



Montgomery County Public Schools

Engage! Encourage! Empower!



School Board's Funding Request

Fiscal Year 2017-18

February 7, 2017

750 Imperial Street | Christiansburg, Virginia 24073 | www.mcps.org | 540-382-5100

Montgomery County Public Schools does not discriminate in its programs and activities for reasons of race, religion, color, gender, national origin, disability, age, or on any other basis prohibited by law.

The following persons have been designated to handle inquiries regarding non-discrimination policies:

Director of Human Resources and Director of Secondary Education
750 Imperial Street SE, Christiansburg, VA 24073 (540)382-5100

TABLE OF CONTENTS

School Board Members	vi
Introduction.....	vii
About Our School Division.....	ix
Engage! Encourage! Empower MCPS Mission, Vision and Core Values.....	xi
Six Year Plan	xii
Sharing our Successes.....	xiii
Overview and MCPS Accomplishments.....	xiv
Executive Summary	1
Message from the School board.....	3
Budget Process	6
Budget Calendar	6
School Boards’s funding request 2017-18 Budget	8
History.....	10
Framework for the Superintendent’s Proposed Operating Budget.....	12
Proposed Changes to Address Our Needs	14
Budget Requests by Goal	17
Categorical Budget Expenditure Summary.....	18
Revenue	19
Revenue Overview	20
Revenue Summary	21
School Operating Revenue.....	22
Expenditures	25
Expenditure Summary by Object Code.....	26
Expenditure Summary by Category	27
State Appropriation By Category	28
School Budget Profiles.....	29
Enrollment Summary.....	31
Current Instructional Staffing	33
Elementary Profiles	34
Auburn Elementary.....	36
Auburn Elementary School Budget Information.....	37
Belview Elementary.....	38

Belview Elementary School Budget Information.....	39
Christiansburg Elementary.....	40
Christiansburg Elementary School Budget Information	41
Christiansburg Primary.....	42
Christiansburg Primary School Budget Information.....	43
Eastern Montgomery Elementary.....	44
Eastern Montgomery Elementary School Budget Information	45
Falling Branch Elementary	46
Falling Branch Elementary School Budget Information.....	47
Gilbert Linkous Elementary	48
Gilbert Linkous Elementary School Budget Information.....	49
Harding Avenue Elementary.....	50
Harding Avenue Elementary School Budget Information	51
Kipps Elementary	52
Kipps Elementary School Budget Information.....	53
Margaret Beeks Elementary.....	54
Margaret Beeks Elementary School Budget Information	55
Price’s Fork Elementary.....	56
Price’s Fork Elementary School Budget Information.....	57
Secondary Profiles.....	58
Current Instructional Staffing	60
Auburn Middle	62
Auburn Middle School Budget Information	63
Blacksburg Middle.....	64
Blacksburg Middle School Budget Information	65
Christiansburg Middle	66
Christiansburg Middle School Budget Information.....	67
Shawsville Middle School	68
Shawsville Middle School Budget Information	69
Auburn High.....	70
Auburn High School Budget Information	71
Blacksburg High	72
Blacksburg High School Budget Information	73
Christiansburg High.....	74
Christiansburg High School Budget Information.....	75

Eastern Montgomery High.....	76
Eastern Montgomery High School Budget Information.....	77
Department Budget Profiles.....	79
Curriculum & Instruction.....	81
Alternative Education.....	84
Alternative Education Budget Information.....	85
Career/Technical Education.....	86
Career and Technical Education Budget Information.....	87
English as a Second Language.....	88
English as a Second Language Budget Information.....	89
Four Year Old Pre-School.....	90
Four Year Old Pre-School Budget Information.....	91
Gifted Program.....	92
Gifted Education Budget Information.....	93
Library/Media.....	94
Library/Media Budget Information.....	95
Reading Intervention Program.....	96
Reading Intervention Program Budget Information.....	97
School Counseling.....	98
School Counseling Budget Information.....	99
Special Education.....	100
Special Education Budget Information.....	101
Student Services.....	102
Student Services Budget Information.....	103
Operations.....	104
Facilities & Planning.....	106
Facilities and Planning Budget Information.....	107
Finance.....	108
Finance and Purchasing Budget Information.....	109
Technology.....	110
Technology Budget Information.....	111
Transportation.....	112
Transportation Budget Information.....	113
Human Resources.....	114
Human Resources Budget Information.....	115

Executive Administration.....	116
Executive Administration Budget Information.....	117
Special Programs	119
School Nutrition Program – Self Sustaining.....	120
School Nutrition Program Budget Information	122
Title I Federal Funds.....	124
Title I Budget Information.....	125
Title II Federal Funds.....	126
Title II Budget Information	127
Title III Federal Funds	128
Title III Budget Information	129
Carl Perkins Grant.....	130
Carl Perkins Budget Information.....	131
Lapse Factor.....	132
Lapse Factor Budget Information	133
Supporting Documents.....	135
Supporting Documents Overview.....	136
Organizational Chart	137
Composite Index	138
Composite Index History	139
Composite Index Calculation	140
Membership History and Projections	142
Current Staffing.....	143
Tier 2 Budget Requests	144
Unified Pay Plan	145
Health Insurance Plan and Rates	159
Budgeted Premiums	160
Insurance Rates.....	161
Capital Improvements Program.....	162
Capital Maintenance Plan.....	165
Transportation Fleet Replacement Cycle	174
Financial Policies	176
Debt Policies	180
Glossary	182

SCHOOL BOARD MEMBERS



Gunin Kiran, District A



Penny J. Franklin, District B



Rev. James E. Lyons, III, District C



Jamie M. Bond, District D



Marti Graham, District E



Connie L. Froggatt, District F



Mark F. Cherbaka, District G



Mark Mear, Ed.D., Superintendent

INTRODUCTION

*“Education is for improving the lives of others and for leaving your community and world better than you found it.”
Marian Wright Edelman*

Initial outlook shows more limited revenue sources in 2017-18, which we know will be a challenge as we prepare the operating budget. As we evaluated the needs of the division for 2017-18, we focused on needs directly related to our trademarked Model for Effective Instruction, which is the cornerstone of our Comprehensive Plan. The Model ensures that every student meets our mission – to graduate career and college ready and become a productive, responsible citizen.

MCPS is Leading the Learning across the state and the nation. Through the implementation of the Model for Effective Instruction several MCPS schools have seen significant gains in Mathematics and Reading test scores in the past several years. Employee morale has increased as our teachers and staff members feel more prepared to engage students in the classroom and to encourage students to apply their knowledge to the world around them. To sustain this progress, we must continue to dedicate resources to implementing the model, compensate our employees well and continue to explore how to restore what was removed from the budget during the budget downturn.

The Superintendent’s Proposed Operating Budget for 2017-18 is directed at four specific goals:

1. Continue Implementation of the Model for Effective Instruction
2. Recruit and Retain the Highest Caliber Employees
3. Maintenance of Effort for Necessary Infrastructures
4. Sustain Program Enhancement and Targeted Restoration from the 2016 -2017 Budget

These goals were created through the budget process by looking at the areas addressed as concerns from our stakeholder groups. We also aligned the budget with our Comprehensive Plan to ensure that our resources are dedicated to furthering the goals of the division.

The first and primary goal of this budget is the use of the Model for Effective Instruction. This Model is the roadmap our educators use to ensure that their instruction is effective for every student. It is the division’s responsibility to provide the tools that educators need to implement this Model.

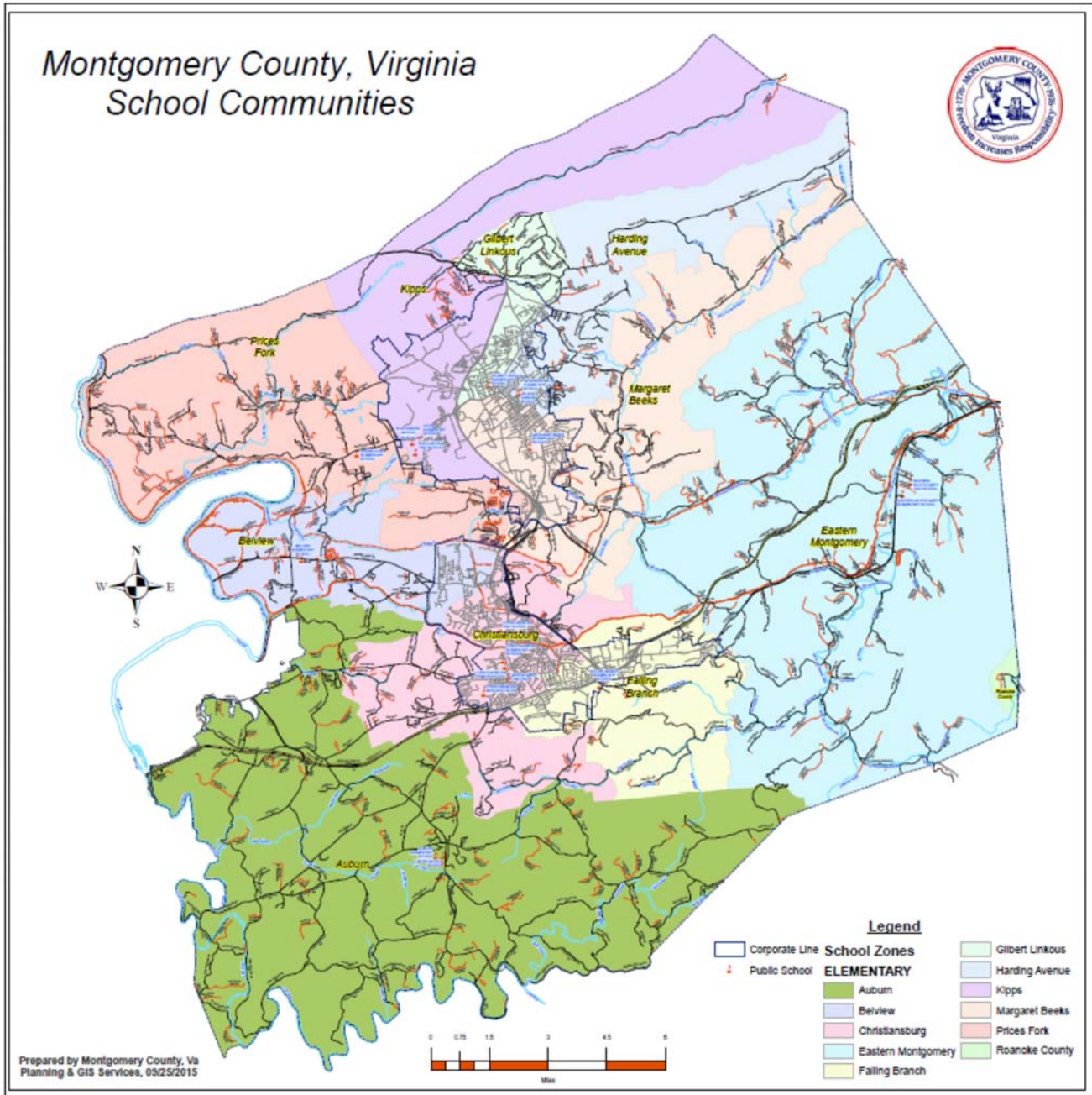
Our second goal surrounds the people who implement our mission and the Model for Effective Instruction – our staff. In order for MCPS to recruit and retain the best and brightest employees, we must restore compensated years of service lost during the recession and continue to offer a benefits package that provides employees with affordable health care. During the 2016-2017 budget we were able to take the first steps at implementing the first year of the Evergreen Salary Study. With the lack of available revenues for the 2017 -2018 budget, we are unable to implement the second year of the Evergreen study. While there are some funds dedicated to enhancing our salaries, we will still be behind in bringing many staff members up to market value. This will continue to affect MCPS and our ability to be competitive when it comes to recruiting and retaining high quality personnel.

