

CHAPTER 8

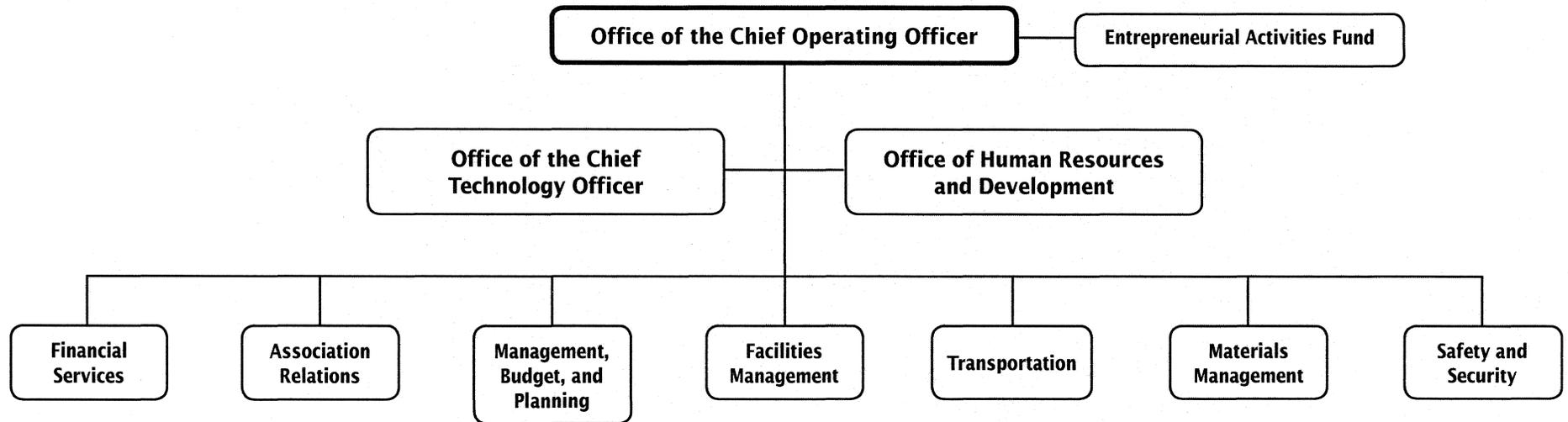
Office of Chief Operating Officer

	PAGE
Chief Operating Officer	8-3
Entrepreneurial Activities Fund.....	8-9
■ Department of Financial Services	8-14
Division of Controller	8-21
■ Department of Association Relations	8-27
■ Department of Management, Budget, and Planning	8-32
■ Department of Facilities Management	8-38
Real Estate Management Fund.....	8-44
Division of Construction	8-49
Division of Long-range Planning	8-54
Division of Maintenance	8-59
Division of School Plant Operations	8-66
■ Department of Transportation	8-72
Field Trip Fund.....	8-79
■ Department of Materials Management	8-83
Editorial, Graphics and Publishing Services	8-89
Procurement Unit.....	8-92
Division of Food and Nutrition Services	8-95
■ Department of School Safety and Security	8-102

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

OBJECT OF EXPENDITURE	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 BUDGET	FY 2016 CHANGE
POSITIONS					
Administrative	34.700	34.700	34.700	34.700	
Business/Operations Admin.	49.650	50.650	50.650	50.650	
Professional	4.000	4.000	4.000	4.000	
Supporting Services	4,211,213	4,222,213	4,221,213	4,246,276	25,063
TOTAL POSITIONS	4,299,563	4,311,563	4,310,563	4,335,626	25,063
01 SALARIES & WAGES					
Administrative	\$4,420,114	\$4,753,975	\$4,753,975	\$4,847,394	\$93,419
Business/Operations Admin.	4,596,841	4,979,661	4,979,661	5,059,936	80,275
Professional	442,431	459,721	459,721	498,606	38,885
Supporting Services	166,144,275	179,443,808	179,405,472	186,922,974	7,517,502
TOTAL POSITION DOLLARS	175,603,661	189,637,165	189,598,829	197,328,910	7,730,081
OTHER SALARIES					
Administrative					
Professional	550,511	553,947	568,947	493,866	(75,081)
Supporting Services	19,221,197	14,419,934	14,419,934	13,317,224	(1,102,710)
TOTAL OTHER SALARIES	19,771,708	14,973,881	14,988,881	13,811,090	(1,177,791)
TOTAL SALARIES AND WAGES	195,375,369	204,611,046	204,587,710	211,140,000	6,552,290
02 CONTRACTUAL SERVICES	11,655,260	11,284,380	11,282,380	10,781,774	(500,606)
03 SUPPLIES & MATERIALS	43,664,078	43,118,072	43,116,972	43,106,333	(10,639)
04 OTHER					
Local/Other Travel	240,488	252,046	253,046	258,480	5,434
Insur & Employee Benefits	514,051,520	497,203,294	497,203,294	548,280,298	51,077,004
Utilities	39,485,202	35,734,587	35,734,587	38,845,690	3,111,103
Miscellaneous	8,328,028	9,280,077	9,281,077	10,521,628	1,240,551
TOTAL OTHER	562,105,238	542,470,004	542,472,004	597,906,096	55,434,092
05 EQUIPMENT	12,543,832	13,759,817	13,759,817	16,033,347	2,273,530
GRAND TOTAL AMOUNTS	\$825,343,777	\$815,243,319	\$815,218,883	\$878,967,550	\$63,748,667

Chief Operating Officer—Overview



Chapter 8 – 3

F.T.E. Positions 4,335.626

(In addition, there are 67.5 positions funded by the Capital Budget, 21.0 funded by ICB, and 30.4 funded by the Employee Benefits Trust Fund. These non-operating budget positions are noted on other charts in this chapter. Also, there are 1,967.448 school-based positions shown on K-12 charts in Chapter 1)

Office of the Chief Operating Officer

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

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

MAJOR FUNCTIONS

Responsibilities

Responsibilities

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

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

ACCOMPLISHMENTS AND INITIATIVES

- » OCOO supports schools in a very dynamic environment. Since 2007, there have been large increases in enrollment, totaling almost 16,300 students. As of fall 2014, the preliminary MCPS enrollment is 154,432 students. Large annual increases in enrollment are projected to continue for the five-year forecast period, with another 11,000 students expected by the 2019–2020 school year.
- » The Fiscal Year (FY) 2015 Operating Budget is \$2.23 billion, a 2.3 percent increase over FY 2014. The budget included \$37.8 million, an increase of \$3.3 million, for the third year of a four-year plan that shifts a portion of teacher pension costs from the state to the county. The FY 2015 Operating Budget increased by 2.2 percent, excluding the increase for the pension shift.
- » The FY 2015–2020 Capital Improvements Program (CIP) totals \$1.528 billion for the six-year period, an increase of \$162.5 million over the previously approved CIP. Approved FY 2015 expenditures total \$247.5 million.
- » Major accomplishments in the area of school facilities include the completion of six major capital projects, totaling 392,983 square feet of new construction for the 2014–2015 school year.
- » The Division of Controller continues to benefit from the Financial Management System (FMS) modules designed to enhance online capabilities. The iExpense module enables employees to enter their monthly mileage expense reports online. More than 138 MCPS suppliers are using the iSupplier module to access FMS directly, to review invoice and payment information, and to enter billing information.
- » During FY 2014, DFS continued its implementation of the new online payment system for parents to pay student extracurricular activities fees electronically. There were 13,208 online transactions made for extracurricular activities fees, which is 55 percent of total transactions. The online payment system also is used for electronic payment of summer school fees and for schools to use in creating online payment options for parents.
- » One major goal of DMM is to continue developing programs that shift school administrative tasks to the department, which results in improving the instructional time efficiency of school staff. The Ambassador Service, an inventory-management program, designed to improve supply efficiency in schools, continues to be successful. Reporting enhancements within the FMS continue to be developed to provide accurate, timely data to financial managers.
- » Around 151 million pages of instructional materials were requested by school staff and produced centrally by the Copy-Plus work group of Editorial, Graphics & Publishing Services. This represents a reduction of more than 60,000 hours of school staff time spent

duplicating materials for instructional purposes that can be used for instructional planning and preparation.

- » The Department of Professional Growth Systems implemented revisions to the Professional Growth System (PGS) for teachers and principals. Also, the department implemented professional development plans to provide support to principals and school leadership teams on the new Student Learning Objectives and revisions to the PGS.
- » The Career Pathways Program assists supporting services employees to prepare, plan, determine, and discover the options they have in their own career pathways. The program website provides links to multiple resources that individuals can access to determine their interests and discover potential jobs and careers that match their skill sets.

PERFORMANCE MEASURES

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

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this office is \$2,006,056, a decrease of \$397,551 from the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes —(\$397,551)

Continuing Salary Costs —\$49,876

There is an increase of \$49,876 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Realignments to Meet Expenditure Requirements and Priorities —(\$447,427)

There are a number of realignments budgeted to address priority spending needs within this office. There is a decrease of \$7,910 in supporting services part-time salaries and a corresponding increase of \$2,910 for office supplies and \$5,000 for local travel mileage. In addition, there is a realignment of \$487,427 for contractual legal services from this office to the Office of General Counsel to reflect where all legal funds are budgeted. Furthermore, there is a realignment of \$40,000 from the Elementary Schools budget to this office to more accurately reflect where the funds are managed and spent.

Office of the Chief Operating Officer - 331/798

Larry A. Bowers, Chief Operating Officer

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	17,500	17,500	17,500	17,500	
Position Salaries	\$1,589,180	\$1,778,885	\$1,778,885	\$1,828,506	\$49,621
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time			15,000	15,000	
Supporting Services Part Time		8,473	8,473		(8,473)
Other		1,710	1,710	2,528	818
Subtotal Other Salaries	86,309	10,183	25,183	17,528	(7,655)
Total Salaries & Wages	1,675,489	1,789,068	1,804,068	1,846,034	41,966
02 Contractual Services					
Consultants		2,500	2,500	2,500	
Other Contractual		553,327	553,327	105,900	(447,427)
Total Contractual Services	1,105,794	555,827	555,827	108,400	(447,427)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,586	3,586	6,900	3,314
Other Supplies & Materials		26,761	26,761	26,357	(404)
Total Supplies & Materials	17,508	30,347	30,347	33,257	2,910
04 Other					
Local/Other Travel		3,365	3,365	8,365	5,000
Insur & Employee Benefits					
Utilities					
Miscellaneous		70,000	70,000	70,000	
Total Other	66,974	73,365	73,365	78,365	5,000
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$2,865,765	\$2,448,607	\$2,463,607	\$2,066,056	(\$397,551)

Office of the Chief Operating Officer - 331

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
1	Chief Operating Officer		1.000	1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	1.000	
2	P Director I		1.000	1.000	1.000	1.000	
1	P Executive Director		2.000	2.000	2.000	2.000	
2	O Supervisor		1.000	1.000	1.000	1.000	
1	I Business & Fiscal Admin		1.000	1.000	1.000	1.000	
2	BD Instructional Specialist		1.000	1.000	1.000	1.000	
2	24 Fiscal Specialist I		1.000	1.000	1.000	1.000	
1	19 Admin Services Mgr III		1.000	1.000	1.000	1.000	
1	17 Copy Editor/Admin Sec		1.000	1.000	1.000	1.000	
1	17 Admin Services Manager I		1.000	1.000	1.000	1.000	
2	16 Appls Trans Control Asst		1.000	1.000	1.000	1.000	
2	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
2	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
2	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
2	12 Secretary		1.500	1.500	1.500	1.500	
	Total Positions		17.500	17.500	17.500	17.500	

Entrepreneurial Activities Fund

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

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

MAJOR FUNCTIONS

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

Taylor Science Materials Center

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

Supply Warehouse Services

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

Editorial, Graphics, & Publishing Services Unit (EGPS)

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

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

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

Student e-Learning

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

Pearson Project

The Pearson Project includes funds for two instructional specialist positions that serve on the Math Implementation Team in the Office of Curriculum and Instructional Programs. Team members provide direct support to teachers related to mathematics instruction under Curriculum 2.0. The budget also includes funds for temporary part-time salaries and contractual services.

Other Entrepreneurial Activity Development

MCPS continues to identify instructional and other business services for entrepreneurial activities development. Some resources that continue to be utilized within MCPS are the choral and instrumental music programs, curriculum guides sales, business and instructional software, video productions, and educational training services.

ACCOMPLISHMENTS AND INITIATIVES

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

PERFORMANCE MEASURES

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
62%	113%	117%

Explanation: This measure reflects the percentage of elementary science material center expenditures funded by the Entrepreneurial Fund. In FY 2014, additional costs for vehicles were transferred to the fund. Additionally, the national science standards changed, significantly impacting the sales of kits. Local school systems did not purchase kits until the newly implemented national standards were standardized and approved.

Performance Measure: Supply Warehouse Services revenue activity.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
\$193,961	\$203,659	\$213,842

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
\$554,055	\$580,000	\$595,000
2%	5%	5%

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

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this fund is \$2,618,811, a decrease of \$291,801 from the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—(\$130,703)

Continuing Salary Costs—\$69,297

There is an increase of \$69,297 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Realignments to Meet Expenditure Requirements and Priorities—(\$200,000)

There are a number of realignments budgeted to address priority spending needs within this fund. Specifically, there is \$131,445 realigned among and between various programs budgeted within the Entrepreneurial Activities Fund. The realignments are neutral overall and reflect actual costs. In addition, there is a realignment of \$200,000 from this fund to the Division of Food and Nutrition Services for \$50,000, the Real Estate Management Fund for \$100,000, and the Field Trip Fund for \$50,000.

Program Efficiencies and Reductions—(\$161,098)

There is a reduction of \$136,000 for instructional materials and \$25,098 for supporting services part-time salaries in the budget for the Taylor Science Center. The reductions can be made as a result of excess fund balance within the Entrepreneurial Activities Fund. These reductions will have no impact on overall operations of the fund.

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

Larry A. Bowers, Chief Operating Officer

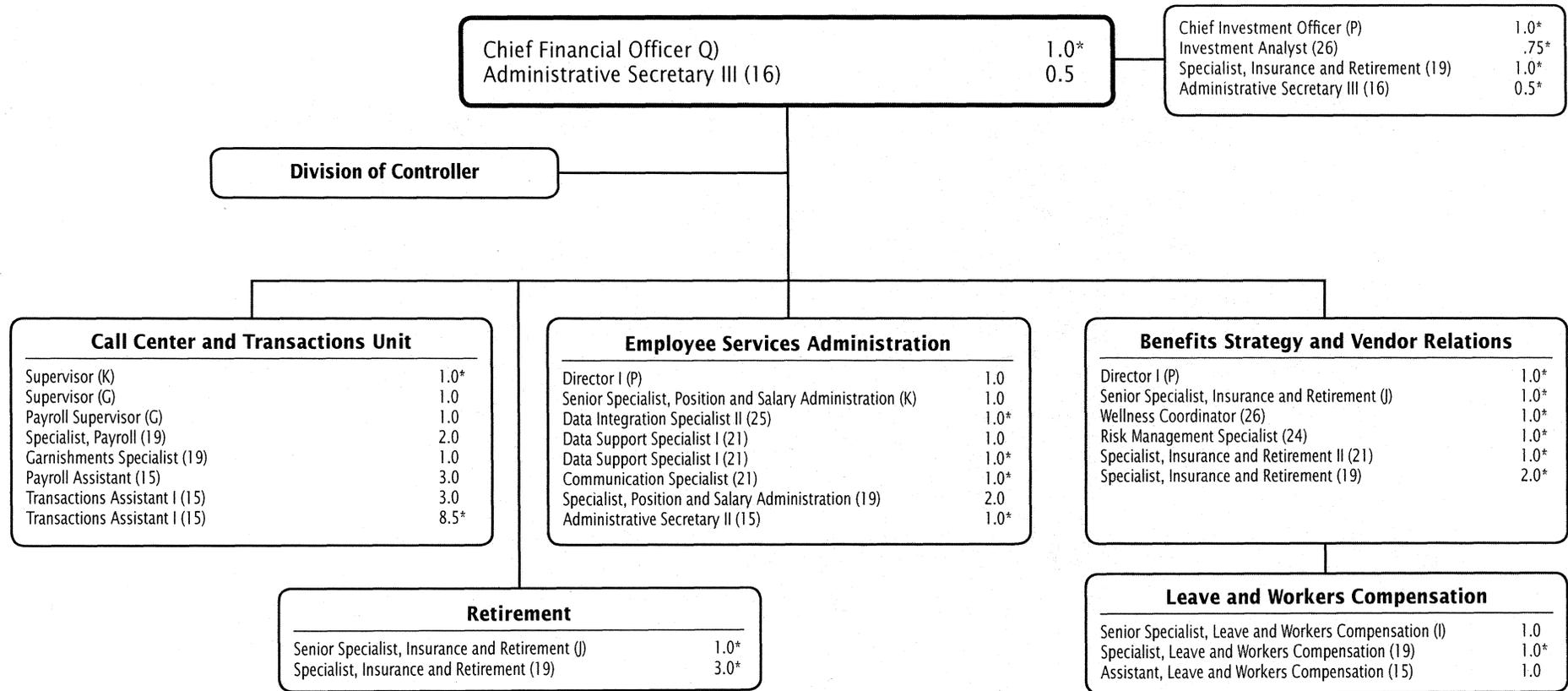
Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	12.600	12.600	12.600	12.600	
Position Salaries	\$855,546	\$899,736	\$899,736	\$975,751	\$76,015
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends		51,617	51,617	44,457	(7,160)
Professional Part Time		305,730	305,730	222,809	(82,921)
Supporting Services Part Time		5,657	5,657	5,798	141
Other		38,516	38,516	16,239	(22,277)
Subtotal Other Salaries	296,733	401,520	401,520	289,303	(112,217)
Total Salaries & Wages	1,152,279	1,301,256	1,301,256	1,265,054	(36,202)
02 Contractual Services					
Consultants		490	490	490	
Other Contractual		666,942	666,942	559,942	(107,000)
Total Contractual Services	467,281	667,432	667,432	560,432	(107,000)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		364,066	364,066	106,066	(258,000)
Office					
Other Supplies & Materials		204,875	204,875	320,320	115,445
Total Supplies & Materials	382,010	568,941	568,941	426,386	(142,555)
04 Other					
Local/Other Travel		21,149	21,149	18,785	(2,364)
Insur & Employee Benefits		326,854	326,854	333,174	6,320
Utilities					
Miscellaneous					
Total Other	310,435	348,003	348,003	351,959	3,956
05 Equipment					
Leased Equipment		4,980	4,980	4,980	
Other Equipment		20,000	20,000	10,000	(10,000)
Total Equipment	30,084	24,980	24,980	14,980	(10,000)
Grand Total	\$2,342,089	\$2,910,612	\$2,910,612	\$2,618,811	(\$291,801)

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

Larry A. Bowers, Chief Operating Officer

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
	820 Entrepreneurial Activities Fund						
81	BD Instructional Specialist		1.000	1.000	1.000	1.000	
81	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
81	11 Truck Drive/Whr Wkr Shift 1		2.000	2.000	2.000	2.000	
	Subtotal		4.000	4.000	4.000	4.000	
	822 Printing Services						
81	18 Printing Equipment Operator IV		1.000	1.000	1.000	1.000	
81	16 Customer Service Spec		2.000	2.000	2.000	2.000	
81	11 Printing Equip Operator I		2.000	2.000	2.000	2.000	
	Subtotal		5.000	5.000	5.000	5.000	
	823 Student Online Learning						
81	21 Comm Spec/Web Producer		1.000	1.000	1.000	1.000	
81	16 School Registrar		.600	.600	.600	.600	
	Subtotal		1.600	1.600	1.600	1.600	
	827 Pearson North Star Project						
81	BD Instructional Specialist		2.000	2.000	2.000	2.000	
	Subtotal		2.000	2.000	2.000	2.000	
	Total Positions		12.600	12.600	12.600	12.600	

Department of Financial Services



Chapter 8 – 14

F.T.E. Positions 19.85

(In addition, the chart includes 28.4* positions funded by the Employee Benefits Trust Fund, including (.30) of the Chief Financial Officer position and (.35) of the ERSC Call Center Supervisor position)

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

MAJOR FUNCTIONS

Employee and Retiree Service Center and the Division of Controller

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

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

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

Both the Division of Controller and ERSC provide information to schools; offices, departments, and divisions

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

Employee and Retiree Benefits

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

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

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

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

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

ACCOMPLISHMENTS AND INITIATIVES

- » Containment of rising employee and retiree medical, dental, and prescription costs is an important focus of the Department of Financial Services. MCPS continues to offer comprehensive wellness programs focused on increasing and maintaining employee activity and healthy living, smoking cessation, and proactive preventative care.
- » Through discussion with its employee and retiree associations, MCPS is changing retiree prescription benefits, effective January 1, 2015, to incorporate Medicare Part D prescription benefits, saving MCPS approximately \$5 million per year. The Fiscal (FY) 2015 changes are expected to save the county approximately \$36 million in OPEB contributions for FY 2015.
- » In late summer 2014, an online retirement estimator for all employees was implemented, allowing employees to project future retirement benefits, do "what if" simulations to determine the impact of future work years and potential raises, and create their own estimates of the retirement payment options. This system informs employees of the significant value of their MCPS pension benefit.
- » During FY 2013, a web-based system for school accounting for independent activity funds was implemented, improving school efficiency, transparency of school funds, and central accounting. An online store was made available to all schools, reducing teachers' roles in collecting funds and offering parents the convenience of online payment. During FY 2014, 67 schools used the online store along with five central service departments.

