reflects the amount of time devoted to addressing possible contract and/or regulation violations related to teachers and other certificated personnel. It also is an indication, along with the fourth performance measure (below) either of 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 union and/or employees are challenging administrative decisions without good reason.

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

FY 2005 Actual	FY 2006 Estimated	FY 2007 Recommended
23 (40%)	18 (30%)	16 (30%)

**Explanation:** This measure reflects the degree to which there are actual 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.

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

FY 2005 Actual	FY 2006 Estimated	FY 2007 Recommended
10 (43%)	6 (30%)	6 (30%)

**Explanation:** This measure reflects the degree to which there are actual 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.

**Budget Explanation**

The FY 2007 request for this department is \$330,002, an increase of \$5,774 from the current FY 2006 budget of \$324,228. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$5,719*

The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$5,464. There is an increase of \$255 in continuing salary costs to reflect step or longevity increases for current employees.

*Other—\$55*

There is an increase of \$55 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

# Department of Association Relations - 661

Donald P. Kopp, Director

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	2,000	2,000	2,000	2,000	
Position Salaries	\$176,611	\$178,277	\$178,277	\$183,942	\$5,665
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		25,000	25,000	25,000	
Supporting Services Part Time		1,521	1,521	1,575	54
Other					
Subtotal Other Salaries	17,861	26,521	26,521	26,575	54
<b>Total Salaries &amp; Wages</b>	194,472	204,798	204,798	210,517	5,719
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		111,445	111,445	111,445	
<b>Total Contractual Services</b>	81,725	111,445	111,445	111,445	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,185	5,185	5,185	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	1,550	5,185	5,185	5,185	
<b>04 Other</b>					
Local Travel		300	300	355	55
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		2,500	2,500	2,500	
<b>Total Other</b>	1,569	2,800	2,800	2,855	55
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>	1,061				
<b>Grand Total</b>	<u>\$280,377</u>	<u>\$324,228</u>	<u>\$324,228</u>	<u>\$330,002</u>	<u>\$5,774</u>

## Department of Association Relations - 661

Donald P. Kopp, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
1	Director		1.000	1.000	1.000	<b>1.000</b>	
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	



# Department of Management, Budget and Planning

Director (Q)	1.0
Grants Specialist (27)	1.0
Management and Budget Specialist III (27)	2.0
Management and Budget Specialist II (26)	3.0
Applications Developer II (25)	1.0
Management and Budget Specialist I (24)	3.0
Grants Assistant (15)	1.0
Administrative Secretary II (15)	1.0
Fiscal Assistant II (15)	0.5
Administrative Secretary I (14)	1.0

## 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

The Department of Management, Budget, and Planning develops long-range planning tools, prepares and administers the annual operating budget, and facilitates grant applications and administration upon acquisition of grant funds.

The department monitors and analyzes demographic, economic, and fiscal data and trends to provide guidance on potential revenues and expenditures. It works closely with state officials to monitor state education funding and develop financing alternatives. It assists executive staff and program managers as they develop long-range strategic program and budget plans. It communicates planning data and information both within the organization and to the public through a variety of publications, forums, and presentations.

The department also provides tools, guidance, and fiscal analysis to help program managers prepare their annual operating budget requests. Staff organizes and participates in budget reviews and helps to present and communicate public and staff priorities for resource allocation. Based on executive staff and Board of Education decisions, the department prepares, produces, and facilitates the adoption of both the superintendent's recommended and the Board of Education's operating budget requests. The department projects salary and other continuing costs, responds to requests for budget-related information, and works closely with county government, County Council, and state government staff on budget matters.

The department monitors, analyzes, and controls expenditures to implement budget decisions, regularly reviews the financial condition of each unit, resolves fiscal problems for schools and units, and recommends management initiatives to improve efficiency and effectiveness and maintain fiscal control. As a part of its management function, the department coordinates activities among departments and offers them fiscal and management tools and assistance to evaluate and improve their operations and present them more effectively to the public. Working with the Office of Human Resources and the Department of Financial Services, the department monitors and reviews the management of position changes, ensuring faster implementation of budget initiatives and improved fiscal control.

The department also assists in obtaining additional financial resources from individuals, foundations, corporations, and other entities to support identified school system priorities. To that end, the department advises MCPS decision makers about grant and philanthropic opportunities, develops relationships with potential funding sources, reviews draft proposals, and ensures that high quality grant proposals and requests for funding are submitted on time. As a result

of grant seeking efforts that the department coordinated, MCPS received nearly 90 percent of the competitive grants for which it applied in FY 2005.

The department also provides grant-related technical assistance and training to staff of individual schools and maintains a Web site that contains information about grant programs and links to additional information about grant seeking. The department helps obtain Board of Education and other required approvals for proposals. Once funding is obtained, the department monitors grant expenditures to ensure that they follow project plans and grantor requirements.

Each year the County Council makes a lump-sum appropriation for anticipated grant projects to be funded from non-county sources. This appropriation allows the Board of Education to approve projects subsequent to the adoption of the annual budget and avoids the need for the County Council to schedule a public hearing for each project. The Board advises the County Council and the county executive in writing of each approved project.

## Trends and Accomplishments

Continuing fiscal constraints amid rising demands for improved educational quality have increased public awareness of fiscal policy and budget decisions as major public policy elements for public schools. Decision makers have placed an increasing emphasis on long-range fiscal planning. Passage of the federal No Child Left Behind Act and the Maryland Bridge to Excellence in Public Schools Act has transformed educational funding issues. The MCPS Strategic Plan, *Our Call to Action: Pursuit of Excellence* defines long-term school system goals and links those goals to measures of accountability and strategies to improve instruction. The priority goal of the department is to align the operating budget with the long-range MCPS strategic plan.

Competition for public funds has placed a premium on improving communication about program missions and goals and clearly explaining budget proposals to a wider audience. Public participation in the budget process has grown rapidly and involved stakeholders and other citizens in making budget recommendations.

During FY 2005, significant improvements occurred in operating budget preparation. The department prepared the operating budget by continuing and strengthening the zero-based budgeting process used to align the operating budget with strategic planning priorities. Improved projection techniques provided more comprehensive and accurate estimates of financial resources and requirements much earlier in the process. This enabled a clear budget strategy to be developed earlier in the fiscal year.

The budget development process included strengthened public outreach. DMBP coordinated preparation of three Board of Education community forums held in September and October 2004. With more than 100 citizens attending each forum, this new process strengthened awareness of the MCPS strategic plan, involved many stakeholders in the budget development

process, and contributed to proposals that became initiatives in the FY 2006 Operating Budget. In order to further improve the budget process, DMBP held a series of focus group meetings with both internal and external stakeholders during April and May 2005. These focus group sessions involved stakeholders in improving the budget process and contributed many valuable ideas.

DMBP also made several important technical improvements in the budget publication. The FY 2006 Operating Budget incorporated a comprehensive program budget, which included the entire budget in identified programs. The Personnel Complement has been automated and will become a standard report from BMA to be published in the FY 2005 Approved Budget. This automation was the result of extensive staff work to tie BMA personnel information to Human Resources Information System (HRIS) data.

The FY 2006 Operating Budget included a comprehensive program budget, which included the entire budget in identified programs. The Program Budget format was linked to the zero-based budgeting program structure.

The FY 2006 operating budget included specific performance targets and measures for all MCPS operating units. These performance measures were carefully scrutinized by the Board of Education as it reviewed the budget. DMBP also completed more comparative budget analyses, including available Maryland statewide data.

FY 2005 concluded with the adoption of an operating budget that funded 99.5 percent of the Board of Education's request, an increase of \$100.8 million (6.2 percent). The approved budget includes \$23.9 million of new and expanded initiatives, including full-day kindergarten, staffing to reduce class size, support for special education, and technology and accountability improvements. With very few exceptions, there was complete community acceptance of MCPS budget changes as well as an appreciation of the extensive review of the base budget through the zero-based processes. Community stakeholders expressed a desire for more easily understandable budget publications, progress on which will be a major priority next year.

Budget administration resulted in a categorical transfer at the end of FY 2005 of \$5,000,000, approximately 0.3 percent of the total operating budget. It reflected a total of \$12.6 million in savings.

DMBP took a leading responsibility for position management and control. New procedures were developed and personnel data corrected. Improvements in data reliability have made it possible to automate use of HRIS position data as the basis for the FY 2006 budget load and completed reconciliation of FY 2006 budget and personnel budget databases.

DMBP coordinated the preparation of sections of the MCPS Master Plan involving financial data and federal grant submissions. This included coordination of involvement of nonpublic schools as required by federal law.

Other special projects were completed or continued in such areas as salary simulation, special education,

prekindergarten programs, Title I, transportation, adult ESOL, grants administration, revenue, charter schools, and employee benefits. DMBP, along with other units, did considerable preparatory work on the new financial information system. The requirements study has begun during FY 2006.

### Major Mandates

- Maryland law requires MCPS to prepare an annual budget by category and submit it to the county executive and County Council.
- Board of Education Policy DAA Fiscal Responsibility and Control requires procedures to ensure fiscal responsibility and control of all MCPS funds. The Board and the County Council impose strict limits regarding permissible transfers among state categories of expenditure.
- DMBP must obtain Board of Education approval to receive and expend grant funds and County Council approval for supplemental appropriations of grant revenue.
- Each year the County Council provides a lump-sum appropriation under the Provision for Future Supported Projects to allow the Board of Education to approve additional projects that are identified subsequent to the adoption of the annual budget. The Council established the provision because it was considered the most effective way of handling eligible projects. The provision is administered in accordance with Board of Education and County Council policies and procedures.

### Strategies

- Implement zero-based budgeting process to align all resources with approved strategic plans.
- Organize the budget planning, preparation, and administration process to ensure that resources are aligned with the MCPS strategic plan.
- Improve consistency of position management to maintain tighter fiscal control of position authorization.
- Develop the long-range fiscal planning process, including improved six-year revenue and expenditure projections, so that the operating budget becomes a tool for supporting the goals of the MCPS strategic plan.
- Expand staff and citizen participation in the budget development process to ensure that budget planning reflects the needs and priorities of customers and stakeholders.
- Improve communications within the office and with customers and stakeholders to promote greater understanding of budget procedures and proposals.
- Respond to changes in federal and state funding patterns to comply with mandates and maximize available resources in line with strategic plans.
- Improve the quality and timeliness of grant applications to maximize non-tax revenue
- Improve the quality of budgetary and financial planning tools available to program managers for budget development and fiscal monitoring using available technology effectively.

- Use the best available data and pursue improved information systems to provide decision makers with the highest quality information and analysis. Continue to enhance the Budget Management Application and the Human Resources Information Systems position control module. Provide leadership for the development of a new integrated financial information system.
- Continually evaluate and redesign work process improvements in collaboration with customers and stakeholders.
- Improve staff competencies through the performance evaluation process.
- Develop program measurements to ensure that the department maximizes the value of its resources and supplies a high-quality product to its customers.

**Performance Measurements**

**Performance Measure:** Total categorical variance between budget and actual expenditures

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
0.3%	0.2%	0.2%

**Explanation:** This measure describes shifts of funds between state categories of expenditure as a measure of budgeting accuracy.

**Performance Measure:** Cost of unit per \$1,000 of operating budget

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
\$0.65	\$0.65	\$0.63

**Explanation:** This measures the efficiency of expenditures on budget preparation and administration.

**Performance Measure:** Percentage of budget preparation deadlines met

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
69%	86%	88%

**Explanation:** This measures ability to implement an effective budget preparation process.

**Performance Measure:** Percent of grant application funding received

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
72%	75%	80%

**Explanation:** This measures success in obtaining grant revenue.

**Budget Explanation  
Department of Management,  
Budget and Planning—336/949**

The FY 2007 request for this department is \$1,194,323, an increase of \$73,754 from the current FY 2006 budget of \$1,120,569. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—57,362*

The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$38,646. There is an increase of \$18,716 in continuing salary costs to reflect step or longevity increases for current employees.

*Realignment—\$16,197*

Included in the department's budget request is a reduction of a .5 management and budget specialist position and \$42,624. However, since this position supports grant activity, the .5 position salary of \$42,624 and the associated benefits of \$16,197 will now be funded under the Title I grant in the Comprehensive Administration Unit.

*Other—\$195*

There is an increase of \$195 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

**Budget Explanation  
Provision for Future Supported  
Projects—999**

The current FY 2006 budget is changed from the budget adopted by the Board of Education on June 14, 2005. The change is a result of a shift of funds to the following grant programs to reflect additional revenue received: Vocational Education—\$114,089 and Head Start—\$31,230

The FY 2007 request is \$9,231,709, an increase of \$3,459,552 from the current FY 2006 budget of \$5,772,157. An explanation of this change follows.

*Other—\$3,459,552*

An additional \$3,459,552 is budgeted to fund current anticipated grant activity in FY 2007. This is part of a longer term plan to bring the budget for the provision in line with actual grant activity.

# Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	14,500	14,500	14,500	<b>14,500</b>	
Position Salaries	\$991,540	\$1,138,979	\$1,138,979	<b>\$1,197,568</b>	\$58,589
<b>Other Salaries</b>					
Program Development/SSE					
Professional Substitutes					
Stipends					
Stipends-Extracurricular Activities					
Professional Part Time		2,199	2,199	<b>2,199</b>	
Supporting Services Part Time		4,326	4,326	<b>4,478</b>	152
Other		-39,182	-39,182	<b>-40,561</b>	(1,379)
Subtotal Other Salaries	1,413	-32,657	-32,657	<b>-33,884</b>	(1,227)
<b>Total Salaries &amp; Wages</b>	992,953	1,106,322	1,106,322	<b>1,163,684</b>	57,362
<b>02 Contractual Services</b>					
Consultants					
Copier Services					
Other Contractual		1,280	1,280	<b>1,280</b>	
<b>Total Contractual Services</b>	163	1,280	1,280	<b>1,280</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,317	7,317	<b>7,317</b>	
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	7,987	7,317	7,317	<b>7,317</b>	
<b>04 Other</b>					
Local Travel		1,063	1,063	<b>1,258</b>	195
Staff Development					
Insurance & Employee Benefits				<b>16,197</b>	16,197
Extracurricular Activities Support					
Utilities					
Miscellaneous		4,587	4,587	<b>4,587</b>	
<b>Total Other</b>	6,732	5,650	5,650	<b>22,042</b>	16,392
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<b>\$1,007,835</b>	<b>\$1,120,569</b>	<b>\$1,120,569</b>	<b>\$1,194,323</b>	<b>\$73,754</b>

# Provision for Future Supported Projects - 999

Dr. Marshall C. Spatz, Program Manager

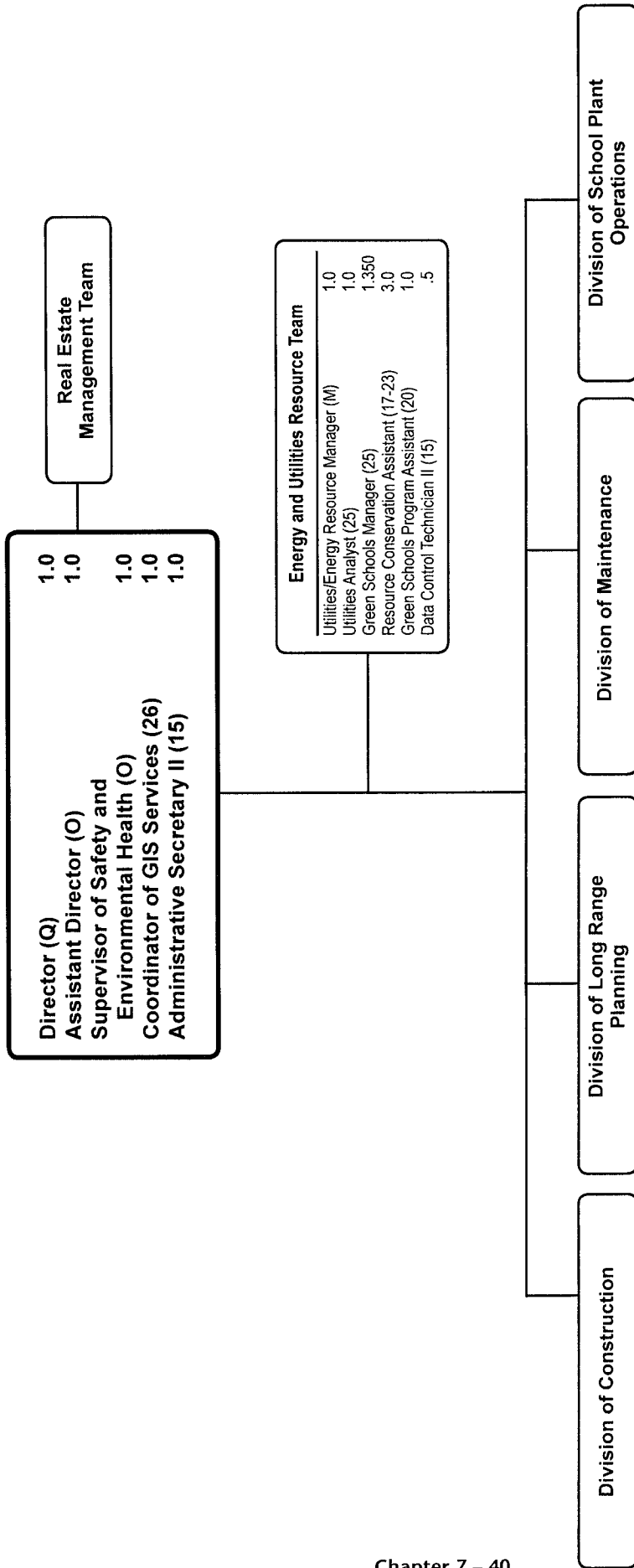
Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)					
Position Salaries					
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		2,761,447	2,675,880	4,785,098	2,109,218
Subtotal Other Salaries	6,768,704	2,761,447	2,675,880	4,785,098	2,109,218
<b>Total Salaries &amp; Wages</b>	6,768,704	2,761,447	2,675,880	4,785,098	2,109,218
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		741,074	741,074	814,065	72,991
<b>Total Contractual Services</b>	3,021,291	741,074	741,074	814,065	72,991
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		914,703	883,473	1,065,951	182,478
<b>Total Supplies &amp; Materials</b>	2,257,460	914,703	883,473	1,065,951	182,478
<b>04 Other</b>					
Local Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous		1,500,252	1,471,730	2,566,595	1,094,865
<b>Total Other</b>	2,006,414	1,500,252	1,471,730	2,566,595	1,094,865
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>	167,787				
<b>Grand Total</b>	<u>\$14,221,656</u>	<u>\$5,917,476</u>	<u>\$5,772,157</u>	<u>\$9,231,709</u>	<u>\$3,459,552</u>

# Department of Management, Budget & Planning - 336/949

Dr. Marshall C. Spatz, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
	<b>336 Dept. of Management, Budget &amp; Plan.</b>						
1	Q Director		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 III		2.000	2.000	2.000	2.000	
1	26 Management & Budget Spec II		3.000	3.000	3.000	2.500	(.500)
1	25 Applications Developer II		1.000	1.000	1.000	1.000	
1	24 Management & Budget Spec I		2.500	3.000	3.000	3.000	
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
1	15 Grants Assistant		1.000	1.000	1.000	1.000	
1	15 Fiscal Assistant II			.500	.500	.500	
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
1	13 Fiscal Assistant I		.500				
	<b>Subtotal</b>		<b>14.000</b>	<b>14.500</b>	<b>14.500</b>	<b>14.000</b>	<b>(.500)</b>
	<b>949 Comprehensive Admin. - Title I</b>						
1	26 Management & Budget Spec II					.500	.500
1	24 Management & Budget Spec I		.500				
	<b>Subtotal</b>		<b>.500</b>			<b>.500</b>	<b>.500</b>
	<b>Total Positions</b>		<b>14.500</b>	<b>14.500</b>	<b>14.500</b>	<b>14.500</b>	

# Department of Facilities Management





## Mission

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

## Major Functions

The department is responsible for the following functional areas:

- Facility Design and Construction
- Building Operations and Maintenance
- Capital Programming and Long Range Planning
- Real Estate Management
- Safety Management Services
- Geographic Information System Services
- Utility Management and Resource Conservation Services
- Environmental Management Services

To support *Our Call To Action: Pursuit of Excellence*, the department is organized into four divisions and three teams to provide assistance to the Office of School Performance (OSP), ensure that best practices are utilized to deliver services, and to measure performance in a manner that promotes continuous improvement.

The Division of Construction manages the construction of new schools, the modernization of aging facilities, relocatable classroom placements, roof replacements, vehicular/pedestrian access improvements, and accessibility improvements for individuals with disabilities.

The Division of School Plant Operations assists OSP 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/supplies, provides on-the-job training, and assists with outside usage of school buildings.