Our third goal involves maintaining necessary infrastructures throughout the division. This includes items such as required rate increases from the Virginia Retirement System (VRS), utilities, expansion of bandwidth to accommodate more devices on the division network, rate increases for health insurance costs and the recurring purchase of software licenses.

Our fourth and final goal for the 2017-18 Operating Budget is maintaining the Program Enhancement and Targeted Restoration that occurred in the 2016 -2017 budget. We are fortunate that an increase in revenue last year allowed us to begin to recover from the \$7 million decrease in state funding that occurred between 2008 and 2012. Our goal is to not lose any of these gains in the 2017-18 budget. Meeting the needs of our students requires more funds than are available to us for the 2017-18 budget. This situation is further complicated by a loss of promised state funds that were dedicated to employee compensation. We are fortunate that we were able to cover the unanticipated loss of funds instead of revoking the raises that were promised to employees in their contracts. However, we learned through that process that the state funds, which have already been cut drastically, are no longer reliable. The previous restriction on resources has had a negative financial impact on the school improvement process. Lack of fund restoration limits the improvement process, and programs throughout the division require additional funding to sustain adequate programs.

In combination, these goals help us ensure that every student in Montgomery County, no matter their challenges or struggles, has the opportunity to graduate career and college ready so that they can become a productive, responsible citizen. This is the essence of the ideal that education is for improving the lives of others and for leaving the community better than we found it. In Montgomery County, we are trying to do just that.

ABOUT OUR SCHOOL DIVISION



SCHOOL BUILDINGS

Primary School	1
Elementary Schools	10
Middle Schools	4
High Schools	4
Alternative Education	1
Total	20

TEACHING STAFF

Salaries	
Minimum	\$ 36,394
Maximum	\$ 64,664
MCPS Average	\$ 46,754
Number of classroom teachers with Master's degrees or above	
	289
Average years' experience (overall)	
	12.7
Turnover rate	
	13.25%

STUDENT INFORMATION

Average Daily Membership (3/31/16)	
Elementary	4,439
Middle	2,071
High	2,986
Total	9,496
Cost per Student (preliminary)	
State	\$ 4,069
State Sales Tax	\$ 1,107
Federal	\$ 717
Local	\$ 4,781
Total	\$ 10,674
% of Free & Reduced Lunch	36.03%
Scholastic Assessment Test Scores	
Math	
MCPS	542
State	517
Nation	508
Critical Reading	
MCPS	551
State	520
Nation	494
Number of Seniors taking SAT	419
Number of AP Examinations	840

DEMOGRAPHICS

Total Fall Membership (PreK-12)	9,819
Subgroup:	
Black	4.51%
White	82.76%
Hispanic	4.17%
Asian	4.12%
Hawaiian	0.10%
Multi-Race	4.32%
Native American	0.16%
Special Education	9.82%
Limited English Proficient	2.39%
Economically Disadvantaged	36.03%

Note: The demographic information presented above is an appropriate "snapshot" of our student demographic data taken in October. This snapshot includes all students (full and part-time, preschools, GED, special programs, etc.) and may differ from other reports, depending on which day the data was recorded.

ENGAGE! ENCOURAGE! EMPOWER
MCPS MISSION, VISION AND CORE VALUES



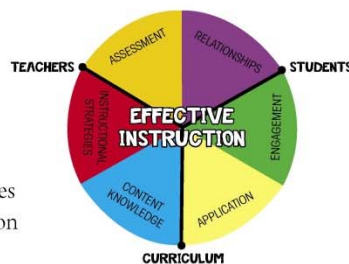
MISSION

Every student will graduate career and college ready and become a productive, responsible citizen.

VISION

We inspire learning by providing a nurturing environment, positive relationships, high expectations, and continuous growth.

Montgomery County Public Schools accomplishes our mission and vision through the implementation of the Model for Effective Instruction.



CORE VALUES

- Physical safety and emotional well being
- Mutual trust and respect
- Open communication
- Accountability
- Engagement and life-long learning



Montgomery County
Public Schools

SIX YEAR PLAN

The Montgomery County Public Schools comprehensive continuous improvement process includes the following areas:

1. Student Achievement 2. Leadership, Operations, and Communication 3. Safety and Wellness

Student Achievement

- Goal: Students will graduate from Montgomery County Schools college and career ready.
 - Establish and implement a system for students to develop academic and career goals that support a commitment to graduate with a plan
 - Provide comprehensive curricular and extra-curricular opportunities, including fine arts
 - Establish and implement a system of division-wide tiered interventions for reading and math
 - Implement a division-wide Positive Behavior Interventions and Supports (PBIS) program
- Goal: MCPS staff will plan and implement effective instructional practices using the MCPS Model for Effective Instruction.
 - Deliver culturally relevant, engaging, and responsive instruction using best practices and 21st Century learning tools
 - Establish and implement a system for monitoring instructional practices and providing constructive feedback to teachers

Action Statement: Explore and implement innovative approaches to creating supportive learning environments and assessment systems that go beyond the SOLs

- Goal: Students will demonstrate increased academic performance
 - Ensure equitable access to the curriculum, programs, and resources
 - Use data from multiple sources to inform instructional decision-making
 - Provide professional development in the areas of data collection and analysis to strengthen instructional practices

Leadership, Operations, and Communication

- Goal: MCPS will maintain and enhance effective leadership, operations, and communication practices.
 - Provide systematic, formal, and job specific professional development for division leaders and classified employees
 - Maintain and enhance communication with all stakeholders and provide opportunities for input
 - Sustain and expand community partnerships that support division programs.
 - Participate in proactive, long-range planning to support division goals for each department
 - Encourage diversity in staffing and the retention of highly qualified employees

Safety and Wellness

- Goal: MCPS will sustain a nurturing environment that ensures the physical safety and emotional well-being of all individuals within the learning community.
 - Implement procedures and provide resources to ensure a safe and secure environment
 - Provide programs and resources to promote wellness among staff and students

Action Statement: Explore innovative approaches to creating supportive learning environments, including the facility, lighting, furniture, sensory items and technology resources



Montgomery County Public Schools

Mission

Every student will graduate career and college ready and become a productive responsible citizen.

Vision

We inspire learning by providing a nurturing environment, positive relationships, high expectations, and continuous growth.

Montgomery County Public Schools accomplishes our mission and vision through the implementation of the Model for Effective Instruction.

Goals

- Students will graduate from Montgomery County Schools college and career ready.
- MCPS staff will plan and implement effective instructional practices using the MCPS Model for Effective Instruction.
- Students will demonstrate increased academic performance.
- MCPS will maintain and enhance effective leadership, operations, and communication practices.
- Goal: MCPS will sustain a nurturing environment that ensures the physical safety and emotional well-being of all individuals within the learning community.

Core Values

- Physical safety and emotional well being
- Mutual trust and respect
- Open communication
- Accountability
- Engagement and lifelong learning

SHARING OUR SUCCESSES

The following successes from the 2015-2016 school year highlight the excellence in education that occurs in Montgomery County Public Schools.

18 of 19 Montgomery County Schools are Fully Accredited

Reading scores are ranked in the top 13% statewide

Math scores are ranked in the top 25% statewide

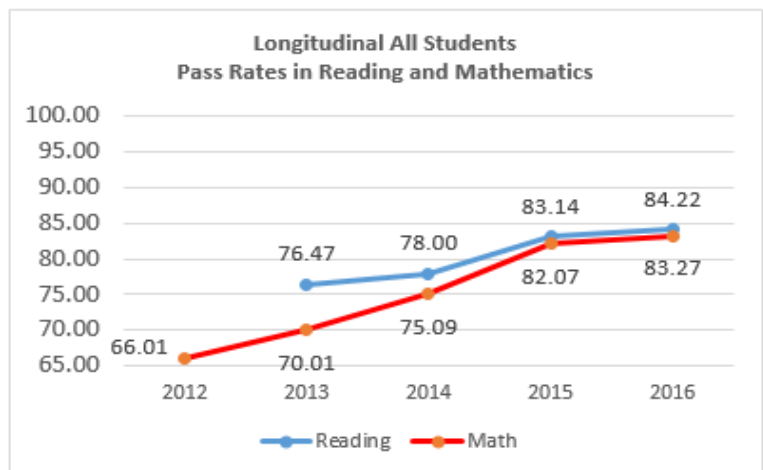
Science scores are ranked in the top 11% statewide

All MCPS teachers participated in professional development designed to support increased engagement and student achievement

Leveraging appropriate technology tools, students have more access to resources that support effective instruction. Evidence of increased use of instructional technology is regularly observed in classrooms.

Several MCPS schools have seen exponential gains in Mathematics and Reading test scores in the past five years, thanks to the division's focus on engaging students.

Instructional coaches in Reading and Mathematics are providing additional assistance to teachers in data interpretation, lesson planning and lesson modeling.



OVERVIEW AND MCPS ACCOMPLISHMENTS

OVERVIEW

Montgomery County is located in the New River Valley in the Appalachian region of Southwest Virginia. The county covers an area of 393 square miles and is home to a population of approximately 95,000. Of these residents, 88% are white, 6% Asian, 5% African American, and 1% other races. Montgomery County's largest population centers are the towns of Christiansburg (the county seat and retail center) and Blacksburg (home to Virginia Tech, the state's largest university). In addition, Montgomery County includes numerous unincorporated rural communities. The largest of these are Riner to the south and Shawsville and Elliston to the east. The county's largest employers include Virginia Tech, Montgomery County Public Schools, several manufacturing plants and calling centers, and two hospitals. The Montgomery County Public School division (MCPS) serves more than 9,700 students in grades PK-12. There are 19 schools in the county's four attendance areas, including 11 elementary, four middle, and four high, and one secondary alternative program.

ACADEMIC ACHIEVEMENT

MCPS had a 94.3% on-time graduation rate in 2016. MCPS ranked 30th out of 132 school divisions in the state. Among divisions with similar enrollment, only Fauquier County had a higher graduation rate (95.1%). Among Region VI, only three divisions – Craig County (95.7%), Botetourt County (95.3%), and Salem City (94.9%) – had a higher graduation rate. Three of Montgomery County's four high schools had a graduate rate at or above the state average of 91.3%.

2016 SAT scores for MCPS stayed well above state and national averages. The average overall score for the 419 MCPS students who took the SAT was 1615. The MCPS total average score exceeded the state average by 80 points and the national average by 131 points.

Beginning with the 2017 cohort of graduates, a CTE credential is required for Virginia students to earn a Standard Diploma. The credential could include a

THE CLASS OF 2016

Graduates earned
\$6,358,484 in
scholarships

94.3% Graduated
On Time

46.40% reported
they would attend a
four-year college

31.98% reported
they would attend a
two-year college

2.23 % reported
they would join the
military

professional license, an industry certification, or a workplace readiness skills credential. To date, 73.54% of the 2017 cohort has earned a CTE credential, and 46.06% of the 2018 cohort has earned a CTE credential.

One of the division's high schools, Blacksburg High, is eligible to be ranked nationally by The Washington Post's Challenge Index. MCPS has one school Accredited with Warning/Partially Accredited. This means that 18 of 19, or 94.74%, of MCPS schools are Fully Accredited by the Virginia Department of Education, far higher than the state average. Of Virginia's 1,825 public schools, 81%, or 1,482, are rated as Fully Accredited for 2016-2017. These ratings are based on Standards of Learning (SOL) testing during the 2015-2016 school year.