Benefits Strategy and Vendor Relations

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

three years. Significant changes were negotiated for January 1, 2016, including an increased employee share, the options for employees to "buy back" some of the increase through completion of Health Risk Assessments and annual physical examinations, including appropriate tests. MCPS compares its experience with the cost increases of our health benefits to national and regional peers. Over recent years, we have benefited from early adoption of Wellness initiatives and plan design changes. The most recent year reflects later adoption of some of these same initiatives by our peers, so that MCPS performance is being compared with other plans now experiencing the impact of these changes.

PERFORMANCE MEASURES

Call Center Efficiency:

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
Average wait time	73 sec.	72 sec.	70 sec.
Average duration	4 min., 13 sec.	4 min., 10 sec	4 min.
Average volume/business day	263 calls	260 calls	265 calls
Average wait/abandoned call	1 min., 59 sec.	2 min.	2 min
Percentage of abandoned calls	6.7%	6.5%	+0%
Percentage of calls answered within 1 minute	59%	60%	65%

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

Transaction processing efficiency:

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
Percentage of new teachers paid on first pay date	81.7%	99.9%	99.9%
Year-to-year trend in growth rates of benefit costs compared with national averages	-5.4%	-1.0%	-1.0%
Trend in growth rate of benefit costs compared with regional peers	-2.58%	-1.0%	-1.0%

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

OVERVIEW OF BUDGET CHANGES

Department of Financial Services

FY 2016 Recommended Budget

The FY 2016 recommended budget for this department is \$1,700,372, a decrease of \$30,790 from the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—(\$30,790)

Continuing Salary Costs—(\$30,790)

There is a decrease of \$30,790 for continuing salary costs for current employees. The cost associated with the salary step and GWA of 2 percent that employees will receive on October 3, 2015, as well as the annualized cost of the FY 2015 salary step and GWA of 1.5 percent that was provided to eligible employees on November 29, 2014, is offset by reductions for staff turnover.

Insurance and Employee Benefits

The FY 2016 request for employee benefits is \$534,498,521, an increase of \$50,598,325 over the current FY 2015 budget. An explanation of this change follows.

Continuing Salary Costs—\$6,702,760

There is an increase of \$3,879,553 for social security benefits and a \$2,823,207 increase for retirement benefits for continuing salary costs for current employees. This amount includes the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Realignment—(\$419,328)

Realignments are budgeted to address priority spending needs for the organization. Due to the need to realign funds to create additional position and non-position salaries within specific organizational units, there are decreases in social security contributions of \$168,223, employee health benefits of \$156,008, and retirement contributions of \$95,097.

Grant Shifts—\$74,333

Due to funding changes and program needs for the Title II Part A grant, there are increases in social security contributions of \$26,049, employee health benefits of \$19,506, and retirement contributions of \$28,778.

Enrollment Changes—\$4,174,238

The budget includes an increase for current enrollment projections, budgeted salaries, and positions related to changes in student enrollment for FY 2016. There is an increase for social security contributions of \$992,115, employee health benefits of \$2,466,087, and retirement contributions of \$716,036.

New Schools—\$69,004

Due to additional square footage added as a result of renovated/modernized facilities, 4.5 positions are added to the FY 2016 budget. The staffing increases result in additional social security contributions of \$15,943, employee health benefits of \$41,121, and retirement contributions of \$11,940.

Employee Health Benefits—\$33,986,119

Health and life insurance coverage for current active and retired employees and their families are provided through the Employee Benefit Plan (EBP). The health and life insurance budget for

FY 2016 will increase by \$34 million. The increase is due to several factors regarding both the active and retiree trust funds. The budget includes the recovery of a one-time \$13.3 million reduction in appropriation from the FY 2015 retiree trust fund. In addition, the budget includes \$24.2 million due to a 3.8 percent projected increase in claims expenses for FY 2016. This rate is based on a blend of claim experience trends that includes MCPS employees' claims experience, which is significantly lower than local and national trends. Furthermore, the budget includes \$10 million to restore the combined net assets of both the active and retiree trust fund balances to a 3.0 percent reserve target level. These increases are partially offset by a \$13.5 million reduction in the budget as a result of savings due to increased employee contribution amounts for prescription drug plans.

Retirement Contributions—\$6,613,877

The budget for current retirement programs is increased by \$6,613,877. The primary increase results from the fourth year of a four year plan that shifts \$6,547,234 of retirement costs from the state to MCPS. In addition, the cost for current retirement programs is based on percentage of salary as provided by the annual actuarial study. Based on this study, there is an increase of \$66,643 in the budget for retirement benefits.

Other—\$41,351

Due to operational staffing changes, the budget includes an increase of \$10,959 for social security contributions, \$23,553 for employee health benefits, and \$6,839 for retirement contributions

Self-Insurance—(\$1,810,321)

The budget includes a significant decrease in contributions to the county's self-insurance program. As a result of achieving an acceptable reserve fund balance over the past year, while also experiencing lower claims than projected, there is a decrease in worker's compensation of \$2,072,840 in the budget. This decrease is partially offset by increases in fire and property insurance of \$262,519.

Program Efficiency and Reductions—(\$325,943)

The FY 2016 budget includes efficiencies and reductions totaling \$5.6 million. As a result, there is a \$325,943 reduction in employee benefits associated with the elimination of 10.75 positions and part-time salaries. This includes reductions in employee health benefits of \$163,159, social security contributions of \$115,410, and retirement contributions of \$47,374.

Strategic Priority Enhancements—\$1,492,235

Details on increases in program restorations and enhancements are included in various chapters of the budget. As a result of these increases, there is an increase of \$416,536 for social security contributions, \$833,647 for employee health benefits, and \$242,052 for retirement costs.

Selected Expenditure Information

Description	FY 2015 Current Budget	FY 2016 Budget	Change
Worker's Compensation	\$13,974,374	\$11,901,534	(\$2,072,840)
Social Security	109,255,841	114,313,363	5,057,522
Employee Benefit - Active	226,247,529	244,375,558	18,128,029
Employee Benefit - Retirees	8,380,899	27,303,736	18,922,837
Retirement and Administrative Fees	83,197,746	86,950,770	3,753,024
Pension Shift From State	37,809,551	44,356,785	6,547,234
Unemployment Compensation	300,000	300,000	0
Other	4,734,256	4,996,775	262,519
Total	\$483,900,196	\$534,498,521	\$50,598,325

Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

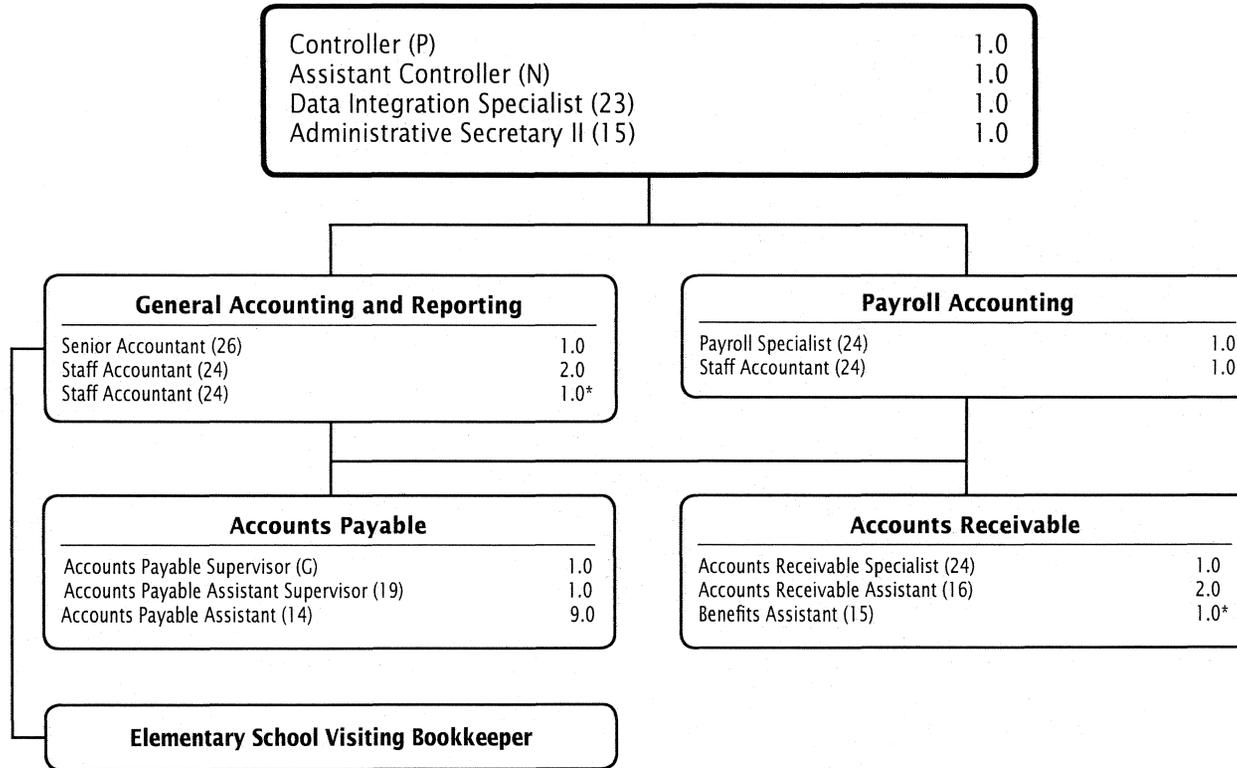
Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	19,850	19,850	19,850	19,850	
Position Salaries	\$1,540,783	\$1,688,314	\$1,688,314	\$1,657,363	(\$30,951)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		2,000	2,000	2,750	750
Other		4,458	4,458	3,869	(589)
Subtotal Other Salaries	-7,586	6,458	6,458	6,619	161
Total Salaries & Wages	1,533,197	1,694,772	1,694,772	1,663,982	(30,790)
02 Contractual Services					
Consultants					
Other Contractual		14,000	14,000	14,000	
Total Contractual Services	18,541	14,000	14,000	14,000	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		19,807	19,807	19,807	
Other Supplies & Materials					
Total Supplies & Materials	22,235	19,807	19,807	19,807	
04 Other					
Local/Other Travel		2,583	2,583	2,583	
Insur & Employee Benefits		483,800,196	483,800,196	534,398,521	50,598,325
Utilities					
Miscellaneous		100,000	100,000	100,000	
Total Other	501,539,250	483,902,779	483,902,779	534,501,104	50,598,325
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$503,113,223</u>	<u>\$485,631,358</u>	<u>\$485,631,358</u>	<u>\$536,198,893</u>	<u>\$50,567,535</u>

Department of Financial Services - 334/333

Susanne G. DeGraba, Chief Financial Officer

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
1	Q Chief Financial Officer		.700	.700	.700	.700	
1	P Director I		1.000	1.000	1.000	1.000	
1	K Sr Spec Pos & Sal Admin		1.000	1.000	1.000	1.000	
1	K ERSC Call Ctr/Transaction Supv		.650	.650	.650	.650	
1	I Sr Spec Leave/Wkrs Com		1.000	1.000	1.000	1.000	
1	G Payroll Supervisor		1.000	1.000	1.000	1.000	
1	G ERSC Call Ctr/Trans Asst Supv		1.000	1.000	1.000	1.000	
1	21 Data Support Specialist I		1.000	1.000	1.000	1.000	
1	19 Garnishments Specialist		1.000	1.000	1.000	1.000	
1	19 Specialist, Payroll		2.000	2.000	2.000	2.000	
1	19 Spec, Position/Salary Admin		2.000	2.000	2.000	2.000	
1	16 Administrative Secretary III		.500	.500	.500	.500	
1	15 Transactions Assistant I		3.000	3.000	3.000	3.000	
1	15 Payroll Assistant		3.000	3.000	3.000	3.000	
1	15 Assist, Leave Admin/Wkrs Comp		1.000	1.000	1.000	1.000	
	Total Positions		19.850	19.850	19.850	19.850	

Division of Controller



F.T.E. Positions 23.0

(*In addition, the chart includes 2.0 positions funded by the Employee Benefits Trust Fund.)

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

MAJOR FUNCTIONS

General Accounting

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

Division staff administers the Visiting Bookkeepers (VB) program. The VB program provides general bookkeeping, reporting, and/or bank reconciliation services for all 133 elementary schools and five special centers. The VB program enhances fiscal management of elementary school independent activity funds by providing bookkeeping services and offering training assistance. The program also ensures consistent application of accounting procedures across all elementary schools and assists the Internal Audit Unit in performing its oversight responsibility. Because of expanding regulations on federal grants, the duties of the VB program have expanded to review the Time and Effort certification maintained at elementary schools with federal programs.

Payroll Accounting

MCPS staff processes payroll tax withholdings and other deduction payments and related reports; monitors the recording of salary encumbrances and expenditures; and provides wage-related information to customers and stakeholders.

Accounts Receivable

DOC staff bills customers for services rendered by MCPS units.

Accounts Payable

DOC staff pays vendors, verifies authorizations and account classifications for all payments, and monitors purchasing card activity.

Systems Management

DOC staff assists school staff with training on financial systems.

Extracurricular Fees Collection

DOC staff collects and monitors payments of extracurricular activity fees.

ACCOMPLISHMENTS AND INITIATIVES

- » Systemwide growth in financial activity continues to affect the division's workload. The division assumes primary control responsibility for the Financial Management System (FMS) and its feeder systems. The division, through process reviewed continuous improvement techniques, has enhanced the work flow in the accounts payable and the accounts receivable units. These work flow improvements allow the units to manage an ever-increasing workload.
- » FMS functionality managed by the division includes general ledger accounting and reporting, accounts payable, accounts receivable, grants management, fixed assets, and cash management. The division's document management system functions with FMS so that the payment process operates as a paperless environment. During Fiscal Year (FY) 2012 and FY 2013, the division expanded the document management system to include archiving of accounts receivable, payroll accounting, and MCPS Educational Foundation documents.
- » FMS substantially improves MCPS financial process flows and has enabled the division to improve and expand services to customers and stakeholders. Transaction flows, including approvals, are electronic-based rather than paper-based. The electronic flow of documents is more efficient, enables the tracking of document status, and facilitates the measurement of process performance and efficiency. The division also has additional tools available that it is using to improve service delivery. For example, FMS has allowed the implementation of more efficient payment methods, using electronic payments to vendors and direct deposit for employee reimbursements. The percentage of invoices received electronically increased by 1.5 percent during FY 2014.
- » The division implemented efficiencies to the cash receipts process by establishing remote electronic check deposit using special scanning equipment. This change has allowed for the elimination of daily trips to the bank to deposit check receipts and reduces bank fees charged to MCPS. As a result of the success of this effort, the division also implemented remote electronic check deposits for the Summer School Unit,

Extra Curricular Activity Unit, and the MCPS Educational Foundation.

- » The division devoted considerable time during FY 2013 and FY 2014 to training and operational support for FMS, School Funds Online (SFO), and federal grant time and effort compliance. Individual FMS orientation and group training sessions were provided throughout the year for schools and central services personnel. The division maintains a leadership role in evaluating and adapting the procure-to-pay process in response to stakeholder input. The division worked with the Department of Instructional Technology to develop specialized FMS training webinars. These webinars allow school-based staff to learn remotely from their location, using their equipment and their data as the basis for learning. During FY 2014, the division supported schools in the use of SFO financial software. The districtwide support included the setup of 290 vendors who interfaced with FMS for IRS Form 1099 compliance. The division developed and implemented a process for reporting districtwide unclaimed property to include school Independent Activity Fund (IAF) accounts to the state of Maryland. The visiting bookkeepers are training and supporting the elementary schools with time and effort compliance reporting requirements on federal grants.
- » The DOC continues to benefit from FMS modules designed to enhance Internet capabilities. The iExpense module enables employees to enter their monthly mileage expense reports online. More than 400 MCPS suppliers are using the iSupplier module to directly access FMS to review invoice and payment information and to enter billing information. During FY 2013, the division implemented a new replacement online payment system for parents to electronically pay student extracurricular activities fees. More than 7,000 parents in FY 2013 and 9,700 parents in FY 2014 paid the extracurricular activities fees online. The trend is continuing with an approximate 15 percent increase in use of the online payment system during FY 2015. The new online payment system will become a model for electronic payment of summer school fees and for school districts to use in creating online payment options for parents.
- » The iReceivables module allows customers to view and pay amounts owed to MCPS online. With schools receiving MCPS invoices electronically, costs for postage and paper have been reduced. The process has improved collections, with schools paying invoice amounts in a timelier manner. During the year-end review of collections of outstanding invoice amounts, the number of MCPS school invoices that were over 30 days old decreased by 90 percent, with a balance change from \$69,511 to \$7,326 during FY 2013 and to \$3,100 during FY 2014
- » The division implemented Online School Payment (OSP), an application for the payment of activity fees online with credit cards. The program was a success, with extra curricular activity payments increasing by 2,700, or 38.6 percent. The program was expanded during FY 2013 and FY 2014 for individual school use of credit cards for processing payments for school functions. The division helped schools expand the use of OSP for student obligations and districtwide student activities, including regional summer school fees for high schools and elementary schools, student fees for participation in choral and instrumental honor ensembles, and fees for student online learning. The division supported schools by training 244 school staff on the use of OSP over the last two fiscal years.
- » During FY 2014, MCPS started the process of replacing the Purchasing Card (P-Card) provider. In January 2014, the Board approved the utilization of a cooperative contract supported by the Council of Governments from Fairfax County. The JP Morgan P-Cards allows for MCPS to pool P-Card purchases with other local governments in the Washington metropolitan region and receive higher rebates on those purchases. The card in the new contract is accepted by more vendors and is expected to save the district processing costs on small dollar orders. Another benefit is a new web-based application that expands internal control with an online reconciliation and approval workflow process. The online application will send e-mail notifications to the card holder informing them that there are transactions ready to be reviewed. After the employee reviews the transactions, an e-mail will be sent to the FMS account owner. The account owner, who is normally the school principal or an MCPS director, would then approve the P-Card activity. All transactions from the prior month would need to be reviewed and approved by the 7th day of the next month. With 2,200 P-Cards issued by the P-Card provider, DOC will continue to work with the Procurement Unit and the Internal Audit Unit to ensure that P-Card policies and procedures are interpreted in a consistent fashion with P-Card purchases. Deviations are reported to the Procurement Unit to augment future purchasing card training. Information also is shared with the Internal Audit Unit so they will be able to review compliance on a future audit visit to the office or school.
- » MCPS has received the Association of School Business Officials (ASBO) Award of Excellence in Financial Reporting for excellence in the preparation and issuance of the FY 2013 Comprehensive Annual Financial Report (CAFR). This is the 33rd consecutive year that MCPS has received this prestigious award. The award is the highest recognition for school district financial operations offered by ASBO. It is presented only to school systems that have met or exceeded the standards of the program.
- » For the ninth consecutive year, the Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to MCPS for its CAFR for the fiscal year ending on June 30, 2013. In order to be awarded a Certificate of Achievement, a government entity must publish an easily readable and efficiently organized CAFR.

» Customer satisfaction plays an important role in the division’s mission and strategic plan. Improving and expanding division products and services for customers and stakeholders consumes a major portion of our annual improvement efforts. In FY 2013, the division participated as a member of the team responsible for choosing SFO for replacing the accounting software used by schools in managing their independent activities funds. The division’s staff and visiting bookkeepers will continue to assist elementary schools with post-implementation activities related to the new software. The division will work in partnership with the chief financial officer to document new processes and train and support school staff with the use of SFO.

PERFORMANCE MEASURES

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
15.7 days	15 days	15 days

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

Performance Measure: Percentage of payments voided.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
0.26%	0.2%	0.2%

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
1,071 invoices	1,100 invoices	1,100 invoices

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

Performance Measure: Percentage of supplier invoices received electronically.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
22.6%	24%	24%

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

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this division is \$1,942,281, an increase of \$148,246 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$148,246

Continuing Salary Costs—\$90,136

There is an increase of \$90,136 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

There is a realignment of a 1.0 accounts receivable assistant position to fund a 1.0 accounts payable assistant position to meet operational requirements in the division.

Other—\$58,110

There is an increase of \$50,000 for indirect costs from grants. Some grantors allow recipients to budget for indirect costs to defray some of the costs associated with administering grant programs. Traditionally, the budget in this division has been reduced by the amount that was available in grants for indirect costs. However, there are fewer grants, and the rate allowable by the state for grants has been reduced. In addition, there is an increase of \$8,110 to cover fees for credit card usage for payments for extracurricular activities fees.

Program Efficiencies and Reductions—\$0

There is an increase in projected revenue in the budget of \$30,446 as result of a \$2.50 increase in the extracurricular activities fee for students.