The Division of Maintenance manages maintenance services and personnel, works with OSP to allocate resources in a cost effective manner, develops maintenance productivity and measurement standards, and jointly with OSP evaluates performance of personnel and service delivery. The Division of Maintenance also manages the Environmental Safety and Indoor Air Quality (IAQ) Team. This team conducts indoor air quality assessments, identifies and implements indoor air quality improvements, develops comprehensive preventative maintenance plans for schools, performs preventative and routine maintenance, trains school-based staff on preventative and routine maintenance procedures/practices, and ensures programs are in place to comply with life safety, hazardous material, and OSHA requirements for MCPS facilities.

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 school communities and other MCPS staff in the development of educational specifications, facilitates boundary changes, and to determine instructional program placements. The division also maintains school boundary information and makes this data available to the public and other governmental users.

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, and acquires and manages future school sites.

The Energy and Utilities Resources Team (ERT) manages utility costs for all schools, develops programs to improve school energy efficiency, operates and maintains computerized control systems for school mechanical systems, and supports other units with real time facility operating data and diagnostics.

The Safety Management Services Team assists schools, departments, and offices in addressing safety concerns and ensures programs are in place to comply with OSHA, MOSH, NFPA, and CPSC requirements and guidelines for MCPS schools and facilities.

The department is committed to realigning resources and improving services so that OSP and the local schools get the support needed to ensure student and school success. These management efforts will create facility environments that support the goals of *Our Call to Action: Pursuit of Excellence*.

## Trends and Accomplishments

This department will continue to be challenged to provide classrooms to accommodate changing enrollments and meet new state capacity requirements while maintaining and updating older facilities to meet diverse educational program needs. The increasing complexity of construction projects resulting from completing major work while buildings are occupied will require a high level of coordinated planning and deployment of resources to ensure projects are completed in a cost-effective manner with a limited impact on learning.

During the past year, construction and contract maintenance costs have increased significantly. This will impact the department's ability to meet the school system's growing needs for major capital improvement work and require staff to place more emphasis on utilizing resources effectively.

The increasing need for facility improvements combined with rising costs and local fiscal constraints will necessitate increased staff awareness of state/federal funding opportunities for school construction programs. The growing backlog of facility needs also will increase the need for staff to intensify their efforts to identify and examine feasible options to lower construction costs so that the utilization of the funds available for the CIP is optimized.

Even though systemwide resource consumption is decreasing, natural gas and electricity prices continue to increase at a much higher rate than previous years. The net effect of increasing prices will intensify the need for the ERT to implement innovative programs and measures to increase energy efficiency in schools. Programs that were voluntary in the past have been replaced with mandatory measures to ensure the department is not faced with a large utility operating deficit at the beginning of the fiscal year.

The department will continue to implement its management plans to improve quality, 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 also 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. These efforts will become more important as available resources decrease due to declining tax revenues.

The major accomplishments of the department for 2005–06 include the successful completion of a new middle school, the reopening of one closed middle school, one elementary school modernization, core improvements to one elementary school and one high school, a classroom addition to one middle school, and classroom additions to four elementary schools. Facilities staff also completed more than 100 planned maintenance projects to modify existing facilities and replace major facility components, relocated or placed 85 relocatable classrooms during the summer of 2005, developed comprehensive building maintenance plans and provided annual preventive maintenance services at over 60 facilities during the 2004–05 school year, and is projected to produce over \$1.84 million in rental revenue in FY 2006 through the real estate management operation. The major capital and maintenance work that the department was responsible for resulted in expenditures of approximately \$195 million in FY 2006.

## Major Mandates

- The *Americans with Disabilities Act* of 1990 requires school districts to modify facilities to improve access for people with disabilities. Since 1978, this department has received capital funds to retrofit and modify facilities to accommodate individuals with disabilities.
- The *Asbestos Hazard Emergency Response Act* (AHERA) contains a wide range of requirements for handling asbestos-containing materials in school buildings that are being modernized or repaired. Stringent standards dictate how asbestos must be inspected, documented, maintained, repaired, handled, and removed.
- The 1990 *Clean Air Act* requires the conversion or replacement of any air-conditioning equipment that uses ozone-depleting refrigerants. The *Lead Contamination Control Act* of 1988 requires testing for lead-containing materials, such as paint, and control and abatement

procedures to control possible lead contamination.

- The OSHA/MOSH *Bloodborne Pathogens Standard* (29 CFR 1910.1030) regarding exposure control procedures.
- The OSHA/MOSH *Employee Right-to-Know Hazardous Materials Standard* regarding proper use and storage of hazardous chemicals.
- The ASTM and CPSC guidelines for playground equipment and ground cover (safety surfacing).
- There are an estimated 100 federal and state laws, local ordinances, licensing reviews, building codes, and fire-safety codes with which MCPS must comply. The cost of implementing these requirements is funded through the capital and operating budgets. A considerable amount of staff time and effort is expended on compliance.
- Maintaining ventilation rates to meet good indoor air quality standards will require that the department collaborate with other units, school staff, and communities to ensure building equipment is properly maintained and operated. This initiative is necessary to create classroom environments that promote successful learning.
- The increasing complexity of constructing new facilities or modernizations with students remaining on site requires new methods for monitoring construction activities to ensure a safe learning environment while the construction work is completed. Also, the increasing capital budget needs, construction price increases, and decline in funding for major improvements will require that the department search for new techniques and strategies to ensure capital funds are effectively utilized.
- In FY 2004, the County Council mandated that all county agencies would be required to file an Environmental Action Plan. This mandate will require the department to identify measures as part of annual budget plans to comply with countywide practices for resource conservation and environmental stewardship.
- During FY 2004, elevated lead levels in water were discovered in public facilities throughout the Washington Metropolitan Area. This precipitated extensive testing of the water in MCPS facilities to identify problem areas and implement corrective measures where needed. Remediation efforts started in FY 2006 and will continue through the current school year.

## Strategies

As part of the periodic update of the department's strategic plan, staff is focusing on customer responsiveness, improved business practices to increase productivity, and leadership development. To support these strategies the departmental leadership team is developing plans to link unit Web sites to give customers easy access to information and service delivery, developed an on-line survey to obtain service feedback from principals, established a customer advisory group that meets periodically to discuss service delivery and related issues, established program guidelines for cyclical improvement reviews of all major department processes, and prepare a leadership development blueprint for senior staff.

**Performance Measurements**

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

FY 2005	FY 2006	FY 2007
Actual	Estimate	Recommended
59	58	58

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

**Performance Measure:** Percentage of employee right to know training completed to meet federal/state safety requirements.

FY 2005	FY 2006	FY 2007
Actual	Estimate	Recommended
100%	100%	100%

**Explanation:** This measures the level of required safety training being provided.

**Performance Measure:** Percentage of bloodborne pathogen training completed to meet Federal/State safety requirements.

FY 2005	FY 2006	FY 2007
Actual	Estimate	Recommended
100%	100%	100%

**Explanation:** This measures the level of required safety training being provided.

**Performance Measure:** Percentage of Real Estate Management Enterprise Fund annual revenue available to offset MCPS office space rental.

FY 2005	FY 2006	FY 2007
Actual	Estimate	Recommended
37%	37%	38%

**Explanation:** This measures the amount of non-tax supported funds that are generated to offset rental expenses for administrative space.

**Performance Measure:** Percentage of departmental unit strategic goals that have fully developed tactical plans with concise criteria to measure performance and accomplishment of the goal objectives.

FY 2005	FY 2006	FY 2007
Actual	Estimate	Recommended
78%	90%	100%

**Explanation:** This measures the level of actual deployment of strategic goal accomplishment in the department.

**Budget Explanation**

The FY 2007 request for this department is \$44,748,316, an increase of \$11,016,842 from the current FY 2006 budget of \$33,731,474. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$66,943*

The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$33,526. There is an increase of \$33,417 in continuing salary costs to reflect step or longevity increases for current employees.

*New Schools—\$1,162,903*

With the additional of five new schools and expanded square footage at renovated schools, it is projected that \$1,162,903 is needed to fund additional utilities costs. This includes \$915,148 for electricity, \$228,204 for natural gas, and \$19,551 for water and sewer.

*Other—\$9,925,852*

Included in the budget is a \$9,621,577 increase for utilities expense. This is based on projected rates and usage for electricity, heating oil, natural gas, propane, and water and sewer. Natural gas rates are projected to increase by 49 percent and electricity rates are projected to increase by 32 percent. Due to the significant rate increases in utilities, the budget includes funding for three resource conservation assistant positions totaling \$180,278. It is expected that these positions can help save an estimated \$500,000 in utilities costs. The \$500,000 in savings is incorporated in the utilities budget for FY 2007.

Other increases include personnel shifts between the Operating Budget and the Capital Budget. The assistant director position totaling \$113,949 that was in the Capital Budget is now included in the Operating Budget. Partially offsetting this is a planner II position totaling \$85,817 that is now transferred to the Capital Budget. Other increases include higher payments for relocatable classrooms totaling \$84,000, new software and maintenance for geographic information systems for \$10,300, dues and registration expenses for the safety management functions totaling \$1,040, and an increase of \$525 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

*Reductions—(\$138,856)*

*Office Rental Expense—(\$138,856)*

There is a reduction of \$138,856 for office rental expenses in Facilities Management. This amount has been shifted to the Real Estate Management Fund.

<b>UTILITIES</b>	<b>FY 2006 BUDGETED AMOUNT</b>	<b>FY 2006 BUDGETED RATE</b>	<b>FY 2007 REQUESTED AMOUNT</b>	<b>FY 2007 REQUESTED RATE</b>	<b>INC/(DEC) FY 07–FY 06 AMOUNT</b>
<b>Electricity</b>	\$ 18,848,244	\$ 0.0964	\$ 25,090,061	\$ 0.1275	\$ 6,241,817
<b>Fuel Oil #2</b>	426,520	\$ 1.09	1,011,179	\$ 2.488	584,659
<b>Natural Gas</b>	7,943,516	\$ 1.142	11,827,326	\$ 1.702	3,883,810
<b>Propane</b>	38,948	\$ 1.04	60,100	\$ 1.60	21,152
<b>Water and Sewer</b>	1,914,868	\$ 4.50	1,967,910	\$ 4.60	53,042
<b>Total</b>	<u>\$ 29,172,096</u>		<u>\$ 39,956,576</u>		<u>\$ 10,784,480</u>

# Department of Facilities Management - 321/324/325/326

Richard G. Hawes, Director

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	14.350	9.850	9.850	<b>12.850</b>	3.000
Position Salaries	\$1,121,414	\$804,222	\$804,222	<b>\$1,079,575</b>	\$275,353
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends		12,000	12,000	<b>12,000</b>	
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries	43,619				
<b>Total Salaries &amp; Wages</b>	1,165,033	816,222	816,222	<b>1,091,575</b>	275,353
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		30,183	30,183	<b>31,983</b>	1,800
<b>Total Contractual Services</b>	136,159	30,183	30,183	<b>31,983</b>	1,800
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,000	1,000	<b>1,000</b>	
Other Supplies & Materials		20,000	20,000	<b>28,500</b>	8,500
<b>Total Supplies &amp; Materials</b>	27,524	21,000	21,000	<b>29,500</b>	8,500
<b>04 Other</b>					
Local Travel		2,862	2,862	<b>3,387</b>	525
Staff Development				<b>500</b>	500
Insurance & Employee Benefits					
Utilities		29,172,096	29,172,096	<b>39,956,576</b>	10,784,480
Miscellaneous		3,654,011	3,654,011	<b>3,599,695</b>	(54,316)
<b>Total Other</b>	31,902,053	32,828,969	32,828,969	<b>43,560,158</b>	10,731,189
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		35,100	35,100	<b>35,100</b>	
<b>Total Equipment</b>	29,027	35,100	35,100	<b>35,100</b>	
<b>Grand Total</b>	<b>\$33,259,796</b>	<b>\$33,731,474</b>	<b>\$33,731,474</b>	<b>\$44,748,316</b>	<b>\$11,016,842</b>

# Department of Facilities Management - 321/324/325/326

Richard G. Hawes, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
1	Q Director		1.000	1.000	1.000	<b>1.000</b>	
10	O Assistant Director					<b>1.000</b>	1.000
10	O Spv, Safety & Envir Health		1.000	1.000	1.000	<b>1.000</b>	
10	M Utilities/Energy Resource Mgr		1.000	1.000	1.000	<b>1.000</b>	
1	26 Coordinator GIS Services			1.000	1.000	<b>1.000</b>	
10	25 Utilities Analyst		1.000	1.000	1.000	<b>1.000</b>	
10	25 Green Schools Prog Mgr		1.350	1.350	1.350	<b>1.350</b>	
1	24 Planner II			1.000	1.000		(1.000)
10	24 Energy Mgt Supervisor		1.000				
10	23 Resource Conservation Asst		.500			<b>3.000</b>	3.000
10	22 Energy Management Spec		4.000				
10	20 Green Schools Prog Asst		1.000	1.000	1.000	<b>1.000</b>	
10	19 Energy Mgt Customer Svc Spec		1.000				
1	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
10	15 Data Control Technician II		.500	.500	.500	<b>.500</b>	
	<b>Total Positions</b>		<b>14.350</b>	<b>9.850</b>	<b>9.850</b>	<b>12.850</b>	<b>3.000</b>

# Real Estate Management Fund

Real Estate Management	1.0
Team Leader (M)	1.0*
Site Administration Specialist (23)	0.5
Data Systems Operator II (15)	1.0
Fiscal Assistant I (13)	1.0
Building Services Manager II (12)	1.0

F.T.E. Positions 3.5  
(\* The chart above includes a  
1.0 Capital Budget position)

## FY 2007 OPERATING BUDGET

## Mission

The mission of the Real Estate Management Team is to effectively manage the real estate interests of 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

The team includes smaller units that support space management, site acquisition, and budget/administration activities. Team members participate on multi-agency committees to plan for future school and child care needs, resolve problems, and identify new revenue sources. These include the Maryland-National Capital Park and Planning Commission Development Review Committee, the School Transportation Efficiency Planning Committee, the Interagency Coordinating Board's Child Care Committee, and the county Telecommunications Transmission Facility Coordinating Group.

The space management unit consults with school and central office staff on the need for additional space for school programs and administrative use, develops proposals to lease space, and identifies surplus MCPS space that can be made available on a leased basis for complementary childcare tenant programs and others as appropriate. This unit also assists principals to identify and select high-quality childcare programs for their schools and monitors customer satisfaction and tenant compliance throughout the term of the lease, as well as reviewing applications and negotiating fees for approved cellular tower installations on school sites.

The site management unit identifies, negotiates, and acquires sites for future schools through dedication or by purchase. Inventoried school sites that have not been identified for immediate construction are advertised and leased for agricultural or recreational purposes, producing revenue and eliminating the cost of their maintenance. The unit also resolves school property boundary issues and coordinates the review and approval of memoranda of understanding with local and bi-county agencies for use of portions of school sites.

The budget and administration unit forecasts revenues and expenses for each budget cycle to ensure that the fund remains self-supporting. This unit monitors tenants for lease compliance and surveys customers for satisfaction on a regular basis.

## Trends and Accomplishments

Smaller class size initiatives continue to impact the availability of space that MCPS can make available for before and after the school day child care programs, as well as programs that complement early childhood education. Space that has been rented to child care providers in previous years has had to be retrieved for instructional use. At the same time the need for top quality child care services is growing. This has fostered the creation of nontraditional solutions to child

care space needs, such as the use of relocatable classrooms on school sites with costs paid by the county government and/or child care providers. This year, child-care providers will fund 19 relocatable classrooms so that 380 children may continue to receive top-quality child care.

Countywide land use master plans continue to permit expansion of residential development, while in-fill development occurs in older areas of the county. The students generated from housing growth and younger families moving into older, established neighborhoods has led to the need to retrieve and reopen closed schools and relocate administrative staff. This year, team members will work with tenants and the county government to retrieve one closed school and acquire property in the John F. Kennedy High School service area to accommodate growth in older areas of the county, seek opportunities to expand smaller school sites to accommodate current school programming, identify suitable sites in newly developing areas, and facilitate the relocation of staff and ancillary programs to alternate locations.

Accomplishments in FY 2005 included the purchase of one dwelling for site expansion of the future Northeast Consortium Elementary School #16, the deed of dedication of a school site for the future Clarksburg/Damascus Elementary School #7, conveyance of an unimproved portion of the Tilden Middle School site to the county government, and numerous right-of-way grants in connection with utility and road improvements. In addition, staff negotiated a favorable below-market lease for the Office of Information and Organizational Systems, a new child care center was established for preschool children of teachers at one location, a new child care modular lease was established at another location, and several cellular tower leases were executed at various sites throughout the county. The unit's effective management of the revenue and expenses associated with the department's leasing operations created sufficient net earnings to reduce a portion of the operating budget funds needed to rent office space for administrative functions that cannot be housed in schools or at the Carver Educational Services Center.

## Major Mandates

- The school community seeks objective measures to determine the quality of on-site child-care providers. Team members encourage tenant child-care providers to obtain professional designation in the National Association for the Education of Young Children (NAEYC) for preschool care or the National School Age Care Alliance (NSACA) for before-and after-school care. The Board Policy for the Joint Occupancy of MCPS Facilities (ECM and ECM-RA) sets forth the procedures and criteria for leasing surplus school space.
- The Board Policy on Telecommunications Transmission Facilities (ECN) sets forth the criteria for evaluating applications for the installation of private telecommunication facilities on school land.
- The Board Policy FAA: Long-range Educational Facilities Planning sets forth the criteria for school site size and the process for site selection. Team members comply with



the State Public School Construction Program to obtain Board of Public Works approval to acquire, modify, or dispose of school sites.

- County land use master plans are regularly amended requiring review for projected school and administrative needs. The Shady Grove Sector Plan now under review has caused the need to reassess the Board's service park for potential relocation. Other master plans may cause the need to identify additional sites or retrieval of closed facilities.

**Strategies**

- Staff maintains a database of potential clients and leasing rates to ensure available space is aggressively marketed and net revenue from rents is maximized.
- Staff works closely with school principals to ensure surplus space is used effectively and nontraditional approaches to space management are explored to support programs that promote student achievement.
- Staff monitors lease agreements to ensure compliance.
- Staff works closely with county agency staff to identify and acquire school sites during land use master planning and later preliminary subdivision application stages to ensure an adequate number of school sites to meet the needs of the public school construction program.
- Staff coordinates with school principals to identify suitable locations for telecommunications facilities that will not impact school programming, while providing a shared revenue source for the fund and cluster schools.

**Performance Measurements**

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

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
Revenues	\$2,019,558	\$2,144,610	\$2,394,679
Expenses	\$1,495,770	\$2,019,927	\$2,274,945
Net Income	\$ 523,788	\$ 124,683	\$ 119,734

**Explanation:** This measures the ability to balance revenues and expenses, while reserving net income in retained earnings. Retained earnings can then be used for unforeseen circumstances, with Board approval.

**Performance Measure:** Principal Survey indicates satisfaction with services provided by child care tenants who operate as joint occupants at many elementary schools.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
98%	98%	98%

**Explanation:** This measures the effectiveness of the team in supporting quality child care programs that foster future student success.

**Budget Explanation**

The current FY 2006 budget for this fund changed from the budget adopted by the Board of Education on June 14, 2005. The change is a result of a supplemental appropriation of \$225,000 to pay for the cost of leasing space for the Office of Information and Organizational Systems' technical training center. There also is a realignment of \$25,000 from overtime to create a .5 FTE data systems operator position.

The FY 2007 request for this fund is 2,792,452, an increase of \$772,525 from the current FY 2006 budget of \$2,019,927. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$15,486*

The negotiated agreements with employee organizations increase the salary costs of employees in this fund by \$15,093. There is an increase of \$393 in continuing salary costs to reflect step or longevity increases for current employees.

*Realignment—\$0*

There is a realignment of \$75,000 from clerical overtime to support services part-time and \$2,000 from relocatable classrooms to training. These realignments are needed to reflect the actual operations and expenses of the fund. There is another realignment of \$138,856 and a reduction of a real estate specialist position and the associated benefits. These funds are realigned to office rental expenses to help cover the costs for additional office space.

*Other—\$757,039*

There is an increase of \$547,680 in office rental expense to cover the need for additional administrative office space. Another \$85,515 is needed for increases in revenue sharing payments to schools due to new cell towers.

An additional \$100,000 is budgeted for contractual expenses related to tenant improvements in newly occupied buildings and another \$6,000 is needed for legal costs for lease documents and consultation. Adjustments to employee benefits require an increase in the budget of \$38,844. Partially offsetting these increases is a \$21,000 reduction in portable classroom expenses due to a reduction in child care services.