Three MCPS elementary schools – Gilbert Linkous, Harding Avenue, and Kipps – are among 104 Virginia schools to earn the 2016 Board of Education Excellence Award under the Virginia Index of Performance (VIP). These schools met all state and federal accountability benchmarks and made significant progress toward goals for increased student achievement and expanded educational opportunities set by the Board of Education.

Belview Elementary School earned the Board of Education Distinguished Achievement Award. This school met all state and federal benchmarks and made progress toward the goals of the Governor and the Virginia Board of Education.

COMMUNITY INVOLVEMENT

MCPS continues to be an integral part of the Montgomery County community. The division works to achieve its goals with collaboration from many community organizations including Virginia Tech, Radford University, New River Community College, New River Valley Community Services, local law enforcement and government agencies, the medical community, and many other organizations. Many local businesses partner with MCPS to help us achieve division goals for student success. Parents and other community volunteers donate thousands of hours per year to support schools by mentoring, tutoring, helping with special projects, fundraising, and reading to students.

Many local groups in addition to MCPS students use the interior facilities and athletic fields of our public schools. These include PTAs and PTOs, youth and adult sports leagues, the YMCA, 4-H, after-school programs and clubs, civic organizations, and the Boy Scouts and Girl Scouts. During the 2015-16 school year, MCPS school facilities were used for 9,135 external activities by community, recreational, and civic organizations. These include recreational sports practices and games, club meetings, worship services, and numerous other events.

EXECUTIVE SUMMARY

Message from the School board.....	3
Budget Process	6
Budget Calendar.....	6
School Boards’s funding request 2017-18 Budget	8
History.....	10
Framework for the Superintendent’s Proposed Operating Budget.....	12
Proposed Changes to Address Our Needs	14
Budget Requests by Goal	17
Categorical Budget Expenditure Summary.....	18



Montgomery County Public Schools

MESSAGE FROM THE SCHOOL BOARD

Dear Members of the Board of Supervisors,

In these pages, we present to you the initial funding request for the 2017-18 Operating Budget. The initial budget proposal is \$109,537,151. This represents an increase of 4.78% or \$5.00 million more than the 2016-17 Approved Operating Budget.

This spending plan reflects the expenses necessary to continue the mission of Montgomery County Public Schools – for every student to graduate career and college ready and become a productive, responsible citizen. The plan was created using the school improvement process, principal feedback, and director feedback to identify the areas where we should focus our limited financial resources.

Montgomery County ranks in the bottom half for per student spending when compared to school districts across the state (61 out of 132 Virginia school districts). However, MPCPS reading scores are ranked in the top 13% statewide and mathematics scores are in the top 25%. Students in Montgomery County outperform the state averages in reading, writing, math and science. Our SAT scores surpass the state and national averages. This is the result of effective professional development for our teachers and ongoing implementation of the Model for Effective Instruction. This combination has increased the levels of student engagement in our classrooms. We are leading the state in implementing the profile of a high school graduate by expanding our student internships and job shadowing opportunities. Students in grades 7-12 are issued one-to-one devices, allowing our teachers to expand their learning space into Google classrooms. Our school system is extremely successful, showing top results with bottom dollar expenditures.

We continue to utilize our Comprehensive Plan to set the stage for MCPS to continue Leading the Learning.

The strategic intentions of our next steps in leading the learning with the Montgomery County Six Year Plan are to continue the positive academic trajectory of MCPS. We want our test scores to continue to go up while we go beyond focusing on Standards of Learning. We want to encourage engagement, innovation and critical thinking for every child while we ensure they are career and college ready. The Student Achievement Goals within the plan include:

- Students will graduate from Montgomery County Schools career and college ready
- Staff will plan and implement effective instructional practices using the MCPS Model for Effective Instruction
- Students will demonstrate increased academic performance

Our four budget priorities strategically align to these goals within the six year plan.

1. **Continue implementation of the Model for Effective Instruction** - The implementation of the Model has proven to be powerful in transforming strategy into action while meeting each of our goals. We believe continued implementation will help us move beyond traditional academics, focusing on engagement, innovation and critical thinking, which we know will result in increased achievement for our students. We will continue to develop processes, implement procedures and provide professional development around higher order thinking,

self-assessment, job embedded professional development and strategic planning as we moved deeper into implementing the instructional model.

Since 2012, we have continued to steadily increase scores in reading and math. We must continue to refine our work as we develop successful practices and additional measures of student achievement that go beyond the Standards of Learning. Staff members will work through a collaborative planning process to determine how to more effectively implement programs and embed technology into class routines so that students can better apply their knowledge. We will also begin to evaluate learning spaces as we better develop environments conducive to any-century learning.

2. **Recruit and Retain the Highest Caliber Employees** - In order for MCPS to recruit and retain the best and brightest employees, we must restore the steps lost during the recession and continue to offer a benefits package that provides employees with affordable health care. Included in this budget is a one step increase for all employees, to include a Cost of Living Adjustment (COLA). This does not meet the goal of implementing the second year of the Evergreen Compensation Study. The study has called for a two step increase for many of our employees in the second year. However, the one step increase allows MCPS to not lose ground from this past year's increases. Fully implementing the Evergreen Compensation Study remains a long-term goal.
3. **Maintenance of Effort for Necessary Infrastructures** - Increased overhead costs are inevitable – Increased VRS cost, health insurance increases, compensation plan implementation and increase in energy costs. These are necessary functions of the school district operations.
4. **Sustain Program Enhancement and Targeted Restoration From the 2016-2017 Budget** - Meeting the needs of our students requires more funds than are available to us for the 2017-18 budget. The previous restriction on resources has had a negative financial impact on the school improvement process. Lack of fund restoration limits the improvement process and programs throughout the district require additional funding to sustain adequate programs. As we look to the future, we hope to enhance programs while we focus on strategic restoration. Due to the lack of resources, we are focused on not losing the gains made from this past year's budget.

This request estimates expenditures that are \$4.44 million above projected revenues. Final numbers from our two major revenue sources – state aid and County revenue – will not be known for several months.

Adequate funding will always be a challenge, but we must continue to strive to give our children the best that we can – they deserve nothing less. We are preparing our children to face a world and career paths that we cannot envision. By dedicating resources to fully implementing the Model for Effective Instruction, we are teaching our children necessary critical thinking and collaboration skills. Resources dedicated to integrated technology in the classroom will allow our students to apply their book learning in real-world or simulated environments. They will become adept at using technology for more than entertainment purposes and they will learn more about future career paths in those areas. These goals require us to continue to hire the best teachers. In order to hire the best, we must provide fair and adequate compensation to our employees. It increases

morale, increases retention and allows us to recognize employees who bring ideas, energy and skills into the classroom.

Thank you for your dedication to education in Montgomery County.

Sincerely

A handwritten signature in blue ink, appearing to read "G Kiran".

Gunin Kiran
Board Chair

A handwritten signature in blue ink, appearing to read "M Mear".

Mark Mear, Ed.D.
Division Superintendent

BUDGET PROCESS

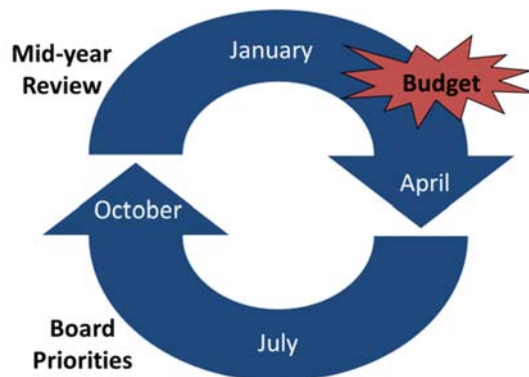
The budget process is comprised of planning, preparation, adoption, implementation and evaluation. As we approached the budget development for fiscal year 2017-2018, an extensive review of the existing budget has been accomplished. This review involved a modified zero based process. Programs, functions, and staffing were reviewed to identify possible areas that exceeded needs, areas that required additional funds, and the impact of reducing funds available for all programs. In addition, using the school improvement process we looked at areas that should be updated and realigned with current programs and needs. The budget reflects this review and presents the adjustments required to carry forward the current approved programs and functions.

The budget planning and evaluation process began in September and October 2016 with meetings with the directors, principals, and staff. The Governor presented the proposed adjustments to the State biennial budget on December 16, 2016. As a result there was a projected increase of \$1,177,740 in State revenue. Based on the input of staff, the budgeting priorities used throughout the planning process are based on four goals:

- Continue Implementation of the Model for Effective Instruction
- Recruit and Retain the Highest Caliber Employees
- Maintenance of Effort for Necessary Infrastructures
- Sustain Program Enhancement and Targeted Restoration from the 2016-2017 Budget

In this process, we have created a budget that reflects the fiscal reality for Montgomery County residents and maximizes available resources and fully engages the community for public education. The Superintendent and School Board are committed to efficiently using resources to ensure that a world-class education is provided to serve all students and families of Montgomery County.

During January, the School Board will make adjustments to this proposed budget to submit to the Board of Supervisors for funding. In March and April, additional budget discussions will be held to make adjustments based on funding estimates from the General Assembly and the Board of Supervisors. The final budget will be approved on or about May 2, 2017.