Division of Controller - 332/155

Susan B. Chen, Controller

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	24.000	23.000	23.000	23.000	
Position Salaries	\$1,714,934	\$1,757,989	\$1,757,989	\$1,844,946	\$86,957
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		42,244	42,244	43,300	1,056
Other		84,907	84,907	87,030	2,123
Subtotal Other Salaries	121,636	127,151	127,151	130,330	3,179
Total Salaries & Wages	1,836,570	1,885,140	1,885,140	1,975,276	90,136
02 Contractual Services					
Consultants					
Other Contractual					
Total Contractual Services					
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		19,191	19,191	19,191	
Other Supplies & Materials					
Total Supplies & Materials	19,855	19,191	19,191	19,191	
04 Other					
Local/Other Travel		600	600	600	
Insur & Employee Benefits					
Utilities					
Miscellaneous		-110,896	-110,896	-52,786	58,110
Total Other	-36,650	(110,296)	(110,296)	(52,186)	58,110
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$1,819,775	\$1,794,035	\$1,794,035	\$1,942,281	\$148,246

Division of Controller - 332/155

Susan B. Chen, Controller

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
	332 Division of Controller						
1	P Controller		1.000	1.000	1.000	1.000	
1	N Assistant Controller		1.000	1.000	1.000	1.000	
1	G Accounts Payable Supervisor		1.000	1.000	1.000	1.000	
1	26 Senior Accountant		1.000	1.000	1.000	1.000	
1	24 Payroll Specialist		1.000	1.000	1.000	1.000	
1	24 Accounts Receivable Specialist		1.000	1.000	1.000	1.000	
1	24 Staff Accountant		3.000	3.000	3.000	3.000	
1	23 Data Integration Specialist		1.000	1.000	1.000	1.000	
1	19 Accts Payable Asst Supervisor		1.000	1.000	1.000	1.000	
1	16 Accounts Receivable Assistant		1.000	3.000	3.000	2.000	(1.000)
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
1	14 Accounts Payable Assistant		10.000	8.000	8.000	9.000	1.000
	Subtotal		23.000	23.000	23.000	23.000	
	155 Extra Curr Activity Fee Admin.						
2	15 ECA Receipts Assistant		1.000				
	Subtotal		1.000				
	Total Positions		24.000	23.000	23.000	23.000	

Department of Association Relations

Director II	1.0
Administrative Secretary III (16)	1.0

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

MAJOR FUNCTIONS

Labor Contract Administration

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

Negotiations with Employee Groups

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

ACCOMPLISHMENTS AND INITIATIVES

» Contract Administration—Day-to-day contract administration continues to be a major focus of DAR. Formal employee grievances and administrative complaints have decreased to 64 for FY 2014, continuing a gradual decline over the previous six fiscal years. During

2014, there was one arbitration involving a technical interpretation of the SEIU step increase mechanism. This resulted in an award in favor of the union requiring a revision and how step increases were calculated for employees who were promoted during the time of step increase freezes.

- » Monitoring Legal and Labor Relations Environment Changes—The Public School Labor Relations Board is reshaping school district labor relations in Maryland on a case-by-case basis, requiring continuous monitoring. New MCPS program initiatives, federal laws affecting benefits and work rules; state changes affecting the scope and process of bargaining; economic trends; and comparability issues among school systems, government, and the private sector also continue to impact this department's workload.
- » During FY 2014, MCPS successfully negotiated three-year contracts through 2017 with administrators (MCAAP/MCBOA), supporting services employees (SEIU Local 500), and teachers (MCEA). These agreements commit to salary and benefit adjustments each year of the contract. All of these multiyear agreements were achieved without impasse, mediation, or fact-finding, in spite of a challenging economic climate. The Board and the associations again used the interest-based approach to negotiations to arrive at the agreements. Economic terms negotiated during FY 2014 provided general salary schedule increases of 1.5 percent, effective November 29, 2014; 2.0 percent effective October 3, 2015, and 2.0 percent, effective September 3, 2016. The agreements also provided for salary step movement for eligible employees on the same date and the reinstatement of a step adjustment that had been delayed due to financial conditions, which will be implemented on March 4, 2017. At the conclusion of the contract in 2017, all step increases that had been delayed will have been granted.
- » DAR provided support, facilitation, and training to labor management councils, joint work groups, and other labor/management cooperative groups.

PERFORMANCE MEASURES

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
45	45	45

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
17	18	15

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
14 (28.8%)	10 (22.2%)	10 (22.2%)

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
7 (41%)	6 (33%)	5 (33%)

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

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this department is \$260,674, a decrease of \$9,940 from the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$3,591

Continuing Salary Costs—\$3,591

There is an increase of \$3,591 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Program Efficiencies and Reductions—(\$13,531)

There is reduction of \$13,531 for association relations expenses based on actual spending trends.

Department of Association Relations - 661

Stan Damas, Director II

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	2,000	2,000	2,000	2,000	
Position Salaries	\$218,147	\$223,991	\$223,991	\$227,562	\$3,571
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time		15,000	15,000	15,000	
Supporting Services Part Time		807	807	827	20
Other					
Subtotal Other Salaries	13,754	15,807	15,807	15,827	20
Total Salaries & Wages	231,901	239,798	239,798	243,389	3,591
02 Contractual Services					
Consultants					
Other Contractual		24,916	24,916	11,385	(13,531)
Total Contractual Services	45,442	24,916	24,916	11,385	(13,531)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		3,000	3,000	3,000	
Other Supplies & Materials					
Total Supplies & Materials	1,794	3,000	3,000	3,000	
04 Other					
Local/Other Travel		400	400	400	
Insur & Employee Benefits					
Utilities					
Miscellaneous		2,500	2,500	2,500	
Total Other	351	2,900	2,900	2,900	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$279,488	\$270,614	\$270,614	\$260,674	(\$9,940)

Department of Association Relations - 661

Stan Damas, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
1	Director II		1.000	1.000	1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
	Total Positions		2.000	2.000	2.000	2.000	

Department of Management, Budget, and Planning

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

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

MAJOR FUNCTIONS

Operating Budget Development

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

Operating Budget Administration

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

Position Management

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

Grants Development and Administration

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

ACCOMPLISHMENTS AND INITIATIVES

- » DMBP provided leadership and support that led to the successful completion and approval of the FY 2015 Operating Budget. On June 17, 2014, the Board of Education approved a \$2.277 billion operating budget for MCPS for FY 2015. This represents a \$51.3 million (or 2.3 percent) increase over the FY 2014 Operating Budget.
- » A revised budget development process was implemented beginning with the development of the FY 2015 Operating Budget that is continuing with the development of the FY 2016 Budget. The process provides for more staff involvement and is designed to elicit more input from numerous stakeholders early on in the process, with the goal of streamlining budgeting and aligning resources with the school system priorities, strategic planning framework, and the Board of Education’s Operating Budget interests.
- » During summer 2014, DMBP designed and developed a new structure for the publication of the MCPS Program Budget. The redesign presents approximately 90 individual program budgets that are divided among six umbrella categories that better reflect MCPS and its strategic planning framework. These six categories include (1) additional resources to help students who are struggling, (2) collaborative partnerships to improve student achievement, (3) programs to support school improvement and ensure high-quality instruction, (4) core instructional programs, (5) school support operations, and (6) systemwide support. The Program Budget for the FY 2015 Operating Budget was published in late October 2014.
- » DMBP implemented a new financial monitoring system during FY 2013. To improve current-year financial projections, the new system allows users greater and more efficient access to financial data. Additional system improvements were planned and implemented during FY 2014. These improvements, which greatly assist the users in the offices, allow financial projections to be entered using a data table to quicken entry with the table presented in a full-screen view showing all account information within a single view. Now, prior-month projections for all accounts can be viewed in the data table. Finally, system code was revised to increase response time and enhance performance.

PERFORMANCE MEASURES

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
1.0%	1.0%	1.0%

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
0.04%	0.04%	0.04%

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

Performance Measure: Percentage of grant application funding received.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
90%	90%	90%

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

OVERVIEW OF BUDGET CHANGES

Department of Management, Budget, and Planning

FY 2015 Current Budget

The current FY 2015 budget for this department is changed from the budget adopted by the Board of Education on June 17, 2014. The change is a result of a realignment of \$1,100 for office supplies from this department to the Office of the Superintendent of Schools to support equipment maintenance costs.

FY 2016 Recommended Budget

The FY 2016 recommended budget for this department is \$1,137,004, a decrease of \$94,160 from the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$3,179

Continuing Salary Costs—\$3,179

There is an increase of \$3,179 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Program Efficiencies and Reductions—(\$97,339)

There is reduction of \$97,339 and a 1.0 applications developer position. The majority of responsibilities previously assigned to this position will be delegated to current staff, however technical assistance will still be required from staff in the Office of the Chief Technology Officer.

Provision for Future Supported Projects—999

FY 2016 Recommended Budget

The FY 2016 recommended budget for this Provision is \$6,731,204, a decrease of \$1,717,150 from the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—(\$1,717,150)

Realignments to Meet Expenditure Requirements and Program Priorities—(\$717,150)

There is a realignment of \$717,150 from the Provision for Future Supported Projects to establish the Judith B. Hoyer Centers grants (\$644,000) and the McKinney Vento Homeless Children and Youth grant (\$73,150). The grants should be established as budgeted grants because MCPS receives funding each year and the grant amounts are relatively stable.

Other—(\$1,000,000)

There is decrease of \$1,000,000 from the Provision based on actual expenditures and fewer grants anticipated in FY 2016.

Program's Recent Funding History

	FY 2015 Projected 7/1/14	FY 2015 Received 11/30/14	FY 2016 Projected 7/1/15
Federal			
State			
Other	\$8,448,354	\$8,448,354	\$6,731,204
County			
Total	\$8,448,354	\$8,448,354	\$6,731,204

Department of Management, Budget, & Planning - 336

Thomas P. Klausung, Director II

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	12.375	12.375	12.375	11.375	(1.000)
Position Salaries	\$1,168,137	\$1,220,592	\$1,220,592	\$1,126,432	(\$94,160)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		2,979	2,979	2,979	
Other		1,000	1,000	1,000	
Subtotal Other Salaries	287,496	3,979	3,979	3,979	
Total Salaries & Wages	1,455,633	1,224,571	1,224,571	1,130,411	(94,160)
02 Contractual Services					
Consultants					
Other Contractual		605	605	605	
Total Contractual Services		605	605	605	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		6,359	5,259	5,259	
Other Supplies & Materials					
Total Supplies & Materials	2,828	6,359	5,259	5,259	
04 Other					
Local/Other Travel		329	329	329	
Insur & Employee Benefits					
Utilities					
Miscellaneous		400	400	400	
Total Other	344	729	729	729	
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$1,458,805	\$1,232,264	\$1,231,164	\$1,137,004	(\$94,160)

Provision for Future Supported Projects - 999

Thomas P. Klausung, Director II

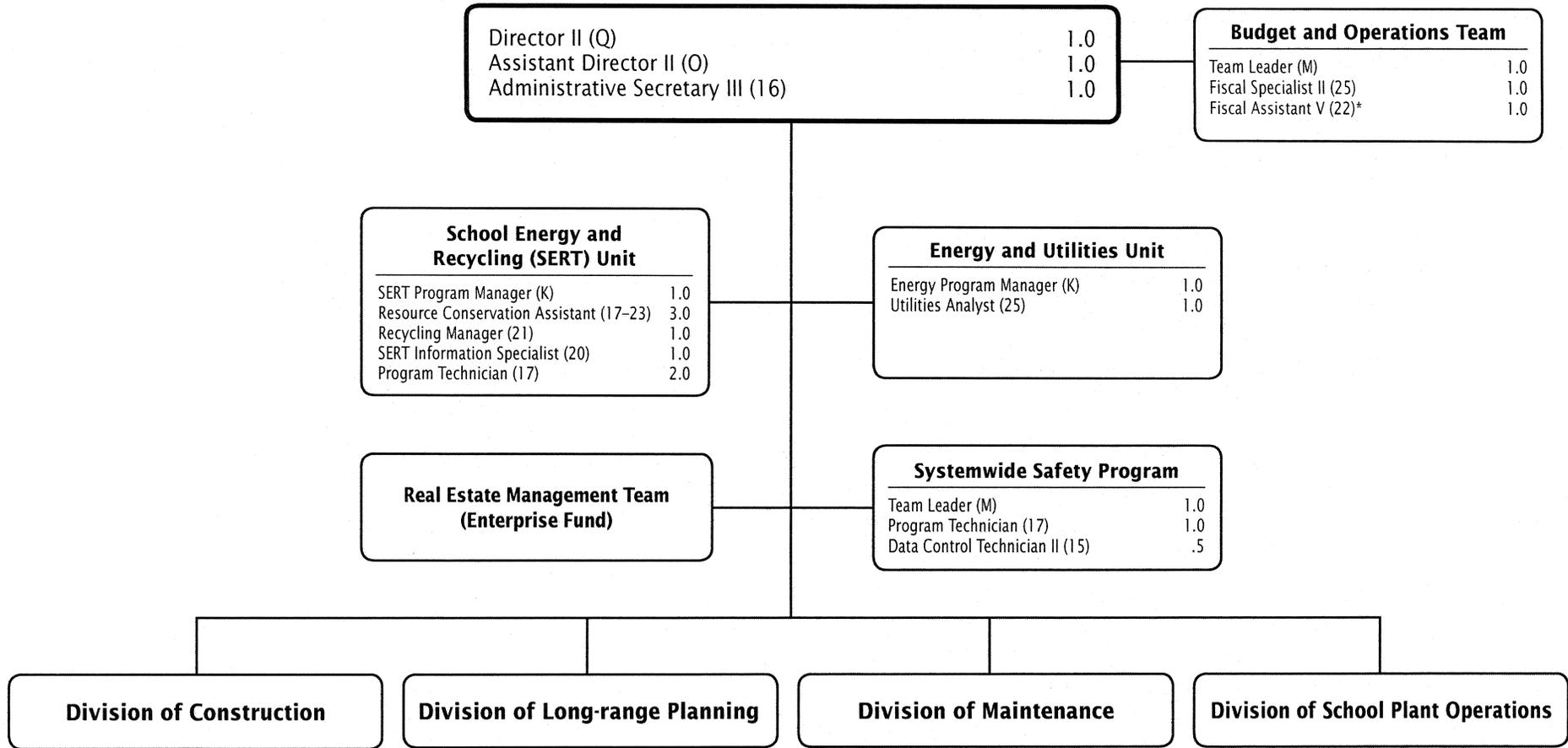
Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)					
Position Salaries					
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		5,634,394	5,634,394	4,389,256	(1,245,138)
Subtotal Other Salaries	3,604,421	5,634,394	5,634,394	4,389,256	(1,245,138)
Total Salaries & Wages	3,604,421	5,634,394	5,634,394	4,389,256	(1,245,138)
02 Contractual Services					
Consultants					
Other Contractual		862,285	862,285	662,328	(199,957)
Total Contractual Services	835,578	862,285	862,285	662,328	(199,957)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		989,685	989,685	837,525	(152,160)
Total Supplies & Materials	291,649	989,685	989,685	837,525	(152,160)
04 Other					
Local/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous		961,392	961,392	841,497	(119,895)
Total Other	683,738	961,392	961,392	841,497	(119,895)
05 Equipment					
Leased Equipment					
Other Equipment		598	598	598	
Total Equipment	48,607	598	598	598	
Grand Total	<u>\$5,463,993</u>	<u>\$8,448,354</u>	<u>\$8,448,354</u>	<u>\$6,731,204</u>	<u>(\$1,717,150)</u>

Department of Management, Budget and Planning - 336

Thomas P. Klausung, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
	336 Dept. of Management, Budget & Plan.						
1	Q Director II		1.000	1.000	1.000	1.000	
1	O Supervisor		1.000	1.000	1.000	1.000	
1	27 Grants Specialist		1.000	1.000	1.000	1.000	
1	27 Management & Budget Spec IV		1.000	1.000	1.000	1.000	
1	26 Management & Budget Spec III		2.000	2.000	2.000	2.000	
1	25 Applications Developer II		1.000	1.000	1.000		(1.000)
1	25 Management & Budget Spec II		1.000	1.000	1.000	1.000	
1	24 Management & Budget Spec I		2.000	2.000	2.000	2.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
1	16 Fiscal Assistant III		.750	.750	.750	.750	
1	12 Secretary		.625	.625	.625	.625	
	Subtotal		12.375	12.375	12.375	11.375	(1.000)
	Total Positions		12.375	12.375	12.375	11.375	(1.000)

Department of Facilities Management



F.T.E. Positions 17.5

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

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

MAJOR FUNCTIONS

Capital Programming and Long-Range Planning

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

Facility Design and Construction

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

Building Operations and Maintenance

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

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

and storage requirements; and other safety requirements at MCPS facilities.

Real Estate Management

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

Systemwide Safety Programs

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

Utility Management and Resource Conservation Services

The School Energy and Recycling Team (SERT) significantly reduces MCPS energy and water consumption and increases MCPS recycling rates by providing sustainability training and education; incentives, recognition, and award programs to encourage sustainable practices and resource conservation; accessible energy and recycling data; individual school programs developed to integrate into the curriculum using investigation-based learning opportunities; assistance and management of energy-efficiency programs and initiatives; and conservation operations and procedures. Students participate in school-based programs, aligned with the curriculum, that encourage environmental stewardship and provide financial incentives to their schools for resource conservation and recycling efforts. DFM is committed to realigning resources and improving services through systematic reviews of key business processes to ensure that best practices are used to deliver services so that schools get the support needed for student and school success.

Energy and Utilities Team

The Energy and Utilities Team manages MCPS energy costs and consumption by collaborating with schools and various offices to implement conservation strategies; developing and implementing energy-efficient programs that retrofit energy technology to existing facilities; managing procurement of deregulated energy commodities; and ensuring the integrity of utility data and billing. The team develops programs to improve school energy efficiency, initiates innovative strategies such as purchase power agreements for solar photovoltaic systems, and supports other units with real-time facility operating data and diagnostics.

ACCOMPLISHMENTS AND INITIATIVES

DFM continues to meet the challenge of providing classrooms to accommodate increasing enrollments, meeting state capacity requirements, and maintaining and updating older facilities to meet diverse educational program needs. In FY 2014, four major capital construction projects were completed, adding 212,612 square feet of new facilities, 247 systemic replacement projects were completed, and more than 59,000 maintenance repairs were completed.

DFM continues to provide a high level of coordinated planning to manage the increased complexity of environmental regulations and building permit processes, coupled with the difficulty of completing major work while buildings are occupied.

Through the efforts of several MCPS sustainability programs, Travilah Elementary School achieved a National Green Ribbon Award from the United States Department of Education. Travilah was among 48 schools nationwide to receive this award.

Prompted by very expensive electric capacity charges, DFM continues to implement a program, Peak Load Management (PLM), to manage peak electrical demand at MCPS facilities. These charges most likely are to be set during the critical summer afternoon hours. This period of summer coincides with the MCPS summer break and provides an ideal opportunity to minimize MCPS' exposure to these very expensive capacity charges. The program uses energy management systems to curtail central plant chillers and pumps to many facilities during the critical hours each weekday. The effectiveness of this program has improved each year, resulting in an average annual cost avoidance of \$1.5 million and a reduction in the school system's capacity by more than 30 percent.

The SERT program is a certified Maryland Green Center through the Maryland Association of Environmental Educators. This certification recognizes and honors environmental education efforts, best management practices, and community engagement. The Center offers support to schools working toward certification as Maryland Green Schools. Currently, 59 Montgomery County public schools are Certified Maryland Green Schools.

The department aggressively pursues resource conservation measures. In FY 2014, MCPS's energy performance index was 59 kBtu per square foot. Even with the severe winter weather, this represents more than a 7.5 percent reduction since 2003 and more than a 15 percent reduction since 1990. It also demonstrates that MCPS is a leader in managing energy and reducing energy consumption.

The Energy and Utilities Team participated in the State of Maryland Energy Efficiency Initiative. This initiative includes extensive lighting retrofits that will complete the systemwide transition to a 25-watt linear fluorescent lamp from 32- and 40-watt lamps. This retrofit program also piloted LED lighting in parking lots and high school

auditoriums. The efforts of these projects will impact more than 2 million square feet and require close to 30,000 fixture retrofits and upgrades. These spaces will benefit from improved lighting quality, reduced lighting system energy consumption, and reduced maintenance costs on lamp and ballast replacements.

The department continues to implement its management plans to improve quality, safety, efficiency, and cost-effective delivery of services through emphasis on strategies that reduce construction costs without sacrificing quality, increase maintenance/operation productivity, and focus on real estate management practices that maximize revenue.

The department will continue to emphasize conservation projects and efforts, including integrating energy-management controls with network interface to provide greater accessibility for school and department staff.

The department will continue to expand its focus to emphasize safety in the workplace and learning environments through injury prevention/reduction and safety compliance training programs.

The department led the development and publication of the first systemwide Environmental Sustainability Management Plan. This plan is a comprehensive overview of the environmental sustainability programs and initiatives in five major categories: student education, awareness, and actions; building construction, maintenance, and operations; energy and natural resource conservation; materials and waste cycles; and transportation. This plan also provides the current strategies, goals, measures, and future strategies and actions for each of these categories. The Environmental Sustainability Management Plan catalogs the environmental accomplishments and provides the road map for continuing to build a more sustainable future.

PERFORMANCE MEASURES

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

FY 2014 Actual	FY 2015 Estimated	FY 2016 Recommended
59	54	52

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

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

FY 2014 Actual	FY 2015 Estimated	FY 2016 Recommended
\$4.5 million	\$4.9 million	\$4.4 million

Explanation: This measures the efficiency and effectiveness of energy savings programs. The decrease in FY 2016 will be due to a decrease in the capacity charge unit price and not because of any reduction in performance.

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

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

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

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this department is \$46,421,417, an increase of \$3,944,020 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$3,944,020

Continuing Salary Costs—\$18,273

There is an increase of \$18,273 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

Realignments are budgeted to address priority spending needs in this department. There is a realignment of \$500 from local travel mileage reimbursement to support costs for program supplies.

New Schools/Space—\$247,249

There is an increase of \$247,249 for electricity, gas, and water and sewer expenses related to an additional 91,527 square feet of space for modernizations of schools.

Utilities—\$2,862,254

The budget includes an increase of \$2,862,254 in utility costs due to higher projected rate changes over the FY 2015 budget. Electric rates are expected to increase by four percent, resulting in an increase of \$1,980,000. Water and sewer rates are expected to increase by ten percent, resulting in an increase of \$359,109. Natural gas rates are expected to increase by five percent, resulting in an increase of \$413,893. In addition, heating oil and propane costs are projected to increase by \$109,252.