# Real Estate Management Fund - 850

Richard G. Hawes, Program Manager

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	4.000	4.000	4.500	3.500	(1.000)
Position Salaries	\$290,971	\$295,803	\$320,803	\$228,875	(\$91,928)
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,886	1,886	79,592	77,706
Other		216,140	191,140	120,228	(70,912)
Subtotal Other Salaries	74,527	218,026	193,026	199,820	6,794
<b>Total Salaries &amp; Wages</b>	365,498	513,829	513,829	428,695	(85,134)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		140,055	140,055	246,055	106,000
<b>Total Contractual Services</b>	143,250	140,055	140,055	246,055	106,000
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,700	5,700	5,700	
Other Supplies & Materials		66,163	66,163	66,163	
<b>Total Supplies &amp; Materials</b>	11,258	71,863	71,863	71,863	
<b>04 Other</b>					
Local Travel		3,420	3,420	3,420	
Staff Development				2,000	2,000
Insurance & Employee Benefits		49,330	49,330	49,938	608
Utilities		120,860	120,860	120,860	
Miscellaneous		890,870	1,110,870	1,859,921	749,051
<b>Total Other</b>	964,551	1,064,480	1,284,480	2,036,139	751,659
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment		4,700	9,700	9,700	
<b>Total Equipment</b>	11,213	4,700	9,700	9,700	
<b>Grand Total</b>	<b>\$1,495,770</b>	<b>\$1,794,927</b>	<b>\$2,019,927</b>	<b>\$2,792,452</b>	<b>\$772,525</b>

# Real Estate Management Fund - 850

Richard G. Hawes, Program Manager

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
51	M Team Leader		1.000	1.000	1.000	<b>1.000</b>	
51	25 Real Estate Management Spec		1.000	1.000	1.000		(1.000)
51	15 Data Systems Operator II				.500	<b>.500</b>	
51	13 Fiscal Assistant I		1.000	1.000	1.000	<b>1.000</b>	
51	12 Building Service Manager II		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>4.000</b>	<b>4.000</b>	<b>4.500</b>	<b>3.500</b>	<b>(1.000)</b>

# Division of Construction

<b>Director (P)*</b>	<b>1.0</b>
<b>Facilities Team Leader (26)</b>	<b>4.0</b>
<b>Planner III (25)</b>	<b>1.0</b>
<b>Planner II (24)</b>	<b>1.0</b>
<b>Project Specialist (24)</b>	<b>1.0</b>
<b>Fiscal Assistant V (22)</b>	<b>1.0</b>
<b>Administrative Secretary I (14)</b>	<b>1.0</b>

<b>Special Projects Section</b>	
Site Development Coordinator (23)	1.0
Portable Classroom Coordinator (23)	1.0
Construction Compliance Specialist (22)	1.0

<b>Construction/Inspection Programs Section</b>	
Construction Management Specialist (25)	1.0
Construction Inspector Supervisor (23)	1.0
Electrical Construction Technician II (22)	2.0
Mechanical Construction Technician (22)	2.0
Construction Technician (21)	5.0
Contracts Assistant II/Mechanical Systems (17)	2.0

<b>Facilities Design Section</b>	
Architect for School Facilities (M)*	1.0
Senior Facilities Designer (27)	1.0
Facilities Designer (25)	3.0
Electrical Engineer (25)	1.0
Mechanical Engineer (25)	2.0
Secretary (12)	3.0

F.T.E. Positions 37.0  
 (35.0 Capital Budget positions and  
 \*2.0 Operating Budget Positions)

## FY 2007 OPERATING BUDGET

**Mission**

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

**Major Functions**

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 design and construction activities for capital projects through five teams, each of which is responsible for specific activities.

The Capital Budget and Planning Team works closely with school communities and the superintendent to develop the six-year state and local CIP for Board approval. Once adopted by the Board, the planning team prepares any documentation required by other local and state elected officials for review and approval.

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

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

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

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 participation. The team also is responsible for outreach efforts to support minority businesses as part of the effort to achieve the Board of Education goal of 25 percent MBE participation in construction related activities.

**Trends and Accomplishments**

Construction costs continued to escalate in the Washington Metropolitan Area due to a combination of circumstances—global demand for building materials and the high volume of construction activity throughout the region. Even though the commercial construction market is stable, there has been a substantial increase in the number of public projects to meet the need for schools, transportation, and federal government infrastructure. With construction prices increasing and growing demands on county tax revenue, the division must intensify efforts to control cost and streamline operations to ensure the most effective use of available funds and

manpower. Emphasis will be placed on improving current practices to control cost, such as feasibility planning, repeated designs, lifecycle cost analysis, value engineering, constructability analysis, and effective management of building processes.

Another trend affecting the unit is the increasing complexity of planning a major facility project. The time required to complete the architectural design and obtain approval from the various permitting agencies has increased significantly due to regulatory and procedural requirements. The division has implemented an increased time frame for architectural planning and construction on certain projects as part of the FY 2007–12 CIP to allow for improved planning and design.

In FY 2005, the Division of Construction successfully completed the following construction projects:

1. Lakelands Park Middle School
2. Modernization of Somerset Elementary School
3. Additions to Forest Knolls, Gaithersburg, Spark Matsunaga, Rosemont, and South Lake elementary schools, and John T. Baker Middle School
4. Reopening of A. Mario Loiederman Middle School for Creative and Performing Arts
5. Core improvements to Oak View Elementary School and Seneca Valley High School

In FY 2006, the following projects will be under construction:

1. Modernization of Kensington-Parkwood Elementary School and Parkland Middle School
2. New Clarkburg/Damascus #7, Northeast Consortium #16 (Brookview), and Northwest #7 elementary schools, and Clarksburg High School
3. Additions to Broad Acres, Farmland, Garrett Park, and Watkins Mill elementary schools, and Gaithersburg and Northwest high schools
4. Seven Locks Elementary School and Richard Montgomery High School replacements
5. Reopening of Downcounty Consortium #27 (Connecticut Park) and Downcounty Consortium #28 (Arcola) elementary schools and Northwood High School
6. Gymnasium addition to Rockwell Elementary School

As part of the FY 2006 capital budget, 11 major capital projects have been funded for architectural planning and six feasibility studies are underway for future projects.

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

**Major Mandates**

- The Division of Construction must comply with local, state, and federal codes in designing and building facilities. These codes include federal requirements in the *Americans with Disabilities Act*, the *Asbestos Hazard*

*Emergency Response* acts, state environmental codes, bidding statutes, funding reimbursements/payment requirements for projects funded by the Interagency Agency for School Construction, and Montgomery County building, storm water management, and fire/safety codes.

- There are more than 14 codes and regulations that require the employment of people who are licensed to perform professional and technical services, such as professional architects, engineers, electricians, and plumbers. These codes/regulations impose requirements to ensure that new facilities are constructed in compliance with federal, state, and local statutes.

**Strategies**

- Utilize the continuous improvement process to periodically analyze and evaluate work processes.
- Involve all stakeholders in the process to ensure customer expectations and needs are incorporated in the improvement process.
- Develop information database that is easily accessible and available to customers on the status of Division of Construction activities and processes utilized to plan and construct capital projects.
- Explore and implement alternative construction delivery systems and other value added measures to ensure cost control, quality products, and timely completion.
- Deploy team approaches to eliminate single point responsibilities and to develop contingency plans.
- Enhance organizational staffing and structure to increase efficiency and maintain quality of work.

**Performance Measurements**

*Customer Focus*

**Performance Measure:** Customer satisfaction with a major capital project (Rating scale 1 to 5)

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
4.3	4.4	4.5

Explanation: This measures the building principal and staff's satisfaction with the design and construction processes.

*Employee Focus*

**Performance Measure:** Employee satisfaction survey of division staff (Rating scale 1 to 5)

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
4.3	4.5	4.7

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

*Financial Results*

**Performance Measure:** Average project change order percentage

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
4.9%	4.1%	3.8%

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

**Performance Measure:** Construction cost per square foot

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
\$178.00	\$196.00	\$207.00

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 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
94%	100%	100%

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

**Budget Explanation**

The FY 2007 request for this division is \$224,258. The budget for this division was contained in the Capital Budget for FY 2006 and in prior years.

*Negotiated Salary Costs—\$6,173*

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$6,176.

*Other—\$218,085*

There are two positions proposed for operating budget funding for FY 2007 that are currently in the Capital Budget for FY 2006. This includes a director's position at a cost of \$114,120 and the architect for school facilities' position at a cost of \$103,965.

# Division of Construction - 322

James Song, Director

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)				2.000	2.000
Position Salaries				\$224,258	\$224,258
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>				<b>224,258</b>	224,258
<b>02 Contractual Services</b>					
Consultants					
Other Contractual					
<b>Total Contractual Services</b>					
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>					
<b>04 Other</b>					
Local Travel					
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>					
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>				<b>\$224,258</b>	<b>\$224,258</b>

## Division of Construction - 322

Mr. James Song, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
1	P Director of Construction					<b>1.000</b>	1.000
1	M Architect - School Facilities					<b>1.000</b>	1.000
	<b>Total Positions</b>					<b>2.000</b>	<b>2.000</b>



## Division of Long Range Planning

Director (P)	1.0
Senior Facilities Planner (26)	1.0
Administrative Secretary I (14)	1.0
Boundary Information Specialist (13)	1.0

## Mission

The mission of the Division of Long Range Planning is to inform and prepare decision makers and the community to address changes in enrollment and instructional programs through development of high quality data analysis, planning strategies, and Long Range facility plans.

## Major Functions

In order to support *Our Call to Action: Pursuit of Excellence*, the strategic plan for the Montgomery County Public Schools (MCPS), the Division of Long Range Planning is focused on ensuring adequate school facilities are available in the future. To accomplish this, the division performs six main functions: developing demographic analyses and projecting student enrollment; developing strategies and Long Range facility plans to meet capacity and instructional program needs; coordinating publication of the six-year Capital Improvements Program (CIP) and the Educational Facilities Master Plan; developing school boundaries and student choice consortia; maintaining accurate school boundary information and disseminating this information; and, representing MCPS interests in county land use planning and growth policy.

Division staff conducts research on demographic trends and planning issues, participates in county master plan processes, and prepares the “schools test” for the Annual Growth Policy. Staff monitors the local economy and housing market to support forecasting and Long Range planning. Staff also provides expertise for strategic planning activities in the school system.

Division 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 CIP, and for 10 and 15 years in the future. Enrollment projections are prepared each fall and updated each spring. These projections are critical to the formulation of the operating budget and capital improvements program. Accurate enrollment projections ensure sufficient funding is requested to meet student needs and ensure that limited resources are allocated wisely.

Based on enrollment projections and analysis of individual school utilizations, staff develops plans to address school space needs. A variety of planning strategies are utilized including relocatable classrooms for interim use, boundary changes, student choice consortia, and construction of new schools and additions. In addition, staff includes modernization of older schools, technology modernization, and county-wide systemic projects in CIP planning. Staff works closely with school communities and the superintendent to develop a recommended six-year Capital Improvements Program for Board of Education review and approval. Once adopted by the Board, staff prepares any documentation required by other local and state elected officials for review and approval of the Board’s CIP request. After adoption by the County Council, staff publishes the Educational Facilities Master Plan for submission to the Maryland State Department of Education for review and comment.

Division staff implement approved capital and non-capital planning actions by collaborating with school communities and other MCPS staff to develop educational specifications, facilitate boundary changes and student choice consortia studies, and determine instructional program placements—including special education programs, pre-kindergarten programs, ESOL centers, gifted and talented centers, language immersion centers, and others.

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

## Trends and Accomplishments

### Trends

Major trends impacting the mission of the Division of Long Range Planning include changing enrollment levels, increased student race/ethnic and language diversity, a strong economy and housing market, space requirements needed to implement the federal *No Child Left Behind Act* of 2001 and the state *Bridge to Excellence in Public Schools Act* of 2002 (full-day kindergarten in all elementary schools and pre-kindergarten opportunities for all disadvantaged children), recalculation of elementary school capacities to better reflect class-size initiatives and improved staffing levels, aging facilities, increased construction prices, increased focus on county land use planning and growth management.

The number of resident births has topped 13,000 in Montgomery County since 2000, setting a new record each year. Rising births will impact enrollments long-term, and will keep pressure on MCPS to add capacity in the future. A strong local economy has generated substantial migration of households to the county and accelerated the construction of new housing and increased turnover of existing homes. Over the past 20 years, significant enrollment increases have occurred in parts of the county with large-scale subdivisions under development, and in established neighborhoods where young families with children have purchased existing homes and the demographic composition is changing.

Elementary school enrollment has decreased slightly in recent years, but is projected to increase again in the next few years as a direct result of recent increases in births. Middle school enrollment also has decreased in recent years, but is projected to increase again after 2010 as a result of the larger elementary school populations. High school enrollment is increasing substantially now, will plateau in a few years, and then rise again around the year 2015 as the next wave of students moves through MCPS. Overall, annual increases in total MCPS enrollment, that averaged about 3,000 per year in the 1990s, will average 1,000 or fewer students annually in coming years.

In a coordinated effort to address student performance, student to teacher ratios are being reduced at the elementary school level. Elementary schools were staffed at a ratio of approximately 23:1 in FY 2006. Targeted elementary schools had even lower staffing ratios, with full-day kindergarten at 15:1 and Grades 1 and 2 at 17:1. Smaller class sizes have increased space needs throughout the county. Relocatable classrooms continue to be an important interim measure to meet the space needs from the class size reduction efforts. A total of 719 relocatable classrooms are in use this year; 210 for class size reductions at targeted elementary schools and full-day kindergarten, and 42 for day care and other purposes.

### *Accomplishments*

The Division of Long Range Planning was established in FY 2006. Previously, the former Department of Planning and Capital Programming was responsible for many of the functions now performed by the Division of Long Range Planning. A number of accomplishments were achieved by the former Department of Planning and Capital Programming in FY 2005. The fiscal year began with a review and update of the department's strategic plan and further refinement of performance measures.

Department staff worked with the Board of Education policy committee on a major revision of Policy FAA, *Long Range Educational Facility Planning* that included development of new interim regulations. The new policy and interim regulations enabled staff to revise all elementary school capacities to reflect changes in state legislation, and to better reflect educational program and staffing levels in each school. The revised capacities were incorporated for the first time in the *FY 2006 Educational Facilities Master Plan*.

Department staff developed and facilitated the review process for the *Requested FY 2006 Capital Budget and Amendments to the FY 2005–2010 Capital Improvements Program (CIP)*. In keeping with the spirit of the biennial process, only four amendments were included in the Board of Education's request, and three were approved. The total increase in expenditures for the Amended FY 2005–2010 CIP is \$20.8 million. The increase is primarily due to rapid rises in construction costs for projects that were bid in the spring 2005.

Department enrollment forecasts for FY 2005 were highly accurate, with total enrollment .8 percent below projection. In addition, over 70 percent of all schools fell within 5 percent of their projected enrollment. The department worked closely with school principals and community superintendents in revising school enrollment forecasts for FY 2006 staffing allocations. An accelerated schedule for the forecast revision, staffing allocations, and relocatable classroom placement decisions has improved services to schools.

Department staff worked with the community, superintendent, executive staff, and the Board of Education in the recommendation and adoption of a choice area for the new Middle School Magnet Consortium, and for boundaries for the new Clarksburg/Damascus Elementary School #7. In the

spring 2005, department staff facilitated three boundary advisory committee processes for new schools scheduled to open in August 2006—Clarksburg Area High School, Northwest Elementary School #7, and Northeast Consortium Elementary School #16 (Brookview). Feedback received from these community involvement processes indicated a high level of satisfaction, with over 90 percent of respondents agreeing they had the opportunity to participate and their thoughts were represented and respected.

Department staff worked with county officials in developing the Annual Growth Policy (AGP) schools test for FY 2006. Department staff worked closely with county and city planning officials to better coordinate master plans with school site needs and facility planning activities. Plans included the cities of Gaithersburg and Rockville, and county master plans for the Gaithersburg Vicinity, Shady Grove Sector, Twinbrook Sector, and Woodmont Triangle/Bethesda CBD.

Department staff responded to a high volume of requests for boundary information. The school boundary line responds to an increasingly diverse population of non-English speakers. The ability of staff to speak Spanish greatly enhances this service. Use of the department's Web-based school assignment locator continues to grow each year and features new enhancements regularly.

### **Major Mandates**

- Section 5-306 of the Education Article, Annotated Code of Maryland, requires MCPS to prepare annually a six-year Capital Improvements Program (CIP) and submit it to the county executive and County Council.
- The Rules, Regulations, and Procedures for Administration of the School Construction Program adopted by the State Board of Public Works requires that MCPS prepare, submit, and annually amend its educational facilities master plan. Under the State School Construction Program, MCPS also is required to submit its annual and subsequent five-year Capital Improvements Program.
- Section 302 (Amended 1996) of the Montgomery County Charter requires MCPS to prepare a biennial Capital Improvements Program (CIP) and submit it to the county executive and County Council by December 1 for odd-numbered fiscal year requests, and amendments for even-numbered fiscal year requests.
- Montgomery County Government's Annual Growth Policy (AGP) requires MCPS to annually provide enrollment projections, school capacities, and the Board of Education-requested capital improvements for incorporation in the AGP.
- Board of Education policy on FAA Long Range Educational Facilities Planning requires MCPS facility planning to incorporate educational program objectives, goals of the Quality Integrated Education Policy, and extensive public involvement.
- The federal No Child Left Behind Act of 2001 and the state Bridge to Excellence in Public Schools Act of 2002 require space be available in high performing schools to

allow students in under-performing federal Title 1 schools to transfer. The state legislation requires space to provide full-day kindergarten in all elementary schools, and space to provide for disadvantaged students to participate in pre-kindergarten classes.

**Strategies**

- Continually improve processes to identify and understand the needs of our customers and stakeholders. Processes may include: use of the meetings with community leaders and stakeholder representatives; use of the division Web page; and surveys, feedback forms, and roundtable discussion groups.
- Continuously improve communication tools to enable external customers and stakeholders to understand planning issues and activities. Communication methods may include: use of the division Web page, notification of stakeholders on current issues, use of division publications, partnerships with MCCPTA, and fact sheets for frequently requested information.
- Maintain and improve the division information system.
- Routinely assess division planning processes, staff workloads, and staff strengths in the context of the strategic plan.
- Foster an environment where staff is empowered to exercise personal leadership and teamwork is encouraged.
- Research and identify emerging trends that may impact school system facility planning and the division mission.
- Maintain relationships with communities to better engage these groups in understanding division planning processes.
- Incorporate school system program initiatives and consideration of multi-purpose use of schools in facilities planning processes.
- Continuously assess work practices in light of new technologies, staff capabilities, and customer needs.
- Take every opportunity to recognize employee contributions.

**Performance Measurement**

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

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
99.2%	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 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
97.9%	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 multiyear operating budgets.

**Performance Measure:** Enrollment forecast accuracy of individual schools' one-year forecast.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
70.3%	75.0%	80%

**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 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
95.2%	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 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
91.2%	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.

**Budget Explanation**

The FY 2007 request for this division is \$313,691, a decrease of \$106,403 from the current FY 2006 budget of \$420,094. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—(\$22,972)*

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$9,481. There is a decrease of \$32,453 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

*Other—(\$83,431)*

There is a reduction of a vacant planner III position totaling \$83,688. This is partially offset by an increase of \$257 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

# Division of Long Range Planning - 335

Bruce Crispell, Director

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	7.000	5.000	5.000	<b>4.000</b>	(1.000)
Position Salaries	\$538,129	\$407,284	\$407,284	<b>\$300,624</b>	(\$106,660)
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries	10,683				
<b>Total Salaries &amp; Wages</b>	548,812	407,284	407,284	<b>300,624</b>	(106,660)
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		2,000	2,000	<b>2,000</b>	
<b>Total Contractual Services</b>	5,140	2,000	2,000	<b>2,000</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,333	3,333	<b>3,333</b>	
Other Supplies & Materials		2,077	2,077	<b>2,077</b>	
<b>Total Supplies &amp; Materials</b>	6,169	5,410	5,410	<b>5,410</b>	
<b>04 Other</b>					
Local Travel		1,400	1,400	<b>1,657</b>	257
Staff Development					
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	3,035	1,400	1,400	<b>1,657</b>	257
<b>05 Equipment</b>					
Leased Equipment		4,000	4,000	<b>4,000</b>	
Other Equipment					
<b>Total Equipment</b>		4,000	4,000	<b>4,000</b>	
<b>Grand Total</b>	<b>\$563,156</b>	<b>\$420,094</b>	<b>\$420,094</b>	<b>\$313,691</b>	(\$106,403)

## Division of Long Range Planning - 335

Bruce Crispell, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
1	P Director		1.000	1.000			
1	P Director				1.000	<b>1.000</b>	
1	26 Coordinator GIS Services		1.000				
1	26 Sr. Facilities Planner		1.000	1.000	1.000	<b>1.000</b>	
1	25 Planner III		1.000	1.000	1.000		(1.000)
1	24 Planner II		1.000				
1	15 Administrative Secretary II		1.000	1.000			
1	14 Administrative Secretary I				1.000	<b>1.000</b>	
1	13 Boundary Information Spec		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>7.000</b>	<b>5.000</b>	<b>5.000</b>	<b>4.000</b>	<b>(1.000)</b>



**Mission**

The Division of Maintenance contributes to student success by working as a team to provide high quality facilities support, including maintenance and repair, environmental services, capital asset replacements, automated energy management, and minor renovations and alterations.