BUDGET CALENDAR

<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">SEPTEMBER 2016</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td style="background-color: yellow;">1</td><td>2</td><td>3</td> </tr> <tr> <td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td> </tr> <tr> <td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td> </tr> <tr> <td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td> </tr> </tbody> </table>	SEPTEMBER 2016							S	M	T	W	Th	F	S					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		<p>8 Preliminary budget planning FY 17-18</p>																																																								
SEPTEMBER 2016																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
				1	2	3																																																																																																				
4	5	6	7	8	9	10																																																																																																				
11	12	13	14	15	16	17																																																																																																				
18	19	20	21	22	23	24																																																																																																				
25	26	27	28	29	30																																																																																																					
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">OCTOBER 2016</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: yellow;">1</td> </tr> <tr> <td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td> </tr> <tr> <td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td> </tr> <tr> <td>16</td><td>17</td><td style="background-color: yellow;">18</td><td>19</td><td>20</td><td>21</td><td>22</td> </tr> <tr> <td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td> </tr> <tr> <td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	OCTOBER 2016							S	M	T	W	Th	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						<p>1 Begin update of Base Budget for FY 17-18</p> <p>18 School Board meeting. Adopt budget planning calendar</p>																																																	
OCTOBER 2016																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
						1																																																																																																				
2	3	4	5	6	7	8																																																																																																				
9	10	11	12	13	14	15																																																																																																				
16	17	18	19	20	21	22																																																																																																				
23	24	25	26	27	28	29																																																																																																				
30	31																																																																																																									
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">NOVEMBER 2016</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td> </tr> <tr> <td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td> </tr> <tr> <td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td> </tr> <tr> <td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td><td></td> </tr> </tbody> </table>	NOVEMBER 2016							S	M	T	W	Th	F	S			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				<p>16 Gov's proposed budget to General Assembly</p>																																																								
NOVEMBER 2016																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
		1	2	3	4	5																																																																																																				
6	7	8	9	10	11	12																																																																																																				
13	14	15	16	17	18	19																																																																																																				
20	21	22	23	24	25	26																																																																																																				
27	28	29	30																																																																																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">DECEMBER 2016</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td> </tr> <tr> <td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td style="background-color: yellow;">16</td><td>17</td> </tr> <tr> <td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td> </tr> <tr> <td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td> </tr> </tbody> </table>	DECEMBER 2016							S	M	T	W	Th	F	S					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	<p>3 School Board meeting. Budget presentation & employee groups presentation</p> <p>17 School Board Meeting. Presentation for Department Updates</p> <p>24 Special Meeting for Budget Discussion, if needed.</p>																																																								
DECEMBER 2016																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
				1	2	3																																																																																																				
4	5	6	7	8	9	10																																																																																																				
11	12	13	14	15	16	17																																																																																																				
18	19	20	21	22	23	24																																																																																																				
25	26	27	28	29	30	31																																																																																																				
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">JANUARY 2017</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td>1</td><td>2</td><td style="background-color: yellow;">3</td><td>4</td><td>5</td><td>6</td><td>7</td> </tr> <tr> <td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td> </tr> <tr> <td>15</td><td>16</td><td style="background-color: yellow;">17</td><td>18</td><td>19</td><td>20</td><td>21</td> </tr> <tr> <td>22</td><td>23</td><td style="background-color: yellow;">24</td><td>25</td><td>26</td><td>27</td><td>28</td> </tr> <tr> <td>29</td><td>30</td><td>31</td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	JANUARY 2017							S	M	T	W	Th	F	S	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					<p>7 School Board meeting Approve initial budget request</p> <p>10 School Board budget request forwarded to County Administration.</p> <p>28 General Assembly Adjusts the 2016-2018 Biennium State Budget</p>																																																								
JANUARY 2017																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
1	2	3	4	5	6	7																																																																																																				
8	9	10	11	12	13	14																																																																																																				
15	16	17	18	19	20	21																																																																																																				
22	23	24	25	26	27	28																																																																																																				
29	30	31																																																																																																								
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">FEBRUARY 2017</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td> </tr> <tr> <td>5</td><td>6</td><td style="background-color: yellow;">7</td><td>8</td><td>9</td><td style="background-color: yellow;">10</td><td>11</td> </tr> <tr> <td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td> </tr> <tr> <td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td> </tr> <tr> <td>26</td><td>27</td><td style="background-color: yellow;">28</td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	FEBRUARY 2017							S	M	T	W	Th	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28					<p>17 State revenue FY 2016-17 updated based on Mar 31 ADM</p> <p>18 Special Meeting. Budget work session. Adopt budget for Public Hearing</p> <p>25 Special Meeting. Public Hearing on proposed budget</p> <p>30 Initial projection of year-end closeout FY 2016-17</p>																																																								
FEBRUARY 2017																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
			1	2	3	4																																																																																																				
5	6	7	8	9	10	11																																																																																																				
12	13	14	15	16	17	18																																																																																																				
19	20	21	22	23	24	25																																																																																																				
26	27	28																																																																																																								
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">MARCH 2017</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td> </tr> <tr> <td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td> </tr> <tr> <td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td> </tr> <tr> <td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td> </tr> <tr> <td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td> </tr> </tbody> </table>	MARCH 2017							S	M	T	W	Th	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		<p>2 School board meeting. Approve final budget for FY 2017-18.</p> <p>5 Cutoff submission of PO's for FY 2016-17.</p> <p>16 Projected closeout revenue and expenditures FY 2016-17.</p>																																																								
MARCH 2017																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
			1	2	3	4																																																																																																				
5	6	7	8	9	10	11																																																																																																				
12	13	14	15	16	17	18																																																																																																				
19	20	21	22	23	24	25																																																																																																				
26	27	28	29	30	31																																																																																																					
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">APRIL 2017</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: yellow;">1</td> </tr> <tr> <td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td> </tr> <tr> <td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td> </tr> <tr> <td>16</td><td style="background-color: yellow;">17</td><td style="background-color: yellow;">18</td><td>19</td><td>20</td><td>21</td><td>22</td> </tr> <tr> <td>23</td><td>24</td><td style="background-color: yellow;">25</td><td>26</td><td>27</td><td>28</td><td>29</td> </tr> <tr> <td style="background-color: yellow;">30</td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	APRIL 2017							S	M	T	W	Th	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							<p>30 Close out FY 2016-17</p>																																																	
APRIL 2017																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
						1																																																																																																				
2	3	4	5	6	7	8																																																																																																				
9	10	11	12	13	14	15																																																																																																				
16	17	18	19	20	21	22																																																																																																				
23	24	25	26	27	28	29																																																																																																				
30																																																																																																										
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">MAY 2017</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td>1</td><td style="background-color: yellow;">2</td><td>3</td><td>4</td><td style="background-color: yellow;">5</td><td>6</td> </tr> <tr> <td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td> </tr> <tr> <td>14</td><td>15</td><td style="background-color: yellow;">16</td><td>17</td><td>18</td><td>19</td><td>20</td> </tr> <tr> <td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td> </tr> <tr> <td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td> </tr> </tbody> </table>	MAY 2017							S	M	T	W	Th	F	S		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				<p>1 Start of FY 2017-18</p>																																																								
MAY 2017																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
	1	2	3	4	5	6																																																																																																				
7	8	9	10	11	12	13																																																																																																				
14	15	16	17	18	19	20																																																																																																				
21	22	23	24	25	26	27																																																																																																				
28	29	30	31																																																																																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">JUNE 2017</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td> </tr> <tr> <td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td> </tr> <tr> <td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td> </tr> <tr> <td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td style="background-color: yellow;">30</td><td></td> </tr> </tbody> </table>	JUNE 2017							S	M	T	W	Th	F	S					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">JULY 2017</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td></td><td></td><td></td><td></td><td style="background-color: yellow;">1</td> </tr> <tr> <td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td> </tr> <tr> <td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td> </tr> <tr> <td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td> </tr> <tr> <td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td> </tr> <tr> <td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>	JULY 2017							S	M	T	W	Th	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
JUNE 2017																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
				1	2	3																																																																																																				
4	5	6	7	8	9	10																																																																																																				
11	12	13	14	15	16	17																																																																																																				
18	19	20	21	22	23	24																																																																																																				
25	26	27	28	29	30																																																																																																					
JULY 2017																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
						1																																																																																																				
2	3	4	5	6	7	8																																																																																																				
9	10	11	12	13	14	15																																																																																																				
16	17	18	19	20	21	22																																																																																																				
23	24	25	26	27	28	29																																																																																																				
30	31																																																																																																									
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">AUGUST 2017</th> </tr> <tr> <th>S</th><th>M</th><th>T</th><th>W</th><th>Th</th><th>F</th><th>S</th> </tr> </thead> <tbody> <tr> <td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td> </tr> <tr> <td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td> </tr> <tr> <td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td> </tr> <tr> <td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td> </tr> <tr> <td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td> </tr> </tbody> </table>	AUGUST 2017							S	M	T	W	Th	F	S			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31																																																											
AUGUST 2017																																																																																																										
S	M	T	W	Th	F	S																																																																																																				
		1	2	3	4	5																																																																																																				
6	7	8	9	10	11	12																																																																																																				
13	14	15	16	17	18	19																																																																																																				
20	21	22	23	24	25	26																																																																																																				
27	28	29	30	31																																																																																																						

SCHOOL BOARDS'S FUNDING REQUEST 2017-18 BUDGET

DESCRIPTION	Approved Budget 2015-2016	Approved Budget 2016-2017	School Board's Proposed Budget 2017-2018
Personnel:			
Salaries, Wages, & Benefits	\$ 88,234,408	\$ 91,488,448	\$ 91,488,448
Increase in substitute costs	-	-	250,000
Expand Middle School Model (stipends for MS lunch coverage)	-	-	19,600
Add an Assistant Principal at Price's Fork Elementary (Salary & Benefits)	-	-	97,600
Salary Enhancements to include one step	-	-	1,524,000
Cost of Living Adjustment (COLA) 0.3%	-	-	276,225
Projected Salary Turnover and Lapse for RIHIP	-	-	(100,000)
VRS Contribution Rate (Increase of 1.66%, professional)	-	-	1,081,827
VRS Health Care Credit (Increase 0.05%)	-	-	61,060
Health Insurance Increase (Estimated at 12.0%)	-	-	1,248,000
SUBTOTAL PERSONNEL	\$ 88,234,408	\$ 91,488,448	\$ 95,946,760
Utilities and Fixed Charges			
Electric	\$ 2,207,000	\$ 2,305,344	\$ 2,305,344
Pepco Energy Bond Payment *	-	-	(408,660)
Increase in Utility Rates	-	-	98,344
Heating	616,000	616,000	616,000
Water, Sewage, Garbage	455,110	455,110	455,110
Postal Services	55,000	55,000	55,000
Telecommunications	628,248	712,248	712,248
Internet Access to Underprivileged Students	-	-	30,000
Increase in telecommunications for bandwidth	-	-	84,000
Insurance Property	96,915	96,915	96,915
Insurance Liability	108,734	108,734	108,734
Insurance Vehicles	82,813	82,813	82,813
Vehicle Fuels	786,208	826,208	826,208
SUBTOTAL UTILITIES & FIXED CHARGES	\$ 5,036,028	\$ 5,258,372	\$ 5,062,056
Services, Supplies, Materials, & Equipment			
Textbooks	\$ 712,827	\$ 712,827	\$ 712,827
Instructional Supplies	935,434	1,216,700	1,216,700
Instructional Equipment	446,088	446,088	446,088
Technology Grant	709,985	709,985	709,985
Purchased Services	1,105,109	1,195,109	1,253,268
Maintenance Contracts	384,174	384,174	384,174
Tuition	134,353	134,353	76,194
Travel	163,953	163,953	163,953
Miscellaneous	88,347	88,347	88,347
Custodial Supplies	120,357	135,857	135,857
Office and Other Supplies	172,987	172,987	172,987
Building Maintenance Supplies	323,478	364,478	364,478
Vehicle Maintenance Supplies	171,168	192,668	192,668
Equipment	239,643	239,643	239,643
Furniture Replacement	17,469	17,469	17,469
Technology Software	78,084	78,084	78,084
Software Purchases	-	-	209,402
Technology Equipment	589,281	693,681	693,681
Cover life cycle replacement for technology equipment	-	-	104,400
Vehicle Replacement	29,670	29,670	29,670
SUBTOTAL SERVICES, SUPPLIES, MATERIALS, & EQUIPMENT	\$ 6,422,407	\$ 6,976,073	\$ 7,289,875

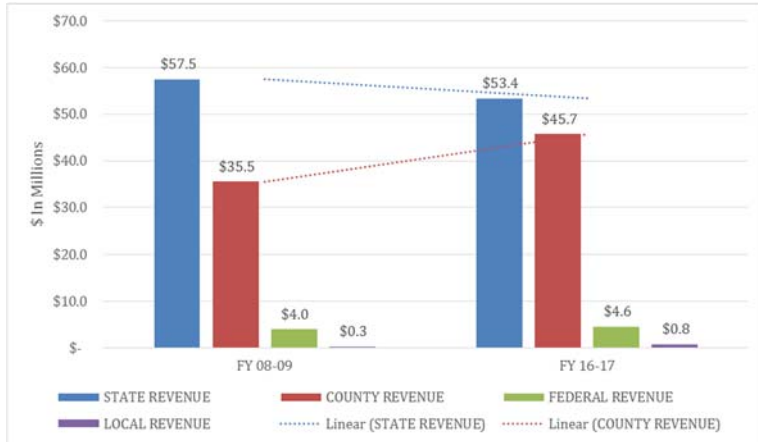
	DESCRIPTION	Approved Budget 2015-2016	Approved Budget 2016-2017	School Board's Proposed Budget 2017-2018
50	Capital Expenditures			
51	Technology Equipment	\$ 250,000	\$ 250,000	\$ 250,000
52	School Bus Replacement	358,512	358,512	375,400
53	Capital Improvements	204,400	204,400	204,400
54	SUBTOTAL CAPITAL EXPENDITURES	\$ 812,912	\$ 812,912	\$ 829,800
55	Debt Service			
56	Debt Service	\$ -	\$ -	\$ -
57	Pepco Energy Bond Payment *	-	-	408,660
58	SUBTOTAL DEBT SERVICE	\$ -	\$ -	\$ 408,660
59	TOTAL BUDGET	\$ 100,505,755	\$ 104,535,805	\$ 109,537,151
60	TOTAL AVAILABLE REVENUE	\$ 100,505,755	\$ 104,535,805	\$ 105,096,812
61	DIFFERENCE	\$ -	\$ -	\$ 4,440,339

* Lines 15 & 57 are changes in accounting processes and procedures.