Other—\$816,244

The budget includes an increase of \$127,054 for a .5 data control technician position to support mandatory safety compliance activities involving automated external defibrillator training in the Systemwide Safety program. In addition, there is an increase of \$674,690 for relocatable classrooms as the costs must be shifted to the Operating Budget after one year of funding in the Capital Budget. Furthermore, there is an increase of \$14,500 for recycling fees.

UTILITIES

	FY 2015 CURRENT BUDGET	FY 2015 RATE	FY 2016 REQUESTED AMOUNT	FY 2016 REQUESTED RATE	INC/(DEC) FY 16 - FY 15 AMOUNT
Electricity ⁽¹⁾	\$ 25,366,177	0.1197	\$ 27,525,752	0.1250	\$ 2,159,575
Fuel Oil #2	142,000	3.90	228,184	4.00	86,184
Natural Gas	6,207,672	1.05	6,664,508	1.10	456,836
Propane	91,956	2.66	115,024	2.93	23,068
Water and Sewer	3,884,804	8.84	4,268,644	9.71	383,840
Total	\$ 35,692,609		\$ 38,802,112		\$ 3,109,503

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

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

James C. Song, Director II

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	17.000	17.000	17.000	17.500	.500
Position Salaries	\$1,454,058	\$1,578,210	\$1,578,210	\$1,606,537	\$28,327
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	1,454,058	1,578,210	1,578,210	1,606,537	28,327
02 Contractual Services					
Consultants					
Other Contractual		1,550,655	1,548,655	1,548,655	
Total Contractual Services	1,795,982	1,550,655	1,548,655	1,548,655	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		1,000	1,000	1,000	
Other Supplies & Materials		120,007	120,007	119,507	(500)
Total Supplies & Materials	122,503	121,007	121,007	120,507	(500)
04 Other					
Local/Other Travel		3,058	4,058	7,558	3,500
Insur & Employee Benefits					
Utilities		35,702,987	35,702,987	38,812,490	3,109,503
Miscellaneous		3,509,358	3,510,358	4,313,548	803,190
Total Other	42,638,088	39,215,403	39,217,403	43,133,596	3,916,193
05 Equipment					
Leased Equipment					
Other Equipment		12,122	12,122	12,122	
Total Equipment	12,122	12,122	12,122	12,122	
Grand Total	<u>\$46,022,753</u>	<u>\$42,477,397</u>	<u>\$42,477,397</u>	<u>\$46,421,417</u>	<u>\$3,944,020</u>

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

James C. Song, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
1	Q Director II		1.000	1.000	1.000	1.000	
10	O Assistant Director II		1.000	1.000	1.000	1.000	
10	M Team Leader		2.000	2.000	2.000	2.000	
10	K Energy Program Manager		1.000	1.000	1.000	1.000	
10	K SERT Program Manager		1.000	1.000	1.000	1.000	
10	25 Fiscal Specialist II		1.000	1.000	1.000	1.000	
10	25 Utilities Analyst		1.000	1.000	1.000	1.000	
10	23 Resource Conservation Asst		3.000	3.000	3.000	3.000	
10	21 Recycling Manager		1.000	1.000	1.000	1.000	
10	20 SERT Information Specialist		1.000	1.000	1.000	1.000	
10	17 Program Technician		3.000	3.000	3.000	3.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
10	15 Data Control Technician II					.500	.500
	Total Positions		17.000	17.000	17.000	17.500	.500

Real Estate Management Fund

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

F.T.E. Positions 7.0

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

MISSION *The Real Estate Management team advocates for the real estate interests of Montgomery County Public Schools (MCPS) through effective management practices and identifying revenue and cost-reduction opportunities. The REM team supports the Department of Facilities Management’s mission in providing a high-quality learning and work environment for students and staff.*

MAJOR FUNCTIONS

Lease Management

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

Athletic Field Management

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

Property Acquisition and Disposition

The REM team identifies, negotiates, and acquires sites for future schools through dedication or by purchase. The REM team collaborates with property owners and developers to provide safe pedestrian access to schools at no cost. The REM team also resolves school property boundary issues and coordinates the review and approval of license agreements and memoranda of understanding with local and bi-county agencies for use of portions of school sites. The REM Team oversees the process for acquiring and granting easements to help facilitate school construction and renovation and improve the provision of public utilities to school sites.

Space Management

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

Interagency Coordination

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

ACCOMPLISHMENTS AND INITIATIVES

- » Received State Clearing House approval for Clarksburg/Damascus Middle School #2, William H. Farquhar Middle School, Bethesda-Chevy Chase Middle School #2, and Richard Montgomery Elementary School #5.
- » Participated in the site selection process and drafting of the Site Selection Advisory Committee report for a school site in the Clarksburg Cluster.
- » Bid and awarded a short-term lease for the Grosvenor Center holding school.
- » Negotiated a lease amendment for MCPS space at Festival at Muddy Branch, reducing the lease rate by 11 percent.
- » Negotiated colocation agreement for the Sherwood High School cell tower.
- » Bid and awarded a before- and after-school child care program for the new Wilson Wims Elementary School.
- » Completed the Real Estate Management Team Strategic Plan, process map updates, and work program break-down structure.
- » Created a tracking system for Real Estate Management Work Requests.
- » Planned, coordinated, and hosted a Customer Service professional learning community.
- » Participated in the Before and After Child Care Work Group for new Montgomery County child care regulations and administrative procedures.

PERFORMANCE MEASURES

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

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
Revenues	\$2,744,862	\$3,061,694	\$3,143,372
Expenses	\$2,845,571	\$3,039,390	\$3,271,985
Net Income	\$(100,709)	\$22,304	\$(128,613)

Explanation: This measures the ability to balance revenues and expenses. A decrease in available child-care space caused by increasing school enrollments will continue to affect joint-occupancy income. Additionally, the uncertainty of establishing new cell tower locations decreases the projected revenue. However, cell tower revenue and temporary holding school leases are projected to offset some of these impacts. The recommendation for FY 2016 is to reduce levels of expenditures and maintain the fund assets above 10 percent.

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this fund is \$3,257,703, an increase of \$91,656 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$91,656

Continuing Salary Costs—(\$8,344)

There is a decrease of \$8,344 for continuing salary costs. The cost associated with the salary step and GWA of 2 percent that employees will receive on October 3, 2015, as well as the annualized cost of the FY 2015 salary step and GWA of 1.5 percent that was provided to eligible employees on November 29, 2014, is offset by reductions for staff turnover.

Realignments to Meet Expenditure Requirements and Priorities—\$100,000

There are a number of realignments budgeted to address priority spending needs within this fund. There is \$201,059 realigned among and between accounts budgeted within the fund. The realignments are neutral overall and reflect the actual costs and operations of this fund. In addition, there is a realignment of \$100,000 from the Entrepreneurial Activities Fund to this fund to support facility rental costs.

Real Estate Management Fund - 850

James C. Song, Director II

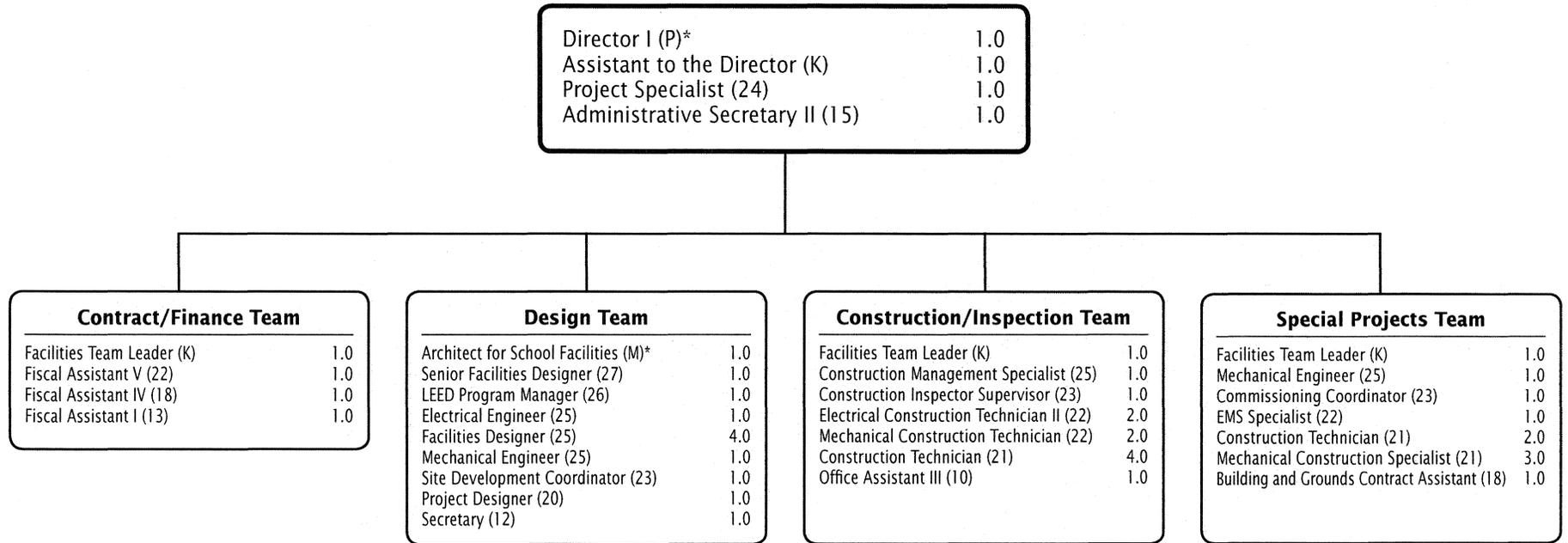
Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	7.000	7.000	7.000	7.000	
Position Salaries	\$383,386	\$413,105	\$413,105	\$395,000	(\$18,105)
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		73,677	73,677	35,519	(38,158)
Other		79,611	79,611	30,101	(49,510)
Subtotal Other Salaries	10,625	153,288	153,288	65,620	(87,668)
Total Salaries & Wages	394,011	566,393	566,393	460,620	(105,773)
02 Contractual Services					
Consultants					
Other Contractual		1,875,722	1,875,722	2,049,281	173,559
Total Contractual Services	1,604,523	1,875,722	1,875,722	2,049,281	173,559
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		5,700	5,700	5,700	
Other Supplies & Materials		42,604	42,604	32,604	(10,000)
Total Supplies & Materials	35,491	48,304	48,304	38,304	(10,000)
04 Other					
Local/Other Travel		3,693	3,693	5,193	1,500
Insur & Employee Benefits		160,851	160,851	166,780	5,929
Utilities					
Miscellaneous		482,225	482,225	527,825	45,600
Total Other	788,046	646,769	646,769	699,798	53,029
05 Equipment					
Leased Equipment		19,159	19,159		(19,159)
Other Equipment		9,700	9,700	9,700	
Total Equipment	18,482	28,859	28,859	9,700	(19,159)
Grand Total	\$2,840,553	\$3,166,047	\$3,166,047	\$3,257,703	\$91,656

Real Estate Management Fund - 850

James C. Song, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
51	M Team Leader		1.000	1.000	1.000	1.000	
51	16 Fiscal Assistant III		1.000	1.000	1.000	1.000	
51	15 Data Systems Operator II		.500	.500	.500	.500	
51	12 Secretary		1.000	1.000	1.000	1.000	
51	12 Building Service Manager II		2.000	2.000	2.000	2.000	
51	10 Build Svcs Asst Mgr I Shft 2		1.000	1.000	1.000	1.000	
51	6 Building Service Wkr Shft 1		.500	.500	.500	.500	
	Total Positions		7.000	7.000	7.000	7.000	

Division of Construction



F.T.E. Positions 2.0*

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

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

MAJOR FUNCTIONS

Capital Improvement Program Planning

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

Capital Project Design

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

Special Projects Management—Relocatable Classrooms; Heating, Ventilation and Air Conditioning (HVAC) Replacement; and Other Special Projects

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

Construction Management and Inspection

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

Capital Financial Management

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

ACCOMPLISHMENTS AND INITIATIVES

In Fiscal Year (FY) 2014, the Division of Construction successfully completed the following projects:

- » Revitalization and expansion of Gaithersburg High School
- » Revitalization and expansion of Bel Pre Elementary School
- » New construction of Wilson Wims Elementary School
- » Addition to Waters Landing Elementary School

In FY 2015, the following projects will be under construction:

- » Revitalization and expansion of Candlewood and Rock Creek Forest elementary schools
- » Revitalization and expansion of Wheaton and Thomas Edison high schools
- » Construction of the new Clarksburg/Damascus and William H. Farquhar middle schools
- » Additions to Arcola, Bethesda, North Chevy Chase, and Rosemary Hills elementary schools and Clarksburg High School

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

PERFORMANCE MEASURES

Customer Focus

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
4.7	4.9	4.9

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

Employee Focus

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
3.9	4.0	4.0

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

Performance Measure: Average project change order percentage.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
5.6%	4.4%	4.0%

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

Performance Measure: Construction cost per square foot.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
\$237	\$254	\$259

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 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
100%	100.0%	100.0%

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

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this division is \$253,150, an increase of \$7,620 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$7,620

Continuing Salary Costs—\$7,620

There is an increase of \$7,620 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Division of Construction - 322

Dr. Richard Shuman Jr., Director I

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	2.000	2.000	2.000	2.000	
Position Salaries	\$234,895	\$245,530	\$245,530	\$253,150	\$7,620
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	234,895	245,530	245,530	253,150	7,620
02 Contractual Services					
Consultants					
Other Contractual					
Total Contractual Services					
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials					
Total Supplies & Materials					
04 Other					
Local/Other Travel					
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other					
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	<u>\$234,895</u>	<u>\$245,530</u>	<u>\$245,530</u>	<u>\$253,150</u>	<u>\$7,620</u>

Division of Construction - 322

Dr. Richard Shuman Jr., Director I

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
1	P Director I		1.000	1.000	1.000	1.000	
1	M Architect - School Facilities		1.000	1.000	1.000	1.000	
	Total Positions		2.000	2.000	2.000	2.000	

Division of Long-range Planning

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

F.T.E. Positions 4.0

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

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

MAJOR FUNCTIONS

Demographic Analyses and Enrollment Forecasting

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

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

Facility Planning and Capital Programming

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

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

Languages centers, centers for the highly gifted, language immersion programs, and others. DLRP annually determines the placement of relocatable classrooms, based on school utilization levels and staffing allocation.

School Service Area Information

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

ACCOMPLISHMENTS AND INITIATIVES

- » DLRP achieved a high level of enrollment forecast accuracy in FY 2014. Total MCPS enrollment was just six students above forecast (99.99 percent accurate). At the more challenging level of individual school enrollment forecasts, 166 of the 202 schools were within 5 percent of forecast (82.2 percent accurate).
- » DLRP successfully facilitated the superintendent and executive staff development of the FY 2015–2020 CIP, and prepared the CIP and Educational Facilities Master Plan documents for publication.
- » DLRP, with the Real Estate Management Team, conducted a site-selection process for a new elementary school in the Clarksburg Cluster. DLRP conducted a community outreach effort to gather input for the Board of Education Policy Management Committee on Policy CNE: Facility Improvements That Are not Funded with Montgomery County Revenue.
- » DLRP participated in three feasibility studies and eight design development processes with the Division of Construction. DLRP collaborated with the Department of Student Services on office space planning for itinerant staff, and with the Department of Special Education on program locations and expansions.
- » DLRP improved the user interface and capabilities of the “school assignment locator” application to better assist schools, families, and the public with identification of school of assignments for county addresses.
- » DLRP collaborated with the Montgomery County Planning Department to ensure school impacts and site needs (where appropriate) were considered in the Bethesda Downtown, Ashton/Sandy Spring, and White Oak Science Gateway sector plans.
- » DLRP provided cluster enrollment forecast and utilization data for adoption in the Montgomery County Planning Board’s FY 2014 Subdivision Staging Policy that regulates residential subdivision approvals and generates revenue through school facility payments.
- » DLRP collaborated with the Montgomery County Planning Department to institute a new method for obtaining student generation rates for various housing types. This provides more accurate information for projecting the impact of new housing on enrollment.

PERFORMANCE MEASURES

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
99.9%	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 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
91.6%	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 school's one-year forecast.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
82.2%	80.0%	80.0%

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
100%	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 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
100%	95.0%	95.0%

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
100%	95.0%	95.0%

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

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this division is \$452,016, an increase of \$7,127 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$7,127

Continuing Salary Costs—\$7,127

There is an increase of \$7,127 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

There are a number of realignments budgeted to address priority spending needs within this division. There is an increase of \$1,600 for telephone costs and a corresponding decrease of \$1,600 for contractual services. In addition, there is a \$2,600 increase for dues, registrations, and fees and a corresponding decrease of \$1,300 for office supplies and \$1,300 for program supplies to reflect the actual costs and operations of the division.

Division of Long-range Planning - 335

Bruce Crispell, Director I

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	4.000	4.000	4.000	4.000	
Position Salaries	\$408,338	\$423,064	\$423,064	\$430,161	\$7,097
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		1,211	1,211	1,241	30
Other					
Subtotal Other Salaries	1,464	1,211	1,211	1,241	30
Total Salaries & Wages	409,802	424,275	424,275	431,402	7,127
02 Contractual Services					
Consultants					
Other Contractual		12,500	12,500	10,900	(1,600)
Total Contractual Services	6,256	12,500	12,500	10,900	(1,600)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,583	2,583	1,283	(1,300)
Other Supplies & Materials		3,302	3,302	2,002	(1,300)
Total Supplies & Materials	6,267	5,885	5,885	3,285	(2,600)
04 Other					
Local/Other Travel		2,229	2,229	4,829	2,600
Insur & Employee Benefits					
Utilities				1,600	1,600
Miscellaneous					
Total Other	1,520	2,229	2,229	6,429	4,200
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$423,845	\$444,889	\$444,889	\$452,016	\$7,127

Division of Long-range Planning

Bruce Crispell, Director I

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
1	P Director I		1.000	1.000	1.000	1.000	
1	26 Coordinator GIS Services		1.000	1.000	1.000	1.000	
1	26 Sr. Facilities Planner		1.000	1.000	1.000	1.000	
1	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
	Total Positions		4.000	4.000	4.000	4.000	

MISSION *The mission of the Division of Maintenance (DOM) is to support student success by working as a team to sustain high-quality learning environments through maintenance and repair, environmental and indoor air quality (IAQ) services, capital asset replacements, and automated energy management.*

MAJOR FUNCTIONS

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

Maintenance and Repair

DOM performs a wide variety of maintenance and repair services and some preventive maintenance services at all MCPS facilities. It makes repairs to building components and systems in the areas of heating, ventilation, and air conditioning (HVAC); electrical; plumbing; and carpentry. It provides general maintenance services, such as grass-cutting for large fields, snow and ice removal for driveways and parking lots, and hauling and excavation services. 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.

Environmental and Indoor Air Quality Services

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

Capital Asset Replacements

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, lighting and ceiling tiles, doors and windows, bleachers, grandstands, and lockers.

Automated Energy Management

The Automated Energy Management section operates and maintains computerized controls for heating and cooling systems. They optimize equipment programming to maintain temperature set-points to meet county guidelines. They implement a Peak Load Management strategy to monitor each building's energy usage and maximize energy cost savings. They also coordinate scheduling of heating and air conditioning for the Interagency Coordinating Board (ICB) for Community Use of Public Facilities.

ACCOMPLISHMENTS AND INITIATIVES

Accomplishments for the Division of Maintenance in FY 2014 include the following:

- » Completed 59,862 maintenance and repair work orders.
- » Managed 189 capital replacement projects.
- » Coordinated compliance with the Montgomery County Municipal Separate Storm Sewer System (MS4) permit.
- » Conducted semiannual inspections and updated management plans for asbestos abatement in more than 95 facilities, as required by the federal Asbestos Hazard Emergency Response Act.
- » Completed investigations and responses to 233 IAQ complaints.
- » Tested and certified more than 220 fire alarm and sprinkler systems in all schools and administrative facilities (Montgomery County Fire Code and National Fire Protection Association Life Safety Code).
- » Inspected more than 500 relocatable classroom buildings for physical condition and indoor air quality.
- » Performed integrated pest management in more than 222 facilities; maintained records and provided required notifications of pest control applications (state of Maryland).
- » With new environmental site design practices being incorporated into school construction and storm water management designs, the division also maintains “green roofs” and bioretention facilities.

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

- » DOM is continuing a multiyear process of improving business efficiencies based on “lean” management concepts. Included in this initiative are ongoing enhancements to the computerized maintenance management system (“Maximo”) to expand supervisors’ and managers’ capabilities to process and monitor work orders, analyze the backlog of work and other performance data, track and control inventory, and provide short- and long-term management of facility assets. The system has become more user-friendly, with web-based access that allows customers to easily request

work and to monitor work order status and history. In FY 2014, the Automation Team continued refining enhancements to the upgraded work order and asset management system. New features, such as automated e-mails to work requestors, custom reports, and specialized routing of work orders, are geared to keep our customers informed and increase productivity. The team also has been creating preventive maintenance records that automatically generate important work orders to keep our critical equipment operating. Finally, the division implemented an inventory application that will help monitor spare parts and supplies.

