

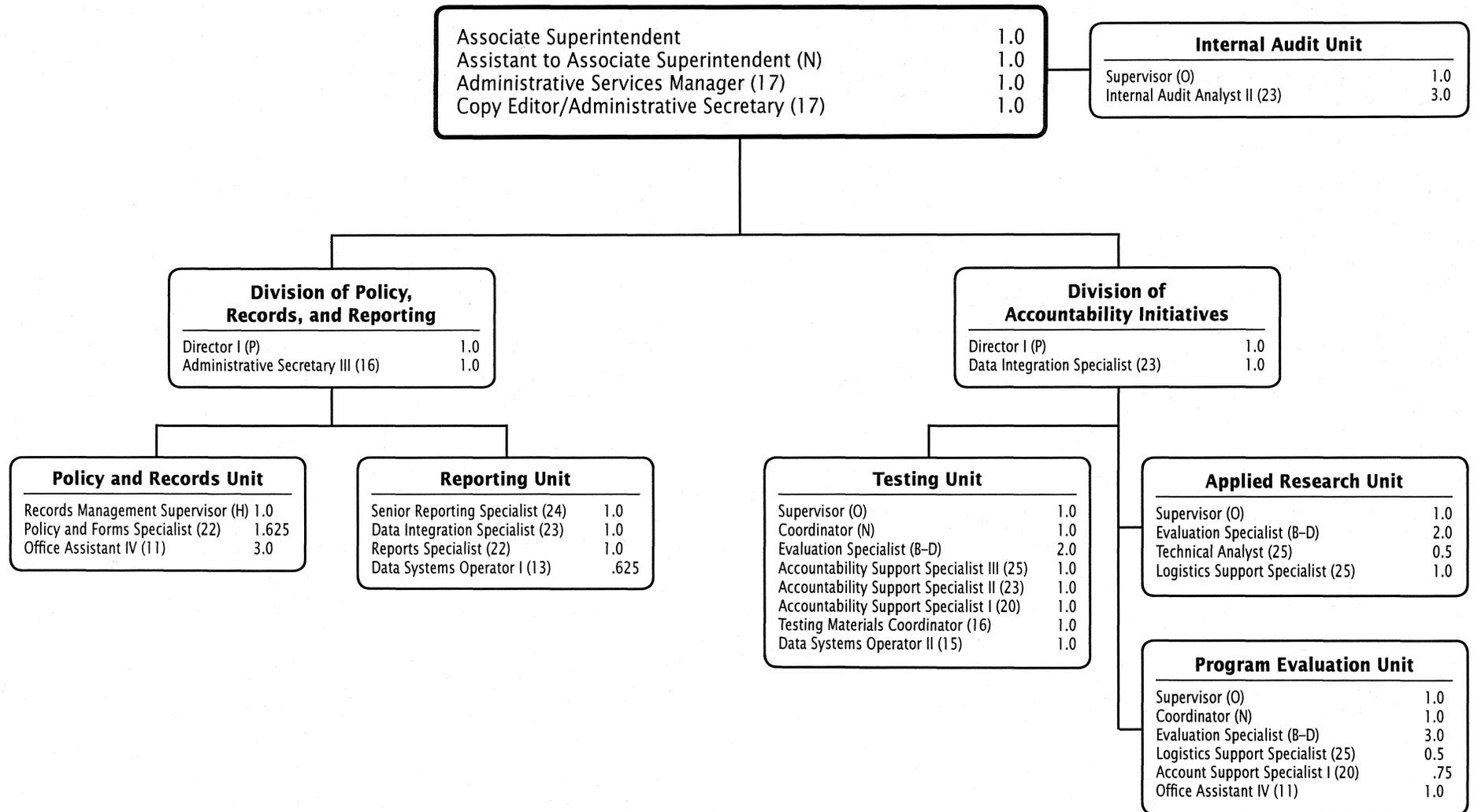
Office of Shared Accountability

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Office of Shared Accountability
Summary of Resources
By Object of Expenditure