HISTORY

The state revenue and the proposed State Budget for FY 2017-2018 include an increase in funding. However, divisions across the state still struggle to recoup significant decreases in state funding that occurred between 2008 and 2012. For MCPS, this decrease was \$7 million, or 12% of our state funding in 2008.

The Board of Supervisors has continued to prioritize education and attempt to stem the tide of the state's decreased funding by increasing local funding for education, indicated in the chart to the right.



The previous restriction on resources has had a negative financial impact on the school improvement process. The items that have been reduced or

eliminated in the budget are still needed. Thus, the budget review process has shown that Montgomery County Public Schools is using the remaining allocated resources as effectively as possible. The Superintendent and School Board are committed to efficiently using resources to ensure that all students in Montgomery County graduate career and college ready.

More than 100 teaching positions have been lost through attrition, leading to a higher pupil-to-teacher ratio throughout the division. Montgomery County is fortunate to have been able to absorb these losses through attrition, but the effects on the classroom cannot be ignored. School supply budgets, field trip funds and equipment budgets have all taken cuts in an effort to absorb the loss of state funding and the increase in division expenses. Additionally, the division has compensated for lower revenue by restructuring health benefits to the employees, requiring employees to absorb increased costs with stagnant salaries. As noted in the Joint Legislative Audit and Review Commission report on Efficiency and Effectiveness of K-12 Spending, these changes were necessary, but can negatively impact instructional effectiveness.

The 2016-17 budget attempted to restore some lost instructional and operational positions. With the implementation of the Evergreen Study in fiscal year 2016-17, we attempted to correct wages that were made stagnant during the economic down turn.



The chart to the right shows where the MCPS budget would need to be to fully compensate for the decline in funding between 2008 and 2012.

This budget proposal for 17-18 continues implementation of our Model for Effective Instruction, while continuing to sustain the program enhancement and targeted restoration we were able to implement in the 16-17 budget.

TEN YEAR HISTORY OF EXPENDITURES AND REVENUE

HISTORY TOTAL EXPENDITURES

YEAR	INSTRUCTION	ADMIN, ATTEND, & HEALTH	TRANS.	OPERATIONS & MAINTENANCE	NON-INSTRUCTION	TOTAL	NET INCREASE (DECREASE)	% INC (DEC) IN BUDGET
FY 16-17	\$ 80,148,199	\$ 4,239,253	\$ 5,172,040	\$ 14,665,447	\$ 310,866	\$ 104,535,805	\$ 4,030,050	4.15%
FY 15-16	77,123,335	4,032,793	5,060,429	13,978,679	310,519	100,505,755	3,457,435	3.56%
FY 14-15	74,922,323	4,031,799	4,482,098	13,601,581	10,519	97,048,320	2,360,134	2.49%
FY 13-14	73,087,631	3,889,659	4,409,517	13,290,567	10,812	94,688,186	2,719,006	2.96%
FY 12-13	71,093,033	3,797,940	4,331,310	12,736,267	10,630	91,969,180	688,377	0.75%
FY 11-12	70,462,532	3,636,629	4,381,829	12,789,089	10,724	91,280,803	2,663,983	3.01%
FY 10-11	68,352,835	3,527,493	4,169,542	12,556,336	10,614	88,616,820	(7,807,904)	-8.10%
FY 09-10	74,775,041	3,974,854	4,509,496	13,152,849	12,484	96,424,724	(961,014)	-0.99%
FY 08-09	75,527,810	3,868,194	4,617,848	13,332,982	38,904	97,385,738	7,644,042	8.52%
FY 07-08	69,632,799	3,531,291	4,024,646	12,517,087	35,873	89,741,696	3,323,348	3.85%
AVG INCREASE (DECREASE)							\$ 1,811,746	2.02%

HISTORY TOTAL REVENUE¹

YEAR	STATE REVENUE	FEDERAL REVENUE	LOCAL REVENUE	COUNTY REVENUE	STATE RECORDATION TAX	RESERVE FROM PRIOR BUDGET	TOTAL REVENUE	NET INCREASE	% INC (DEC) IN BUDGET
FY 16-17	\$ 53,356,469	\$ 4,635,404	\$ 796,268	\$ 45,522,664	\$ 225,000	\$ -	\$ 104,535,805	\$ 4,030,050	4.15%
FY 15-16	50,980,619	4,220,750	867,553	44,211,833	225,000	-	100,505,755	3,457,435	3.56%
FY 14-15	50,257,691	4,220,750	264,500	42,080,379	225,000	-	97,048,320	2,360,134	2.49%
FY 13-14	47,846,813	4,067,494	468,500	42,080,379	225,000	-	94,688,186	2,719,006	2.96%
FY 12-13	47,146,655	4,386,636	468,500	39,742,389	225,000	-	91,969,180	688,377	0.75%
FY 11-12	48,447,862	5,548,831	420,000	36,414,191	186,658	263,261	91,280,803	2,663,983	3.01%
FY 10-11	47,637,702	4,118,941	356,000	35,714,191	148,467	641,519	88,616,820	(7,807,904)	-8.10%
FY 09-10	56,781,036	3,997,050	356,000	35,103,980	186,658	-	96,424,724	(961,014)	-0.99%
FY 08-09	57,489,655	4,021,910	356,000	35,331,515	186,658	-	97,385,738	7,644,042	8.52%
FY 07-08	51,999,063	3,652,999	290,000	33,612,976	186,658	-	89,741,696	3,323,348	3.85%
AVG INCREASE (DECREASE)							\$ 1,811,746		2.02%

¹ Prior to FY 2014-15, medicaid reimbursement and homeless grant revenue are included in local revenue. Beginning in FY 2014-15, these amounts are included in federal revenue.

FRAMEWORK FOR THE SUPERINTENDENT'S PROPOSED OPERATING BUDGET

Budget Goals:

- Continue Implementation of the Model for Effective Instruction
- Recruit and Retain the Highest Caliber Employees
- Maintenance of Effort for Necessary Infrastructures
- Sustain Program Enhancement and Targeted Restoration from the 2016 -2017 Budget

Revenue Assumptions

Composite Index Change

The composite index is a factor used in the Virginia Basic Aid formula, (derived from true values of property, ADM, population, retail sales, adjusted gross income, etc.) to determine local and state share of basic appropriation. MCPS's composite index for the 2016-2018 biennium budget is 0.3832, which is a decrease of 0.0034.

Student Enrollment

For 2017-2018, we anticipate a slight increase in enrollment. The current projection for fiscal year 2017-2018 of 9,575 students is an increase in enrollment of 57 students.

Governor's Proposed Budget / State Revenue

The governor's amendments to the 2016-2018 biennium budget include changes for adjustments in enrollment, adjustments for sales tax revenue, changes in estimates for lottery proceeds, and other adjustments to incentive accounts.

Federal Revenue

Title grants fall under the Elementary and Secondary Education Act (ESEA). These grants have been affected by sequestration over the prior three fiscal years. These grants are approved after the start of the fiscal year 2017- 2018; therefore, the projections are based on the approved grant amounts for the federal fiscal year 2016-2017. Federal funds are projected to decrease by \$73,347.

Local Revenue

Total local revenue is decreasing by a total of \$86,330. The primary reason is due to the continued restructuring of the Universal Services Discount (E-Rate) and the waiver of tuition for employees. Other local revenue categories have been realigned.

County Allocation

This sustainment budget includes an increase in the county allocation. This increase represents an increase of 9.75% or approximately \$4.44 million.

Expenditure Assumptions

Health Insurance

The Board contribution increase for health insurance is estimated with current information at 12%.

Compensation Study

Compensation and benefits has continued to be a priority for the school division. In fiscal year 2015-2016, MCPS hired Evergreen Solutions, LLC, to conduct a pay plan study for all salaried employees. The cost of implementing the first year, of a two year plan, was budgeted in fiscal year 2016-2017. The second year of the plan is not in this budget. However, 0.3% for cost of living adjustment (COLA) and one step has been included in the Superintendent's proposed budget.

Sustainment Plan

This budget proposal for 17-18 continues implementation of our Model for Effective Instruction, while continuing to sustain the program enhancement and targeted restoration we were able to implement in the 16-17 budget.

Increases to Expenditures

During the course of generating the budget and gathering data/requests from schools and departments, all requests were prioritized. Only tier one requests are included in the proposed operating budget.

Maintenance of Effort

We recognize that we must address the maintenance of effort for necessary infrastructures. This includes planning for increases in utility rates, the need for bandwidth expansion, and the replacement of outdated technology.

Additional Requests

Additional requests from tier two are included for reference in the supporting documents section of the proposed budget request. These are requests made by various departments and schools, which are not included in the budget, but are still a priority for future budgets. Requests were prioritized to include items that will have the greatest positive impact for MCPS. As we focus on continuing our Six Year Plan, the Implementation of the Model for Effective Instruction is paramount along with recruiting, retaining and supporting our employees. Program enhancement and targeted restoration and maintenance of effort to support the necessary infrastructure needed for MCPS are also clear priorities.

PROPOSED CHANGES TO ADDRESS OUR NEEDS

The following will provide summary information of the Superintendent's proposed 2017-18 Operating Budget and is followed by detailed information for all budget changes.

Budget increases align with the seven board goals:

1. Continue Implementation of the Model for Effective Instruction
2. Recruit and Retain the Highest Caliber Employees
3. Sustain Program Enhancement and Targeted Restoration
4. Maintenance of Effort for Necessary Infrastructures

The total changes represent a 4.78% increase from the 2016-17 approved budget.

FY 2016-17 Approved Budget	\$ 104,535,805
Add: Total Additions	5,510,006
Less: Total Reductions	<u>(508,660)</u>
Total FY 2017-2018 Budget	<u>\$ 109,537,151</u>

CONTINUE IMPLEMENTATION OF THE MODEL FOR EFFECTIVE INSTRUCTION

Internet Access to Underprivileged Students \$30,000

With increased use of technology in our classrooms, we want to ensure that all students have as much access to the internet as possible. We hope to expand access to underprivileged students. The Wi-Fi on wheels program is in progress and we will continue to explore the most efficient and cost-effective ways to provide reliable internet access.

Increase in substitute costs \$250,000

As we continue curriculum alignment and professional development, we need to provide substitutes so that teachers from each grade level and curriculum content area may participate and provide input in curriculum alignment. As teachers participate in Look to Learn Walks with Dr. Antonetti, substitutes will be needed for initial training. Likewise substitutes are needed when teachers are absent for an illness or participate in professional development.

Expand Middle School Model (stipends for MS lunch coverage) \$19,600

Our goal is to increase opportunities for students and planning time for teachers. A committee worked with Dr. Rettig this year to explore scheduling models. This funding will allow us to take initial steps. We will provide an Intervention/Enrichment period for all students and pay teachers who opt to cover lunch a small stipend. This will provide an small increase in planning time for middle school teachers as we continue efforts to provide more opportunities at the middle school level.

RECRUIT AND RETAIN THE HIGHEST CALIBER EMPLOYEES

Salary Enhancement – Cost of Living Increase \$276,225

This includes the cost of a 0.3% cost of living increase (COLA) based on the Consumer Price Index.

Salary Enhancement – One Step **\$1,524,000**

This includes salary and benefits for a one step increase. The first year of the two-year implementation of the Evergreen pay plan study, was implemented last year. However, available funds for the current year do not allow for the second year implementation.