- » DOM continued to maintain its website to provide essential customer support information to schools and staff on maintenance organization, capabilities, services, procedures, points of contact for assistance, and performance measures.
- » The division continued its tradition of providing annual workforce briefings and divisionwide meetings to review business performance and thereby increase employee engagement in the success of the organization. Participants in these meetings shared information and discussed priorities, expectations, and special subjects of interest. Key leaders in the division participated in monthly meetings to discuss operational issues, share successful practices, and review other developmental topics.
- » DOM completed and published an equity action plan in FY 2012. As part of that plan, the division has continued to focus on improving procedures for interviewing and selecting candidates to fill vacant positions and for ensuring fair and equitable job competition. Staff from the division participated in a department study circle on equity.
- » To address customer concerns and expectations for thermal comfort, the Division of Maintenance operates a state-approved apprenticeship program for four HVAC mechanic trainees who, upon graduation, are assigned to permanent positions. This four-year training program, now in its second cycle, has helped the division to improve long-term management of vacancies in this critical trade, with corresponding improvements in customer service. These apprentices completed their third year of school in FY 2014.
- » As a means of enhancing workforce involvement in long-term business success, the division fosters employee understanding and ownership of the strategic business plan by including a cross section of the workforce in periodic updates of the plan and by providing all employees with copies of updated plans. In FY 2014, the division conducted the next review and update of its business strategic plan, in alignment with the school system’s plan

One main focus of the division’s mission is customer service. The collective and measurable successes of customer service initiatives include improving productivity, stabilizing backlogs of work, improving levels of employee morale and job satisfaction, minimizing employee grievances, improving

employee perceptions of their leaders, and steadily increasing customer satisfaction. In summary, DOM continues to contribute to student success by effectively employing its limited resources to meet the maintenance and related service needs of a growing facilities inventory.

PERFORMANCE MEASURES

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
4.0	4.0	4.1

Explanation: The Baldrige National Quality Program suggests that standards of service quality should be customer driven. Therefore, the level of customer satisfaction is a core performance measure for delivery of maintenance and repair services. Performance information for FY 2014 is based on January 2014 survey responses from 111 schools that reported levels of satisfaction with both the timeliness and quality of maintenance and repair services.

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
59,862	60,000	60,000

Explanation: The total number of maintenance work orders completed is a direct measure of completed work effort in support of customers, schools, and facilities. Documented annual increases in work output occurred from FY 2003 to FY 2006, with consistent growth in the major trade areas (e.g., carpentry, electrical, general maintenance, and mechanical systems). From FY 2011 to FY 2014, the total number of completed work orders has stabilized at around 60,000 work orders. Some annual variations are to be expected.

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
4.0	4.0	4.0

Explanation: Levels of productivity and efficiency in an organization are closely related to how employees feel about their workplace environment, wages and benefits, the quality of supervision, and opportunities for professional development and career advancement. Employee satisfaction levels for FY 2014 are based on surveys performed in October 2013, as part of the director’s annual workforce briefings. Employee satisfaction data slowly improved over seven years, and have leveled off for the past four years.

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this division is \$34,466,608, an increase of \$1,268,494 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$1,392,547

Continuing Salary Costs—\$648,010

There is an increase of \$648,010 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Other—\$744,537

The budget includes additional funds of \$516,000 for environmental compliance mandates related to stormwater management, bioretention ponds, and green roofs and tree maintenance. The budget also includes an additional \$140,000 for equipment to purchase four tanks for brine application and snow plow boxes to improve emergency weather response operations. In addition, applying an inflation factor of three percent increases the budget for maintenance supplies by \$88,537.

Program Efficiencies and Reductions—(\$124,053)

There is reduction of \$30,516 for refuse tax and \$5,000 for contractual services. In addition, there is a reduction of \$88,537 for the 3 percent inflation rate applied to maintenance supplies. Efficiencies will be implemented to ensure that supply purchases stay within budget.

Division of Maintenance - 323/338/339

Lynne Zarate, Director I

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	360.000	360.000	360.000	360.000	
Position Salaries	\$20,855,581	\$23,033,203	\$23,033,203	\$23,663,346	\$630,143
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other		714,682	714,682	732,549	17,867
Subtotal Other Salaries	976,411	714,682	714,682	732,549	17,867
Total Salaries & Wages	21,831,992	23,747,885	23,747,885	24,395,895	648,010
02 Contractual Services					
Consultants		11,055	11,055	11,055	
Other Contractual		2,308,359	2,308,359	2,303,359	(5,000)
Total Contractual Services	2,244,462	2,319,414	2,319,414	2,314,414	(5,000)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		582	582	582	
Other Supplies & Materials		3,225,898	3,225,898	3,225,898	
Total Supplies & Materials	3,643,688	3,226,480	3,226,480	3,226,480	
04 Other					
Local/Other Travel		2,889	2,889	2,889	
Insur & Employee Benefits					
Utilities					
Miscellaneous		2,679,425	2,679,425	3,164,909	485,484
Total Other	2,263,780	2,682,314	2,682,314	3,167,798	485,484
05 Equipment					
Leased Equipment		886,561	886,561	886,561	
Other Equipment		335,460	335,460	475,460	140,000
Total Equipment	1,201,186	1,222,021	1,222,021	1,362,021	140,000
Grand Total	<u>\$31,185,108</u>	<u>\$33,198,114</u>	<u>\$33,198,114</u>	<u>\$34,466,608</u>	<u>\$1,268,494</u>

Division of Maintenance - 323/338/339

Lynne Zarate, Director I

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
	323 Division of Maintenance						
11	P Director I		1.000	1.000	1.000	1.000	
11	N Assistant Director I		1.000	1.000	1.000	1.000	
11	J Maintenance Facility Area Mgr		3.000	3.000	3.000	3.000	
11	J Capital Impr Construct Supv		1.000	1.000	1.000	1.000	
11	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
11	24 Energy Mgt Supervisor		1.000	1.000	1.000	1.000	
11	24 Maintenance Automation Spec		1.000	1.000	1.000	1.000	
11	23 Resource Conservation Asst		1.500	1.500	1.500	1.500	
11	23 Environmental Specialist		1.000	1.000	1.000	1.000	
11	23 Maint/Facility Area Asst Mgr		4.000	4.000	4.000	4.000	
11	22 Fiscal Assistant V		1.000	1.000	1.000	1.000	
11	22 Energy Management Spec		4.000	4.000	4.000	4.000	
11	22 Energy Mgt Tech Admin		1.000	1.000	1.000	1.000	
11	22 Roof Construction Specialist		1.000	1.000	1.000	1.000	
11	21 Mechanical Systems Supervisor		3.000	3.000	3.000	3.000	
11	21 General Maint Central Supv		1.000	1.000	1.000	1.000	
11	21 Training and Safety Specialist		1.000	1.000	1.000	1.000	
11	20 Mech Systems Team Ldr Shft 1		6.000	6.000	6.000	6.000	
11	20 Electronic Technician Supv		1.000	1.000	1.000	1.000	
11	19 Energy Mgt Customer Svc Spec		1.000	1.000	1.000	1.000	
11	19 Mechanical Systems Tech Shft 1		67.000	67.000	67.000	67.000	
11	19 Mechanical Systems Tech Shft 2		2.000	2.000	2.000	2.000	
11	19 Electrician Area Supervisor		3.000	3.000	3.000	3.000	
11	19 Electronic Tech Asst Superv		1.000	1.000	1.000	1.000	
11	19 Auto Technican II Shift 1		2.000	2.000	2.000	2.000	
11	18 Carpentry Area Supervisor		3.000	3.000	3.000	3.000	
11	18 General Maintenance Area Supv		3.000	3.000	3.000	3.000	
11	18 Build & Grounds Contracts Asst		3.000	4.000	4.000	4.000	
11	18 Material Fabrication Sup		1.000	1.000	1.000	1.000	
11	18 Electronic Technician II		3.000	3.000	3.000	3.000	
11	18 Industrial Equipment Supv		1.000	1.000	1.000	1.000	
11	17 Carpentry Asst Area Supv		3.000	3.000	3.000	3.000	
11	17 Maintenance Electrician II		3.000	3.000	3.000	3.000	
11	17 Electric Motor Mechanic		1.000	1.000	1.000	1.000	
11	17 Electronic Technician I		16.000	16.000	16.000	16.000	
11	17 Paint Specialist		1.000				
11	17 Equipment Mechanic		1.000	1.000	1.000	1.000	
11	17 Auto Technican I Shift 1		2.000	2.000	2.000	2.000	
11	16 Fiscal Assistant III		1.000	1.000	1.000	1.000	
11	16 General Maintenance Supervisor		3.000	3.000	3.000	3.000	
11	16 Maintenance Electrician I		18.000	18.000	18.000	18.000	
11	16 Small Equipment Mechanic		4.000	4.000	4.000	4.000	
11	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
11	15 Integr Pest Mgt Assoc II		4.000	4.000	4.000	4.000	
11	15 Maintenance Carpenter I		27.000	27.000	27.000	27.000	

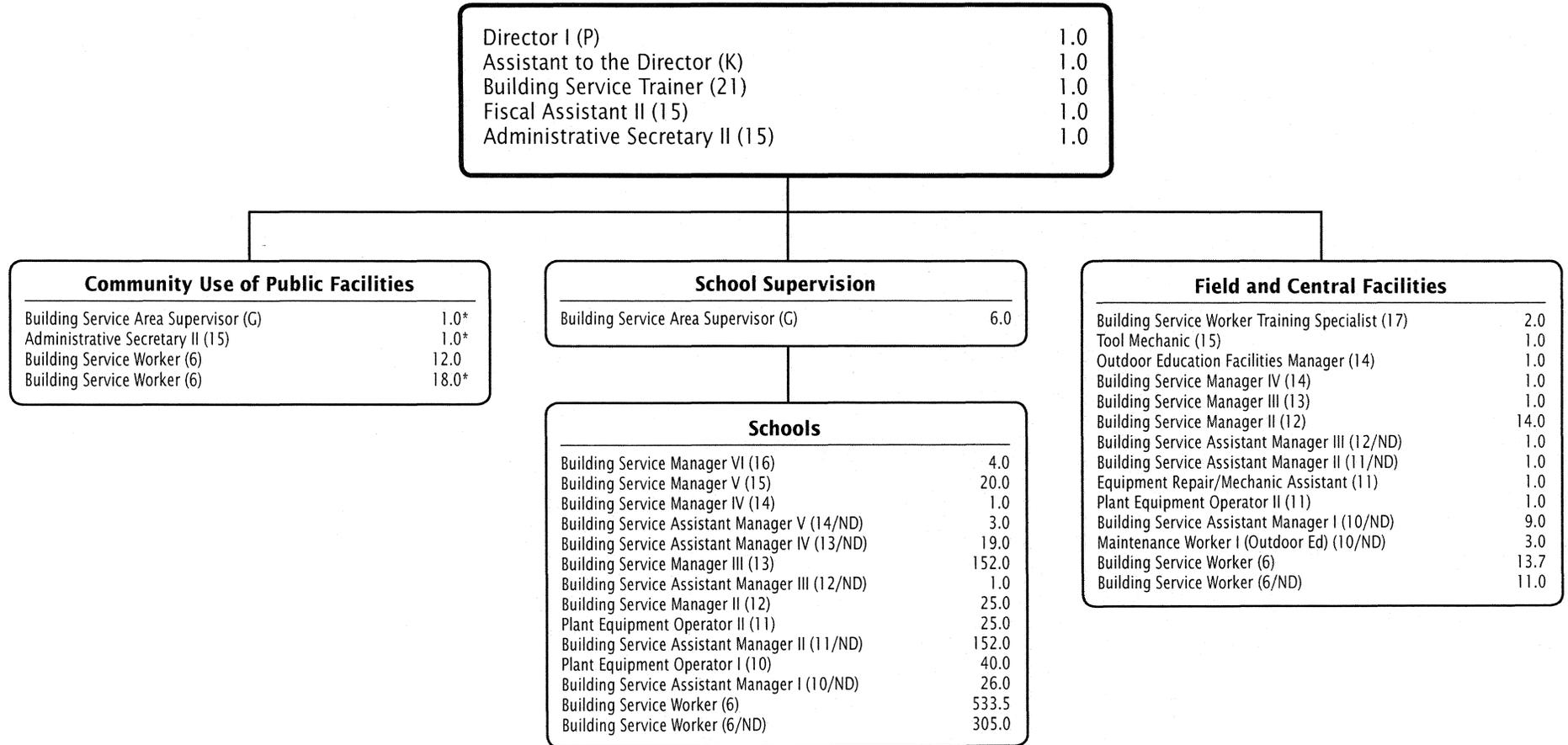
Division of Maintenance - 323/338/339

Lynne Zarate, Director I

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
	323 Division of Maintenance						
11	15 Floor Covering Mechanic		6.000	6.000	6.000	6.000	
11	15 Roof Mechanic		6.000	6.000	6.000	6.000	
11	15 Glazier		6.000	6.000	6.000	6.000	
11	15 Tool Mechanic		2.000	2.000	2.000	2.000	
11	15 Cabinet Maker		1.000	1.000	1.000	1.000	
11	15 Maintenance Welder		2.000	2.000	2.000	2.000	
11	15 Mason		2.000	2.000	2.000	2.000	
11	14 Admin Operations Secretary		3.000	3.000	3.000	3.000	
11	14 Mechanical Sys Worker Shift 1		3.000	3.000	3.000	3.000	
11	14 Mechanical Sys Worker Shift 2		1.000	1.000	1.000	1.000	
11	14 Locksmith		5.000	5.000	5.000	5.000	
11	14 Maintenance Painter II		3.000	3.000	3.000	3.000	
11	14 Water Treatment Tester		2.000	2.000	2.000	2.000	
11	14 Fire Safety Compliance Tech.		1.000	1.000	1.000	1.000	
11	13 General Maintenance Worker III		6.000	6.000	6.000	6.000	
11	13 Reupholsterer Seamster II		2.000	2.000	2.000	2.000	
11	13 Maintenance Painter I		5.000	5.000	5.000	5.000	
11	12 Secretary		1.000	1.000	1.000	1.000	
11	12 Account Assistant II		3.000	3.000	3.000	3.000	
11	12 Equipment Operator		3.000	3.000	3.000	3.000	
11	12 Materials Fabrication Worker		4.000	4.000	4.000	4.000	
11	11 Roof Maintenance Worker		3.000	3.000	3.000	3.000	
11	11 Service Writer		1.000	1.000	1.000	1.000	
11	11 Compactor Truck Operator		4.000	4.000	4.000	4.000	
11	10 General Maintenance Worker II		34.000	34.000	34.000	34.000	
11	9 Office Assistant II		1.500	1.500	1.500	1.500	
11	9 General Maintenance Worker I		17.000	17.000	17.000	17.000	
11	9 Sanitation Serv Worker		4.000	4.000	4.000	4.000	
	Subtotal		341.000	341.000	341.000	341.000	
	338 Indoor Air Quality						
11	M Team Leader		3.000	3.000	3.000	3.000	
11	20 Mech Systems Team Ldr Shft 2		2.000	2.000	2.000	2.000	
11	19 Mechanical Systems Tech Shft 2		9.000	9.000	9.000	9.000	
11	15 Maintenance Carpenter I		1.000	1.000	1.000	1.000	
	Subtotal		15.000	15.000	15.000	15.000	
	339 Maintenance Apprenticeship Program						
11	12 HVAC Apprentice		4.000	4.000	4.000	4.000	
	Subtotal		4.000	4.000	4.000	4.000	
	Total Positions		360.000	360.000	360.000	360.000	

Division of School Plant Operations

Chapter 8 – 66



F.T.E. Positions 1,390.2

(*In addition, the chart includes 20.0 positions funded by ICB. The 1,306.5 positions in schools also are shown on K-12 charts in Chapter 1)

ND Night Differential = Shift 2

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

MAJOR FUNCTIONS

Facility Operations

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

Building Service Staff Training

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

Custodial Equipment Repair

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

Financial Management

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

ACCOMPLISHMENTS AND INITIATIVES

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

PERFORMANCE MEASURES

Performance Measure: Organizational results—building inspections meeting standard.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
96.0%	98%	99%

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

Performance Measure: Customer satisfaction.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
84%	87.0%	87.0%

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

Performance Measure: Employee Focus—Absenteeism.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
92.2%	93%	93%

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

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this division is \$65,728,367, an increase of \$1,606,687 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$1,648,098

Continuing Salary Costs—\$1,340,935

There is an increase of \$1,340,935 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

New Schools/Space—\$115,752

The budget includes an additional 3.5 building services positions and \$100,266 as a result of an additional 91,527 square feet of space for modernizations of schools. The budget also includes an increase of \$15,486 for custodial supplies.

Other—\$191,411

The budget includes additional funds of \$150,000 for lamps at schools. The additional funds are needed for lamps that are expected to reach the end of their service life. In addition, applying an inflation factor of three percent increases the budget for custodial supplies by \$41,111.

Program Efficiencies and Reductions—(\$41,111)

There is a reduction of \$41,111 for the 3 percent inflation rate applied to custodial supplies. Efficiencies will be implemented to ensure that supply purchases stay within budget.

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

Dianne Jones, Director I

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	1,374.700	1,386.700	1,386.700	1,390.200	3.500
Position Salaries	\$57,635,224	\$60,431,638	\$60,431,638	\$61,850,945	\$1,419,307
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		376,906	376,906	386,329	9,423
Other		498,880	498,880	511,351	12,471
Subtotal Other Salaries	2,269,601	875,786	875,786	897,680	21,894
Total Salaries & Wages	59,904,825	61,307,424	61,307,424	62,748,625	1,441,201
02 Contractual Services					
Consultants					
Other Contractual		3,000	3,000	3,000	
Total Contractual Services	3,016	3,000	3,000	3,000	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		717	717	717	
Other Supplies & Materials		2,377,007	2,377,007	2,542,493	165,486
Total Supplies & Materials	2,015,047	2,377,724	2,377,724	2,543,210	165,486
04 Other					
Local/Other Travel		59,270	59,270	59,270	
Insur & Employee Benefits					
Utilities		13,200	13,200	13,200	
Miscellaneous		63,360	63,360	63,360	
Total Other	68,393	135,830	135,830	135,830	
05 Equipment					
Leased Equipment		38,979	38,979	38,979	
Other Equipment		258,723	258,723	258,723	
Total Equipment	92,798	297,702	297,702	297,702	
Grand Total	\$62,084,079	\$64,121,680	\$64,121,680	\$65,728,367	\$1,606,687

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

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
329 Field and Central Facilities							
10	P Director I		1.000	1.000	1.000	1.000	
10	K Assistant to the Director		1.000	1.000	1.000	1.000	
10	G Building Service Area Supv		6.000	6.000	6.000	6.000	
10	21 Building Service Trainer		1.000	1.000	1.000	1.000	
10	17 Building Service Training Spec		2.000	2.000	2.000	2.000	
10	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
10	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
10	15 Tool Mechanic		1.000	1.000	1.000	1.000	
10	14 Outdoor Ed Facilities Manager		1.000	1.000	1.000	1.000	
10	14 Building Service Manager IV		1.000	1.000	1.000	1.000	
10	13 Building Service Manager III		1.000	1.000	1.000	1.000	
10	12 Build Svc Asst Mgr III Shft 2			1.000	1.000	1.000	
10	12 Building Service Manager II		14.000	14.000	14.000	14.000	
10	11 Plant Equipment Operator II		1.000	1.000	1.000	1.000	
10	11 Build Svc Asst Mgr II Shft 2		1.000	1.000	1.000	1.000	
10	11 Equip Repair/ Mechanic Assist		1.000	1.000	1.000	1.000	
10	10 Outdoor Ed Maint Wkr I Shft 2		3.000	3.000	3.000	3.000	
10	10 Build Svcs Asst Mgr I Shft 2		10.000	9.000	9.000	9.000	
10	6 Building Service Wkr Shft 1		24.700	25.700	25.700	25.700	
10	6 Building Service Wkr Shft 2		11.000	11.000	11.000	11.000	
Subtotal			82.700	83.700	83.700	83.700	
327 Elementary Plant Operations							
10	13 Building Service Manager III		103.000	111.000	111.000	111.000	
10	12 Build Svc Asst Mgr III Shft 2		1.000				
10	12 Building Service Manager II		29.000	22.000	22.000	22.000	
10	11 Build Svc Asst Mgr II Shft 2		49.000	111.000	111.000	111.000	
10	10 Plant Equipment Operator I		1.000	1.000	1.000	1.000	
10	10 Build Svcs Asst Mgr I Shft 2		82.000	22.000	22.000	22.000	
10	6 Building Service Wkr Shft 1		283.500	290.000	290.000	292.500	2.500
10	6 Building Service Wkr Shft 2		50.000	55.000	55.000	55.000	
Subtotal			598.500	612.000	612.000	614.500	2.500
328 Secondary Plant Operations							
10	16 Building Service Manager VI		3.000	4.000	4.000	4.000	
10	15 Building Service Manager V		20.000	20.000	20.000	20.000	
10	14 Build Svc Asst Mgr V Shft 2		7.000	3.000	3.000	3.000	
10	14 Building Service Manager IV		1.000	1.000	1.000	1.000	
10	13 Building Svcs. Asst Mgr IV sh 2			19.000	19.000	19.000	
10	13 Building Service Manager III		39.000	39.000	39.000	39.000	
10	12 Build Svc Asst Mgr III Shft 2		17.000	1.000	1.000	1.000	
10	11 Plant Equipment Operator II		25.000	25.000	25.000	25.000	
10	11 Build Svc Asst Mgr II Shft 2		34.000	39.000	39.000	39.000	