OBJECT OF EXPENDITURE	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 BUDGET	FY 2015 CHANGE
POSITIONS					
Administrative	9.000	9.000	10.000	10.000	
Business/Operations Admin.	1.000	1.000	1.000	1.000	
Professional	7.500	7.500	6.500	7.000	.500
Supporting Services	23.900	23.900	24.000	24.000	
TOTAL POSITIONS	41.400	41.400	41.500	42.000	.500
01 SALARIES & WAGES					
Administrative	\$1,134,962	\$1,176,849	\$1,254,826	\$1,304,057	\$49,231
Business/Operations Admin.	79,824	85,590	85,590	85,552	(38)
Professional	759,307	791,491	706,762	751,201	44,439
Supporting Services	1,781,462	1,835,176	1,841,928	1,878,715	36,787
TOTAL POSITION DOLLARS	3,755,555	3,889,106	3,889,106	4,019,525	130,419
OTHER SALARIES					
Administrative					
Professional	54,408	66,080	66,080	63,080	(3,000)
Supporting Services	113,804	116,817	116,817	116,817	
TOTAL OTHER SALARIES	168,212	182,897	182,897	179,897	(3,000)
TOTAL SALARIES AND WAGES	3,923,767	4,072,003	4,072,003	4,199,422	127,419
02 CONTRACTUAL SERVICES	457,413	178,965	178,965	184,046	5,081
03 SUPPLIES & MATERIALS	16,114	24,659	24,659	24,659	
04 OTHER					
Local/Other Travel	7,735	6,944	6,944	9,944	3,000
Insur & Employee Benefits					
Utilities					
Miscellaneous					
TOTAL OTHER	7,735	6,944	6,944	9,944	3,000
05 EQUIPMENT					
GRAND TOTAL AMOUNTS	\$4,405,029	\$4,282,571	\$4,282,571	\$4,418,071	\$135,500

Office of Shared Accountability



Chapter 6 - 3

MISSION *The mission of the Office of Shared Accountability (OSA) is to support schools by providing timely, responsive, and useful information that supports high expectations, equitable practices, and continuous improvement efforts throughout Montgomery County Public Schools (MCPS).*

MAJOR FUNCTIONS

The following are the major functions of OSA.

Applied Research

OSA conducts research to understand factors that influence student outcomes and perceptions of school quality, including the production of extensive research reports on academic indicators and standardized tests that support data-driven decision making, school improvement, and academic achievement. OSA also develops prediction models and monitoring tools that are designed to inform articulation and instructional decisions. OSA conducts analysis associated with performance targets to monitor the MCPS strategic planning framework and guide school improvement planning. In addition, surveys regarding the quality of services and supports provided by MCPS are administered to students, parents, and staff to provide information for continuous improvement throughout the school system.

Internal Audit

Financial and program audits of funds appropriated by MCPS, as well as funds within the Independent Activity Fund at individual school sites, are conducted by OSA. Audits ensure that expenditures of such funds (including federal, state, and private grant monies) conform to statutory or other restrictions on their use and ensure compliance with reporting requirements for use of these funds. OSA also is responsible for managing the MCPS external audit contract, interacting with the Maryland State Department of Education (MSDE), the Maryland Public School Construction Program, and the Maryland Office of Legislative Audits on auditing issues, assessing the school system's internal financial controls, and advising managers of any required corrective actions.

Policy Review, Revision, and Development

Working with the Board of Education Policy committee, OSA develops and manages revisions to and codification of policies and regulations; provides technical assistance to responsible offices, departments, divisions, and external stakeholders for reviewing, updating, and revising policies and regulations; and monitors, reviews, and analyzes state and federal legislation to ensure alignment between MCPS policies and regulations and local, state, and federal laws. Additionally, OSA administers a systemwide forms management and control program that ensures accurate and consistent data collection.

Program Evaluation

Comprehensive evaluations of MCPS programs and initiatives are conducted to provide quantitative and qualitative information on fidelity of programs' or initiatives' implementation and their outcomes through the application of scientific tools and techniques. Evaluations also are done for key curricula that support these priority areas and initiatives and federal and state grants. In addition, OSA provides technical assistance and consultation to other MCPS program staff, developing evaluation plans for major grant proposals sought by the school system, providing psychometric consultation and analyses; conducting longitudinal analysis of achievement data; evaluating community-based programs; and collaborating with outside higher education institutions in the evaluation of programs operating within the school system.

Records Maintenance and Retention (Students, Staff, and Offices)

OSA is responsible for the maintenance and permanent retention of student records and some employee records, as well as office records; monitoring and implementing state requirements for maintenance of student records; supporting schools in ensuring the timely and accurate entry of information into a student's electronic and paper record; and serving the needs of the public who require access to their records.

Reporting (Federal, State, and Local)

A mandated function of OSA is to ensure compliance with federal, state, and local reporting requirements. OSA supports the infrastructure for collecting and sharing data, monitoring data to ensure accuracy, verifying and transmitting data reports, and serving as a resource for the system and the community for ad hoc student data requests.