Projected Salary Turnover and Lapse **(\$100,000)**

The projected savings for salary turnover and lapse of \$600,000 was included in the prior year base budget. Review of staffing positions and salaries included in the FY 2016-17 budget does not indicate any additional savings in turnover and lapse. The \$100,000 in savings included above is for our retirement incentive program. Any additional savings due to turnover and lapse, if they exist, will be realized during the carryover process and budgeted in the 2018-19 fiscal year budget.

SUSTAIN PROGRAM ENHANCEMENT AND TARGETED RESTORATION

Add an Assistant Principal at Price’s Fork Elementary **\$97,600**

The addition of an assistant principal at Price's Fork Elementary is recommended due to school performance, the high number of families that qualify as low socio-economic, and the increased enrollment at the school. An assistant principal was added at Eastern Montgomery several years ago due to low performance and the low socio-economic status. This allowed the school to better address academic and behavioral needs and contributed to increased student performance.

MAINTENANCE OF EFFORT FOR NECESSARY INFRASTRUCTURES

VRS Contribution Rate **\$1,142,887**

The Governor's proposed State Budget includes an increase of 1.66% in the required contribution rate for all employees in the professional classification and a 0.12% in the VRS Health Care Credit for all eligible employees.

Health Insurance Rate Increase **\$1,248,000**

The budget includes funds for a 12% increase in the premium rates for health insurance. This increase is based on the past year's medical and prescription drug claims. Monthly employee upgrade premiums can be found in the supporting documents section.

Inflation for Utilities **\$98,344**

Current estimates are that electric, gas and other utility rates may increase at an average of 2.3%.

Bandwidth Increase (Goal: 100 Mbps per 1,000 students by 2017) **\$84,000**

State and federal agencies have set a target for all school divisions to have a bandwidth standard of 100 Mbps per 1,000 students in 2017 and 1 GB per 1,000 students in 2020. Currently MCPS averages 500 Mbps per 1,000 students. As growth and interdependency on the internet for educational programs continues, a recurring investment in bandwidth is necessary.

Technology Life Cycle Replacement Plan **\$104,400**

The Technology Life Cycle Replacement Plan provides funding to strategically and proactively replace technology equipment that was purchased with one time construction bond money.

Software Purchases**\$209,402**

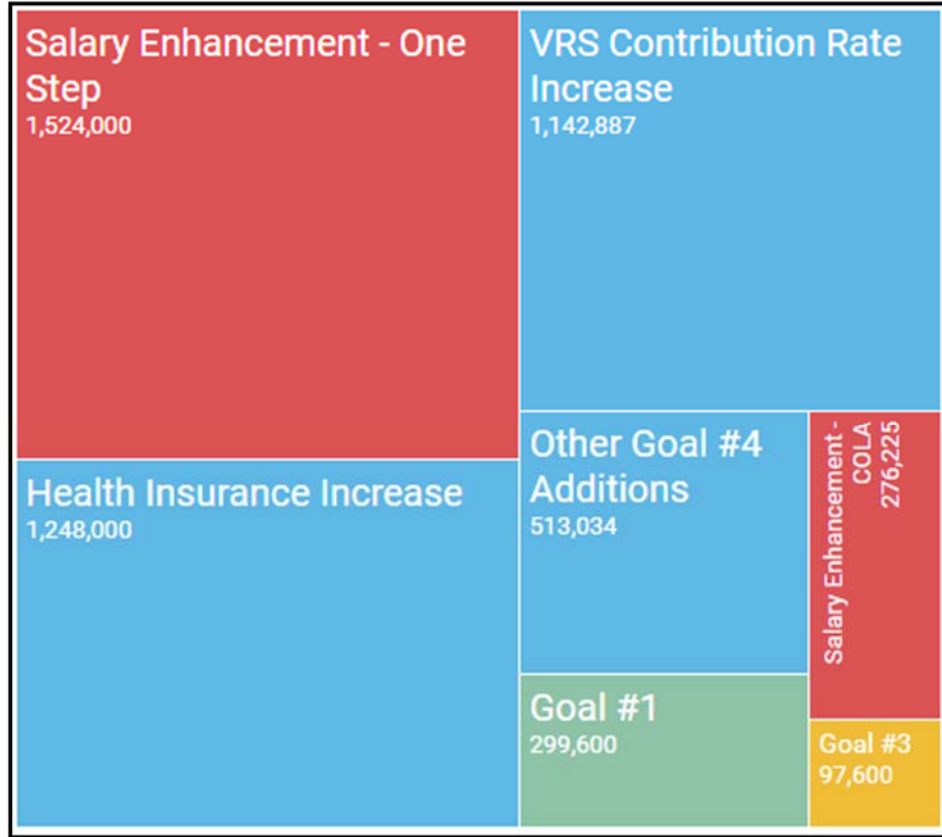
Departments across the division have purchased software additions through a variety of funds, including grants and one-time only funding sources. These software purchases have been determined to be instructionally necessary for continued use. In addition, this will cover the cost of COPSync.

Pepco Energy Bond Payment**net \$0**

The school division used a Pepco energy performance contract to improve energy efficiency at our schools through activities such as weather sealing, water conservation measures, lighting retrofits, chiller replacements, etc. These measures help reduce our division's carbon footprint while also saving money on utility costs. The Pepco project is funded from Quality School Construction bonds for School Energy Efficiency Improvement Projects. The division will transfer \$408,660 from its operating budget to debt service as part of the payment for this project. This is the fourth payment out of fourteen for this debt repayment.

BUDGET REQUESTS BY GOAL

The chart below shows the budget requests asked for in the 2017-18 Superintendent's Proposed Operating Budget broken down by goal and/or significant area.



- Goal #1 – Continue Implementation of the Model for Effective Instruction
- Goal #2 – Recruit and Retain the Highest Caliber Employees
- Goal #3 – Sustain Program Enhancement and Targeted Restoration
- Goal #4 – Maintenance of Effort for Necessary Infrastructures

CATEGORICAL BUDGET EXPENDITURE SUMMARY

DESCRIPTION	INSTRUCTION	ADMIN, ATTEND & HEALTH	PUPIL TRANS.	OPERATIONS & MAINT.	NON-INSTRU	DEBT SERVICE	TOTAL
FY 2016-17 Operating Budget	\$ 80,148,199	\$ 4,239,253	\$ 5,172,040	\$ 14,665,447	\$ 310,866	\$ -	\$ 104,535,805
OPERATING INCREASES:							
Increase in substitute costs	250,000	-	-	-	-	-	250,000
Expand Middle School Model (stipends for MS lunch coverage)	19,600	-	-	-	-	-	19,600
Add an Assistant Principal at Price's Fork Elementary	97,600	-	-	-	-	-	97,600
Salary Enhancements to include one step	1,240,409	68,546	65,350	141,587	8,108	-	1,524,000
Cost of Living Adjustment (COLA) 0.3%	226,007	12,326	11,751	25,461	680	-	276,225
Projected Salary Turnover and Lapse for RIHIP	(100,000)	-	-	-	-	-	(100,000)
VRS Contribution Rate (Increase of 1.66%, professional)	989,343	58,308	5,976	28,200	-	-	1,081,827
VRS Health Care Credit (Increase 0.05%)	33,104	1,951	1,788	24,217	-	-	61,060
Health Insurance Increase (Estimated at 12.0%)	1,039,102	36,062	12,835	160,001	-	-	1,248,000
Peppo Energy Bond Payment	-	-	-	(408,660)	-	408,660	-
Increase in Utility Rates	-	-	-	98,344	-	-	98,344
Internet Access to Underprivileged Students	30,000	-	-	-	-	-	30,000
Increase in telecommunications for bandwidth	-	-	-	84,000	-	-	84,000
Software Purchases	-	-	-	209,402	-	-	209,402
School Bus Replacement	-	-	-	16,888	-	-	16,888
Cover life cycle replacement for technology equipment	104,400	-	-	-	-	-	104,400
Total Changes	\$ 3,929,565	\$ 177,193	\$ 97,700	\$ 379,440	\$ 8,788	\$ 408,660	\$ 5,001,346
Percent Change	4.90%	4.18%	1.89%	2.59%	2.83%	100.00%	4.78%
TOTAL BUDGET FY 2017-18	\$ 84,077,764	\$ 4,416,446	\$ 5,269,740	\$ 15,044,887	\$ 319,654	\$ 408,660	\$ 109,537,151

REVENUE

Revenue Overview	20
Revenue Summary	21
School Operating Revenue.....	22

REVENUE OVERVIEW

Montgomery County Public Schools is not a taxing authority. As a result, the division must depend on both the state and the county government to provide the revenue needed to fulfill our mission and deliver quality educational opportunities to students in Montgomery County.

MCPS revenue is categorized by four major funding sources - state, federal, county and local.

STATE - The Governor's amended budget for fiscal year 2017-2018 included changes for adjustments in enrollment, adjustments for sales tax revenue, changes in estimates for lottery proceeds, and other adjustments to incentive accounts. The effect of the overall amended budget for MCPS is an increase of \$720,684 in state revenue or an increase of 1.35%. Major impacts of the amended budget include:

1. Technical changes and adjustments to SOQ funding for an increase of \$788,946, which includes a increase in sales tax estimate of \$36,914
2. Incentive funds for eBackpack in the amount of \$170,000
3. Categorical and lottery funding together have decreased by \$11,143

FEDERAL - Grants under No Child Left Behind for Title I, Title II-A - Improving Teacher Quality, and Title VI - Special Education grants fall under the Elementary and Secondary Education Act. These Title grants are expected to remain the same, or decrease for fiscal year 2017-2018. This estimate is based on Federal projects approved for FY 2016-17. The final approval for Federal grants for FY 2017-2018 will not be received until after the start of the fiscal year. Any additional revenue will be requested as a supplemental appropriation to the FY 2017-2018 budget when additional information is received. Federal funds are projected to decrease by \$73,347.

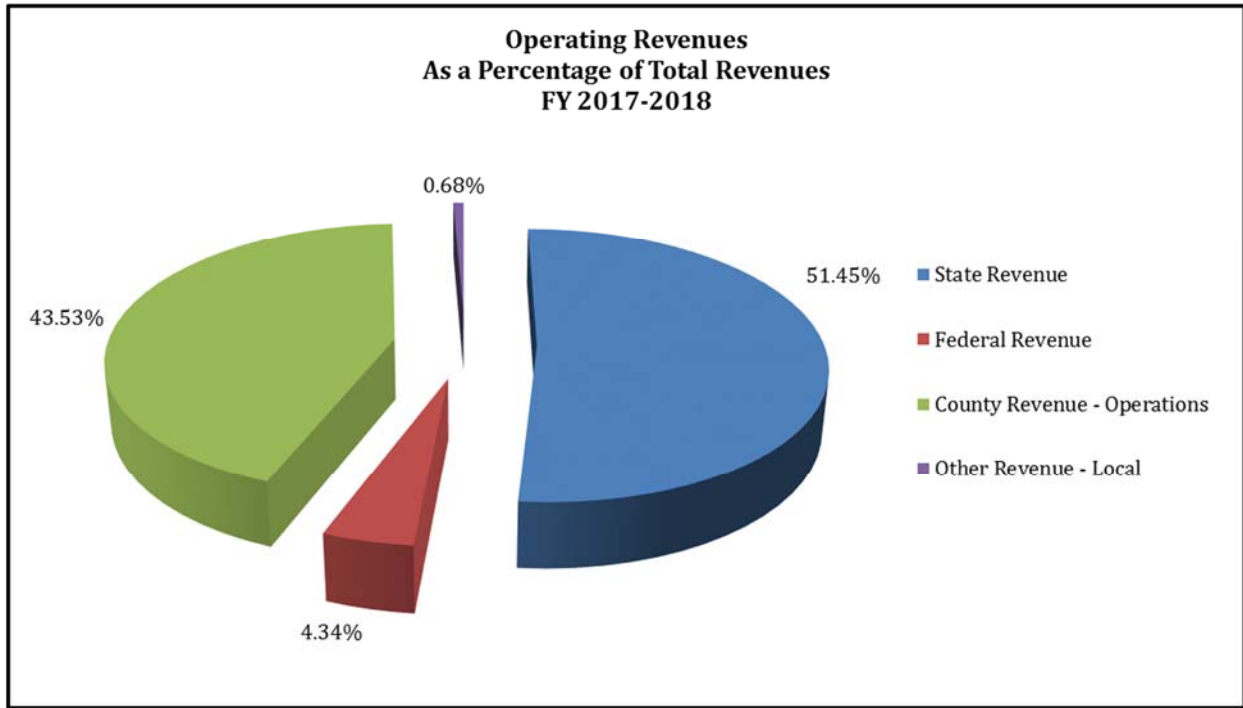
COUNTY - The School Board's funding request is for an additional allocation from the Board of Supervisors in the amount of \$4,440,339 or 9.75% from the FY 2016-17 budget allocation of \$45,522,664. This request was based on the needs of the school division to meet our four budget priorities, which align within the goals of the six year plan. The source of county funding for schools is undesignated revenue. The main source of undesignated revenue for the county is from real property taxes.