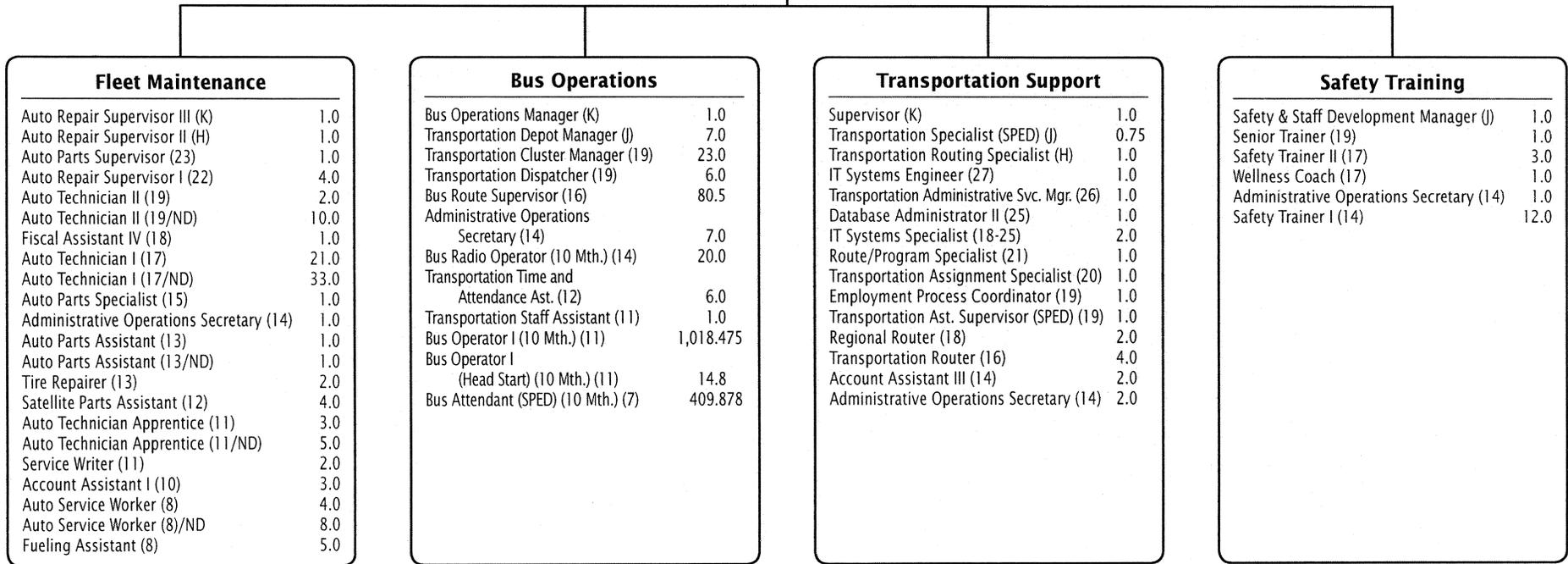
Division of School Plant Operations - 329/327/328/330

Dianne Jones, Director I

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
	328 Secondary Plant Operations						
10	10 Plant Equipment Operator I		38.000	38.000	38.000	38.000	
10	10 Build Svcs Asst Mgr I Shft 2		5.000				
10	6 Building Service Wkr Shft 1		243.500	236.000	236.000	237.000	1.000
10	6 Building Service Wkr Shft 2		243.000	248.000	248.000	248.000	
	Subtotal		675.500	673.000	673.000	674.000	1.000
	330 Special/alternative Prgs. Plant Ops.						
10	13 Building Service Manager III		2.000	2.000	2.000	2.000	
10	12 Building Service Manager II		3.000	3.000	3.000	3.000	
10	11 Build Svc Asst Mgr II Shft 2			2.000	2.000	2.000	
10	10 Plant Equipment Operator I		1.000	1.000	1.000	1.000	
10	10 Build Svcs Asst Mgr I Shft 2		5.000	4.000	4.000	4.000	
10	6 Building Service Wkr Shft 1		5.000	4.000	4.000	4.000	
10	6 Building Service Wkr Shft 2		2.000	2.000	2.000	2.000	
	Subtotal		18.000	18.000	18.000	18.000	
	Total Positions		1,374.700	1,386.700	1,386.700	1,390.200	3.500

Department of Transportation

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



Chapter 8 – 72

F.T.E. Positions 1,755.153

ND Night Differential = Shifts 2 and 3

FY 2016 OPERATING BUDGET

MISSION *The Department of Transportation strives to achieve “Customer Delight” by providing safe, timely, and efficient transportation that contributes to the educational success of all students through staff committed to excellence and continuous improvement.*

MAJOR FUNCTIONS

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

Regular Education Transportation

Around 98,000 students ride regular education school buses to neighborhood schools and Head Start, magnet, International Baccalaureate, language immersion, consortium, and other programs.

Special Education Transportation

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

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

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

Vehicle Maintenance and Repair

The Fleet Maintenance Unit manages vehicle maintenance and repair facilities, provides fuel distribution, and repairs 1,270 buses and 150 other MCPS vehicles. Most repair services are provided by the five depot repair facilities; some specialized services are contracted out.

Human Resources and Training

Human resource services managed within the department include advertising and recruiting; hiring; preemployment record checks and drug testing; safety training; and maintenance of licensing, certification, and medical record

assessments. DOT continues to facilitate the rapid deployment of new school bus operators by authorization from the state of Maryland to conduct Motor Vehicle Administration driver record checks and commercial driver’s license testing on MCPS premises. The training and employment plan is aimed at employee retention, with an overall goal of reducing training and recruiting needs and costs. School bus operator and attendant training and retention also are facilitated by ongoing cooperative activities with Service Employees International Union (SEIU) Local 500 that focus on professional growth.

Transportation Administrative Services

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

ACCOMPLISHMENTS AND INITIATIVES

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

PERFORMANCE MEASURES

Performance Measure: Number of preventable accidents per million miles.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
0.9	1.2	1.2

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
8.5	7.2	7.0

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
94.8%	95%	95%

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

Performance Measure: Review diesel fuel MPG for operational efficiency.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
6.39	6.85	7.1

Explanation: MPG data are used to evaluate operational cost of the school bus fleet. Higher MPG will decrease diesel fuel purchases and help control expenditures, since a 1-cent-per-gallon increase in the price of fuel will cost the school system \$32,000. MPG information and other operational data by bus manufacturers are used in the selection process of new school buses. Because of the high cost of diesel fuel, the MPG data by vehicle will be reviewed and evaluated to control waste from bus idling.

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this department is \$108,377,954, an increase of \$6,056,848 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$6,501,561

Continuing Salary Costs—\$3,060,790

There is an increase of \$3,060,790 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Student Enrollment—\$1,431,930

Due to projected enrollment growth, there is an increase for 17 additional transit-style buses and 5 conventional-style buses at an annual lease/purchase cost of \$470,572. In addition, there is an increase of \$554,544 for 20.625 bus operator I positions, and \$106,913 for 4.688 bus attendant positions. Furthermore, there is an additional \$47,182 budgeted for substitute bus drivers and \$252,719 for bus repairs, parts, and supplies.

Bus Replacement—\$1,749,578

The department’s budget reflects a reduction of \$695,494 in lease payments on buses purchased in prior years. Offsetting this reduction is a \$2,445,072 increase for the lease/purchase of 112 buses to replace those that have reached the end of their normal service life.

Other—\$259,263

The budget includes a projected increase of \$237,485 for insurance based on projected claims and reserve requirements. Insurance for MCPS is provided under the county’s self-insurance program. In addition, there is an increase of \$21,778 for a .5 bus route supervisor position to manage all of the data from bus cameras.

Program Efficiencies and Reductions—(\$444,713)

There is reduction of \$256,492 and 3.75 bus operator positions by consolidating the routes of four buses into “double back” runs. This reduction also includes the elimination of four transit-style buses, and costs for substitute bus drivers, bus repairs, parts and supplies. The reduction can be made as a result of improved efficiency in routing without any decrease in services to students. In addition, there is a reduction of \$130,986 by requesting a state waiver for continued use of six buses that otherwise would reach the end of their service life in FY 2016. State law requires each of the waived buses to pass safety inspections before they can continue in use. Furthermore, there is a reduction of \$57,235 to the budget as a result of eliminating subsidies to elementary schools for use of activity buses. The full cost will now be funded through the schools IAF funds.

Selected Expenditure Information			
Operation and Maintenance of Buses and Vehicles			
Description	FY 2015 Current Budget	FY 2016 Budget	Change
Diesel Fuel	\$10,160,519	\$10,296,739	\$136,220
Bus Parts	3,822,416	3,858,415	35,999
Tires and Tubes	652,409	652,409	0
Indirect Shop Supplies	294,994	296,517	1,523
Service Vehicle Parts and Fuel	665,966	665,966	0
Other Supplies	129,777	129,777	0
Total	<u><u>\$15,726,081</u></u>	<u><u>\$15,899,823</u></u>	<u><u>\$173,742</u></u>

LEASE / PURCHASE OF BUSES					
PURPOSE	Fiscal Year Purchased	TYPE			* Total
		Conventional	Transit	Total	
Growth / New Programs	2003	6	1	7	
Growth / New Programs	2004	5	19	24	
Growth / New Programs	2005	30		30	
Growth / New Programs	2006	9	17	26	
Growth / New Programs	2007	12		12	
Growth / New Programs	2008		9	9	
Growth / New Programs	2009			0	
Growth / New Programs	2010			0	
Growth / New Programs	2011			0	
Growth / New Programs	2012			0	
Growth / New Programs	2013			0	
Growth / New Programs	2014		3	3	
Growth / New Programs	2015	2	3	5	
Growth / New Programs	2016	5	13	18	
Replacement	2003	10	38	48	
Replacement	2004	1	11	12	
Replacement	2005	33	17	50	
Replacement	2006	26	69	95	
Replacement	2007	12	78	90	
Replacement	2008	112	9	121	
Replacement	2009	27	31	58	
Replacement	2010	42		42	
Replacement	2011	34	62	96	
Replacement	2012	63	43	106	
Replacement	2013	27	62	89	
Replacement	2014	54	50	104	
Replacement	2015	22	85	107	
Replacement	2016		106	106	
Total		<u><u>532</u></u>	<u><u>726</u></u>	<u><u>1,258</u></u>	

Department of Transportation - 344

Todd Watkins, Director II

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	1,733.090	1,733.090	1,733.090	1,755.153	22.063
Position Salaries	\$61,135,478	\$67,410,847	\$67,410,847	\$70,945,452	\$3,534,605
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		3,009,541	3,009,541	3,084,839	75,298
Other		1,334,265	1,334,265	1,367,621	33,356
Subtotal Other Salaries	8,855,644	4,343,806	4,343,806	4,452,460	108,654
Total Salaries & Wages	69,991,122	71,754,653	71,754,653	75,397,912	3,643,259
02 Contractual Services					
Consultants					
Other Contractual		1,500,880	1,500,880	1,501,402	522
Total Contractual Services	1,305,803	1,500,880	1,500,880	1,501,402	522
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		42,991	42,991	42,991	
Other Supplies & Materials		15,683,090	15,683,090	15,856,832	173,742
Total Supplies & Materials	15,314,161	15,726,081	15,726,081	15,899,823	173,742
04 Other					
Local/Other Travel		58,002	58,002	58,002	
Insur & Employee Benefits		1,087,741	1,087,741	1,325,226	237,485
Utilities					
Miscellaneous		1,204,518	1,204,518	1,168,147	(36,371)
Total Other	1,766,913	2,350,261	2,350,261	2,551,375	201,114
05 Equipment					
Leased Equipment		10,971,096	10,971,096	12,823,119	1,852,023
Other Equipment		18,135	18,135	204,323	186,188
Total Equipment	9,621,006	10,989,231	10,989,231	13,027,442	2,038,211
Grand Total	\$97,999,005	\$102,321,106	\$102,321,106	\$108,377,954	\$6,056,848

Department of Transportation - 344

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
9	Q Director II		1.000	1.000	1.000	1.000	
9	O Assistant Director II		1.000	1.000	1.000	1.000	
9	K Supervisor		1.000	1.000	1.000	1.000	
9	K Auto Repair Supervisor III		1.000	1.000	1.000	1.000	
9	K Bus Operations Manager		1.000	1.000	1.000	1.000	
9	J Safety/Staff Development Mgr		1.000	1.000	1.000	1.000	
9	J Transportation Spec - Spec Ed		.750	.750	.750	.750	
9	J Transportation Depot Manager		7.000	7.000	7.000	7.000	
9	H Auto Repair Supervisor II		1.000	1.000	1.000	1.000	
9	H Transportation Routing Spec		1.000	1.000	1.000	1.000	
9	27 IT Systems Engineer		1.000	1.000	1.000	1.000	
9	26 Transport Admin Svcs Mgr		1.000	1.000	1.000	1.000	
9	25 IT Systems Specialist		2.000	2.000	2.000	2.000	
9	25 Database Administrator II		1.000	1.000	1.000	1.000	
9	24 Fiscal Specialist I		.750	.750	.750	.750	
9	23 Auto Parts Supervisor		1.000	1.000	1.000	1.000	
9	22 Auto Repair Supv I		4.000	4.000	4.000	4.000	
9	21 Route/Program Specialist		1.000	1.000	1.000	1.000	
9	20 Transportation Assignment Spec		1.000	1.000	1.000	1.000	
9	19 Employment Process Coordinator		1.000	1.000	1.000	1.000	
9	19 Auto Technican II Shift 1		2.000	2.000	2.000	2.000	
9	19 Auto Technican II Shift 2		5.000	5.000	5.000	5.000	
9	19 Auto Technican II Shift 3		5.000	5.000	5.000	5.000	
9	19 Transportation Asst Supv		1.000	1.000	1.000	1.000	
9	19 Transportation Dispatcher		6.000	6.000	6.000	6.000	
9	19 Transportation Cluster Mgr		23.000	23.000	23.000	23.000	
9	19 Senior Trainer		1.000	1.000	1.000	1.000	
9	18 Fiscal Assistant IV		1.000	1.000	1.000	1.000	
9	18 Regional Router		2.000	2.000	2.000	2.000	
9	17 Wellness Coach		1.000	1.000	1.000	1.000	
9	17 Safety Trainer II		3.000	3.000	3.000	3.000	
9	17 Auto Technican I Shift 1		21.000	21.000	21.000	21.000	
9	17 Auto Technican I Shift 2		17.000	17.000	17.000	17.000	
9	17 Auto Technican I Shift 3		16.000	16.000	16.000	16.000	
9	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
9	16 Bus Route Supervisor		80.000	80.000	80.000	80.500	.500
9	16 Transportation Router		4.000	4.000	4.000	4.000	
9	15 Transport Special Assistant		1.000	1.000	1.000	1.000	
9	15 Auto Parts Specialist		1.000	1.000	1.000	1.000	
9	14 Admin Operations Secretary		11.000	11.000	11.000	11.000	
9	14 Account Assistant III		2.000	2.000	2.000	2.000	
9	14 Radio Bus Operator	X	20.000	20.000	20.000	20.000	
9	14 Safety Trainer I		12.000	12.000	12.000	12.000	

Department of Transportation - 344

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
9	13 Tire Repairer		2.000	2.000	2.000	2.000	
9	13 Auto Parts Asst Shift 1		1.000	1.000	1.000	1.000	
9	13 Auto Parts Asst Shift 2		1.000	1.000	1.000	1.000	
9	12 Satellite Parts Asst Shift I		4.000	4.000	4.000	4.000	
9	12 Transport Time/Attend Asst		6.000	6.000	6.000	6.000	
9	11 Office Assistant IV		1.000	1.000	1.000	1.000	
9	11 Service Writer		2.000	2.000	2.000	2.000	
9	11 Auto Tech Apprentice Shift 1		3.000	3.000	3.000	3.000	
9	11 Auto Tech Apprentice Shift 2		2.000	2.000	2.000	2.000	
9	11 Auto Tech Apprentice Shift 3		3.000	3.000	3.000	3.000	
9	11 Bus Operator I	X	1,036.400	1,016.400	1,016.400	1,033.275	16.875
9	11 Transportation Staff Assistant		1.000	1.000	1.000	1.000	
9	10 Account Assistant I		3.000	3.000	3.000	3.000	
9	8 Auto Service Worker Shift 1		4.000	4.000	4.000	4.000	
9	8 Auto Service Worker Shift 2		5.000	5.000	5.000	5.000	
9	8 Auto Service Worker Shift 3		3.000	3.000	3.000	3.000	
9	8 Transportation Fueling Asst		5.000	5.000	5.000	5.000	
9	7 Bus Attendant Spec Ed	X	385.190	405.190	405.190	409.878	4.688
	Total Positions		1,733.090	1,733.090	1,733.090	1,755.153	22.063

Field Trip Fund

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

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

MAJOR FUNCTIONS

Extracurricular trips

Midday trips on school days are provided for schools that take students to museums, cultural activities, and other educational destinations. Costs for most of these trips are passed along to student participants. Trips using MCPS buses must be taken during the hours of 9:30 a.m. and 1:30 p.m. on school days, since buses used on trips also must take students to schools and back home.

Sports trips

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

Trips for other government agencies

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

Child care trips

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

ACCOMPLISHMENTS AND INITIATIVES

» The Department of Transportation (DOT) continues to use a web-based application to enter requests for field trips and extracurricular trips and a field trip application for managing the requests. The web-based application replaced the typing of field trip tickets and automated the requesting and approval of a field trip. The web-based application gives MCPS schools the ability to see the approval status of a trip and the ability to reconcile completed field trips to a Financial Management System invoice. The field trip application interfaces with the trip request application to import trip requests from MCPS schools and eliminates the double entry of a trip request by schools and the Field Trip Unit.

- » The Number of requests for midday extracurricular trips, funded by students, and requests for trips to serve other governmental agencies have been down compared with pre-recession levels.
- » MCPS is working with Montgomery County Government on a pilot program to provide transportation for private schools at times when MCPS school buses are otherwise unused. This program is intended to reduce the number of cars on the road during morning and afternoon rush-hour periods. Any service provided by MCPS will be on a cost-recovery basis.

PERFORMANCE MEASURE

Performance Measure: Number of field trips provided.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
11,509	11,800	11,800

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

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this fund is \$1,991,533, an increase of \$95,573 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$95,573

Continuing Salary Costs—\$45,573

There is an increase of \$45,573 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

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

There is a realignment of \$50,000 from the Entrepreneurial Activities Fund to support part-time salaries for field trip services.

Field Trip Fund - 830

Todd Watkins, Director II

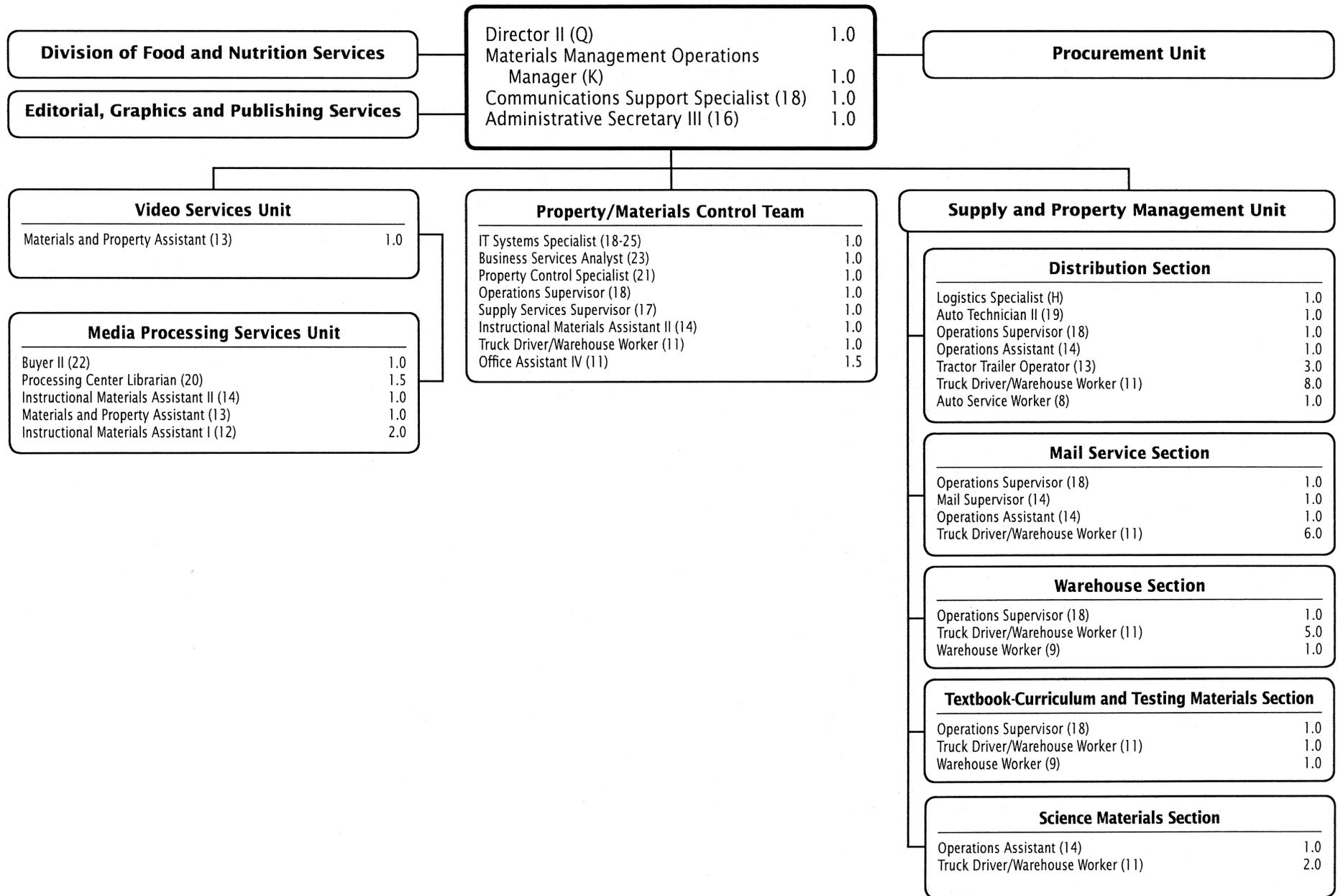
Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	4.500	4.500	4.500	4.500	
Position Salaries	\$278,599	\$287,826	\$287,826	\$306,499	\$18,673
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		756,863	756,863	825,785	68,922
Other		104,000	104,000	106,600	2,600
Subtotal Other Salaries	849,100	860,863	860,863	932,385	71,522
Total Salaries & Wages	1,127,699	1,148,689	1,148,689	1,238,884	90,195
02 Contractual Services					
Consultants					
Other Contractual		49,638	49,638	49,638	
Total Contractual Services	44,668	49,638	49,638	49,638	
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		10,091	10,091	10,091	
Other Supplies & Materials		511,575	511,575	511,575	
Total Supplies & Materials	471,656	521,666	521,666	521,666	
04 Other					
Local/Other Travel		138	138	138	
Insur & Employee Benefits		174,224	174,224	179,602	5,378
Utilities					
Miscellaneous					
Total Other	152,493	174,362	174,362	179,740	5,378
05 Equipment					
Leased Equipment					
Other Equipment		1,605	1,605	1,605	
Total Equipment	3,750	1,605	1,605	1,605	
Grand Total	\$1,800,266	\$1,895,960	\$1,895,960	\$1,991,533	\$95,573

Field Trip Fund - 830

Todd Watkins, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
71	J Transportation Spec - Spec Ed		.250	.250	.250	.250	
71	24 Fiscal Specialist I		.250	.250	.250	.250	
71	23 Business Services Analyst		1.000	1.000	1.000	1.000	
71	19 Sr Field Trip Coordinator		1.000	1.000	1.000	1.000	
71	12 Field Trip Assistant	X	2.000	2.000	2.000	2.000	
	Total Positions		4.500	4.500	4.500	4.500	

Department of Materials Management



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

MAJOR FUNCTIONS

Supply and Property Management

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

Instructional and Library Material Processing

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

Editorial, Graphics & Publishing Services

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

Procurement

The Procurement Unit 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. State law requires MCPS to advertise for sealed bids for material, equipment, and supplies that cost more than \$25,000.