**Major Functions**

The division utilizes a small staff of supervisory and administrative personnel to plan, program, and manage five major functional areas of support for all MCPS facilities: maintenance and repairs, environmental services, capital asset replacements, automated energy management, and minor space alterations. These varied services are coordinated and performed by three regional maintenance depots (Bethesda, Clarksburg, and Randolph) and one central depot (Shady Grove).

The division performs a wide variety of maintenance and repair services and some preventive maintenance services at all MCPS facilities. It provides grounds maintenance services such as grass cutting for large fields and snow and ice removal for driveways and parking lots. It performs repairs to building components and systems, including heating, ventilation, and air conditioning (HVAC) equipment, and electrical and plumbing systems. The division performs facility-related environmental services such as indoor air quality (IAQ) and related preventive maintenance for HVAC systems, fire and life safety compliance, recycling, trash removal, hazardous waste management and disposal, integrated pest management services, water quality testing for HVAC systems, and underground storage tank management and removal. It also employs trained and licensed specialists to remove and dispose of asbestos-containing materials when required by regulations. 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 and grandstands, boilers and water heaters, and air conditioning systems. The Automated Energy Management section operates and maintains computerized controls for heating and cooling systems. The division performs a limited number of minor space alteration projects (sometimes called new work) that accommodate changing school program requirements. The division 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

**Trends and Accomplishments**

The Division of Maintenance continues to experience annual growth in requirements for services caused by (1) increases in the number, size, and utilization rates of school facilities; (2) compliance with regulations and customer requirements related to indoor air quality, environmental protection, fire

protection, school security, and emergency preparedness; (3) growing technical requirements associated with repairing sophisticated mechanical systems and controls; and (4) property damage caused by weather events and acts of vandalism.

Mandatory requirements to comply with federal, state, and county regulations associated with environmental protection and fire and life safety present major fiscal challenges to the division. When problems are discovered, unsuspected violations occur, or new mandates are implemented on short notice, immediate corrective actions must be implemented. Additionally, more stringent laws on storm water management and restrictions on use of pesticides have increased costs of environmental protection and pest control services.

Aging school facilities, extensive after-hours utilization of schools, and shortages of instructional space due to growth in student enrollments have directly contributed to increased use of maintenance-intensive relocatable classrooms, higher breakdown and failure rates for HVAC equipment, and overall increases in demand for maintenance and repair work.

During the past decade, the number and size of school facilities in the county increased by more than 12 percent while the Division of Maintenance experienced a 10 percent reduction in size. Persistent budget constraints and trade position vacancy rates that approach 8 percent have acted to reduce mission capabilities as the demand for services continues to grow. Completion of an earlier initiative to provide 100 percent access by schools to the new automated work order system has resulted in an approximate 25 percent increase in the number of incoming work requests. Increased demand for repair services reduces the division's capability to perform new work projects and preventive maintenance services. Other less noticeable, but serious effects of long term budget constraints include the continued aging and deterioration of the maintenance vehicle fleet, which currently has an average age of about 14 years.

As the county continues to experience growth, new schools are being constructed, and older schools are being expanded. The overall increase in the number of facilities, total building area (square footage), and the number, age, and complexity of HVAC systems generate more requirements for maintenance and repair services. At the same time, inflation escalates the costs of labor, materials, supplies, and contracted services. Maintenance budgets must include sufficient annual funding increases to cover escalating costs of mission-essential repairs and services. Otherwise, deficits will occur because mission-essential work must still be accomplished. If no-growth trends in maintenance funding continue, growing mission requirements will combine with declining capabilities to create serious shortfalls in facilities maintenance support.

In spite of fiscal challenges and shortfalls, the division continues to make progress in its efforts to improve work processes and efficiencies. First, the transfer of the Automated Energy Management Office from the Department of Facilities Management to the Division of Maintenance in FY 2005 is providing for more effective management and coordina-



tion of HVAC systems operation and maintenance. Second, the division continues to work on upgrading its automated work order system to provide web-based access, enhancing its ease of use by customers and its value as a maintenance management tool. Third, the division participated in process management workshops that outlined “lean” and “six sigma” methods to evaluate and improve service delivery processes. Fourth, the director continues to prepare and conduct in-house leadership training for first line supervisors, managers, and staff members in an effort to improve the quality of front-line supervision and enhance the abilities of managers to apply more strategic thought in their respective roles. Fifth, the division has recently updated its strategic business plan for FY 2006–2010 and is now working to achieve five operational objectives in support of strategic goals related to improving customer and stakeholder relations, enhancing organizational productivity and efficiency, and bolstering work force stability and welfare.

**Major Mandates**

Mandated work for the division includes the following:

- Semiannually test all fire suppression systems in kitchens. (State and county regulations)
- Semiannually inspect all roofs and provide reports to the State of Maryland.
- Semiannually conduct inspections and update management plans for asbestos abatement in over 200 facilities. (Asbestos Hazard Emergency Response Act)
- Semiannually inspect, clean, and repair over 330 oil and grit separators. Inspect and clean underground filtration vaults and storm water management ponds every three years. (State of Maryland)
- Annually test and certify over 200 fire alarm and sprinkler systems in all schools and administrative facilities. (Montgomery County Fire Code and National Fire Protection Association Life Safety Code)
- Annually inspect and service over 2,000 fire extinguishers. (Montgomery County Fire Code and National Fire Protection Association Life Safety Code)
- Annually inspect and test over 160 elevators. (State of Maryland)
- Annually inspect and certify more than 950 backflow plumbing valves. Perform overhauls of selected items every three to five years. (State and county regulations)
- Annually perform integrated pest management in over 200 facilities, maintain records, and provide required notifications of pest control applications. (State of Maryland)
- Annually recycle 50 percent of the total waste stream generated by schools. (Montgomery County Goal)

**Strategies**

- Continue an information campaign to ensure that customers and stakeholders understand and appreciate the division’s mission, functions, capabilities, business processes, and procedures.
- Continue to develop and implement a program to update, standardize, and enforce business and service delivery processes and procedures in order to increase productivity, efficiency, and improve customer service.
- Continue to build and implement a program to recruit, develop, and retain employees in order to reduce turnover and vacancies and to promote long-term organizational stability.

**Performance Measurements**

**Performance Measure:** Customer Satisfaction (Scale: 1/Poor to 5/Excellent)

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
3.9	4.0	4.1

**Explanation:** Quality should normally be customer-driven, and therefore, the level of customer satisfaction is a core performance measure for delivery of facility maintenance and repair services. Performance information for FY 2005 is based on July 2005 survey responses from 147 schools that reported their levels of satisfaction with both the timeliness and quality of maintenance and repair services.

**Performance Measure:** Percentage of Schools Receiving “Very Good” or better ratings on Annual State Maintenance Surveys (Scale: Percentage of total)

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
N.A. *	75%	75%

\* FY 2005 results are not yet available.

**Explanation:** The State of Maryland annually inspects between 8 and 13 schools per year and provides ratings based on their findings—excellent, very good, fair, and poor. While the surveys and ratings tend to be somewhat subjective, the third-party evaluation of MCPS facilities by a major stakeholder is valuable in providing trends in observations that can be used as management tools by both the Division of Maintenance and the Division of School Plant Operations.

**Performance Measure:** Employee Satisfaction (Scale: 1/Poor to 5/Excellent)

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
3.6	3.7	3.8

**Explanation:** Employees’ overall levels of productivity and efficiency are closely related to how they feel about their workplace environment, wages and benefits, the quality of supervision, and opportunities for personal growth,

development, and career enhancement. Employee satisfaction levels for FY 2005 are based on surveys performed in September 2004 as part of the director’s annual work force briefings.

**Budget Explanation**

The current FY 2006 budget for this division is changed from the budget adopted by the Board of Education on June 14, 2005. The change is a result of an internal realignment to create two automotive mechanic I positions.

The FY 2007 request for this division is \$27,861,884, an increase of \$1,297,198 from the current FY 2006 budget of \$26,564,686. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$1,343,587*  
The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$673,880. There is an increase of \$669,707 in continuing salary costs to reflect step or longevity increases for current employees.

*Other—\$691,003*  
An additional \$132,108 is budgeted for two resource conservation specialist assistants to complement the three positions budgeted in the Department of Facilities Management. In addition, there is an environmental safety coordinator position totaling \$103,965 currently in the Capital Budget that will now be included in the Operating Budget. This is offset by a

transfer of two environmental safety specialist positions and \$120,322 from the Operating Budget to the Capital Budget for FY 2007. Other increases include \$9,711 for maintenance, repairs, and parts for energy management systems, \$6,200 for replacement of damaged vehicles, \$6,000 for software for an automated work order system, \$2,300 for staff uniform costs, and \$355 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

In addition to these increases, the budget contains additional funding for refuse removal fees of \$170,121, recycling fees of \$180,565, and contractual maintenance costs of \$200,000. These increases are needed to reflect the actual costs and operations of the division.

*Reductions—(\$737,392)*  
*Reduction in Renovation and Alteration Functions—(\$737,392)*

There is a reduction of 12 positions and \$737,392 due to the reduction in the Renovation and Alteration functions within the Division of Maintenance. Position salary reductions of \$606,692 is a result of reducing 5.0 maintenance carpenter I positions, 2.0 maintenance plumber I positions, 2.0 maintenance electrician I positions, a 1.0 cabinet maker I position, a 1.0 renovation carpentry supervisor position, and a 1.0 renovation carpentry assistant supervisor position. Other reductions include \$1,000 in overtime, \$15,000 in consultants, \$29,700 for general maintenance supplies, and \$85,000 in renovation and alteration supplies.

# Division of Maintenance - 323/338/972

Roy Higgins, Director

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	353.500	360.000	362.000	<b>351.000</b>	(11.000)
Position Salaries	\$16,430,842	\$18,292,023	\$18,292,023	<b>\$19,123,263</b>	\$831,240
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		608,148	608,148	<b>628,554</b>	20,406
Subtotal Other Salaries	449,504	608,148	608,148	<b>628,554</b>	20,406
<b>Total Salaries &amp; Wages</b>	16,880,346	18,900,171	18,900,171	<b>19,751,817</b>	851,646
<b>02 Contractual Services</b>					
Consultants		21,755	21,755	<b>21,755</b>	
Other Contractual		2,486,686	2,486,686	<b>2,684,686</b>	198,000
<b>Total Contractual Services</b>	2,655,393	2,508,441	2,508,441	<b>2,706,441</b>	198,000
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		582	582	<b>582</b>	
Other Supplies & Materials		2,312,381	2,312,381	<b>2,200,392</b>	(111,989)
<b>Total Supplies &amp; Materials</b>	2,187,870	2,312,963	2,312,963	<b>2,200,974</b>	(111,989)
<b>04 Other</b>					
Local Travel		1,936	1,936	<b>2,291</b>	355
Staff Development		11,015	11,015	<b>11,015</b>	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		1,808,239	1,808,239	<b>2,161,225</b>	352,986
<b>Total Other</b>	2,176,495	1,821,190	1,821,190	<b>2,174,531</b>	353,341
<b>05 Equipment</b>					
Leased Equipment		736,561	736,561	<b>736,561</b>	
Other Equipment		285,360	285,360	<b>291,560</b>	6,200
<b>Total Equipment</b>	839,379	1,021,921	1,021,921	<b>1,028,121</b>	6,200
<b>Grand Total</b>	<b>\$24,739,483</b>	<b>\$26,564,686</b>	<b>\$26,564,686</b>	<b>\$27,861,884</b>	<b>\$1,297,198</b>

## Division of Maintenance - 323/338/972

Roy Higgins, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
	<b>323 Division of Maintenance</b>						
11	P Director		1.000	1.000	1.000	1.000	
11	N Assistant Director I		1.000	1.000	1.000	1.000	
11	24 Energy Mgt Supervisor			1.000	1.000	1.000	
11	24 Maintenance/Facility Area Mgr		3.000	3.000	3.000	3.000	
11	24 PLAR Contracting 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			.500	.500	2.500	2.000
11	22 Energy Management Spec			4.000	4.000	4.000	
11	22 Roof Construction Specialist		1.000	1.000	1.000	1.000	
11	21 Maint/Facility Area Asst Mgr		3.000	3.000	3.000	3.000	
11	20 User Support Specialist I		1.000	1.000	1.000	1.000	
11	20 Electronic Technician Supv II		1.000	1.000	1.000	1.000	
11	19 Energy Mgt Customer Svc Spec			1.000	1.000	1.000	
11	19 Electrician Area Supervisor		3.000	3.000	3.000	3.000	
11	19 Electronic Technician Supv I		1.000	1.000	1.000	1.000	
11	19 HVAC Refrigerator Area Supv		3.000	3.000	3.000	3.000	
11	18 General Maint Central Supv		1.000	1.000	1.000	1.000	
11	18 Carpentry Area Supervisor		3.000	3.000	3.000	3.000	
11	18 Plumber 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 Boiler Mechanic II		3.000	3.000	3.000	3.000	
11	18 Electronic Technician II		3.000	3.000	3.000	3.000	
11	18 Renovation Carpentry Supv		1.000	1.000	1.000		(1.000)
11	18 Industrial Equipment Supv		1.000	1.000	1.000	1.000	
11	18 HVAC Mechanic II Shift 1		3.000	3.000	3.000	3.000	
11	17 Carpentry Asst Area Supv		3.000	3.000	3.000	3.000	
11	17 Heating Mechanic II		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 Recycling Specialist		1.000	1.000	1.000	1.000	
11	17 Contracts Assistant II		3.000	3.000	3.000	3.000	
11	17 Material Fabr Rigging Supv		1.000	1.000	1.000	1.000	
11	17 Electronic Technician I		15.000	15.000	15.000	15.000	
11	17 Equipment Mechanic		1.000	1.000	1.000	1.000	
11	17 HVAC Mechanic I Shift 1		14.000	14.000	14.000	14.000	
11	16 Maintenance Carpenter II		3.000	3.000	3.000	3.000	
11	16 Heating Mechanic I		3.000	3.000	3.000	3.000	
11	16 Maintenance Plumber II		3.000	3.000	3.000	3.000	
11	16 Maintenance Electrician I		20.000	20.000	20.000	18.000	(2.000)
11	16 Renovation Carpentry Asst Supv		1.000	1.000	1.000		(1.000)
11	16 Office Machine Technician		1.000	1.000	1.000	1.000	
11	16 Small Equipment Mechanic		3.000	3.000	3.000	3.000	

## Division of Maintenance - 323/338/972

Roy Higgins, Director

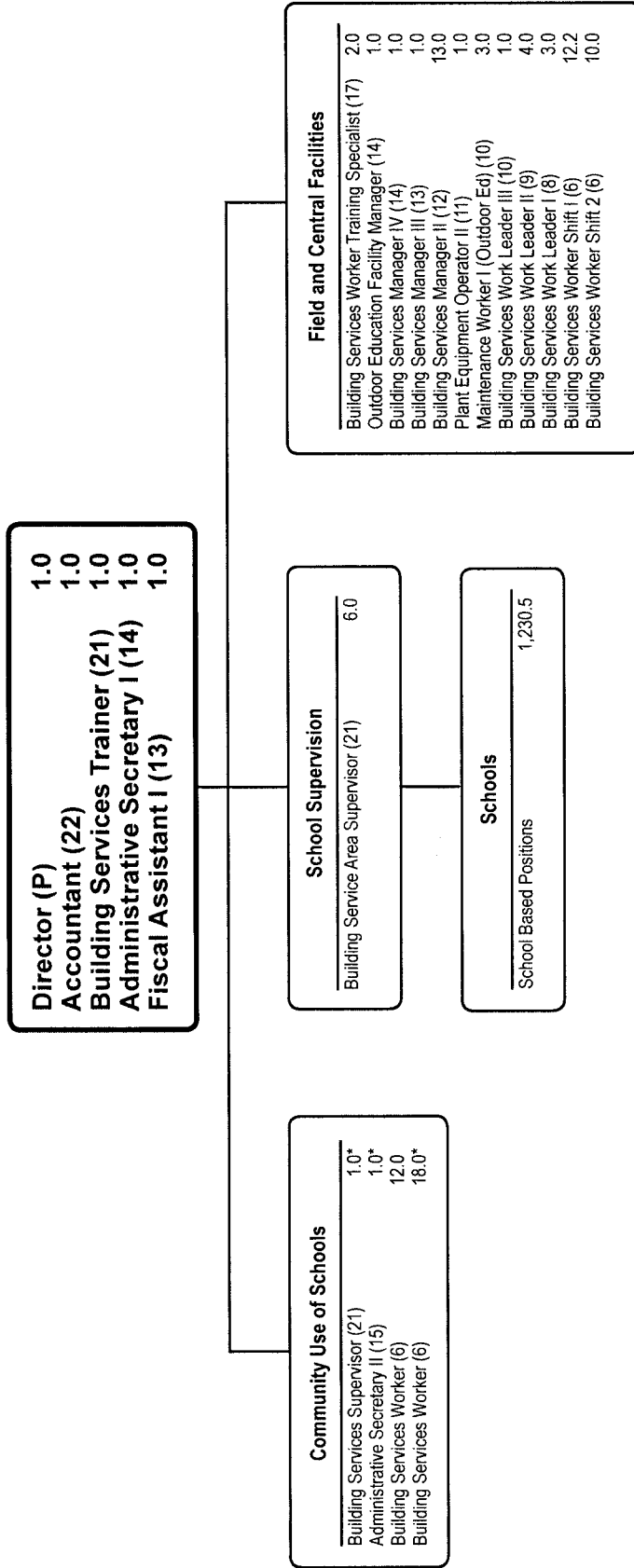
CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
	<b>323 Division of Maintenance</b>						
11	16 Auto Mechanic II Shift 1		2.000	2.000	2.000	<b>2.000</b>	
11	15 Supervisor		1.000	1.000	1.000	<b>1.000</b>	
11	15 Maintenance Carpenter I		32.000	32.000	32.000	<b>27.000</b>	(5.000)
11	15 Floor Covering Mechanic		6.000	6.000	6.000	<b>6.000</b>	
11	15 Roof Mechanic		6.000	6.000	6.000	<b>6.000</b>	
11	15 Maintenance Plumber I		14.000	14.000	14.000	<b>12.000</b>	(2.000)
11	15 Boiler Mechanic I		6.000	6.000	6.000	<b>6.000</b>	
11	15 General Maintenance Supervisor		3.000	3.000	3.000	<b>3.000</b>	
11	15 Tool Mechanic		2.000	2.000	2.000	<b>2.000</b>	
11	15 Cabinet Maker		2.000	2.000	2.000	<b>1.000</b>	(1.000)
11	15 Paint Specialist		1.000	1.000	1.000	<b>1.000</b>	
11	15 Maintenance Welder		2.000	2.000	2.000	<b>2.000</b>	
11	15 Mason		2.000	2.000	2.000	<b>2.000</b>	
11	15 Refrigerator Maint Mechanic		3.000	3.000	3.000	<b>3.000</b>	
11	15 Auto Mechanic I Shift 1				2.000	<b>2.000</b>	
11	15 Gas Mechanic		3.000	3.000	3.000	<b>3.000</b>	
11	14 Administrative Secretary I		1.000	1.000	1.000	<b>1.000</b>	
11	14 Sheet Metal Mechanic		3.000	3.000	3.000	<b>3.000</b>	
11	14 Maintenance Painter II		4.000	4.000	4.000	<b>4.000</b>	
11	14 Water Treatment Tester		2.000	2.000	2.000	<b>2.000</b>	
11	14 Firebrick Repairer		3.000	3.000	3.000	<b>3.000</b>	
11	13 General Maintenance Worker III		9.000	9.000	9.000	<b>9.000</b>	
11	13 Glazier		6.000	6.000	6.000	<b>6.000</b>	
11	13 Locksmith		5.000	5.000	5.000	<b>5.000</b>	
11	13 Plasterer		1.000	1.000	1.000	<b>1.000</b>	
11	13 Maintenance Painter I		8.000	8.000	8.000	<b>8.000</b>	
11	12 Secretary		4.000	4.000	4.000	<b>4.000</b>	
11	12 Account Assistant II		4.000	4.000	4.000	<b>4.000</b>	
11	12 Equipment Operator		4.000	4.000	4.000	<b>4.000</b>	
11	12 Pest Control Worker Shift 1		4.000	4.000	4.000	<b>4.000</b>	
11	12 Reupholsterer		1.000	1.000	1.000	<b>1.000</b>	
11	11 Material Fabrication Worker I		4.000	4.000	4.000	<b>4.000</b>	
11	11 Fire Extinguisher Servicer		1.000	1.000	1.000	<b>1.000</b>	
11	11 Compactor Truck Operator		4.000	4.000	4.000	<b>4.000</b>	
11	10 Heating Service Worker		3.000	3.000	3.000	<b>3.000</b>	
11	9 General Maintenance Worker II		34.000	34.000	34.000	<b>34.000</b>	
11	9 Roof Maintenance Worker		3.000	3.000	3.000	<b>3.000</b>	
11	9 Seamster		1.000	1.000	1.000	<b>1.000</b>	
11	9 Trash Service Worker		4.000	4.000	4.000	<b>4.000</b>	
11	8 Office Assistant I		1.500	1.500	1.500	<b>1.500</b>	
11	7 General Maintenance Worker I		17.000	17.000	17.000	<b>17.000</b>	
	<b>Subtotal</b>		<b>336.500</b>	<b>343.000</b>	<b>345.000</b>	<b>335.000</b>	<b>(10.000)</b>

## Division of Maintenance - 323/338/972

Roy Higgins, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
	<b>338 Indoor Air Quality</b>						
11	M	Coord, Environmental Safety	2.000	2.000	2.000	3.000	1.000
11	23	Environmental Safety Spec	2.000	2.000	2.000		(2.000)
11	18	Indoor Air Quality Team Ldr	2.000	2.000	2.000	2.000	
11	17	HVAC Mechanic I Shift 2	4.000	4.000	4.000	4.000	
11	16	Indoor Air Qual Electrician	1.000	1.000	1.000	1.000	
11	15	Indoor Air Quality Tech I	6.000	6.000	6.000	6.000	
	<b>Subtotal</b>		<b>17.000</b>	<b>17.000</b>	<b>17.000</b>	<b>16.000</b>	<b>(1.000)</b>
	<b>Total Positions</b>		<b>353.500</b>	<b>360.000</b>	<b>362.000</b>	<b>351.000</b>	<b>(11.000)</b>

# Division of School Plant Operations



F.T.E. Positions 1,305.7  
(Chart includes 1,230.5 school-based positions shown on K-12 chart and 20.0 positions funded by ICB.)