LOCAL - The total local revenue is decreased by \$86,330. This is composed primarily of a loss in Universal Services Discount (E-Rate) funding. E-Rate has been restructured and this results in a loss of funding in the amount of \$23,830. In addition, during June 2016 the school board approved the removal of tuition fees for out-of-district students who are children of MCPS employees. Other local revenue categories have been realigned to more accurately reflect historical amounts.

REVENUE SUMMARY

Operating Revenues FY 2017-18

	ORIGINAL	ORIGINAL	PROJECTED		
	BUDGET	BUDGET	BUDGET		PERCENT
DESCRIPTION	FY 2015-16	FY 2016-17	FY 2017-18	CHANGE	CHANGE
SCHOOL OPERATING REVENUE SUMMARY					
State Revenue	\$ 50,980,619	\$ 53,356,469	\$ 54,077,153	\$ 720,684	1.33%
Federal Revenue	4,220,750	4,635,404	4,562,057	(73,347)	-1.61%
County Revenue - Operations	44,436,833	45,747,664	45,747,664	-	0.00%
Other Revenue - Local	867,553	796,268	709,938	(86,330)	-12.16%
TOTAL SCHOOL OPERATING REVENUE SUMMARY	\$ 100,505,755	\$ 104,535,805	\$ 105,096,812	\$ 561,007	-12.44%



SCHOOL OPERATING REVENUE

DESCRIPTION	Approved Budget 2015-2016	Approved Budget 2016-2017	Projected Revenue 2017-2018
STATE REVENUE:			
Standards of Quality			
Sales Tax Receipts	\$ 10,677,154	\$ 11,505,690	\$ 11,542,604
Basic Aid	25,532,165	26,056,907	25,923,762
Remedial Summer School	17,480	17,614	25,030
Vocational Education	680,359	685,573	681,965
Gifted Education	273,307	281,261	279,780
Special Education	3,332,013	3,357,551	3,339,879
Prevention, Intervention, and Remediation	715,249	750,029	746,081
Teacher Retirement Instructional	3,134,302	3,375,130	3,736,235
Textbooks (SOQ)	183,406	106,996	639,881
Social Security Instructional	1,587,504	1,634,828	1,626,224
Group Life Insurance Instructional	98,856	111,332	110,746
ESL	-	141,207	160,877
Standards of Quality Subtotal	\$ 46,231,795	\$ 48,024,118	\$ 48,813,064
Incentive Based Funds			
Compensation Supplement	\$ 441,178	\$ 408,339	\$ -
At-Risk	-	-	394,020
VPSA Technology Grants	570,000	570,000	570,000
eBackpack	213,600	212,800	170,000
Incentive Based Funds Subtotal	\$ 1,224,778	\$ 1,191,139	\$ 1,134,020
Categorical Funds			
State Operated Programs - Detention Home	\$ 390,455	\$ 429,338	\$ 436,800
Homebound	57,131	68,206	44,269
Categorical Funds Subtotal	\$ 447,586	\$ 497,544	\$ 481,069
Lottery Funds			
GED Prep Program - ISAEP	\$ 15,717	\$ 15,717	\$ 15,717
Regular Foster Care	113,823	144,090	74,126
Textbooks (Lottery)	376,116	536,271	-
Early Reading Intervention	176,987	191,328	207,439
Career and Technical Education - Equipment & Occupational Prep Programs	86,545	86,480	88,725
At-Risk	522,186	508,937	113,284
Alternative Education	142,957	150,971	151,196
K-3 Primary Class Size	756,859	851,795	817,451
Virginia Preschool Initiative	647,750	755,580	748,024
Mentor Teacher Program	6,551	6,551	6,740
English as a Second Language	145,091	-	-
Project Graduation/Senior Year	-	-	22,240
Supplemental Lottery Per Pupil Allocation	-	307,160	1,312,928
SOL Algebra Readiness	85,878	88,788	91,130
Lottery Funds Subtotal	\$ 3,076,460	\$ 3,643,668	\$ 3,649,000
TOTAL STATE REVENUE	\$ 50,980,619	\$ 53,356,469	\$ 54,077,153

DESCRIPTION	Approved Budget 2015-2016	Approved Budget 2016-2017	Projected Revenue 2017-2018
FEDERAL REVENUE:			
Federal Revenue			
Federal Land Use	\$ 30,000	\$ 30,000	\$ 24,500
Title I Grants to LEAs (Part A)	1,602,957	1,868,208	1,850,724
Special Education Grants to States - Federal (IDEA, Part B)	1,826,655	1,967,508	1,967,508
Vocational Education Basic Grants to States (Carl D. Perkins - Title I)	153,865	148,655	138,387
Special Education - Preschool Grants (IDEA)	47,890	48,866	51,416
Language Acquisitions State Grant (Title III, Part A)	21,618	24,884	23,243
ESEA - Improving Teacher Quality State Grants (Title II, Part A)	333,765	343,283	302,279
Medicaid Reimbursement	160,000	160,000	160,000
Homeless Grant	44,000	44,000	44,000
TOTAL FEDERAL REVENUE	\$ 4,220,750	\$ 4,635,404	\$ 4,562,057
COUNTY REVENUE:			
Appropriations			
Operations	\$ 44,211,833	\$ 45,522,664	\$ 45,522,664
Recordation Tax	225,000	225,000	225,000
TOTAL COUNTY REVENUE	\$ 44,436,833	\$ 45,747,664	\$ 45,747,664
OTHER FUNDS:			
Other Funds			
Rents	\$ 50,000	\$ 55,000	\$ 50,000
Tuition Private Sources	17,000	10,000	-
Other Rebates and Refunds	97,500	125,000	97,500
Recovered Costs	30,000	30,000	30,000
Sale of Supplies	1,500	5,000	5,000
Sale of School Buses	5,000	5,000	5,000
Insurance Adjustments	5,000	5,000	5,000
E-Rate (Universal Service Fund)	273,053	182,768	182,768
Decrease in E-Rate Funding	-	-	(23,830)
Other funds	35,000	30,000	25,000
Miscellaneous	3,500	3,500	3,500
Other County or City	10,000	5,000	-
Reimbursement Payroll	330,000	330,000	330,000
Benefits Other State Agencies	10,000	10,000	-
TOTAL OTHER FUNDS	\$ 867,553	\$ 796,268	\$ 709,938
TOTAL SCHOOL OPERATING REVENUE	\$ 100,505,755	\$ 104,535,805	\$ 105,096,812



Montgomery County Public Schools

EXPENDITURES

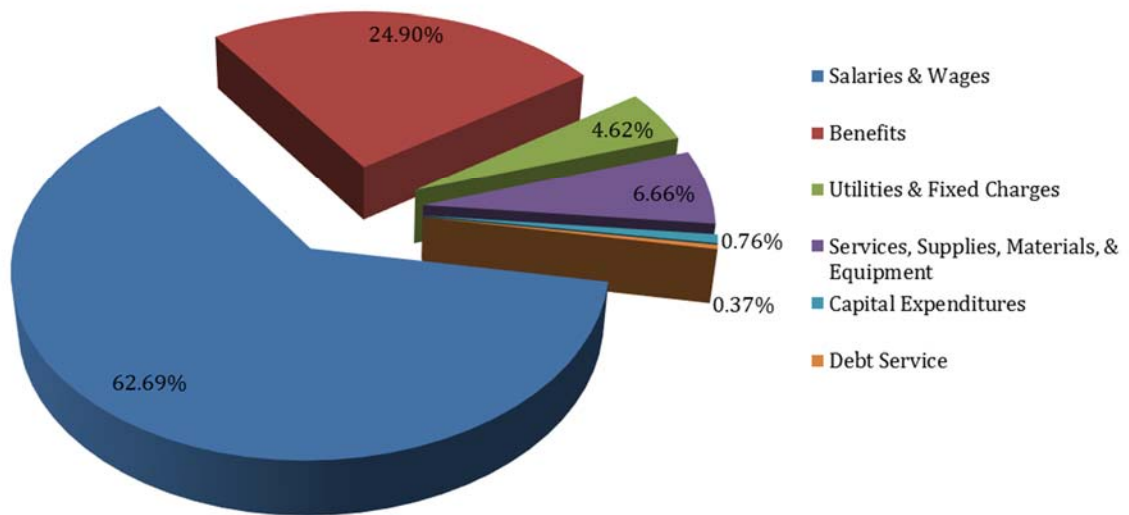
Expenditure Summary by Object Code.....	26
Expenditure Summary by Category.....	27
State Appropriation By Category.....	28
School Budget Profiles.....	29
Department Budget Profiles.....	79

EXPENDITURE SUMMARY BY OBJECT CODE

The Expenditure Summary by Object Code shows general classifications of expenditures and is included to provide increased transparency regarding the classification of funds.