During FY 2010, the state passed a funding accountability law (pertaining to MCPS only) that provides for web-based reporting to the public; several other jurisdictions have since followed. Additional state laws have been passed mandating certain parameters in the purchase of uniforms and safety equipment manufactured outside of the United States and reducing lead in plumbing materials. In addition, the Board of Education has tasked the Procurement Unit with promoting outreach efforts and actively recruiting minority, female, and disabled vendors.

Food and Nutrition Services

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

ACCOMPLISHMENTS AND INITIATIVES

- » A total of 15 school-based focus groups were held in FY 2014. The feedback received has been instrumental in the improvement of services and products provided by DMM. Item pictures have been added to the Financial Management System (FMS), and information regarding new products has been sent out to FMS users.
- » Mail services (Pony) explores every option to reduce the mail costs by using bulk and nonprofit rates when feasible. Overall postage costs were decreased, even with the centralized mailing of the interim grade reports. The cost of delivery is \$.21 per piece, while the cost of outside vendors is \$.62 per piece.
- » DMM works closely with the divisions of Maintenance and Construction to support the movement of schools and offices due to new construction, renovations, and other projects. In FY 2014, DMM moved two elementary schools into renovated buildings, one middle school into a renovated building, one high school into a new facility, and two elementary schools into holding facilities. The department also opened five elementary school additions and moved offices either to new locations or within the existing space.
- » One major goal of the department is to continue developing programs that shift school administrative tasks to DMM, to improve the instructional-time efficiency of school staff. The Ambassador Service, an inventory-management program with the objective of improving supply efficiency in schools, continues to be successful. Reporting enhancements within FMS continue to be developed to provide accurate, timely data to financial managers.
- » In FY 2014, school offices placed 895 separate work orders for custom printed materials. In addition, EGPS works with central service offices to produce and deliver systemwide print materials for the schools, including high school diplomas, exams, study guides,

program guides, regulatory documents, and administrative forms.

- » Copy-Plus responds to hundreds of individual work orders from teachers every day. In FY 2014, the work group produced 151 million pages of printing, requested by teachers for classroom instruction, homework, assessments, and parent information packets.
- » In FY 2014, the TeamWorks work group replaced 50 large copiers in schools and offices, and completed preventive maintenance and repair service on the 294 machines systemwide. Annual spending for this program continues to be well below contractual maintenance proposals solicited from commercial vendors.
- » The Procurement Unit advertised and implemented 383 solicitations, upon Board approval, for 946 contracts for the previous fiscal year. The procurement contract approvals were valued at \$159,813,717, with \$15,569,122 coming from minority, female, or disabled vendors. With these contracts in place, the staff processed 48,375 purchase orders and blanket releases during FY 2014.
- » Procurement Unit staff will continue to reduce total delivered costs for goods and services by engaging in additional strategic sourcing practices. This will be accomplished through strategic sourcing initiatives, featuring a narrow, high-performance supply base and a selection, contracting, and monitoring process that is highly disciplined. By engaging in effective strategic sourcing, the Procurement Unit will greatly improve its ability to buy goods and services at the lowest total delivered cost (not just price); consolidate purchasing power with other county agencies; develop tighter buyer-supplier relationships; realign business processes, work, and information flow; and improve teamwork and purchasing skills.
- » The progress that the Procurement Unit has made in procurement of goods and services over the past few years was recognized formally with the 2014 Achievement of Excellence in Procurement (AEP) Award from the National Purchasing Institute. This is the third year that the unit has had the honor of receiving this award, which is given to those jurisdictions that demonstrate excellence in the areas of innovation, professionalism, productivity, e-procurement, and leadership.

PERFORMANCE MEASURES

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
99%	99%	99.2%

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
\$0.21	\$0.208	\$0.205

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
151 million	153 million	155 million

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
62,501	64,000	66,000

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

Performance Measure: Number of material transactions.

	FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
Number of requisition lines	135,282	136,200	136,500
Number of online purchase orders	48,375	49,000	49,500
Number of purchasing card transactions	47,225	50,000	50,500

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

Performance Measure: Current professional procurement staff with certification.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Goal
81.0%	81.0%	90%

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

OVERVIEW OF BUDGET CHANGES

Department of Materials Management

FY 2016 Recommended Budget

The FY 2016 recommended budget for this department is \$6,218,939, an increase of \$220,833 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$267,522

Continuing Salary Costs—\$267,522

There is an increase of \$267,522 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

There are a number of realignments budgeted to address priority spending needs within this department. There is a realignment of \$44,590 from the budget for moving trucks to support the purchase of school furniture. In addition, there is a realignment of \$1,000 from local travel mileage reimbursement to vehicle operations to support fuel costs for vehicles.

Program Efficiencies and Reductions—(\$46,689)

There is reduction of \$28,689 for postage due to increased utilization of web-based communications. In addition, there is a reduction of \$13,000 for program supplies and \$5,000 for instructional materials in the Video Services Unit. The reduction may delay the conversion of videos from VHS to DVD format.

Procurement Unit

FY 2016 Recommended Budget

The FY 2016 recommended budget for this unit is \$889,744, an increase of \$21,384 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$45,317

Continuing Salary Costs—\$45,317

There is an increase of \$45,317 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Program Efficiencies and Reductions—(\$23,933)

There is reduction of \$21,433 for contractual services by eliminating project funds to enable cross-agency resource sharing of expenditure data with other districts. In addition, there is a reduction of \$1,000 for office supplies and \$1,500 for dues, registrations, and fees.

Division of Editorial, Graphics, Publishing and Services

FY 2016 Recommended Budget

The FY 2016 recommended budget for this division is \$4,828,178, an increase of \$100,070 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$113,688

Continuing Salary Costs—\$113,688

There is an increase of \$113,688 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Realignments to Meet Expenditure Requirements and Priorities—\$0

Realignments are budgeted to address priority spending needs in this division. There is a decrease of \$20,496 for instructional materials and a corresponding increase of \$8,466 for contractual maintenance for copiers to support the Copy-Plus and TeamWorks printing operations, and \$12,030 to purchase 15 refurbished copiers for schools.

Program Efficiencies and Reductions—(\$13,618)

There is reduction of \$13,618 for supporting services part-time salaries. These reductions can be made as a result of overall efficiencies within the division.

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

Kathleen C. Lazor, Director II

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	58.500	58.000	58.000	58.000	
Position Salaries	\$3,496,021	\$4,069,697	\$4,069,697	\$4,323,295	\$253,598
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		522,722	522,722	535,790	13,068
Other		34,227	34,227	35,083	856
Subtotal Other Salaries	900,016	556,949	556,949	570,873	13,924
Total Salaries & Wages	4,396,037	4,626,646	4,626,646	4,894,168	267,522
02 Contractual Services					
Consultants					
Other Contractual		63,822	63,822	63,922	100
Total Contractual Services	104,300	63,822	63,822	63,922	100
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		37,860	37,860	32,860	(5,000)
Office		6,668	6,668	6,668	
Other Supplies & Materials		424,521	424,521	382,732	(41,789)
Total Supplies & Materials	538,757	469,049	469,049	422,260	(46,789)
04 Other					
Local/Other Travel		3,767	3,767	2,767	(1,000)
Insur & Employee Benefits					
Utilities		18,400	18,400	18,400	
Miscellaneous		124,843	124,843	125,843	1,000
Total Other	346,806	147,010	147,010	147,010	
05 Equipment					
Leased Equipment		610,501	610,501	655,091	44,590
Other Equipment		81,078	81,078	36,488	(44,590)
Total Equipment	686,566	691,579	691,579	691,579	
Grand Total	\$6,072,466	\$5,998,106	\$5,998,106	\$6,218,939	\$220,833

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

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
	351 Department of Materials Management						
1	Q Director II		1.000	1.000	1.000	1.000	
1	K Materials Mgt Oper Mgr		1.000	1.000	1.000	1.000	
1	21 Comm Spec/Web Producer		1.000				
1	18 Communications Support Spec			1.000	1.000	1.000	
1	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
	Subtotal		4.000	4.000	4.000	4.000	
	352 Supply and Property Management Unit						
10	H Logistics Specialist		1.000	1.000	1.000	1.000	
10	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
10	23 Business Services Analyst		1.000	1.000	1.000	1.000	
10	21 Property Control Specialist		1.000	1.000	1.000	1.000	
10	19 Auto Technican II Shift 1		1.000	1.000	1.000	1.000	
10	18 Operations Supervisor		5.000	5.000	5.000	5.000	
10	17 Supply Services Supervisor		1.000	1.000	1.000	1.000	
10	14 Mail Supervisor		1.000	1.000	1.000	1.000	
10	14 Operations Assistant		3.000	3.000	3.000	3.000	
10	14 Instruct Materials Asst II		1.000	1.000	1.000	1.000	
10	13 Tractor Trailer Operator		3.000	3.000	3.000	3.000	
10	13 Materials & Property Asst					1.000	1.000
10	12 Instruct Materials Asst I		1.000				
10	11 Office Assistant IV		1.500	1.500	1.500	1.500	
10	11 Truck Drive/Whr Wkr Shift 1		23.000	23.000	23.000	23.000	
10	9 Warehouse Worker		2.000	2.000	2.000	2.000	
10	8 Auto Service Worker Shift 1		1.000	1.000	1.000	1.000	
	Subtotal		47.500	46.500	46.500	47.500	1.000
	354 Media Processing Services Unit						
2	22 Buyer II		1.000	1.000	1.000	1.000	
2	20 Processing Center Librarian		1.000	1.500	1.500	1.500	
2	14 Instruct Materials Asst II		1.000	1.000	1.000	1.000	
2	13 Materials & Property Asst		1.000	1.000	1.000	1.000	
2	12 Instruct Materials Asst I		2.000	2.000	2.000	2.000	
	Subtotal		6.000	6.500	6.500	6.500	
	355 Video Services Unit						
2	13 Materials & Property Asst		1.000	1.000	1.000		(1.000)
	Subtotal		1.000	1.000	1.000		(1.000)
	Total Positions		58.500	58.000	58.000	58.000	

Editorial, Graphics, and Publishing Services

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

Editorial, Graphics, and Publishing Services - 417

Kathleen C. Lazor, Director II

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	35.500	35.500	35.500	35.500	
Position Salaries	\$2,041,804	\$2,245,187	\$2,245,187	\$2,356,252	\$111,065
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends		181,600	181,600	181,600	
Professional Part Time					
Supporting Services Part Time		59,535	59,535	54,214	(5,321)
Other		45,408	45,408	39,734	(5,674)
Subtotal Other Salaries	325,866	286,543	286,543	275,548	(10,995)
Total Salaries & Wages	2,367,670	2,531,730	2,531,730	2,631,800	100,070
02 Contractual Services					
Consultants					
Other Contractual		462,473	462,473	470,939	8,466
Total Contractual Services	495,067	462,473	462,473	470,939	8,466
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials		893,072	893,072	872,576	(20,496)
Office					
Other Supplies & Materials		612,200	612,200	612,200	
Total Supplies & Materials	1,552,602	1,505,272	1,505,272	1,484,776	(20,496)
04 Other					
Local/Other Travel		2,233	2,233	1,000	(1,233)
Insur & Employee Benefits					
Utilities					
Miscellaneous		6,900	6,900	8,133	1,233
Total Other	10,981	9,133	9,133	9,133	
05 Equipment					
Leased Equipment		219,500	219,500	231,530	12,030
Other Equipment					
Total Equipment	245,210	219,500	219,500	231,530	12,030
Grand Total	<u>\$4,671,530</u>	<u>\$4,728,108</u>	<u>\$4,728,108</u>	<u>\$4,828,178</u>	<u>\$100,070</u>

Editorial Graphics & Publishing Services - 417

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
1	O Supervisor		1.000	1.000	1.000	1.000	
10	H Printing Supervisor			1.000	1.000	1.000	
3	H Printing Supervisor		1.000				
1	G Publications Supervisor			1.000	1.000	1.000	
10	G Publications Supervisor			1.000	1.000	1.000	
1	23 Publications Manager		1.000				
1	23 Publications Art Director		1.000	1.000	1.000	1.000	
1	23 Printing Services Supervisor		1.000				
1	21 Comm Spec/Web Producer			1.000	1.000	1.000	
3	21 Comm Spec/Web Producer		1.000				
1	20 Electronics Graph Artist		1.000	1.000	1.000	1.000	
1	18 Graphics Designer I			2.000	2.000	2.000	
3	18 Graphics Designer I		2.000				
10	18 Printing Equipment Operator IV			2.000	2.000	2.000	
3	18 Printing Equipment Operator IV		2.000				
10	17 Equipment Mechanic			1.000	1.000	1.000	
3	17 Equipment Mechanic		1.000				
1	16 Customer Service Spec		2.000	2.000	2.000	2.000	
10	16 Printing Equip Operator III			2.000	2.000	2.000	
3	16 Printing Equip Operator III		2.000				
1	15 Fiscal Assistant II		1.000	1.000	1.000	1.000	
10	15 Copier Repair Technician			5.000	5.000	5.000	
3	15 Copier Repair Technician		5.000				
1	14 Administrative Secretary I		1.000	1.000	1.000	1.000	
10	14 Printing Equip Operator II			5.500	5.500	5.500	
3	14 Printing Equip Operator II		5.500				
10	11 Printing Equip Operator I			7.000	7.000	7.000	
3	11 Printing Equip Operator I		7.000				
	Total Positions		35.500	35.500	35.500	35.500	

Procurement Unit

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

Procurement Unit - 353

Kathleen C. Lazor, Director II

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	12.000	11.000	11.000	11.000	
Position Salaries	\$898,690	\$835,552	\$835,552	\$880,869	\$45,317
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time					
Other					
Subtotal Other Salaries					
Total Salaries & Wages	898,690	835,552	835,552	880,869	45,317
02 Contractual Services					
Consultants					
Other Contractual		22,183	22,183	750	(21,433)
Total Contractual Services	1,263	22,183	22,183	750	(21,433)
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		4,431	4,431	4,500	69
Other Supplies & Materials					
Total Supplies & Materials	5,257	4,431	4,431	4,500	69
04 Other					
Local/Other Travel		6,194	6,194	3,625	(2,569)
Insur & Employee Benefits					
Utilities					
Miscellaneous					
Total Other	3,997	6,194	6,194	3,625	(2,569)
05 Equipment					
Leased Equipment					
Other Equipment					
Total Equipment					
Grand Total	\$909,207	\$868,360	\$868,360	\$889,744	\$21,384

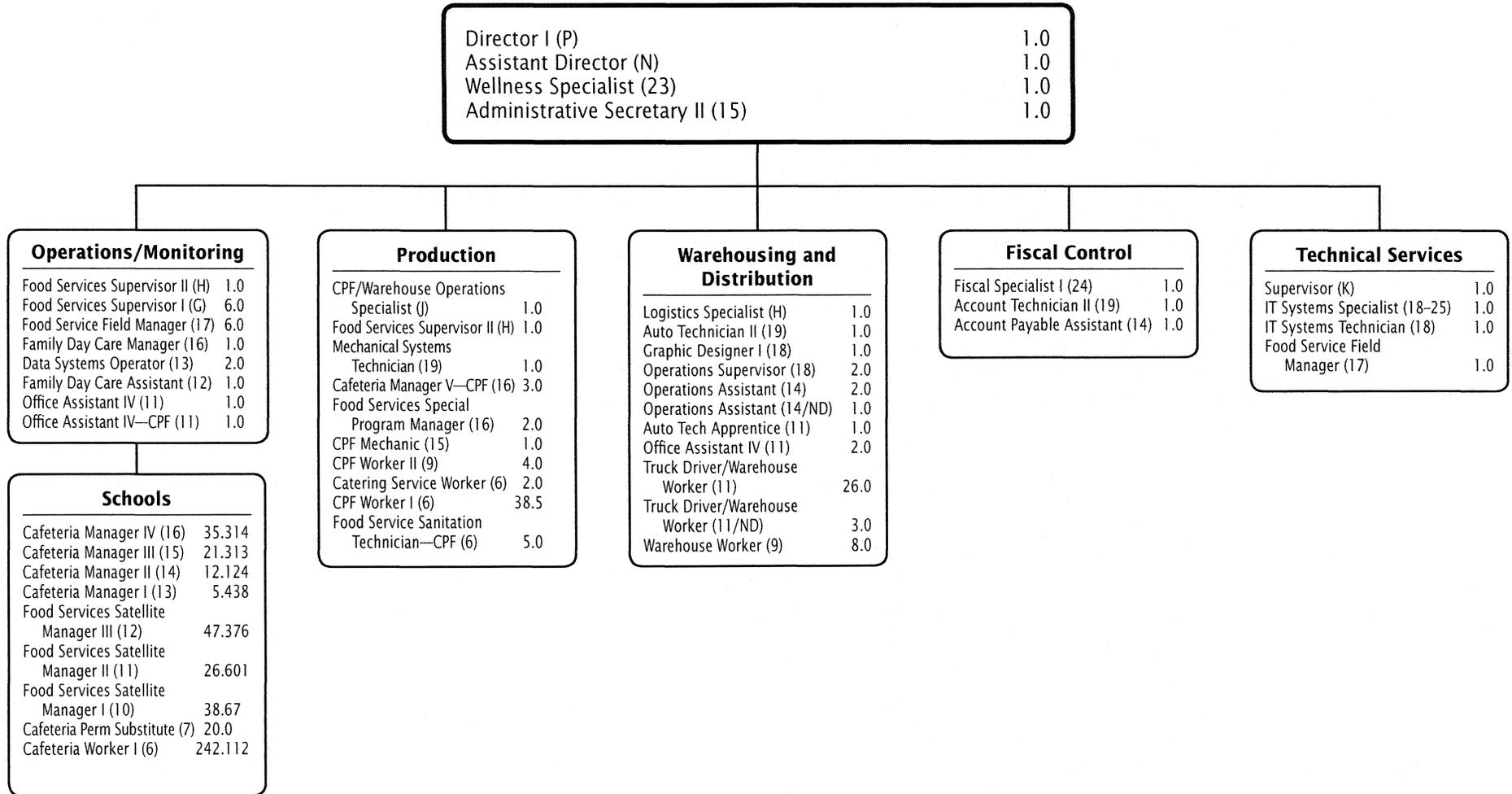
Procurement Unit - 353

Kathleen C. Lazor, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
1	P Director I		1.000				
1	M Team Leader			1.000	1.000	1.000	
1	J Senior Buyer		1.000				
1	23 Business Services Analyst		1.000	1.000	1.000	1.000	
1	22 Buyer II		2.000	2.000	2.000	2.000	
1	18 Buyer I		3.000	3.000	3.000	3.000	
1	16 Materials Support Specialist		1.000	1.000	1.000	1.000	
1	14 Buyer Assistant II		2.000	2.000	2.000	2.000	
1	12 Buyer Assistant I		1.000	1.000	1.000	1.000	
	Total Positions		12.000	11.000	11.000	11.000	

Division of Food and Nutrition Services

Chapter 8 – 95



F.T.E. Positions 585.448

(The 448.948 positions in schools also are shown on K-12 charts in Chapter 1)

ND Night Differential = Shift 3

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

MAJOR FUNCTIONS

Child Nutrition Program Administration

DFNS provides breakfast and lunch in all school cafeterias, alternative sites, and the Lathrop E. Smith Center. Additionally, the division actively supports the Maryland Meals for Achievement (MMFA) program that provides breakfast, at no charge, to all students in the classrooms at 74 schools and the Fresh Fruit and Vegetable Program in three elementary schools. It administers the Free and Reduced-price Meals System (FARMS) program for students, provides meals to low-income children during the summer, and monitors meal service in licensed family child care homes. The division also participates in the at-risk, after-school snack and after-school supper program to students up to age 18 in eligible school-based programs. It provides nutrition education services and meals to nonprofit child-care centers and after-school programs.