## FY 2007 OPERATING BUDGET

**Mission**

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

**Major Functions**

The division maintains the comfort and cleanliness of school facilities by supervising and training building service staff, conducting formal inspections of all buildings, managing the inventory of cleaning supplies, and maintaining effective cleaning equipment.

The division directs school-based staff that provides cleaning, minor maintenance, and systems monitoring at all schools and facilities. The division trains building service staff on proper building and equipment maintenance. Building service supervisors visit schools frequently for formal and informal inspections, training, and staff counseling to ensure that quality standards are maintained.

The division also supplies building service workers and supervision for community activities in schools and represents MCPS on various committees of the county’s Office of Community Use of Public Facilities.

The division administers funds for housekeeping supplies, equipment, and materials. The division also arranges for repairing and maintaining cleaning equipment.

**Trends and Accomplishments**

The division faces many challenges, including increased use of portable classrooms, indoor air quality issues, the increasing complexity of building operating systems, providing support for the increasing demand for administrative space, increasing vacancy rates for critical night leader positions, and increased use of facilities by the public as well as extended school year programs.

To improve the effectiveness and efficiency of staff and equipment, the division analyzed facility needs and trained staff in systematic cleaning techniques. During FY 2006, the division promoted workforce excellence by training staff in the competency based Supporting Service Professional Growth System. The division also certified employees in basic building service skills, supervisory and leadership, boiler, air conditioning, and other plant equipment operations.

To reduce the environmental impact of facility services on student and staff productivity, and improve operational efficiency, the division modified operational processes and adopted environmentally responsible standards for purchases of cleaning products and equipment.

The division improved service to customers and employees by utilizing a Web-based software program to collect and analyze customer survey data, administer employee competency tests, and process employee uniform information. The division’s internet Web site also provided useful interactive

information to customers, employees, and suppliers.

**Major Mandates**

- The division must comply with a number of federal, state, and county mandated programs. These include the *Resource Conservation and Recovery Act* (RCRA) which requires that burned-out fluorescent and HID lamps be considered hazardous waste; the *Comprehensive Environment Response, Compensation and Liability Act* (CERCLA), which requires special disposal of PCB-containing lamp ballasts; and the *Hazardous and Toxic Substances Act* which requires that toxic substances, such as PCBs, be disposed of according to federal regulations. The division is required to ensure that all building service employees are trained in the following programs:

- Asbestos Awareness
- Bloodborne Pathogens
- Confined Space
- Crisis Preparedness and Response
- Electrical Safety/Lockout/Tag-out
- Fire Inspection Regulations
- Hazard Assessment
- Hazardous Chemicals/Employee Right-to-Know

**Strategies**

- Building service staff will receive training and be certified as competent in performing effective evaluations, maximizing the efficiency of staff schedules, proper operation and maintenance of mechanical systems, systematic team cleaning, and other basic cleaning methods.
- The frequency and intensity of school inspections and routine visits to schools will be increased to ensure that quality standards are met and to assist staff in aggressively managing and reducing air quality problems.
- A joint collaboration council of customers and stakeholders will be created to improve business relationships, coordinate facility use, and maximize productivity.

**Performance Measurements**

**Performance Measure:** Organizational Results-Building Inspections meeting standard

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
96%	98%	98%

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

**Performance Measure:** Customer Satisfaction

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
82%	83%	83%

**Explanation:** This measures the level of satisfaction of customers with SPO services.



**Performance Measure: Employee Focus—Absenteeism**

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
3.7%	4.0%	4.0%

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

**Budget Explanation**

The current FY 2006 budget for this division is changed from the budget adopted by the Board of Education on June 14, 2005. The change is a result of a transfer of three positions and \$62,653 from the Division of School Plant Operations to the Office of Organizational Development where these positions are managed.

The FY 2007 request for this division is \$51,439,540, an increase of \$3,461,030 from the current FY 2006 budget of \$47,978,510. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$1,537,625*  
The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$1,681,594. There is a decrease of \$143,969 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

*New Schools—\$1,421,042*

Due to the opening of five new schools and renovations at other schools that add square footage, the budget contains an increase of 40.0 positions and \$1,421,903. The increase includes \$1,351,430 in funding for 4.0 building services manager positions, 4.0 building services leader positions, a 1.0 plant equipment operator position, and 31.0 building service worker positions. Other increases are needed for custodial supplies of \$43,022, uniform supplies of \$18,000, and air filters of \$8,590.

*Inflation—\$71,734*

Applying an inflation factor of 6 percent increases the budget for custodial supplies by \$71,734.

*Other—\$9,645*

There is an increase of \$9,645 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

*Improving Programs and Services—\$420,984*

*Building Service Workers—\$420,984*

In order to improve the learning environment of schools, the budget includes a request for 18.0 building service workers. This initiative will enable building service workers to better manage the growth in the amount of space that requires cleaning.

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

Dianne Jones, Director

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	1,208.700	1,250.700	1,247.700	<b>1,305.700</b>	58.000
Position Salaries	\$42,024,169	\$45,415,381	\$45,352,728	<b>\$48,634,921</b>	\$3,282,193
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		337,449	337,449	<b>349,327</b>	11,878
Other		453,656	453,656	<b>469,624</b>	15,968
Subtotal Other Salaries	969,319	791,105	791,105	<b>818,951</b>	27,846
<b>Total Salaries &amp; Wages</b>	42,993,488	46,206,486	46,143,833	<b>49,453,872</b>	3,310,039
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		80,108	80,108	<b>102,128</b>	22,020
<b>Total Contractual Services</b>	141,486	80,108	80,108	<b>102,128</b>	22,020
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		717	717	<b>717</b>	
Other Supplies & Materials		1,539,521	1,539,521	<b>1,658,847</b>	119,326
<b>Total Supplies &amp; Materials</b>	1,306,105	1,540,238	1,540,238	<b>1,659,564</b>	119,326
<b>04 Other</b>					
Local Travel		52,564	52,564	<b>62,209</b>	9,645
Staff Development					
Insurance & Employee Benefits					
Utilities		11,000	11,000	<b>11,000</b>	
Miscellaneous		10,000	10,000	<b>10,000</b>	
<b>Total Other</b>	95,848	73,564	73,564	<b>83,209</b>	9,645
<b>05 Equipment</b>					
Leased Equipment		44,366	44,366	<b>44,366</b>	
Other Equipment		96,401	96,401	<b>96,401</b>	
<b>Total Equipment</b>	117,419	140,767	140,767	<b>140,767</b>	
<b>Grand Total</b>	<b>\$44,654,346</b>	<b>\$48,041,163</b>	<b>\$47,978,510</b>	<b>\$51,439,540</b>	<b>\$3,461,030</b>

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

Dianne Jones, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
	<b>327 Division of School Plant Operations</b>						
10	15	Building Service Manager V	1.000	1.000	1.000	1.000	
10	13	Building Service Manager III	69.000	72.000	72.000	76.000	4.000
10	12	Building Service Manager II	56.000	53.000	53.000	53.000	
10	10	Plant Equipment Operator I	1.000	1.000	1.000	1.000	
10	9	Building Svc Wrk Ldr II Shft 2	69.000	72.000	72.000	76.000	4.000
10	8	Building Svc Wrk Ldr I Shft 2	56.000	53.000	53.000	53.000	
10	6	Building Svc Wrkr Shft 1	208.000	219.500	219.500	242.500	23.000
10	6	Building Svc Wrkr Shft 2	29.000	29.000	29.000	29.000	
	<b>Subtotal</b>		<b>489.000</b>	<b>500.500</b>	<b>500.500</b>	<b>531.500</b>	<b>31.000</b>
	<b>328 Secondary Plant Operations</b>						
10	16	Building Service Manager VI	1.000	1.000	1.000	1.000	
10	15	Building Service Manager V	20.000	20.000	20.000	21.000	1.000
10	14	Building Service Manager IV	2.000	2.000	2.000	2.000	
10	13	Building Service Manager III	37.000	39.000	39.000	39.000	
10	12	Building Svc Wrk Ldr V Shft 2	1.000	1.000	1.000	1.000	
10	11	Plant Equipment Operator II	24.000	24.000	24.000	25.000	1.000
10	11	Building Svc Wrk Ldr IV Shft 2	20.000	20.000	20.000	21.000	1.000
10	10	Plant Equipment Operator I	36.000	38.000	38.000	38.000	
10	10	Buildng Svc Wrk Ldr III Shft 2	2.000	2.000	2.000	2.000	
10	9	Building Svc Wrk Ldr II Shft 2	37.000	39.000	39.000	39.000	
10	6	Building Svc Wrkr Shft 1	231.500	245.000	245.000	266.000	21.000
10	6	Building Svc Wrkr Shft 2	211.000	215.000	215.000	221.000	6.000
	<b>Subtotal</b>		<b>622.500</b>	<b>646.000</b>	<b>646.000</b>	<b>676.000</b>	<b>30.000</b>
	<b>329 Central Office &amp; Area Plant Ops.</b>						
10	P	Director				1.000	1.000
10	O	Director	1.000	1.000	1.000		(1.000)
10	22	Accountant	1.000	1.000	1.000	1.000	
10	21	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	5.000	2.000	2.000	
10	14	Administrative Secretary I	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	Fiscal Assistant I	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	14.000	14.000	14.000	13.000	(1.000)
10	11	Plant Equipment Operator II	1.000	1.000	1.000	1.000	
10	10	Outdoor Ed Main Wrkr I Shft 2	3.000	3.000	3.000	3.000	
10	10	Buildng Svc Wrk Ldr III Shft 2	1.000	1.000	1.000	1.000	
10	9	Building Svc Wrk Ldr II Shft 2	4.000	4.000	4.000	4.000	
10	8	Building Svc Wrk Ldr I Shft 2	4.000	4.000	4.000	3.000	(1.000)

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

Dianne Jones, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
	<b>329 Central Office &amp; Area Plant Ops.</b>						
10	6	Building Svc Wrkr Shft 1	25.700	25.200	25.200	<b>24.200</b>	(1.000)
10	6	Building Svc Wrkr Shft 2	6.000	10.000	10.000	<b>10.000</b>	
	<b>Subtotal</b>		<b>74.700</b>	<b>81.200</b>	<b>78.200</b>	<b>75.200</b>	<b>(3.000)</b>
	<b>330 Special/alternative Prgs. Plant Ops.</b>						
10	13	Building Service Manager III	2.000	2.000	2.000	<b>2.000</b>	
10	12	Building Service Manager II	5.000	5.000	5.000	<b>5.000</b>	
10	10	Plant Equipment Operator I	1.000	1.000	1.000	<b>1.000</b>	
10	9	Building Svc Wrk Ldr II Shft 2	2.000	2.000	2.000	<b>2.000</b>	
10	8	Building Svc Wrk Ldr I Shft 2	5.000	5.000	5.000	<b>5.000</b>	
10	6	Building Svc Wrkr Shft 1	5.500	6.000	6.000	<b>6.000</b>	
10	6	Building Svc Wrkr Shft 2	2.000	2.000	2.000	<b>2.000</b>	
	<b>Subtotal</b>		<b>22.500</b>	<b>23.000</b>	<b>23.000</b>	<b>23.000</b>	
	<b>Total Positions</b>		<b>1,208.700</b>	<b>1,250.700</b>	<b>1,247.700</b>	<b>1,305.700</b>	<b>58.000</b>



## Mission

The mission of the Department of Transportation (DOT) is to provide 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 is responsible for the operation of regular and special program bus service for eligible students, vehicle maintenance and repair, employee training, and transportation administrative services.

Bus operations provide transportation services for approximately 96,000 students daily. Ridership is composed of two categories: regular education (from within school boundaries) and countywide education (from beyond school boundaries and across clusters). Currently, 91,000 students ride regular education buses with 5,000 attending programs such as the pre-kindergarten, Head Start, Title I Choice Schools, students who are in homeless situations, Cooperative Work Experience, Career and Technology Education, Outdoor Education, magnet programs, and many special education programs. An additional 3,000 students are transported daily to and from after-school activities.

The Vehicle Maintenance Unit manages vehicle maintenance and repair facilities, provides fuel distribution, and repairs 1,252 buses and 720 other MCPS vehicles. Most repair services are provided by five parking/repair facilities. Some specialized services are contracted out.

The department office oversees route planning; manages employee assignments; and manages planning, training, personnel services, accounting, and related services to almost 2,300 permanent and temporary employees in the department. Human resources services include recruiting; hiring; pre-employment record checks; safety training; and maintenance of licensing, certification, and medical record assessments. Post-accident, random, and reasonable suspicion drug testing programs required by federal law also are administered.

## Trends and Accomplishments

Student transportation is provided in a constantly changing environment, including increasing traffic congestion; growth and expansion of residential developments and roadways; and constantly changing demographics of student enrollment in regular and special and alternative transportation programs.

Opening new and modernized schools, increasing enrollment, developing new programs, implementing consortium school enrollment plans, transporting magnet program students, and transporting students to holding sites during school renovations continue to place high demands on transportation service. Numerous new and expanded services for students with disabilities and ever changing federal, state, and local requirements broaden transportation requirements. Initiatives such as alternative educational programs; career/

technology initiatives; the *McKinney Vento Act*, requiring transportation of homeless students to their school of origin; and the requirements of the *No Child Left Behind Act*, requiring cross attendance area busing at parental request, have significantly increased demands on already constrained resources.

The department continues to facilitate the rapid deployment of new bus operators by continued authorization from the state of Maryland to conduct MVA driver record checks and commercial drivers' license testing on MCPS premises. A new training and employment model is aimed at employee retention with the overall goal of reducing training and recruiting needs and costs.

Bus operator and attendant training and retention also are facilitated by ongoing cooperative activities with SEIU Local 500 that focus on professional growth. Implementation of a new systemwide bidding system for mid-day and other extra work was accomplished jointly during bargaining and has improved the seniority-based work hours alignment.

Bus routing for special and regular education programs is performed through the use of the Computer Assisted Routing Transportation System (CARTS). This system assists in achieving efficiencies in routing and scheduling, provides the basis for route audits, and ensures that bus operators are appropriately paid for their routes. Use of the departmentally developed Transportation Information Management System (TIMS) software has automated the maintenance of employee training records, state reporting requirements, payroll, and other administrative functions, and continues to improve efficiency. Continued development of TIMS will add greater control and monitoring of resources. Implementation of the FASTER software system continues to provide improved inventory control for bus parts, and gives management analytical tools to improve the efficiency of vehicle repairs for the 1,972 vehicles owned by MCPS.

The department's Customer Delight initiative continues to focus efforts on improving service to its customers, increasing accountability and incorporating Baldrige standards by emphasizing fair, compassionate, and respectful treatment of all students, staff, parents, and other customers. The department continues to be a model for customer service.

## Major Mandates

- Federal law requires that special education pupils be provided free transportation to and from school, regardless of cost. The *McKinney Vento Act* requires transportation of homeless students to their school of origin, at parent request, regardless of distance or cost. The *No Child Left Behind Act* similarly requires cross attendance area busing, at parental request, for those attending underperforming schools.
- Maryland regulations impose pre-service and in-service training requirements and limits preventable accidents in order to maintain certification and/or licensing standards for school bus operators. State regulations also require three safety and one preventative maintenance

inspections on all buses used to transport students and that all buses over a specific age be retired, regardless of mileage or condition, unless a waiver is granted by MSDE.

- Federal and Maryland regulations require pre-employment, reasonable cause, random, and post-accident drug and alcohol testing for all school bus operators.
- Board of Education policy requires the provision of transportation services (using central-point pickups) for the following countywide programs: magnet, Global Ecology, elementary and middle school gifted and talented, French Immersion, Spanish Immersion, International Baccalaureate, and alternative programs. Board policy also establishes maximum walking distance to and from school for regular education. Transportation is provided for students beyond maximum walking distances or if walking is unsafe.

**Strategies**

- Strengthen existing and develop new communication processes to improve the exchange of information between internal and external customers.
- Develop management strategies that encourage collaboration, involve stakeholders, and analyze performance data for the purpose of becoming a better department. These strategies should anticipate changing customer and stakeholder needs and modify goals as needed, recognize and reward employees for outstanding performance, and ensure periodic evaluation of performance.
- Continually assess and improve technology tools of the department and utilize industry-wide technology and benchmarks. Develop integrated data systems and automated processes.
- Use multiple feedback and survey strategies to identify stakeholder needs and to measure department performance.
- Provide professional growth training that improves performance in current assignment and prepares employees for promotional opportunities.
- Develop a customer relations plan that emphasizes exceeding customer expectations and informs customers of progress and outcome of requests and concerns.
- Train all employees to meet the requirements to provide a safe, secure, and positive environment that fosters learning.

**Performance Measurements**

**Performance Measure:** Number of preventable accidents per million miles

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
2.8	3.0	3.0

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

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

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
10.1	9.5	9.0

**Explanation:** Satisfactory customer service requires 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 operator and/or attendant.

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

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
94%	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 cannot ensure the timely availability of buses at each depot. The measure of timely service and customer satisfaction is directly related to the bus being available each morning.

**Performance Measure:** 98 percent of buses arrive at each school between 5 and 20 minutes before the a.m. bell; 85 percent arrive within 5 minutes of the p.m. bell; and no buses arrive later than 20 minutes after the p.m. bell at each school.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
98%/85%	98%/85%	98%/85%

**Explanation:** On-time service is key to establishing an efficient learning environment. School staff needs to be assured that children arrive in time to participate in learning activities. Similarly, parents need to have a predictable and consistent expectation of student arrival at home.

**Performance Measure:** 98 percent of parents and students, when surveyed, rate transportation as satisfactory or better.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
92%/79%	93%/80%	94%/83%

**Explanation:** Customer satisfaction is measured through the annual MCPS Parent and Student Survey. Scores of 3 or more on a five-point scale indicate general satisfaction with transportation services. Scores of 5 would indicate delight. The goal of the department is to score at least 50 percent delight.

**Budget Explanation**

The current FY 2006 budget for this department is changed from the budget adopted by the Board of Education on June 14, 2005. The change is a result of a transfer of three positions and \$62,654 from the Department of Transportation to the Office of Organizational Development where these positions are managed.

The FY 2007 request for this department is \$77,964,007, an increase of \$5,783,983 from the current FY 2006 budget of \$72,180,024. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$2,775,805*  
The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$1,946,335. There is an increase of \$829,470 in continuing salary costs to reflect step or longevity increases for current employees.

*Realignment—\$0*  
Included in the budget request are internal realignments that provide additional funding for bus repairs, furniture and equipment, and office supplies. Indirect shop supplies of \$80,000 are realigned into bus repairs and contractual services. Bus operation supplies of \$13,625 are realigned into furniture and equipment, and office supplies.