Testing (Systemwide Assessments)

OSA oversees the administration of a comprehensive system of student assessments and provides data for measuring and monitoring student achievement. This includes local exams and all facets of assessments mandated by MSDE in compliance with the *No Child Left Behind Act of 2001* (i.e., the Maryland School Assessment (MSA) and Maryland High School Assessment (HSA)). OSA also supports the administration of cognitive assessments for gifted and talented identification, the National Assessment of Educational Progress (NAEP), and the Assessing Comprehension and Communication in English State to State for English Language Learners (ACCESS for ELLs) English Language Proficiency Test. OSA staff members have primary responsibility for overseeing the administration (training, materials, security) of these assessments, as well as the analysis and reporting of the results to MSDE, the MCPS Board of Education, MCPS staff, and the public.

All OSA units receive, process, and respond to ad hoc requests by stakeholders throughout the school system.

ACCOMPLISHMENTS AND INITIATIVES

OSA continues to address the challenges of increased demands for services and products in each of the following areas:

- » Policy and regulatory requirements related to federal, state, and local mandates.
- » Requests for access to and collection of data to support the creation of the MCPS strategic plan framework.
- » Mandates at both the federal and state levels for high-stakes testing and accountability.
- » Awareness of the value and increased staff capacity of using data-driven and research-based decision making to guide both systemic and school-level improvements.
- » Requests for implementation and outcome evaluations of major reforms, initiatives, and policies.
- » Collaboration with other MCPS offices to support the collection and appropriate use of data.
- » Collaboration and partnerships, particularly in grant-supported initiatives, that require evaluation services.
- » Demand for internal financial controls, monitoring, and compliance and increased federal and state reporting requirements.
- » Provided evaluation services and consultation to seven federal or state grants for MCPS.
- » Provided ongoing methodological support to MCPS committees and work groups; responded to 68 ad hoc requests for technical assistance, consultation, or data analysis from other MCPS departments and MCPS/Higher Education Partnerships.
- » Published reports, including those on systemwide data points, standardized assessments, Schools at a Glance, Special Education at a Glance, and School Safety and Security at a Glance.
- » Managed the production of the Annual Report on *Our Call to Action: Pursuit of Excellence*.
- » Revised/developed 27 policies, regulations, and exhibits and 52 forms.
- » Provided more than 30 training sessions and support to school-based record keepers, pupil personnel workers, and guidance counselors.
- » Received and processed more than 24,000 records for students who withdrew or graduated from MCPS schools in 2008.
- » Processed more than 10,000 diplomas.
- » Successfully completed 79 Independent Activity Fund audits and 18 studies of operations for use by senior leadership and school management.

During the 2012–2013 school year, OSA supported the MCPS mission, vision, and goals through the following activities:

- » Development of Early Warning Indicators for potential MCPS student dropouts.
- » Administration of a comprehensive program of student assessments, including more than 225,000 assessments mandated by MSDE, 350,000 countywide high school final exams, as well as national assessments such as the Preliminary SAT (PSAT), InView, and NAEP assessments.
- » Conducted more than 70 professional development sessions for school-based staff on topics, including the School Progress Index, accommodations for students with disabilities and English Learners, test administration and security, and data interpretation; training sessions for school and central office staff on the use of monitoring tools to help staff identify students who are at academic risk and can be supported by intervention strategies.
- » Provided comprehensive aggregated student achievement data to stakeholders throughout the district for use in identifying strengths and weaknesses in student and school performance and to evaluate instructional programs.
- » Completed 13 research or outcome evaluations on the impact of MCPS programs, practices, and initiatives on the school environment, students, and staff; completed 12 implementation or formative evaluations of MCPS programs, practices, and initiatives to determine the fidelity of programs/initiatives implementation and provide formative information for the purpose of their improvement or enhancement.
- » Collaborated with the Office of the Chief Operating Officer to transition all MCPS schools from stand-alone to web-based Independent Activity Fund accounting software.
- » Collaborated with Gallup, Inc., to administer, analyze, and report results for 66,000 student and 17,000 staff engagement surveys. Additionally, managed MCPS satisfaction surveys of 60,000 parents.
- » Processed and reported summary results of nearly 200,000 high school standardized test scores (approximately 100,000 SAT and ACT scores; 60,000 PSAT scores; 31,000 Advanced Placement and International Baccalaureate exam scores).
- » Provided report and analysis of local assessment data used to monitor primary reading strategic plan data points for primary reading and elementary and middle school mathematics.
- » Processed nearly 49 requests for internal/external research/data collection activities.