Promotion of Nutrition Education and the Wellness Policy

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

The DFNS Centralized Facility, which houses the administrative offices, central production facility, central warehouse, and training areas for staff, was rebuilt and opened in FY 2015. This 77,000 square-foot facility will enable DFNS to expand operations by allowing a greater opportunity to prepare healthy menu options and continue to conduct operations efficiently within a growing school system.

Central Production Facility Management

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

Central Warehouse Management

The food service warehouse receives, stores, and distributes food and supplies to schools, nonprofit organizations, and

county government agencies. The division determines food and equipment specifications, purchases supplies and materials, maintains its data support systems, and plans kitchen design processes. It approves and pays invoices for goods received and federal and state claim reimbursements.

ACCOMPLISHMENTS AND INITIATIVES

- » The county's changing economics and demographics are creating a change in the number of students eligible for free and reduced-price meals. In FY 2006, the FARMS application changed from an individual student application to a household application. Beginning with the 2006–2007 school year, the meal benefit application is preprinted with student information. The form has been revised, with input 0-from stakeholders, for ease of completion. At the end of FY 2014, 34.9 percent of the student population was eligible to participate in FARMS. This was an increase of .7 percent from FY 2013. During FY 2015, DFNS will continue to not charge eligible students the 30 cents reduced price for breakfast. This will continue to encourage more students who are most in need to participate in the breakfast program.
- » MCPS continues to plan menus to provide well-balanced, nutritious, and affordable meals that students enjoy and that help prepare them to learn. Menus are planned to provide a variety of offerings and meet the varied needs of our customers. Students and staff are accepting the lower fat and vegetarian options that are part of the daily offerings in school cafeterias. Fifty-six elementary schools have received the Silver level award for the Healthy U.S. School Challenge, an award given by the U.S. Department of Agriculture. All 133 MCPS elementary schools have received the Bronze level of this award. Focus groups are held with parents and students at the elementary, middle, and high school levels to hear their perceptions and feedback on meal quality and value and the quality of customer service provided by the division's staff. When possible, program changes are implemented based on the responses. Cafeteria managers share their best practices at training meetings.
- » The division has been addressing the childhood overweight and obesity epidemic actively through collaboration with nutrition and physical education programs. The division has implemented fully the nutritional requirements adopted by the Board of Education in the à la carte program and supports schools' implementation by working directly with the various companies providing vending services. The division, along with the Division of Procurement, has been successful in implementing a systemwide vending contract for snacks and beverages. Staff has been involved in community forums related to childhood obesity.
- » Division staff collaborates with school staff and the community to provide a coordinated approach that empowers students to make healthy food choices and

become more physically active. Successful initiatives focus on efforts to improve the health of students by increasing their awareness of the impact of good nutrition and regular physical activity. Division staff members are active participants on the School Health Council and MCPS Action for Healthy Kids, as well as Maryland Action for Healthy Kids.

- » The division has been an active participant in MMFA since 1998. There are 74 schools included in the program for the 2014–2015 school year. Breakfast is served in the classrooms of these schools to all students at no cost. Evaluators report that test scores in MMFA schools improve significantly more than in matched comparison schools. Evaluations of the schools participating statewide showed that tardiness and disciplinary suspensions decreased significantly following the start of MMFA. Teachers and administrators overwhelmingly report that the program has a positive impact on the learning environment and on student behavior.
- » There has been a collaborative effort with the Montgomery County Government to provide a Summer Food Service Program serving meals during the summer months to students of low-income families. During FY 2014, 181,498 breakfasts and 263,163 lunches were served. Additionally, there were 12 walk-in sites serving students. Beginning in June 2013, summer sites operated with cafeteria staff providing hot meals to the students. As a result of the hot meals, there was an increase of 97,571 breakfasts (116% increase) and 126,349 lunches (92% Increase) served in FY 2014.
- » A fully integrated software system encompasses all operations. It includes a point-of-sale meals system that manages student accounts and links all schools to the central office. This transmits current student database information, including FARMS eligibility, directly to cafeteria managers and eliminates the overt identification of students. It also allows for quick accounting and resource management. Adults are able to electronically place money on students’ accounts using mylunchmoney.com.
- » Centralized and automated food service operations keep food costs well below the industry standard. In FY 2014, food costs were 30 percent of revenue compared with the industry standard of 45 percent.
- » The division operates as an enterprise fund and maintains a fiscally sound program. *The National School Lunch Act* requires the division to operate at a break-even point.

PERFORMANCE MEASURES

Performance Measure: Elementary lunch participation reaches 55 percent of enrollment by FY 2017.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
49%	51%	52%

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

Performance Measure: Secondary school meal participation reaches 34 percent of enrollment by FY 2017.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
27%	30%	32%

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

Performance Measure: 100 percent of cafeteria managers rank “satisfaction with job” at 3 or higher on a 5-point scale on the annual Food Services Manager Survey.

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
100%	100%	100%

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

OVERVIEW OF BUDGET CHANGES

FY 2016 Recommended Budget

The FY 2016 recommended budget for this fund is \$53,166,879, an increase of \$1,944,473 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$1,944,473

Continuing Salary Costs—\$1,894,473

There is an increase of \$1,894,473 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

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

There are a number of realignments budgeted to address priority spending needs within this fund. There is \$908,200 realigned among and between accounts budgeted within the fund. The realignments are neutral overall and reflect the actual costs and operations of this fund. In addition, there is a realignment of \$50,000 from the Entrepreneurial Activities Fund to this fund to support costs for food supplies and materials.

Selected Expenditure Information			
Supplies and Materials for Division of Food and Nutrition Services			
	FY 2015 Current Budget	FY 2016 Budget	Change
Meat, Fish, and Poultry	4,707,761	4,323,577	(384,184)
Fruits and Vegetables	2,127,141	2,124,541	(2,600)
Dairy Products	3,837,132	3,964,341	127,209
Groceries	2,674,279	2,668,429	(5,850)
Bakery Goods	1,969,160	2,208,744	239,584
Ice Cream	200,240	150,240	(50,000)
Disposables	1,674,325	1,675,825	1,500
Other	226,200	229,800	3,600
Total	17,416,238	17,345,497	(70,741)

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

Marla Caplon, Director I

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	582.948	585.448	585.448	585.448	
Position Salaries	\$18,200,902	\$19,598,837	\$19,598,837	\$21,138,073	\$1,539,236
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends					
Professional Part Time					
Supporting Services Part Time		506,000	506,000	527,750	21,750
Other		317,156	317,156	325,084	7,928
Subtotal Other Salaries	1,017,816	823,156	823,156	852,834	29,678
Total Salaries & Wages	19,218,718	20,421,993	20,421,993	21,990,907	1,568,914
02 Contractual Services					
Consultants					
Other Contractual		1,242,028	1,242,028	1,352,313	110,285
Total Contractual Services	1,517,855	1,242,028	1,242,028	1,352,313	110,285
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office					
Other Supplies & Materials		17,416,238	17,416,238	17,345,497	(70,741)
Total Supplies & Materials	19,160,411	17,416,238	17,416,238	17,345,497	(70,741)
04 Other					
Local/Other Travel		81,897	81,897	81,897	
Insur & Employee Benefits		11,653,428	11,653,428	11,876,995	223,567
Utilities					
Miscellaneous		185,202	185,202	185,202	
Total Other	11,499,164	11,920,527	11,920,527	12,144,094	223,567
05 Equipment					
Leased Equipment		185,820	185,820	298,268	112,448
Other Equipment		35,800	35,800	35,800	
Total Equipment	584,021	221,620	221,620	334,068	112,448
Grand Total	<u>\$51,980,169</u>	<u>\$51,222,406</u>	<u>\$51,222,406</u>	<u>\$53,166,879</u>	<u>\$1,944,473</u>

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

Marla Caplon, Director I

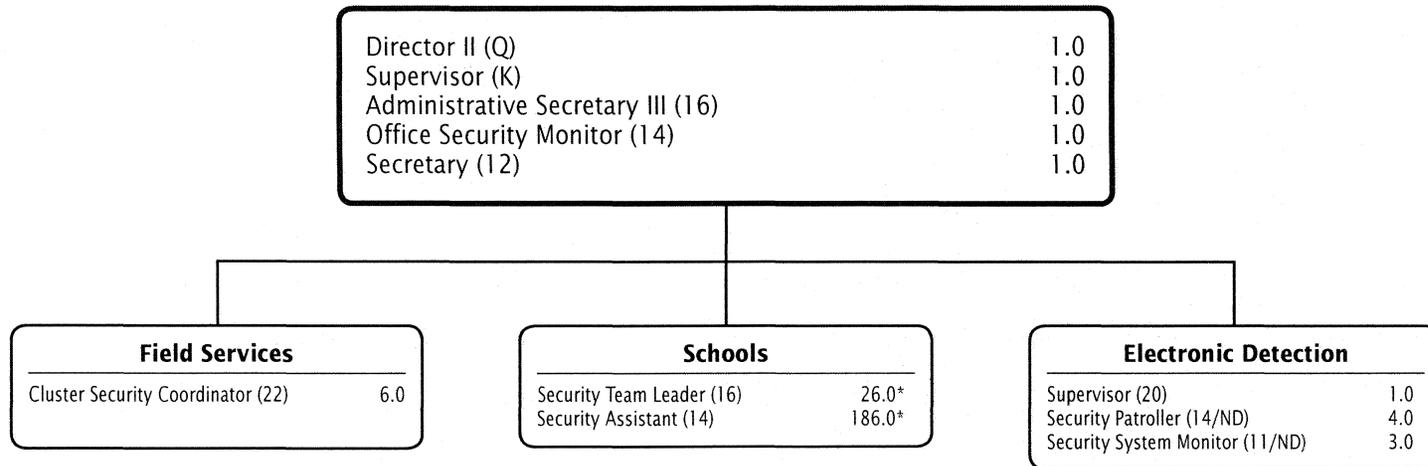
CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
61	P Director I		1.000	1.000	1.000	1.000	
61	N Assistant Director I		1.000	1.000	1.000	1.000	
61	K Supervisor		1.000	1.000	1.000	1.000	
61	J CPF/Warehouse Operations Spec		1.000	1.000	1.000	1.000	
61	H Food Services Supervisor II		2.000	2.000	2.000	2.000	
61	H Logistics Specialist		1.000	1.000	1.000	1.000	
61	G Food Services Supervisor I		6.000	6.000	6.000	6.000	
61	25 IT Systems Specialist		1.000	1.000	1.000	1.000	
61	24 Fiscal Specialist I		1.000	1.000	1.000	1.000	
61	23 Wellness Specialist		1.000	1.000	1.000	1.000	
61	19 Account Technician II		1.000	1.000	1.000	1.000	
61	19 Auto Technican II Shift 1		1.000	1.000	1.000	1.000	
61	19 Mechanical Systems Tech Shft 1			1.000	1.000	1.000	
61	18 IT Systems Technician			1.000	1.000	1.000	
61	18 Graphics Designer I		1.000	1.000	1.000	1.000	
61	18 Operations Supervisor		2.000	2.000	2.000	2.000	
61	17 Food Service Field Manager		6.000	6.000	6.000	6.000	
61	17 Food Svcs Field Manager 12 mo			1.000	1.000	1.000	
61	16 IT Services Tech Asst II		2.000				
61	16 Cafeteria Manager IV	X	41.500	38.002	38.002	35.314	(2.688)
61	16 Food Svcs Spec Prog Mgr		2.000	2.000	2.000	2.000	
61	16 CPF Manager V		1.000	1.000	1.000	1.000	
61	16 CPF Manager V		2.000	2.000	2.000	2.000	
61	16 Family Day Care Manager		1.000	1.000	1.000	1.000	
61	15 Administrative Secretary II		1.000	1.000	1.000	1.000	
61	15 Cafeteria Manager III	X	14.875	18.375	18.375	21.313	2.938
61	15 CPF Mechanic		1.000	1.000	1.000	1.000	
61	14 Accounts Payable Assistant		1.000	1.000	1.000	1.000	
61	14 Cafeteria Manager II	X	7.425	9.312	9.312	8.249	(1.063)
61	14 Cafeteria Manager II 9 mo		3.875	3.875	3.875	3.875	
61	14 Operations Assistant		2.000	2.000	2.000	2.000	
61	14 Operations Assist Shift 3		1.000	1.000	1.000	1.000	
61	13 Data Systems Operator		2.000	2.000	2.000	2.000	
61	13 Cafeteria Manager I	X	4.625	4.625	4.625	5.438	.813
61	12 Food Svcs Satellite Mgr III		33.375	38.626	38.626	47.376	8.750
61	12 Family Day Care Assistant		.750	1.000	1.000	1.000	
61	11 Office Assistant IV		3.000	3.000	3.000	3.000	
61	11 Office Assistant IV CPF	X	1.000	1.000	1.000	1.000	
61	11 Food Svcs Satellite Mgr II		39.010	34.476	34.476	26.601	(7.875)
61	11 Auto Tech Apprentice Shift 1		1.000	1.000	1.000	1.000	
61	11 Truck Drive/Whr Wkr Shift 1		9.000	8.000	8.000	9.000	1.000
61	11 Truck Drive/Whr Wkr Shift 1		14.000	15.000	15.000	17.000	2.000
61	11 Truck Drive/Wrh Wkr Shift 3		6.000	6.000	6.000	3.000	(3.000)

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

Marla Caplon, Director I

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
61	10 Food Svcs Satellite Mgr I		39.775	39.545	39.545	38.670	(.875)
61	9 Warehouse Worker	X	6.000	6.000	6.000	6.000	
61	9 Warehouse Worker		1.000	2.000	2.000	2.000	
61	9 CPF Worker II	X	2.000	4.000	4.000	4.000	
61	9 General Maintenance Worker I		1.000				
61	8 Auto Service Worker Shift 1		1.000				
61	7 Cafeteria Perm Substitute		21.500	20.000	20.000	20.000	
61	6 Cafeteria Worker I 9 mo		74.675	74.477	74.477	74.477	
61	6 Cafeteria Worker I	X	166.125	167.635	167.635	167.635	
61	6 CPF Worker I	X	40.438	38.500	38.500	38.500	
61	6 Catering Services Worker	X	2.000	2.000	2.000	2.000	
61	6 Food Svc Sanit Tech CPF	X	4.000	4.000	4.000	4.000	
61	6 Food Svc Sanit Tech CPF		1.000	1.000	1.000	1.000	
	Total Positions		582.948	585.448	585.448	585.448	

Department of School Safety and Security



F.T.E. Positions 19.0

(*The 212.0 positions in schools also are shown on K-12 charts in Chapter 1 and Office of Special Education and Student Services in Chapter 5)

ND Night Differential = Shifts 2 and 3

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

MAJOR FUNCTIONS

Comprehensive School System Emergency Preparedness

DSSS staff members design, develop, and conduct safety and security training programs for all security staff, school-based administrators, and all other school- and facility-based staff. DSSS is responsible for developing overall school system emergency response protocols and working in partnership with public safety agencies to mitigate emergency scenarios that affect the school system. Staff provides security support and performs security assessments for all existing schools and facilities. Staff investigates and recommends corrective action regarding serious security issues and responds to critical incidents that occur in schools and facilities. DSSS staff reviews and assesses the readiness of all staff to react in emergency situations and develop lesson-learned summaries for review with Montgomery County Public Schools (MCPS) stakeholders and public safety partners.

School Security Program Infrastructure Development and Management

DSSS staff members facilitate the design and installation of all security systems. These systems include, but are not limited to, access control systems, visitor management systems, and digital surveillance systems. Staff works with selected security contractors and MCPS technology staff to survey and study all new security technology. DSSS staff members perform site evaluations and review construction plans for safety and security concerns in new and revitalization/expansion construction projects.

Staffing Management

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

24-Hour Facility and Property Security

DSSS's Electronic Detection Section monitors perimeter intrusion; motion detectors; glass breakage; and refrigeration, boiler, and power outage alarms at all MCPS schools and facilities after hours, on weekends, and on holidays.

Security patrollers respond to schools and facilities for reports of alarms, burglaries, vandalism, suspicious individuals, trespassers, and various other calls for service.

ACCOMPLISHMENTS AND INITIATIVES

- » DSSS staff supervised the school security infrastructure upgrades as part of the 2008–2014 \$9 million capital improvement plan, including the completion of access control systems (ACS) in all MCPS elementary schools, new digital camera systems in all secondary schools, and visitor management systems (VMS) in all schools. DSSS has implemented additional security system upgrades as part of state- and county-funded initiatives scheduled for the 2013–2015 school years. The initiatives include additional digital cameras in schools, new access control systems (ACS) in secondary schools, and the upgrading of communication technology resources.
- » DSSS staff developed and organized implementation of a student mentoring program, called “Courageous Young Men,” during the 2012–2013 school year. This program, now in its third year, promotes and enhances the development of positive learning and social skills among MCPS middle school male students. In the 2013–2014 school year, another mentoring program with the same goals, called “Amazing Young Ladies,” was implemented for female middle school students. These one-week programs are supported with oversight and evaluation by DSSS staff.

PERFORMANCE MEASURES

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
32	32	56

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
95%	95%	100%

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
94%	98%	100%

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
80%	80%	100%

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

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
90%	90%	100%

Explanation: Based on post-training customer evaluation surveys.

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

FY 2014 Actual	FY 2015 Estimate	FY 2016 Recommended
25%	25%	40%

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

OVERVIEW OF BUDGET CHANGES

FY 2015 Current Budget

The current FY 2015 budget for this department is changed from the budget adopted by the Board of Education on June 17, 2014. The change is a result of a technical realignment of \$33,336 and a 1.0 security assistant position from this department to the High Schools budget.

FY 2016 Recommended Budget

The FY 2016 recommended budget for this department is \$1,960,139, an increase of \$178,703 over the current FY 2015 budget. An explanation of this change follows.

Same Service Level Changes—\$178,703

Continuing Salary Costs—\$66,098

There is an increase of \$66,098 for continuing salary costs for current employees. This amount is the cost associated with the salary step and general wage adjustment (GWA) of 2 percent that eligible employees will receive on October 3, 2015. The amount also includes the annualized cost of the FY 2015 salary step and 1.5 percent GWA employees received on November 29, 2014.

Other—\$112,605

There is an increase of \$112,605 to the budget to maintain functions related to visitor management and access control systems in schools. The additional funding will support visitor management badge identification cards, access control license and door readers, and annual software updates to ensure that all security systems work in collaboration with one another.

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

Description	FY 2014 Actual	FY 2015 Budget	FY 2015 Current	FY 2016 Request	FY 2016 Change
01 Salaries & Wages					
Total Positions (FTE)	20.000	20.000	19.000	19.000	
Position Salaries	\$1,493,958	\$1,494,962	\$1,456,626	\$1,518,771	\$62,145
Other Salaries					
Summer Employment					
Professional Substitutes					
Stipends				15,000	15,000
Professional Part Time					
Supporting Services Part Time		128,232	128,232	131,438	3,206
Other		29,873	29,873	30,620	747
Subtotal Other Salaries	162,402	158,105	158,105	177,058	18,953
Total Salaries & Wages	1,656,360	1,653,067	1,614,731	1,695,829	81,098
02 Contractual Services					
Consultants					
Other Contractual		57,000	57,000	59,410	2,410
Total Contractual Services	59,429	57,000	57,000	59,410	2,410
03 Supplies & Materials					
Textbooks					
Media					
Instructional Supplies & Materials					
Office		2,605	2,605	3,355	750
Other Supplies & Materials		56,000	56,000	148,245	92,245
Total Supplies & Materials	60,359	58,605	58,605	151,600	92,995
04 Other					
Local/Other Travel		250	250	250	
Insur & Employee Benefits					
Utilities					
Miscellaneous		850	850	3,050	2,200
Total Other	615	1,100	1,100	3,300	2,200
05 Equipment					
Leased Equipment					
Other Equipment		50,000	50,000	50,000	
Total Equipment		50,000	50,000	50,000	
Grand Total	\$1,776,763	\$1,819,772	\$1,781,436	\$1,960,139	\$178,703

Department of School Safety and Security - 337

Robert B. Hellmuth, Director II

CAT	DESCRIPTION	10 Mon	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 CURRENT	FY 2016 REQUEST	FY 2016 CHANGE
10	Q Director II		1.000	1.000	1.000	1.000	
10	K Supervisor		1.000	1.000	1.000	1.000	
10	25 Safety & Staff Dev Manager		1.000				
10	22 Cluster Security Coordinator		6.000	6.000	6.000	6.000	
10	20 Supv Electronic Detection		1.000	1.000	1.000	1.000	
10	16 Administrative Secretary III		1.000	1.000	1.000	1.000	
10	14 Security Assistant	X		1.000			
10	14 Office Security Monitor		1.000	1.000	1.000	1.000	
10	14 Security Patroller Shift 2		2.000	2.000	2.000	2.000	
10	14 Security Patroller Shift 3		2.000	2.000	2.000	2.000	
10	12 Secretary		1.000	1.000	1.000	1.000	
10	11 Security Sys Monitor Shft 2		2.000	2.000	2.000	2.000	
10	11 Security Sys Monitor Shift 3		1.000	1.000	1.000	1.000	
	Total Positions		20.000	20.000	19.000	19.000	