*Enrollment/Growth—\$778,770*  
Due to the projected enrollment growth in special education students, the budget includes the lease purchase of 12 additional buses for \$172,908, 12.0 bus operator positions for \$250,716, 11.25 bus attendant positions for \$216,157, fuel costs of \$92,148, and substitute coverage for new positions for \$32,681. In addition, there is funding of \$13,440 for repairs and indirect shop supplies to cover the increase in the bus fleet. Physical examinations for new staff add another \$720 to the budget.

*Bus Replacements—\$391,348*  
The department's budget reflects a roll-off of \$1,066,534 in lease payments on buses purchased in FY 2000. Offsetting

this reduction is a \$1,428,084 increase needed for the lease purchase of 90 buses to replace buses that have reached the end of their normal service and \$29,798 to fund the replacement of two damaged buses.

*Other—\$2,127,043*  
An additional \$100,500 is requested to fund state required inspections for approximately 54 buses that need a one year life extension. Phase two expansion of cameras on buses will add another \$54,390 to the budget. This will expand monitoring and security coverage to 98 buses. Staff vehicles require additional funding of \$58,270 for fuel and parts. Another \$8,704 is requested to provide office support for the lease and maintenance of high speed copiers and computer printers. There is an increase of \$4,600 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

Based on higher costs for diesel fuel, gasoline, lubricants, bus tires, and bus parts, the budget includes a request for additional funding of \$1,676,556 to meet the operations needs of the department. This includes \$978,853 for diesel fuel, \$75,134 for staff vehicle fuel, \$115,731 for bus lubricants, \$151,368 for bus tires, and \$355,470 for bus parts.

Another \$224,023 is needed for transportation resources required for special education and homeless students.

*Insurance—(\$341,498)*  
There is a decrease of \$341,498 for insurance based on projected claims and reserve requirements. Insurance for MCPS is provided under the county's Self-Insurance Program.

*Improving Programs and Services—\$52,515*  
The budget contains a request for 2.5 bus operator positions and \$52,515 for the continuation of the "Ride by the Rules" program. This program is designed to address acceptable and unacceptable behavior on MCPS school buses and bus stops and provide communication and solutions for behavioral issues.

<b>Selected Expenditure Information</b>			
Operation and Maintenance of Buses and Vehicles			
Description	FY 2006 Budget	FY 2007 Budget	Change
Diesel Fuel	\$4,384,265	\$5,530,398	\$1,146,133
Bus Parts	2,604,071	3,023,531	419,460
Tires and Tubes	359,448	510,816	151,368
Indirect Shop Supplies	371,870	293,430	(78,440)
Service Vehicle Parts and Fuel	105,324	265,700	160,376
<b>Total</b>	<b>\$ 7,824,978</b>	<b>\$ 9,623,875</b>	<b>\$ 1,798,897</b>



**LEASE / PURCHASE OF BUSES**

PURPOSE	Fiscal Year Purchased	TYPE			Total
		36 Passenger	48 Passenger	72/69/57 Passenger	
Growth / New Programs	1998		17	9	26
Growth / New Programs	1999	8	10	9	27
Growth / New Programs	2000		15	13	28
Growth / New Programs	2001	4	5	15	24
Growth / New Programs	2002	8	7	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
Replacement	1998	10	16	54	80
Replacement	1999	13	38	42	93
Replacement	2000	46	11	37	94
Replacement	2001	4	9	91	104
Replacement	2002	10	8	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
Total		103	280	612	995

# Department of Transportation - 344

John L. Matthews, Director

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	1,688.180	1,728.580	1,725.580	1,751.330	25.750
Position Salaries	\$44,257,464	\$50,747,678	\$50,685,024	<b>\$53,864,765</b>	\$3,179,741
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,589,959	1,589,959	<b>1,679,756</b>	89,797
Other		1,657,232	1,657,232	<b>1,715,568</b>	58,336
Subtotal Other Salaries	6,088,218	3,247,191	3,247,191	<b>3,395,324</b>	148,133
<b>Total Salaries &amp; Wages</b>	50,345,682	53,994,869	53,932,215	<b>57,260,089</b>	3,327,874
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		880,236	880,236	<b>1,294,659</b>	414,423
<b>Total Contractual Services</b>	1,069,750	880,236	880,236	<b>1,294,659</b>	414,423
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		27,026	27,026	<b>31,026</b>	4,000
Other Supplies & Materials		7,947,891	7,947,891	<b>9,671,656</b>	1,723,765
<b>Total Supplies &amp; Materials</b>	8,589,037	7,974,917	7,974,917	<b>9,702,682</b>	1,727,765
<b>04 Other</b>					
Local Travel		25,067	25,067	<b>29,667</b>	4,600
Staff Development		33,342	33,342	<b>33,342</b>	
Insurance & Employee Benefits		962,580	962,580	<b>621,082</b>	(341,498)
Utilities					
Miscellaneous		136,793	136,793	<b>211,927</b>	75,134
<b>Total Other</b>	1,268,209	1,157,782	1,157,782	<b>896,018</b>	(261,764)
<b>05 Equipment</b>					
Leased Equipment		98,500	98,500	<b>98,500</b>	
Other Equipment		8,136,374	8,136,374	<b>8,712,059</b>	575,685
<b>Total Equipment</b>	7,327,529	8,234,874	8,234,874	<b>8,810,559</b>	575,685
<b>Grand Total</b>	<b>\$68,600,207</b>	<b>\$72,242,678</b>	<b>\$72,180,024</b>	<b>\$77,964,007</b>	<b>\$5,783,983</b>

# Department of Transportation - 344

John L. Matthews, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
9	Q Director		1.000	1.000	1.000	1.000	
9	O Assistant Director		1.000	1.000	1.000	1.000	
9	27 Bus Operations Manager		1.000	1.000	1.000	1.000	
9	25 Fleet Maintenance Manager		1.000	1.000	1.000	1.000	
9	25 Transportation Specialist		1.000	1.000	1.000	1.000	
9	25 Transportation Depot Mgr		5.000	5.000	5.000	5.000	
9	25 Transport Admin Svcs Mgr		1.000	1.000	1.000	1.000	
9	24 Fiscal Specialist		1.000	1.000	1.000	1.000	
9	24 Transportation Comm Manager		1.000	1.000	1.000	1.000	
9	23 User Support Specialist II		2.000	2.000	2.000	2.000	
9	23 Transportation Info Spec		1.000	1.000	1.000	1.000	
9	21 Data Support Specialist I		1.000	1.000	1.000	1.000	
9	21 Transport Trng Safety Supv		1.000	1.000	1.000	1.000	
9	20 Auto Repair Supervisor II		1.000	1.000	1.000	1.000	
9	19 Auto Repair Supv I		4.000	4.000	4.000	4.000	
9	18 Auto Parts Supervisor		1.000	1.000	1.000	1.000	
9	18 Transportation Asst Supv			1.000	1.000	1.000	
9	18 Transport Cluster Supervisor		30.000	30.000	30.000	30.000	
9	18 Transport Empl Svcs Coord		1.000	1.000	1.000	1.000	
9	16 Fiscal Assistant III		1.000	1.000	1.000	1.000	
9	16 Auto Mechanic II Shift 1				2.000	2.000	
9	16 Auto Mechanic II Shift 2		5.000	5.000	5.000	5.000	
9	16 Auto Mechanic II Shift 3		4.000	5.000	5.000	5.000	
9	16 Transp Asst Supv Sp/Alt Ed		1.000				
9	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
9	15 Personnel Assistant IV		1.000	1.000	1.000	1.000	
9	15 Transport Safety Trainer II		4.000	4.000	4.000	4.000	
9	15 Auto Mechanic I Shift 1		21.000	21.000	20.000	20.000	
9	15 Auto Mechanic I Shift 2		18.000	18.000	17.000	17.000	
9	15 Auto Mechanic I Shift 3		14.000	17.000	17.000	17.000	
9	14 Account Assistant III		1.000	3.000	3.000	3.000	
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	13 Bus Operator II	X	20.000	20.000	20.000	20.000	
9	13 Transportation Assistant		8.000	8.000	8.000	8.000	
9	12 Secretary		11.000	11.000	11.000	11.000	
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	12 Transport Safety Trainer I		14.000	17.000	14.000	14.000	
9	11 Service Writer		2.000	2.000	2.000	2.000	
9	11 Tire Repairer		2.000	2.000	2.000	2.000	
9	10 Office Assistant III		2.000	2.000	2.000	2.000	
9	10 Account Assistant I		2.000	2.000	2.000	2.000	
9	9 Auto Service Worker Shift 1		7.000	7.000	7.000	7.000	

# Department of Transportation - 344

John L. Matthews, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
9	9 Auto Service Worker Shift 2		8.000	8.000	8.000	<b>8.000</b>	
9	9 Auto Service Worker Shift 3		4.000	5.000	5.000	<b>5.000</b>	
9	9 Bus Operator I	X	1,008.580	1,030.580	1,030.580	<b>1,045.080</b>	14.500
9	9 Bus Operator I Perm Sub	X	74.980	74.980	74.980	<b>74.980</b>	
9	8 Office Assistant I		1.000	1.000	1.000	<b>1.000</b>	
9	7 Bus Attendant Spec Ed	X	380.620	389.020	389.020	<b>400.270</b>	11.250
9	6 Transportation Fueling Asst		5.000	5.000	5.000	<b>5.000</b>	
	<b>Total Positions</b>		<b>1,688.180</b>	<b>1,728.580</b>	<b>1,725.580</b>	<b>1,751.330</b>	<b>25.750</b>

## Field Trip Fund

Senior Field Trip Coordinator (18)	1.0
Field Trip Assistant (10)	2.0

## Mission

The mission of the Field Trip Fund is to provide supplemental transportation services for field trips and extracurricular activities in support of the instructional programs on a cost-recovery basis.

## Major Functions

The Field Trip Fund is dedicated to supporting school activities, summer recreation programs, and other Board-approved programs on a reimbursable basis. Transportation services are made available to other governmental agencies, day care providers, and nonprofit organizations whose goals and objectives are compatible with those of the Montgomery County Public Schools and which support the growth and success of all children in Montgomery County.

Collaboration with other agencies and businesses is essential so that they may successfully plan their programs and budgets and sustain outside programs and services.

Annual contracts with day care providers are negotiated to ensure student transportation across school boundaries.

## Trends and Accomplishments

Program growth and increasing demands create a significant mid-day need for buses. Mid-day programs and the limited field trip operating window reduce the availability of buses to support field trips. These actions, coupled with the increased use of field trip services, have required efficient use of the bus fleet. In FY 2005, more than 24,000 field trips were taken.

## Major Mandates

- The Department of Transportation provides field trip transportation service in accordance with all Code of Maryland Regulations (COMAR) and Board of Education policies regarding transportation services. (See program mission summary for Department of Transportation.)
- The fund also supports verification of safety compliance for carriers on the approved carrier list that provides field trip transportation services to schools on a contractual basis.
- The Field Trip Enterprise fund is to be self-sustaining.

## Strategies

- Ensure safety for all customers and stakeholders while on field trips.
- Implement a cost accounting system to monitor and project cost reimbursements.
- Develop management strategies that encourage collaboration, address stakeholder interests, and analyze performance data for the purpose of providing the highest level of field trip service possible.
- Anticipate changing customer and stakeholder needs to modify field trip performance.
- Ensure periodic evaluation of enterprise fund account performance.

## Budget Explanation

The current FY 2006 budget for this fund is changed from the budget adopted by the Board of Education on June 14, 2005. The change is a result of a supplemental appropriation of \$600,000 for the Field Trip Fund. This request was due to the higher costs of diesel fuel and increased field trip activity.

The FY 2007 request for this fund is \$1,979,516, an increase of \$39,897 from the current FY 2006 budget of \$1,939,619. An explanation of this change follows.

### *Continuing and Negotiated Salary Costs—\$39,897*

The negotiated agreements with employee organizations increase the salary costs of employees in this fund by \$40,438. There is a decrease of \$541 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

# Field Trip Fund - 830

John L. Matthews, Program Manager

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	3,000	3,000	3,000	<b>3,000</b>	
Position Salaries	\$133,149	\$122,449	\$122,449	<b>\$126,200</b>	\$3,751
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		205,500	530,823	<b>549,508</b>	18,685
Other		496,063	496,063	<b>513,524</b>	17,461
Subtotal Other Salaries	591,995	701,563	1,026,886	<b>1,063,032</b>	36,146
<b>Total Salaries &amp; Wages</b>	725,144	824,012	1,149,335	<b>1,189,232</b>	39,897
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		30,000	76,411	<b>76,411</b>	
<b>Total Contractual Services</b>	66,411	30,000	76,411	<b>76,411</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		395,644	597,388	<b>597,388</b>	
<b>Total Supplies &amp; Materials</b>	485,579	395,644	597,388	<b>597,388</b>	
<b>04 Other</b>					
Local Travel					
Staff Development					
Insurance & Employee Benefits		89,963	114,880	<b>114,880</b>	
Utilities					
Miscellaneous					
<b>Total Other</b>	76,047	89,963	114,880	<b>114,880</b>	
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment			1,605	<b>1,605</b>	
<b>Total Equipment</b>			1,605	<b>1,605</b>	
<b>Grand Total</b>	<b>\$1,353,181</b>	<b>\$1,339,619</b>	<b>\$1,939,619</b>	<b>\$1,979,516</b>	<b>\$39,897</b>

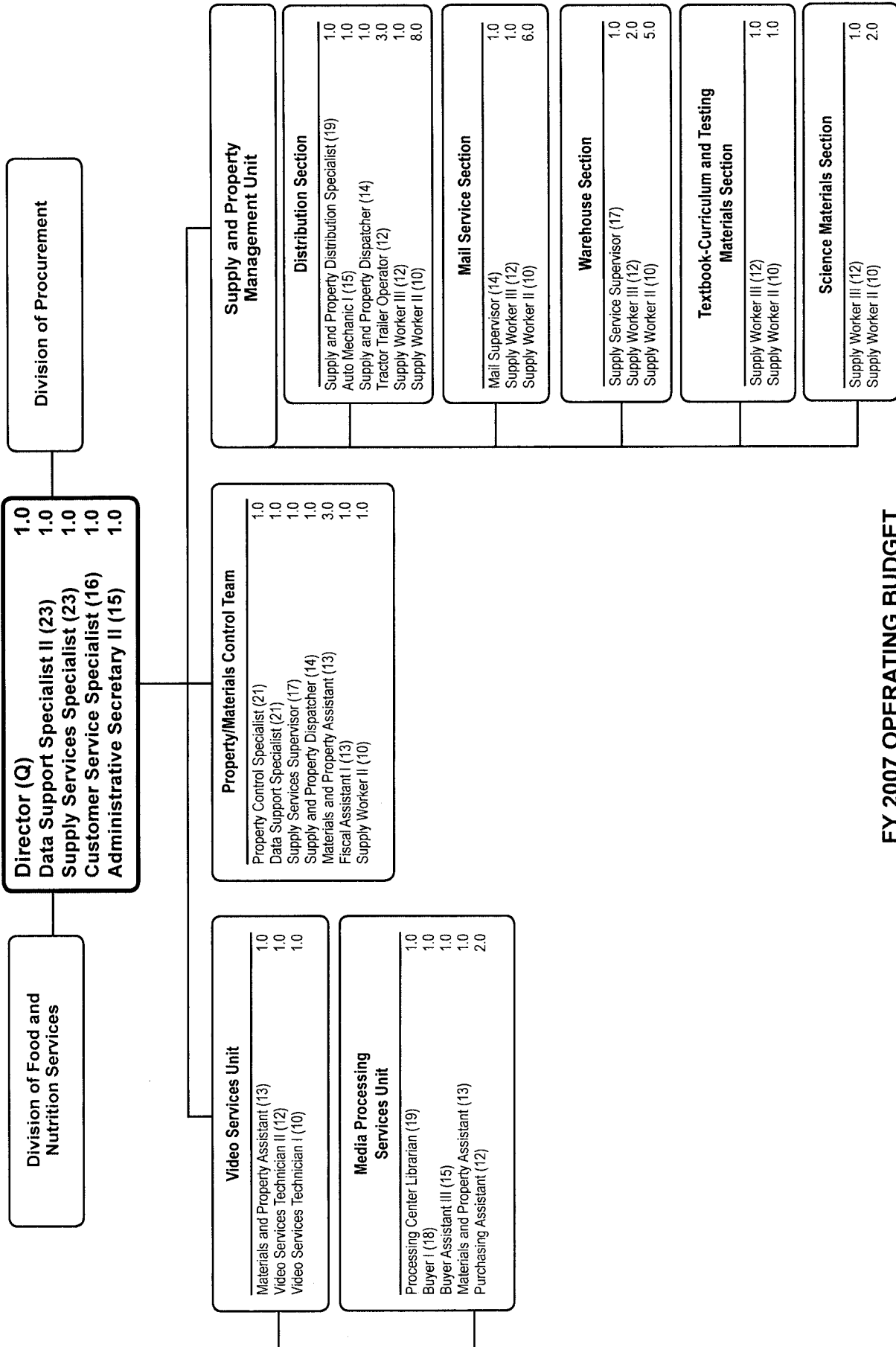
# Field Trip Fund - 830

John L. Matthews, Program Manager

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
71	18 Sr Field Trip Coordinator		1.000	1.000	1.000	<b>1.000</b>	
71	10 Field Trip Assistant	X	2.000	2.000	2.000	<b>2.000</b>	
	<b>Total Positions</b>		<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	



# Department of Materials Management



FY 2007 OPERATING BUDGET

F.T.E. Positions 59.0

**Mission**

The mission of the Department of Materials Management (DMM) is to economically facilitate the delivery of approved quality products, resources, and services in an environment of cooperation, integrity, and excellence to Montgomery County Public Schools and the community.

**Major Functions**

To support the strategic plan of the school system, the department is organized into two divisions and two teams to efficiently deliver the resources and services required of all instructional programs. DMM accomplishes its mission by listening to its customer needs and requirement expectations, formulating strategies to successfully meet targeted goals and benchmark best practices in the supply chain industry.

The Division of Food and Nutrition Services provides high quality, and 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.

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.

The Supply and Property Management unit 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.

The Instructional and Library Material Processing unit 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.

**Trends and Accomplishments**

The demand on the department's logistical network continues to grow as the number of instructional programs and schools increases. The county's increased traffic congestion challenges staff to maintain the delivery and support functions essential to the instructional programs. Over the past five years, there has been a 48 percent increase in logistical support requests, and a 45 percent increase in supplies and textbooks delivered.

To meet the needs of customers, during FY 2005, DMM continued implementation of the customer feedback system through the use of customized focus groups. The uniqueness of this program is that the focus groups are conducted at schools where customers are able to communicate directly with DMM about any product, service, or program provided by the department. Customer expectations and needs are ex-

plored in detail facilitating future enhancements to programs and services.

One major goal is the development of programs that shift school administrative tasks to DMM resulting in improving school staff instructional time efficiency. In FY 2006, DMM will explore the development of an instructional material tracking database. DMM will enhance the Materials Management System ordering process with the Implementation of the Free Form Order. The Video Services Reservation System will be implemented on the DMM Intranet improving the delivery of instructional products. Development of individual staff performance plans associated with the DMM strategic plan will be the final task establishing the Baldrige Integrated Management System. The continued success in strengthening the rigor of the department's program depends on the continuity of goals from MCPS to the department to functional units to individual staff members.

**Major Mandates**

State law requires MCPS to advertise for sealed bids for material, equipment, and supplies that cost more than \$15,000.

**Strategies**

- Expand and strengthen the customer service communication network to inform customers on an ongoing basis
- Develop and improve work processes using technology to simplify doing business with DMM for instructional materials orders, procurement system, and warehouse system
- Expand use of focus groups to obtain valuable customer feedback on products and services

**Performance Measurements**

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

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
98.4%	98.5%	98.6%

**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 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
\$0.12	\$0.119	\$0.118

**Explanation:** This measure reflects the efficiency of the Mail Service operation in processing output.

**Budget Explanation**

The FY 2007 request for this department is \$5,645,443, an increase of \$181,267 from the current FY 2006 budget of \$5,464,176. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$90,171*

The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$125,874. There is a decrease of \$35,703 in continuing salary costs. Step or longevity increases for current employees are offset by reductions for staff turnover.