PERFORMANCE MEASUREMENTS

Performance Measure: Update the middle school and college readiness monitoring tools to provide school staff with actionable data.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
11	11	11

Explanation: OSA updates monitoring tools immediately after new data is available to allow school staff to provide timely interventions.

Performance Measure: Review and respond to ad hoc data analysis requests.

FY 2013 Actual	FY 2014 Estimate	FY 2015 Recommended
68	70	72

Explanation: OSA is receiving an increasing number of ad hoc requests for data analysis as the system has moved to increased data-driven decision making and accountability.

OVERVIEW OF BUDGET CHANGES

FY 2014 Current Budget

The current FY 2014 budget for this office is changed from the budget adopted by the Board of Education on June 13, 2013. There is a realignment of \$6,752 from salaries for the evaluation specialist position in the Program Evaluation Unit to create an additional .1 data integration specialist position in the Applied Research Unit. Also, there is a realignment of \$77,977 and a 1.0 evaluation specialist position in the Applied Research Unit to create a 1.0 director I position in the Office of Shared Accountability.

FY 2015 Recommended Budget

The FY 2015 recommended budget for this office is \$4,383,071, an increase of \$135,500 over the current FY 2014 budget. An explanation of this change follows.

Same Service Level Changes—\$100,500

Continuing Salary Costs—\$95,419

There is an increase of \$95,419 for continuing salary costs for current employees. This amount includes the annualization of the salary step provided to eligible employees on February 8, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

Realignments are budgeted to address priority spending needs in this office. There is a realignment of \$3,000 from professional part-time salaries to fund annual dues and registration costs for staff to attend conferences.

Other—\$5,081

A projected rate increase for the annual audit contract requires a budgetary increase of \$3,500. Also, rate increases for statistical software licenses result in an increase of \$1,581.

Strategic Priority Enhancements

Expansion of the Kennedy Cluster Project—\$35,000

The Kennedy Cluster Project was initiated in 2007 to identify and address the root causes of the achievement gap in MCPS. Schools in the Kennedy High School cluster were selected as the focus of the project because the Kennedy Cluster schools enrolled large percentages of African American and Hispanic students, many of whom were poor or lived in homes where Spanish was the primary language. The Kennedy Cluster Project multiagency team representatives provided to students and their families educational resources in school as well as access to health care, housing, financial assistance, legal aid, and many other social services. Although the achievement gap has not closed for the Kennedy Cluster students, there is evidence that the Kennedy Cluster Project has contributed to positive academic outcomes for individual at-risk students and for the Kennedy Cluster schools overall.

In FY 2015, the project will expand to the Watkins Mill Cluster. MCPS' share of this expansion in FY 2015 is \$118,157. Of this total, \$35,000 is budgeted in the Office of Shared Accountability for a .5 evaluation specialist to conduct a study of the project. While the project has undergone several informal evaluations, there has never been an in-depth, formal evaluation conducted by this office.

In addition, \$59,437 is budgeted in the Office of Community Engagement and Partnerships to fund two 0.4 teacher-level positions (\$47,437) to coordinate after-school programs at Col. E. Brook Lee Middle School and Montgomery Village Middle School. The Kennedy Project model includes extended-day programs in secondary schools, including Excel Beyond the Bell, Sports Academy, and Police Explorers. These positions would report to the principals of these schools and work with the multiple agencies that provided these programs to facilitate scheduling, coordination, and problem resolution. Also, \$12,000 is budgeted to help serve families. Currently, the Montgomery County Department of Health and Human Services provides \$12,000 per year to the Project's Multi-Agency Team to provide emergency cash assistance to families referred by the project schools. This amount would be a matching share from MCPS and would expand the Multi-Agency Team's ability to serve families in these schools. There is \$23,720 budgeted for employee benefits for this enhancement in the Department of Financial Services.