*Other—\$91,096*

An additional \$63,988 is budgeted for postage due to increased mailings. Another \$26,908 is requested to cover the USPS postage rate increase for FY 2007. There is an increase of \$200 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

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

Giles Benson, Director

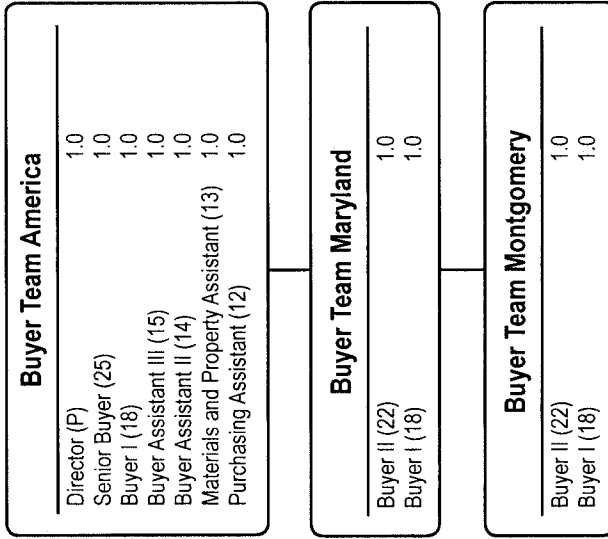
Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	57.000	59.000	59.000	<b>59.000</b>	
Position Salaries	\$2,568,443	\$2,883,818	\$2,883,818	<b>\$2,948,392</b>	\$64,574
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		110,935	110,935	<b>110,935</b>	
Supporting Services Part Time		696,538	696,538	<b>721,056</b>	24,518
Other		30,645	30,645	<b>31,724</b>	1,079
Subtotal Other Salaries	1,034,343	838,118	838,118	<b>863,715</b>	25,597
<b>Total Salaries &amp; Wages</b>	<b>3,602,786</b>	<b>3,721,936</b>	<b>3,721,936</b>	<b>3,812,107</b>	90,171
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		63,795	63,795	<b>63,795</b>	
<b>Total Contractual Services</b>	<b>62,072</b>	<b>63,795</b>	<b>63,795</b>	<b>63,795</b>	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials		50,235	50,235	<b>50,235</b>	
Office					
Other Supplies & Materials		616,827	616,827	<b>707,723</b>	90,896
<b>Total Supplies &amp; Materials</b>	<b>697,160</b>	<b>667,062</b>	<b>667,062</b>	<b>757,958</b>	90,896
<b>04 Other</b>					
Local Travel		1,091	1,091	<b>1,291</b>	200
Staff Development		1,336	1,336	<b>1,336</b>	
Insurance & Employee Benefits					
Utilities		18,400	18,400	<b>18,400</b>	
Miscellaneous		104,750	104,750	<b>104,750</b>	
<b>Total Other</b>	<b>156,295</b>	<b>125,577</b>	<b>125,577</b>	<b>125,777</b>	200
<b>05 Equipment</b>					
Leased Equipment		784,846	784,846	<b>784,846</b>	
Other Equipment		100,960	100,960	<b>100,960</b>	
<b>Total Equipment</b>	<b>858,007</b>	<b>885,806</b>	<b>885,806</b>	<b>885,806</b>	
<b>Grand Total</b>	<b>\$5,376,320</b>	<b>\$5,464,176</b>	<b>\$5,464,176</b>	<b>\$5,645,443</b>	\$181,267

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

Giles Benson, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
	<b>351 Department of Materials Management</b>						
1	Q Director		1.000	1.000	1.000	1.000	
1	23 Data Support Specialist II		1.000	1.000	1.000	1.000	
1	23 Supply Services Specialist		1.000	1.000	1.000	1.000	
1	16 Customer Services Spec			1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
	<b>Subtotal</b>		<b>4.000</b>	<b>5.000</b>	<b>5.000</b>	<b>5.000</b>	
	<b>352 Supply and Property Management Unit</b>						
10	21 Property Control Specialist		1.000	1.000	1.000	1.000	
10	21 Data Support Specialist I		1.000	1.000	1.000	1.000	
10	19 Supply/Property Distrib Spec		1.000	1.000	1.000	1.000	
10	18 Buyer I		1.000				
10	17 Supply Svcs Supv Shift 1		1.000	2.000	2.000	2.000	
10	16 Materials Support Spec		1.000				
10	15 Auto Mechanic I Shift 1		1.000	1.000	1.000	1.000	
10	14 Mail Supervisor		1.000	1.000	1.000	1.000	
10	14 Supply Property Dispatcher		2.000	2.000	2.000	2.000	
10	13 Fiscal Assistant I		1.000	1.000	1.000	1.000	
10	13 Materials & Property Assistant		3.000	3.000	3.000	3.000	
10	12 Supply Worker III		5.000	6.000	6.000	6.000	
10	12 Tractor Trailer Operator		3.000	3.000	3.000	3.000	
10	10 Supply Worker II Shift 1		22.000	23.000	23.000	23.000	
	<b>Subtotal</b>		<b>44.000</b>	<b>45.000</b>	<b>45.000</b>	<b>45.000</b>	
	<b>354 Lib Media Ctr/Autom &amp; Proc. Support</b>						
2	19 Processing Center Librarian		1.000	1.000	1.000	1.000	
2	18 Buyer I		1.000	1.000	1.000	1.000	
2	15 Buyer Assistant III		1.000	1.000	1.000	1.000	
2	13 Materials & Property Assistant		1.000	1.000	1.000	1.000	
2	12 Purchasing Assistant		2.000	2.000	2.000	2.000	
	<b>Subtotal</b>		<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	<b>6.000</b>	
	<b>355 Audio/Video Services Unit</b>						
2	13 Materials & Property Assistant		1.000	1.000	1.000	1.000	
2	12 Video Services Technician II		1.000	1.000	1.000	1.000	
2	10 Video Services Technician I		1.000	1.000	1.000	1.000	
	<b>Subtotal</b>		<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	<b>3.000</b>	
	<b>Total Positions</b>		<b>57.000</b>	<b>59.000</b>	<b>59.000</b>	<b>59.000</b>	

# Division of Procurement



**Mission**

The mission of the Division of Procurement is to provide the highest quality goods and services at optimum cost, based on all dollars spent. 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 the Montgomery County Public Schools.

**Major Functions**

The Division's key services include the following:

- Administration and oversight of the MCPS purchasing function (pre-award)
- Administration and oversight of the MCPS contract administration function (post-award)

The purchasing function involves the acquisition of supplies, equipment, materials, and services for schools and offices, departments, and divisions. This includes: 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.

The 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 all dollars spent. These activities include: preparing formal contract agreements, monitoring and documenting contractor performance, coordinating 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 supplier quality improvement.

**Trends and Accomplishments**

With the advent of new forces that continually drive the supply environment such as economic globalization, technology innovation, increased competition, higher demands for increased revenue streams, and tighter control over costs, the traditional mode of purchasing is no longer effective in today's organizations. In order to accommodate a new paradigm shift, procurement departments are beginning to move outside of their traditional roles as facilitators to value creators—helping organizations obtain value and improved business results through strategic procurement.

The next-generation procurement organizations are placing their focus on “strategic sourcing initiatives” and modifying their perspective to align its execution with the needs and desires of their 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 FY 2007, the Procurement Division will aim to significantly reduce total delivered costs for goods and services by engaging in strategic sourcing practices. This will be accomplished largely 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, develop tighter buyer-supplier relationships, realign business processes, work and information flow, and improve teamwork and purchasing skills.

**Major Mandates**

- State law requires MCPS to advertise for sealed bids for material, equipment, and supplies that cost more than \$15,000.

**Strategies**

- Expand use of strategic sourcing efforts to ensure optimum value based on all dollars spent.
- Develop and improve business processes and workflow by using enabling technology to handle the day-to-day tactical aspects of business so that more time can be spent on value-added activities.
- Expand use of focus groups to obtain valuable customer feedback on products and services.
- Develop and implement procurement training for customers, focusing on the fundamental aspects of requisitioning goods and services and how to get the most out of the procurement process.

**Performance Measurements**

**Performance Measure 1:** Number of material transactions.

	FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
Number of paper purchase orders	21,365	19,000	9,000
Number of online purchase orders	25,478	28,000	38,000
Number of warehouse line orders	175,183	185,000	195,000
Number of purchasing card transactions	34,027	38,000	44,000

**Explanation:** This measure reflects the shift from paper to technology-assisted orders.

**Performance Measure 2:** Procurement cost to process \$100 of goods and services.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
\$0.47	\$0.46	\$0.45

**Explanation:** This measurement reflects the efficiency of purchasing as a ratio of procurement budget costs to the value of purchased goods and services.

**Budget Explanation**

The FY 2007 request for this division is \$792,830, an increase of \$126,687 from the current FY 2006 budget of \$666,143. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$126,541*

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$25,581. There is an increase of \$100,960 in continuing salary costs to reflect step or longevity increases for current employees.

*Realignment—\$0*

There is a realignment of \$3,700 from advertising, \$1,000 from office supplies, and \$193 from local travel to provide additional funding of \$4,893 in dues and registrations for professional development and training.

*Other—\$146*

There is an increase of \$146 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.



# Division of Procurement - 353

## Vacant, Director

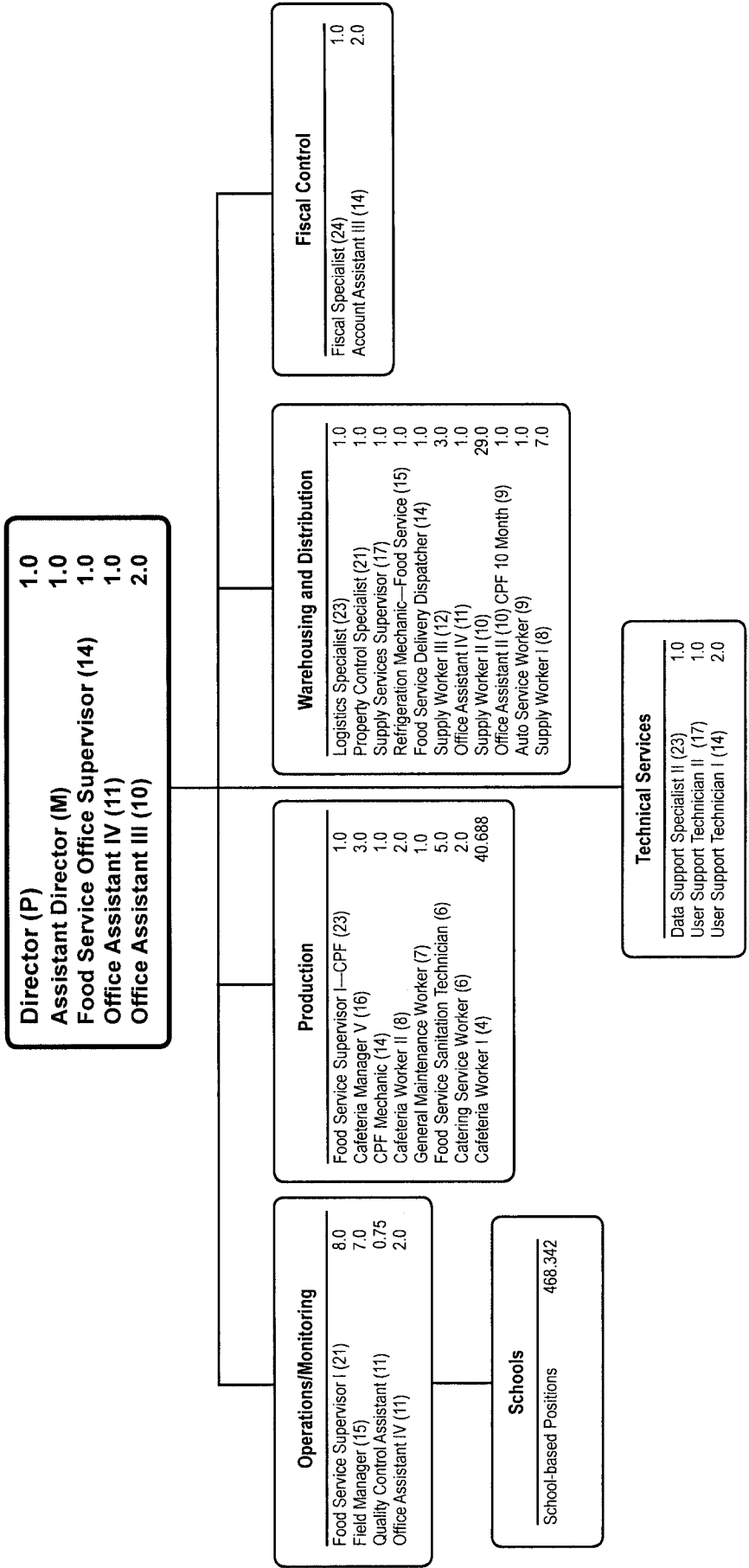
Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	11,000	11,000	11,000	11,000	
Position Salaries	\$532,981	\$648,909	\$648,909	\$775,450	\$126,541
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
<b>Total Salaries &amp; Wages</b>	532,981	648,909	648,909	775,450	126,541
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		9,350	9,350	5,650	(3,700)
<b>Total Contractual Services</b>	102,450	9,350	9,350	5,650	(3,700)
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,286	5,286	4,286	(1,000)
Other Supplies & Materials					
<b>Total Supplies &amp; Materials</b>	5,286	5,286	5,286	4,286	(1,000)
<b>04 Other</b>					
Local Travel		991	991	944	(47)
Staff Development		1,607	1,607	6,500	4,893
Insurance & Employee Benefits					
Utilities					
Miscellaneous					
<b>Total Other</b>	2,622	2,598	2,598	7,444	4,846
<b>05 Equipment</b>					
Leased Equipment					
Other Equipment					
<b>Total Equipment</b>					
<b>Grand Total</b>	<u>\$643,339</u>	<u>\$666,143</u>	<u>\$666,143</u>	<u>\$792,830</u>	<u>\$126,687</u>

# Division of Procurement - 353

Vacant, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
1	P Director			1.000	1.000	<b>1.000</b>	
1	25 Senior Buyer		1.000	1.000	1.000	<b>1.000</b>	
1	22 Buyer II		3.000	2.000	2.000	<b>2.000</b>	
1	18 Buyer I		3.000	3.000	3.000	<b>3.000</b>	
1	15 Buyer Assistant III		1.000	1.000	1.000	<b>1.000</b>	
1	14 Buyer Assistant II		1.000	1.000	1.000	<b>1.000</b>	
1	13 Materials & Property Assistant		1.000	1.000	1.000	<b>1.000</b>	
1	12 Purchasing Assistant		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>11.000</b>	<b>11.000</b>	<b>11.000</b>	<b>11.000</b>	

# Division of Food and Nutrition Services



F.T.E. Positions 601.78  
(Includes 468.342 school-based  
positions shown on K-12 charts)

## FY 2007 OPERATING BUDGET

## Mission

The mission of the Division of Food and Nutrition Services is to provide a variety of appealing, high quality, and nutritious meals in a cost effective and efficient operation. Dedicated employees empowered to promote Success for Every Student serve meals in an innovative learning environment, respectful of each student's needs and differences.

## Major Functions

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.

The division provides breakfast and lunch in all school cafeterias, the Lathrop E. Smith Center, and the Carver Educational Services Center. Additionally, the division actively supports the Maryland Meals for Achievement program that provides breakfast, at no charge, to all students in the classrooms of 16 schools. It administers the free and reduced-price meals program for students, provides meals to low-income children during the summer, and monitors the meal service in licensed family day care homes. The division also provides an after-school snack program to students up to the age of 18 in school-based programs. It provides nutrition education services and meals to the county senior citizen nutrition program, nonprofit day care centers, and after-school programs.

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.

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

The food service warehouse receives, stores, and distributes food and supplies to schools, other county school systems, 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 claims reimbursements.

## Trends and Accomplishments

There is a continuing increase in the number of school breakfasts and lunches served to MCPS students. This is due not only to increasing enrollment, but also to the division's marketing efforts. The county's changing economics and demographics are creating a change in the number of students eligible for free and reduced-price meals. After several years of percentage decline, the percentage of students eligible for free and reduced-price meals increased from 21.5 percent in FY 2002 to 23.2 percent in FY 2005. In FY 2006, the free and reduced-priced meal application changed from an indi-

vidual student application to a household application. This should increase the number of eligible students by capturing all students in a household, whether they eat meals at school or not.

The Montgomery County Public Schools utilizes the nutrient standard menu planning option to provide well-balanced, nutritious, and affordable meals that students like and help ensure that they are ready to learn. This permits greater variety in menu planning and meets 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. Focus groups are held with students at the elementary, middle, and high school levels to hear their perceptions and feedback on the meal quality, value, and customer service provided by the division's staff. Program changes, when possible, are implemented based on the responses. Cafeteria managers share their best practices at training meetings.

The division has been actively addressing the childhood overweight and obesity epidemic through collaboration with the nutrition and physical education programs. The division has fully implemented the nutritional requirements adopted by the Board of Education in the a la carte program and supports the schools implementation by working directly with the various companies providing vending services. The staff in the division also has been involved in community forums relating to childhood overweight and obesity.

The division received a Team Nutrition grant in FY 2003 that afforded MCPS the opportunity to further its efforts in strengthening and improving school health. The project used a coordinated approach that empowered students to make healthy food choices and become more physically active. The project involved students, teachers, administrators, school staff, parents, and community members. Successful initiatives will be shared with other schools in an effort to improve the health of our students by increasing their awareness of the impact of good nutrition and regular physical activity on their health. Staff members of the division are active members of 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 the Maryland Meals for Achievement (MMFA) project. In 1998, there was one school participating. Participation in MMFA increased to two schools in 1999, to eight in 2000, 12 in 2001, 13 in 2002, 14 in 2003, 13 in 2004 and 2005, and 16 in 2006. 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.

A fully integrated software system encompasses all operations. It includes a point-of-sale meal system that manages student accounts and links all schools to the central office. This transmits current student database information, including free and reduced-price meal eligibility, directly to cafeteria managers and eliminates the overt identification of students. It also allows for quick accounting and resource management.

Centralized and automated food service operations keep food cost well below the industry standard. In FY 2005, food cost was 36 percent of revenues compared to 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. The revenues from meal sales and other services must meet anticipated expenses. Expenses, such as negotiated salaries and employee benefits, are increasing the division's base cost structure. A 10-cent price increase for student lunches was approved for the 2005–2006 school year. Based on projections, an increase is also expected for the 2006–2007 school year. A fund balance policy statement has been reviewed by the County Council.

**Major Mandates**

- The National School Lunch and School Breakfast programs require a provision of free and reduced-price meals to eligible students.
- The summer feeding program ensures that low-income students receive nutritious meals during summer school and summer recreation programs.

**Strategies**

- Utilize the continuous improvement model for planning, management, and evaluation of processes to improve its products, resources, and services.
- Utilize benchmarking to remain competitive in the food service market and to develop training program.
- Design innovative mechanisms or forums to promote sharing information and exchanging ideas on improving products and services (customer surveys, focus groups, interactive Web page, phone trees).
- Monitor performance measures to ensure goals are met.

**Performance Measurements**

**Performance Measure:** Elementary lunch participation reaches 60 percent of enrollment by FY 2007.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
58.5%	59%	60%

**Explanation:** This measures customer satisfaction at the elementary school level.

**Performance Measure:** Secondary school meal revenue increases at least 8.5 percent annually through FY 2007 compared to enrollment.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
8.3%	8.4%	8.5%

**Explanation:** This measures customer satisfaction at the secondary school level.

**Performance Measure:** Labor cost (as reflected in salary costs) will remain below the industry average of 32 percent.

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
31.9%	31.7%	31.5%

**Explanation:** This is an organizational effectiveness measurement for labor cost efficiency.

**Budget Explanation**

The FY 2007 request for this division is \$44,373,243, an increase of \$2,821,828 from the current FY 2006 budget of \$41,551,415. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$865,784*

The negotiated agreements with employee organizations increase the salary costs of employees in this division by \$593,076. There is an increase of \$272,708 in continuing salary costs to reflect step or longevity increases for current employees.

*New Schools—\$584,307*

Based on opening five new schools and anticipated expansion of the food services program at other schools, the budget contains a request for 12.3 additional positions and \$270,194. These positions include a 1.0 cafeteria manager position, 3.0 satellite manager I positions, 7.3 cafeteria worker positions, and a 1.0 supply worker II position for central processing support. Benefits for these positions total \$156,713. Wholesale food supplies are budgeted to increase by \$157,400.

*Inflation—\$532,938*

Inflation on wholesale food supplies are projected to increase by 2 percent and inflation on disposables that are petroleum based are projected to increase by 18 percent. These increases are projected to add to the division's budget by \$532,938.

*Other—\$838,799*

Included in the budget request is \$246,244 for program supplies for calculators, paper, technology support, and small equipment used in the schools. Contractual expenses are projected to increase by \$14,069 to cover the lease payment for the SNAP system and surplus food storage for USDA commodities. Increases for local travel of \$8,895 are partially offset by a reduction of \$1,950 for out-of-state travel. Increases in health and retirement benefits of \$725,454 are

# Division of Food and Nutrition Services—810

Kathleen C. Lazor, R. D., Director

301-840-8170

partially offset by a reduction in worker's compensation of \$274,080. Higher fuel prices are projected to add \$58,950 to vehicle operating costs. Replacement equipment, such as ovens, refrigeration, and warmers add \$64,731 to the budget. The budget for bank fees is increased \$2,500.