Office of Shared Accountability - 624/621/622/623/625/626/627

Geoffrey Sanderson, Associate Superintendent

Description	FY 2013 Actual	FY 2014 Budget	FY 2014 Current	FY 2015 Request	FY 2015 Change
01 Salaries & Wages					
Total Positions (FTE)	41.400	41.400	41.500	42.000	.500
Position Salaries	\$3,755,555	\$3,889,106	\$3,889,106	\$4,019,525	\$130,419
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		66,080	66,080	63,080	(3,000)
Supporting Services Part Time		116,817	116,817	116,817	
Other					
Subtotal Other Salaries	168,212	182,897	182,897	179,897	(3,000)
Total Salaries & Wages	3,923,767	4,072,003	4,072,003	4,199,422	127,419
02 Contractual Services					
Consultants					
Other Contractual		178,965	178,965	184,046	5,081
Total Contractual Services	457,413	178,965	178,965	184,046	5,081
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		7,800	7,800	7,800	
Other Supplies & Materials		16,859	16,859	16,859	
Total Supplies & Materials	16,114	24,659	24,659	24,659	
04 Other					
Local/Other Travel		6,944	6,944	9,944	3,000
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	7,735	6,944	6,944	9,944	3,000
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$4,405,029	\$4,282,571	\$4,282,571	\$4,418,071	\$135,500

Office of Shared Accountability - 624/625/626/627/621/622/623

Geoffrey Sanderson, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
	624 Office of Shared Accountability						
1	Associate Superintendent		1.000	1.000	1.000	1.000	
1	P Director I				1.000	1.000	
1	N Asst. to Assoc Supt		1.000	1.000	1.000	1.000	
1	23 Data Integration Specialist				1.000	1.000	
1	17 Copy Editor/Admin Sec		1.000	1.000	1.000	1.000	
1	17 Admin Services Manager I		1.000	1.000	1.000	1.000	
	Subtotal		4.000	4.000	6.000	6.000	
	625 Testing Unit						
1	O Supervisor		1.000	1.000	1.000	1.000	
1	N Coordinator		1.000	1.000	1.000	1.000	
1	BD Evaluation Specialist		2.000	2.000	2.000	2.000	
1	25 Accountability Supp Spec III		1.000	1.000	1.000	1.000	
1	23 Accountability Support Spec II		1.000	1.000	1.000	1.000	
1	20 Accountability Support Spec I		1.000	1.000	1.000	1.000	
1	16 Testing Materials Coordinator		1.000	1.000	1.000	1.000	
1	15 Data Systems Operator II		1.000	1.000	1.000	1.000	
	Subtotal		9.000	9.000	9.000	9.000	
	626 Applied Research Unit						
1	O Supervisor		1.000	1.000	1.000	1.000	
1	BD Evaluation Specialist		3.000	3.000	2.000	2.000	
1	25 Technical Analyst		.500	.500	.500	.500	
1	25 Logistics Support Specialist		1.000	1.000	1.000	1.000	
1	23 Data Integration Specialist		.900	.900			
	Subtotal		6.400	6.400	4.500	4.500	
	627 Program Evaluation Unit						
1	O Supervisor		1.000	1.000	1.000	1.000	
1	N Coordinator		1.000	1.000	1.000	1.000	
1	BD Evaluation Specialist		2.500	2.500	2.500	3.000	.500
1	25 Logistics Support Specialist		.500	.500	.500	.500	
1	20 Accountability Support Spec I		.750	.750	.750	.750	
1	11 Office Assistant IV		1.000	1.000	1.000	1.000	
	Subtotal		6.750	6.750	6.750	7.250	.500
	621 Division of Policy, Records, Rpt.						
1	P Director I		1.000	1.000	1.000	1.000	
1	24 Senior Reporting Specialist		1.000	1.000	1.000	1.000	
1	23 Data Integration Specialist		1.000	1.000	1.000	1.000	
1	22 Reports Specialist		1.000	1.000	1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	

Office of Shared Accountability - 624/625/626/627/621/622/623

Geoffrey Sanderson, Associate Superintendent

CAT	DESCRIPTION	10 Mon	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 CURRENT	FY 2015 REQUEST	FY 2015 CHANGE
	621 Division of Policy, Records, Rpt.						
1	13 Data Systems Operator		.625	.625	.625	.625	
	Subtotal		5.625	5.625	5.625	5.625	
	622 Records Unit						
1	H Records Management Supervisor		1.000	1.000	1.000	1.000	
1	22 Policy/Forms Specialist		1.625	1.625	1.625	1.625	
1	11 Office Assistant IV		3.000	3.000	3.000	3.000	
	Subtotal		5.625	5.625	5.625	5.625	
	623 Internal Audit Unit						
1	O Supervisor		1.000	1.000	1.000	1.000	
1	25 Internal Audit Analyst II		3.000	3.000	3.000	3.000	
	Subtotal		4.000	4.000	4.000	4.000	
	Total Positions		41.400	41.400	41.500	42.000	.500