The annual manager position reclassification based on sales volume and revenue involve 4.0 manager positions with a reduction of \$6,014 in salaries.

## Selected Expenditure Information

### Supplies and Materials for Food Services

Description	FY 2006 Budget	FY 2007 Budget	Change
Meat, Fish, and Poultry	\$3,492,293	\$3,597,062	\$104,769
Fruits and Vegetables	1,501,948	1,547,006	45,058
Dairy Products	2,936,810	3,024,914	88,104
Groceries	3,036,705	3,127,807	91,102
Bakery Goods	1,231,998	1,268,958	36,960
Ice Cream	424,044	436,765	12,721
Disposables	1,558,122	1,869,746	311,624
Other	238,130	484,374	246,244
Total	<u>\$14,420,050</u>	<u>\$15,356,632</u>	<u>\$936,582</u>

# Division of Food and Nutrition Services - 810

Kathleen C. Lazor, R. D., Director

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	577.350	589.480	589.480	<b>601.780</b>	12.300
Position Salaries	\$14,367,235	\$15,617,155	\$15,617,155	<b>\$16,721,358</b>	\$1,104,203
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		664,634	664,634	<b>692,954</b>	28,320
Other		60,789	60,789	<b>58,230</b>	(2,559)
Subtotal Other Salaries	740,631	725,423	725,423	<b>751,184</b>	25,761
<b>Total Salaries &amp; Wages</b>	15,107,866	16,342,578	16,342,578	<b>17,472,542</b>	1,129,964
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		927,558	927,558	<b>941,627</b>	14,069
<b>Total Contractual Services</b>	644,165	927,558	927,558	<b>941,627</b>	14,069
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		14,420,050	14,420,050	<b>15,356,632</b>	936,582
<b>Total Supplies &amp; Materials</b>	11,943,623	14,420,050	14,420,050	<b>15,356,632</b>	936,582
<b>04 Other</b>					
Local Travel		99,490	99,490	<b>108,385</b>	8,895
Staff Development		37,550	37,550	<b>35,600</b>	(1,950)
Insurance & Employee Benefits		8,613,632	8,613,632	<b>9,221,719</b>	608,087
Utilities					
Miscellaneous		745,375	745,375	<b>806,825</b>	61,450
<b>Total Other</b>	8,671,920	9,496,047	9,496,047	<b>10,172,529</b>	676,482
<b>05 Equipment</b>					
Leased Equipment		220,462	220,462	<b>206,998</b>	(13,464)
Other Equipment		144,720	144,720	<b>222,915</b>	78,195
<b>Total Equipment</b>	811,114	365,182	365,182	<b>429,913</b>	64,731
<b>Grand Total</b>	<b>\$37,178,688</b>	<b>\$41,551,415</b>	<b>\$41,551,415</b>	<b>\$44,373,243</b>	<b>\$2,821,828</b>

# Division of Food and Nutrition Services - 810

Kathleen C. Lazor, R. D., Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
61	P Director					<b>1.000</b>	1.000
61	O Director		1.000	1.000	1.000		(1.000)
61	M Assistant Director		1.000	1.000	1.000	<b>1.000</b>	
61	24 Fiscal Specialist		1.000	1.000	1.000	<b>1.000</b>	
61	23 Logistics Specialist		1.000	1.000	1.000	<b>1.000</b>	
61	23 Data Support Specialist II		1.000	1.000	1.000	<b>1.000</b>	
61	23 Food Service Supv I CPF		1.000	1.000	1.000	<b>1.000</b>	
61	21 Property Control Specialist		1.000	1.000	1.000	<b>1.000</b>	
61	21 Food Service Supervisor I		8.000	8.000	8.000	<b>8.000</b>	
61	17 User Support Technician II			1.000	1.000	<b>1.000</b>	
61	17 Supply Svcs Supv Shift 1		1.000	1.000	1.000	<b>1.000</b>	
61	16 Cafeteria Manager V CPF	X	1.000	1.000	1.000	<b>1.000</b>	
61	16 Cafeteria Manager V CPF		2.000	2.000	2.000	<b>2.000</b>	
61	15 Cafeteria Manager IV	X	34.440	36.000	36.000	<b>40.000</b>	4.000
61	15 Cafeteria Manager IV		3.000	3.000	3.000	<b>3.000</b>	
61	15 Food Service Field Manager		7.000	7.000	7.000	<b>7.000</b>	
61	15 Refrigeration Mechanic		1.000	1.000	1.000	<b>1.000</b>	
61	14 Account Assistant III		2.000	2.000	2.000	<b>2.000</b>	
61	14 User Support Technician I		2.000	2.000	2.000	<b>2.000</b>	
61	14 Cafeteria Manager III	X	16.750	15.000	15.000	<b>11.000</b>	(4.000)
61	14 Food Service Office Supv		1.000	1.000	1.000	<b>1.000</b>	
61	14 CPF Mechanic		1.000	1.000	1.000	<b>1.000</b>	
61	14 Food Svc Delivery Dispatcher		1.000	1.000	1.000	<b>1.000</b>	
61	13 Cafeteria Manager II	X	4.000	5.750	5.750	<b>6.750</b>	1.000
61	13 Cafeteria Manager II 9 mo		1.000	1.000	1.000	<b>1.000</b>	
61	12 Cafeteria Manager I	X	3.250	4.000	4.000	<b>4.000</b>	
61	12 Supply Worker III		2.000	2.000	2.000	<b>2.000</b>	
61	12 Supply Worker III Shift 3		1.000	1.000	1.000	<b>1.000</b>	
61	11 Office Assistant IV		3.000	3.000	3.000	<b>3.000</b>	
61	11 Office Assistant IV CPF	X	1.000	1.000	1.000	<b>1.000</b>	
61	11 Quality Control Assistant	X	.750	.750	.750	<b>.750</b>	
61	10 Office Assistant III		2.000	2.000	2.000	<b>2.000</b>	
61	10 Food Svc Satellite Mgr II	X	50.310	53.630	53.630	<b>53.630</b>	
61	10 Supply Worker II Shift 1	X	6.000	6.000	6.000	<b>7.000</b>	1.000
61	10 Supply Worker II Shift 1		16.000	16.000	16.000	<b>16.000</b>	
61	10 Supply Worker II Shift 3		6.000	6.000	6.000	<b>6.000</b>	
61	9 Office Assistant II CPF	X	1.000	1.000	1.000	<b>1.000</b>	
61	9 Auto Service Worker Shift 1		1.000	1.000	1.000	<b>1.000</b>	
61	8 Cafeteria Worker II	X	1.000	1.000	1.000	<b>1.000</b>	
61	8 Cafeteria Worker II		1.000	1.000	1.000	<b>1.000</b>	
61	8 Cafeteria Worker II CPF	X	2.000	2.000	2.000	<b>2.000</b>	
61	8 Food Svc Satellite Mgr I	X	47.000	44.250	44.250	<b>47.250</b>	3.000
61	8 Supply Worker I	X	6.000	5.000	5.000	<b>5.000</b>	
61	8 Supply Worker I		1.000	2.000	2.000	<b>2.000</b>	

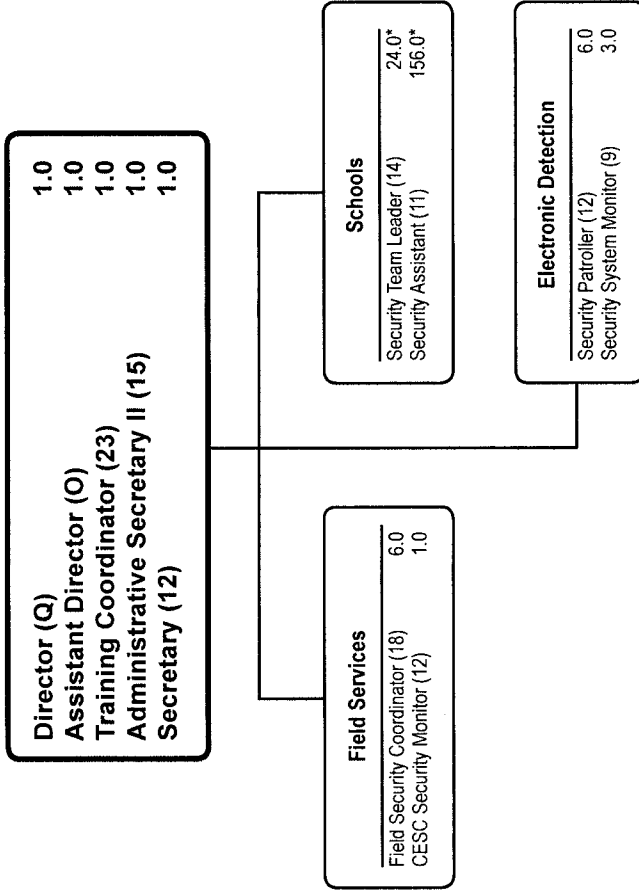


# Division of Food and Nutrition Services - 810

Kathleen C. Lazor, R. D., Director

CAT		DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
61	7	General Maintenance Worker I		1.000	1.000	1.000	<b>1.000</b>	
61	6	Catering Services Worker	X	2.000	2.000	2.000	<b>2.000</b>	
61	6	Food Svc Sanit Tech CPF	X	4.000	4.000	4.000	<b>4.000</b>	
61	6	Food Svc Sanit Tech CPF		1.000	1.000	1.000	<b>1.000</b>	
61	4	Cafeteria Worker I 9 mo		81.450	84.700	84.700	<b>87.000</b>	2.300
61	4	Cafeteria Worker I	X	176.212	182.212	182.212	<b>187.212</b>	5.000
61	4	Cafeteria Worker I		5.000	4.000	4.000	<b>4.000</b>	
61	4	Cafeteria Wkr I CPF	X	40.688	40.688	40.688	<b>40.688</b>	
61	4	Cafe Wkr I Perm Sub	X	21.500	21.500	21.500	<b>21.500</b>	
<b>Total Positions</b>				<b>577.350</b>	<b>589.480</b>	<b>589.480</b>	<b>601.780</b>	<b>12.300</b>

# Department of School Safety and Security



F.T.E. Positions 21.0  
 (In addition, there are 180.0\* school-based positions shown here and in K-12 Instruction, Chapter 1, and Office of Special Education and Student Services, Chapter 4 charts)

## FY 2007 OPERATING BUDGET

## Mission

The mission of the Department of School Safety and Security is to ensure a safe and secure learning and working environment for students and staff through partnerships with the school community, providing support, resources, and training to all schools and facilities and using technology to provide the highest level of service in supporting the common goal of Success for Every Student.

## Major Functions

The department provides 24-hour security services for the Montgomery County Public Schools. The department staff cooperates and maintains close liaison with local, state, and federal law enforcement agencies and all school administrators. The department closely works with school administrators to ensure the proper supervision of security personnel assigned to all secondary schools and other facilities.

Department staff members design, develop, and conduct safety and security training programs for all security staff, school-based administrators, plant operations staff, transportation staff, new teachers, and others on request. They provide emergency response to critical incidents, assess serious incident needs, and provide necessary security resources. Security staff responds to bomb threat incidents and evacuations that occur in schools and facilities. Department staff are continually reviewing and assessing the preparedness of the school-based staff to react in a crisis situation.

Department staff members perform site evaluations and review construction plans for safety and security concerns in new and modernization construction projects. They also provide security support and perform security assessments for all existing schools and facilities. Department staff members investigate and recommend corrective action regarding safety issues. They work with all schools and facilities to develop their individual comprehensive emergency/crisis plan.

## Trends and Accomplishments

In light of the national attention drawn to school security as a result of tragic incidents around the country, security staff are trained and expected to be prepared to help school administrators manage crisis or emergency situations. Principals rely on the ability of school-based security team leaders and assistants to respond to incidents of violence, drug/alcohol use and possession, property damage, and theft committed by students during the school day. Security staff is called upon to provide insight regarding the condition of a student suspected to be under the influence of drugs or alcohol. With an increasingly diverse student population in the schools, security staff must be prepared to communicate effectively with students of different cultural and ethnic backgrounds.

Security staff is mindful of the loss/crime prevention responsibility of their jobs. A multi-faceted safety and security program is critical to creating a safe and secure learning environment and protecting school system assets.

Working in partnership, the Montgomery County Department of Police and Montgomery County Public Schools have initiated an Educational Facilities Officer program. This program dedicates sworn Montgomery County police officers to work with schools within designated clusters. These officers are trained in emergency preparedness, crisis management, the concepts of community policing, and problem solving. The Department of School Safety and Security is the designated liaison between the school system and the police department for the program. Department staff closely works with the educational facilities officers and their assigned schools to coordinate services.

Accomplishments include training security staff in current legislation and law that applies to their school-related responsibilities. Staff also received training in substance abuse intervention and referral assistance strategies. All school-based security staff are trained and certified in First Responder First Aid and CPR. Department staff continues to play an integral part in the development of the local comprehensive school emergency/crisis plans. Staff has provided emergency/crisis preparedness training to more than 5,000 school system employees and more than 250 private school administrators and staff. Enhanced crisis preparedness training has been developed and has been delivered to many staff members that have completed the basic course. Training content constantly is updated to reflect the latest trends and information available from local, state, and federal sources. The department continues to utilize an online folder for schools to electronically file their local school emergency/crisis plan. The superintendent is requiring all administrators along with the members of their on-site emergency team to attend, if they have not already done so, both the basic and enhanced crisis preparedness training during the 2005–2006 school year.

MCPS continues to utilize a comprehensive school system emergency response plan (ERP) under the structure and foundation of the Incident Command System. The MCPS emergency response team consists of approximately 75 members who have been trained in emergency/crisis management. Emergency response team members have participated in a school-based emergency/crisis tabletop simulation exercise to test all components of the ERP and the school system's ability to respond and manage an emergency/crisis. The MCPS Emergency Response Plan and the local school emergency/crisis plan are aligned with the Montgomery County Emergency Operations Plan allowing for a seamless integration and coordination of response to an emergency/crisis. As a result of the investment in training, security team members are better prepared to assist principals and school-based staff in providing a safe and secure learning and working environment and respond to critical incidents. Staff conducts site assessments at all schools and makes recommendations to the principals to enhance the safety and security of those facilities. Security staff reviews requests for additional closed-circuit television (CCTV) equipment and two-way radio equipment; coordinates the use of private radio codes; assists in the design of closed-circuit television systems; and makes recommendations on the use of other

security related equipment.

The U.S. Department of Education has recognized MCPS as one of the top school districts in the nation for crisis preparedness. The department director is a recognized leader in the field of school crisis preparedness and has lectured on the topic nationally and internationally.

The Montgomery County Council, in a one-time safety and security initiative, approved funding for the installation of CCTV cameras in all MCPS high schools. This initiative has been completed, and all high school CCTV systems have been installed and are operational. Department staff is working with the Office of Information and Organizational Systems and the Department of Facilities Management to identify available technology that will enhance the efficiency and effectiveness of these CCTV systems.

The department continues to coordinate the school system's identification (ID) card initiative for high school students and staff and all non school-based employees. Staff is working with principals to facilitate producing ID cards in conjunction with the school's yearbook provider and to support their ID card efforts in the future. These kinds of partnerships have strengthened the department's relationships with principals and other administrators. Laws, regulations, and procedural guidelines for individual safety require the department staff to work with administrators, parents, students, public safety, and the community to ensure a safe learning and working environment. Department staff will continue to respond and assist in resolving critical incidents involving the school system.

**Major Mandate**

- The Education Article, Section 7-303, of the Annotated Code of Maryland mandates the reporting of arrests of students to the local school superintendent for more than 25 specific serious crimes. The department is the official designee of the superintendent to receive this information. Information immediately is reported to the student's principal. Department staff has been given the assignment of following-up on the arrests reported each year.

**Strategies**

- Develop mechanisms and guidelines to disseminate information to customers and stakeholders.
- Identify training needs and develop courses designed to enhance emergency/crisis preparedness and safety/security.
- Provide technology and mechanisms to assist school based security staff and administrators in establishing a safe and secure learning and working environment.
- Promote training of security staff and school personnel in improved safety and security techniques.
- Actively involve customers and stakeholders in the development of resources and the design and delivery of security services.
- Maintain and enhance department Web page.

- Meet with stakeholders and public safety personnel pertaining to safety and security issues and concerns.

**Performance Measurements**

**Performance Measure:** Number of emergency/crisis preparedness training sessions

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
61	65	70

**Explanation:** Number of sessions linked to systemwide emergency/crisis Preparedness training needs

**Performance Measure:** Percentage of staff that receive emergency/crisis preparedness training who have the awareness and knowledge of MCPS emergency/crisis procedures

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
100%	100%	100%

**Explanation:** All participants who have completed the course/class are knowledgeable of MCPS emergency/crisis procedures

**Performance Measure:** Percentage of customers satisfied with training

FY 2005 Actual	FY 2006 Estimate	FY 2007 Recommended
85%	90%	100%

**Explanation:** Obtain an above average customer satisfaction rating

**Budget Explanation**

The FY 2007 request for this department is \$1,675,500, an increase of \$125,421 from the current FY 2006 budget of \$1,550,079. An explanation of this change follows.

*Continuing and Negotiated Salary Costs—\$137,489*

The negotiated agreements with employee organizations increase the salary costs of employees in this department by \$49,405. There is an increase of \$88,084 in continuing salary costs to reflect step or longevity increases for current employees.

*Other—(\$12,068)*

There is a decrease of \$12,252 in equipment due to the roll-off of lease payments on the department's vehicles. Partially offsetting this is an increase of \$184 for mileage reimbursement for local travel based upon the rate change established by the Internal Revenue Service.

# Department of School Safety and Security - 337

Edward A. Clarke, Director

Description	FY 2005 Actual	FY 2006 Budget	FY 2006 Current	FY 2007 Request	FY 2007 Change
<b>01 Salaries &amp; Wages</b>					
Total Positions (FTE)	20,000	21,000	21,000	21,000	
Position Salaries	\$1,107,496	\$1,225,115	\$1,225,115	\$1,357,830	\$132,715
<b>Other Salaries</b>					
Supplemental Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		109,633	109,633	113,492	3,859
Other		25,989	25,989	26,904	915
Subtotal Other Salaries	173,244	135,622	135,622	140,396	4,774
<b>Total Salaries &amp; Wages</b>	1,280,740	1,360,737	1,360,737	1,498,226	137,489
<b>02 Contractual Services</b>					
Consultants					
Other Contractual		91,922	91,922	91,922	
<b>Total Contractual Services</b>	84,188	91,922	91,922	91,922	
<b>03 Supplies &amp; Materials</b>					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,605	3,605	3,605	
Other Supplies & Materials		26,845	26,845	26,845	
<b>Total Supplies &amp; Materials</b>	24,478	30,450	30,450	30,450	
<b>04 Other</b>					
Local Travel		1,000	1,000	1,184	184
Staff Development		12,338	12,338	12,338	
Insurance & Employee Benefits					
Utilities					
Miscellaneous		1,500	1,500	1,500	
<b>Total Other</b>	14,589	14,838	14,838	15,022	184
<b>05 Equipment</b>					
Leased Equipment		37,200	37,200	24,948	(12,252)
Other Equipment		14,932	14,932	14,932	
<b>Total Equipment</b>	48,734	52,132	52,132	39,880	(12,252)
<b>Grand Total</b>	<b>\$1,452,729</b>	<b>\$1,550,079</b>	<b>\$1,550,079</b>	<b>\$1,675,500</b>	<b>\$125,421</b>

## Department of School Safety and Security - 337

Edward A. Clarke, Director

CAT	DESCRIPTION	10 Mon	FY 2005 ACTUAL	FY 2006 BUDGET	FY 2006 CURRENT	FY 2007 REQUEST	FY 2007 CHANGE
10	Q Director		1.000	1.000	1.000	<b>1.000</b>	
10	O Assistant Director		1.000	1.000	1.000	<b>1.000</b>	
10	23 Staff Development Spec			1.000	1.000	<b>1.000</b>	
10	18 Field Security Coordinator		6.000	6.000	6.000	<b>6.000</b>	
10	15 Administrative Secretary II		1.000	1.000	1.000	<b>1.000</b>	
10	12 Secretary		1.000	1.000	1.000	<b>1.000</b>	
10	12 CESC Security Monitor		1.000	1.000	1.000	<b>1.000</b>	
10	12 Security Patroller Shift 1		1.000	1.000	1.000	<b>1.000</b>	
10	12 Security Patroller Shift 2		3.000	3.000	3.000	<b>3.000</b>	
10	12 Security Patroller Shift 3		2.000	2.000	2.000	<b>2.000</b>	
10	9 Security Sys Monitor Shft 2		2.000	2.000	2.000	<b>2.000</b>	
10	9 Security Sys Monitor Shift 3		1.000	1.000	1.000	<b>1.000</b>	
	<b>Total Positions</b>		<b>20.000</b>	<b>21.000</b>	<b>21.000</b>	<b>21.000</b>	