	APPROVED BUDGET	APPROVED BUDGET	PROPOSED BUDGET		PERCENT
DESCRIPTION	FY 2015-16	FY 2016-17	FY 2017-18	CHANGE	CHANGE
Salaries & Wages	\$ 65,017,537	\$ 67,029,479	\$ 68,672,300	\$ 1,642,821	2.45%
Benefits	23,216,871	24,458,969	27,274,460	2,815,491	11.51%
Utilities & Fixed Charges	5,036,028	5,258,372	5,062,056	(196,316)	-3.73%
Services, Supplies, Materials, & Equipment	6,422,407	6,976,073	7,289,875	313,802	4.50%
Capital Expenditures	812,912	812,912	829,800	16,888	2.08%
Debt Service	-	-	408,660	408,660	100.00%
TOTAL	\$ 100,505,755	\$ 104,535,805	\$ 109,537,151	\$ 5,001,346	4.78%

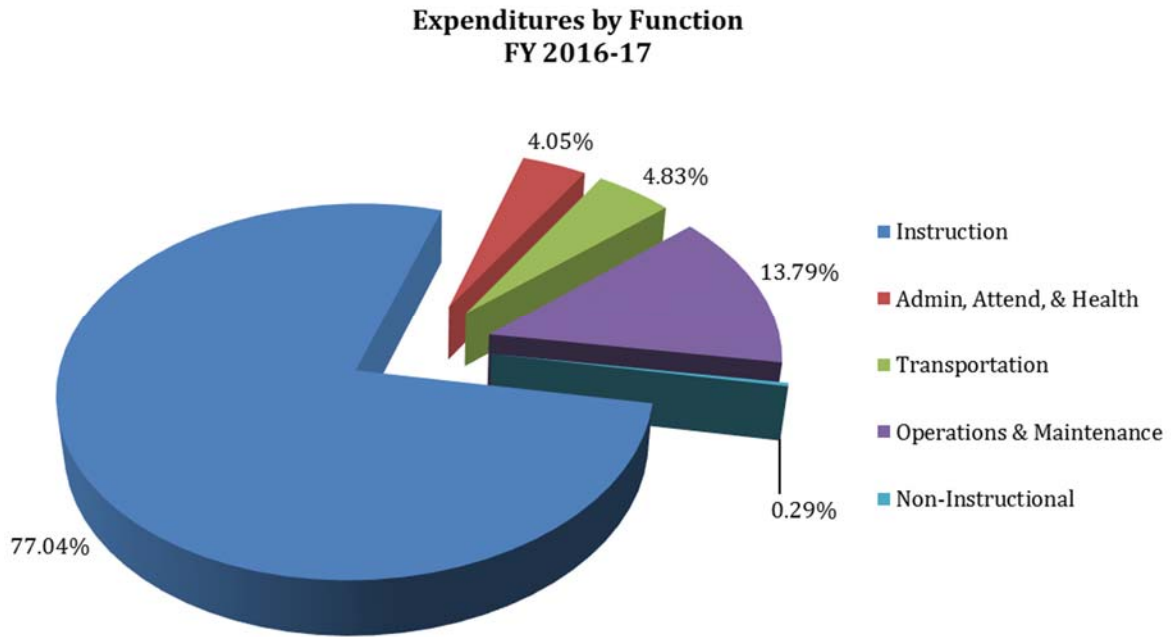
**Expenditures By Object Code
Budget FY 2017-18**



EXPENDITURE SUMMARY BY CATEGORY

The Expenditure Summary by Category shows classification of expenditures according to state revenue codes.

DESCRIPTION	BUDGET FY 2015-16	BUDGET FY 2016-17	PROPOSED FY 2016-17	CHANGE	PERCENT CHANGE
Expenditures by Function					
Instruction	\$ 77,123,335	\$ 80,148,199	\$ 84,077,764	\$ 3,929,565	4.90%
Admin, Attend, & Health	4,032,793	4,239,253	4,416,446	177,193	4.18%
Transportation	5,060,429	5,172,040	5,269,740	97,700	1.89%
Operations & Maintenance	13,978,679	14,665,447	15,044,887	379,440	2.59%
Non-Instructional	310,519	310,866	319,654	8,788	2.83%
Debt Service	-	-	408,660	408,660	100.00%
TOTAL	\$ 100,505,755	\$ 104,535,805	\$ 109,537,151	\$ 5,001,346	4.78%



STATE APPROPRIATION BY CATEGORY

	Adopted 2015-16	Adopted 2016-17	Adopted 17 FTE's	Proposed 2017-18	Proposed 18 FTE's	% of Total	Proposed 18 vs Adopted 17	
							Increase	% Increase
Instruction	\$ 77,123,335	\$ 80,148,199	1,191.24	\$ 84,077,764	1,192.24	76.76%	\$ 3,929,565	4.90%
<p>Instruction includes the activities that deal directly with the interaction between principals, teachers, aides, or classroom assistants and students/families. Instruction may be provided for students in a school classroom, in another location such as a home or hospital, or in other learning situations such as those involving co-curricular activities. Instruction may also be provided through another approved medium including television, internet, radio, telephone, or correspondence. The activities of aides or classroom assistants of any type (clerks, graders, etc.) that assist in the instructional process are included in this category. This functional category includes teaching, guidance, library/media, school social work, assessment, staff development, and all associated with school level administration (principal and school office staff).</p>								
Administration, Attendance and Health	\$ 4,032,793	\$ 4,239,253	43.47	\$ 4,416,446	43.47	4.03%	\$ 177,193	4.18%
<p>Activities concerned with establishing and administering policy for Administration and Attendance and Health. Activities concerned with establishing and administering policy for operating the LEA. Activities whose primary purpose is the promotion and improvement of children's attendance at school. This consists of various activities in the field of physical and mental health, such as medicine, dentistry, psychology, psychiatry, and nursing services, as well as activities in student attendance services.</p>								
Pupil Transportation	\$ 5,060,429	\$ 5,172,040	118.00	\$ 5,269,740	118.00	4.81%	\$ 97,700	1.89%
<p>Activities concerned with transporting students to and from school, as provided by state and federal law. This includes trips between home and school, and trips to and from school activities. This includes bus operations, maintenance, and management services in support of transporting students.</p>								
Operation and Maintenance	\$ 13,978,679	\$ 14,665,447	171.50	\$ 15,044,887	171.50	13.73%	\$ 379,440	2.59%
<p>Activities concerned with keeping the physical plant open, comfortable, and safe for use, and keeping the grounds, buildings, and equipment in effective working condition. This includes the activities of maintaining safety in buildings, on the grounds, and in the vicinity of schools.</p>								
Non-instructional Operations	\$ 310,519	\$ 310,866	1.00	\$ 319,654	1.00	0.29%	\$ 8,788	2.83%
<p>Activities concerned with providing non-instructional services to students, staff, or the community.</p>								
Debt Service	\$ -	\$ -	-	\$ 408,660	-	0.37%	\$ 408,660	100.00%
<p>Activities concerned with payments for both principal and interest that service the debt of the LEA, includes only those funds appropriated to and paid by the school board.</p>								
Total	\$ 100,505,755	\$ 104,535,805	1,525.21	\$ 109,537,151	1,526.21	0.00%	\$ 5,001,346	4.78%

SCHOOL BUDGET PROFILES

Enrollment Summary.....	31
Current Instructional Staffing	31
Elementary Profiles.....	34
Auburn Elementary.....	36
Auburn Elementary School Budget Information.....	37
Belview Elementary.....	38
Belview Elementary School Budget Information.....	39
Christiansburg Elementary.....	40
Christiansburg Elementary School Budget Information	41
Christiansburg Primary.....	42
Christiansburg Primary School Budget Information	43
Eastern Montgomery Elementary.....	44
Eastern Montgomery Elementary School Budget Information	45
Falling Branch Elementary	46
Falling Branch Elementary School Budget Information.....	47
Gilbert Linkous Elementary	48
Gilbert Linkous Elementary School Budget Information.....	49
Harding Avenue Elementary.....	50
Harding Avenue Elementary School Budget Information	51
Kipps Elementary	52
Kipps Elementary School Budget Information.....	53
Margaret Beeks Elementary.....	54
Margaret Beeks Elementary School Budget Information	55
Price’s Fork Elementary.....	56
Price’s Fork Elementary School Budget Information.....	57
Secondary Profiles.....	58
Current Instructional Staffing	60
Auburn Middle	62
Auburn Middle School Budget Information	63
Blacksburg Middle.....	64
Blacksburg Middle School Budget Information	65
Christiansburg Middle	66
Christiansburg Middle School Budget Information.....	67

Shawsville Middle School	68
Shawsville Middle School Budget Information	69
Auburn High.....	70
Auburn High School Budget Information	71
Blacksburg High	72
Blacksburg High School Budget Information	73
Christiansburg High.....	74
Christiansburg High School Budget Information.....	75
Eastern Montgomery High.....	76
Eastern Montgomery High School Budget Information.....	77

ENROLLMENT SUMMARY

Pupil Membership as of September 30, 2016																		
Schools	K	1	2	3	4	5	6	7	8	9	10	11	12	PG	K-12 Totals	F/R %	Projected 2017-18	Diff.
Auburn Elem.	79	93	79	95	98	83									527	49.17%	523	-4
Belview Elem.	37	39	36	42	44	42									240	55.76%	235	-5
C-burg Elem.				149	140	121									410	46.83%	422	12
C-burg Primary	126	141	133												400	45.29%	393	-7
Eastern Mont. Elem.	78	75	70	75	82	84									464	70.37%	458	-6
Falling Br. Elem.	82	83	72	86	97	62									482	45.69%	502	20
Gilbert Linkous El.	62	56	51	58	61	55									343	20.87%	350	7
Harding Ave. Elem.	53	62	62	54	47	46									324	21.41%	331	7
Kipps Elementary	64	77	73	54	70	63									401	18.70%	402	1
Margaret Beeks Elem.	68	73	68	61	81	71									422	33.11%	419	-3
Price's Fork Elem.	75	62	69	69	82	61									418	51.85%	432	14
Total Elementary	724	761	713	743	802	688									4431		4467	36
Auburn Middle							90	92	110						292	39.73%	265	-27
B-burg Middle							325	271	293						889	20.58%	892	3
C-burg Middle							247	249	277						773	44.50%	721	-52
Shawsville Middle							82	71	69						222	64.41%	237	15
Montgomery Central *								2							2		2	0
Total Middle							744	683	751						2178		2117	-61
Auburn High										102	101	109	94		406	36.79%	422	16
B-burg High										297	296	290	280		1163	17.71%	1176	13
C-burg High										215	269	280	232		996	36.95%	1041	45
Eastern Mont. High										75	75	79	58		287	63.89%	298	11
Montgomery Central *										18	17	17	5		57	93.10%	54	-3
Total High							707	758	775	775	669	669			2909		2991	82
Total Secondary															5087		5108	21
Grand Totals	724	761	713	743	802	688	744	683	751	707	758	775	669		9518	38.45%	9575	57



Montgomery County Public Schools

CURRENT INSTRUCTIONAL STAFFING

Elementary Schools Staffing 2016-17													
	AES	BES	CES	CPS	EMES	FBES	GBES	HAES	KES	MBES	PFES	Totals	
Enrollment PK-5 (10.31.2016)	545	275	413	419	503	505	360	330	410	442	452	4654	
<u>Faculty</u>													
Art	1.44	0.75	1	1	1	1	1	0.95	1	1	1	11.14	
Classroom Teachers K-5	28	14	21	24	26	26	18	17	20	22	22	238	
ESL	0.19	0.07	0.19	0.24	0.81	0.3	0.51	0.75	0.49	0.63	0.3	4.48	
Gifted	0.5	0.4	0.5	0.5	1	0.8	0.5	0.5	0.5	0.5	0.5	6.2	
HPE teachers	1.4	0.8	1	1.2	1.2	1.4	0.8	0.8	1	1.2	1.2	12	
Librarian	1	1	1	1	1	1	1	1	1	1	1	11	
Music	1.4	0.8	1	1.2	1.2	1.4	0.8	0.8	1	1.2	1.2	12	
PK Teachers	1	2	0	1	2	1	1	0	0	1	2	11	
Reading - County	1	1	1	1.5	2	1	1	1	1	2	3	15.5	
Reading - Title I	3	2.5	3	3	4.5	3.25	0	0	0	0	2	21.25	
Faculty FTEs	38.93	23.32	29.69	34.64	40.71	37.15	24.61	22.8	25.99	30.53	34.2	342.57	
Current K-5 PTR (10.31.2016)	18.82	17.07	19.67	16.71	17.96	18.73	19.00	19.41	20.50	19.27	18.91	18.72	
<u>Staff</u>													
Adm/Aide	5.25 hrs	3.25 hrs	3.5 hrs	3.25 hrs	5.25 hrs	5.25 hrs	3.25 hrs	3.25 hrs	3.25 hrs	3.5 hrs	3.5 hrs	42.5 hrs	
Adm/Asst	1	1	1	1	1	1	1	1	1	1	1	11	
Asst Prin	1	0	0	0	1	1	0	0	0	0	0	3	
Guidance	1.5	1	1	1	1.5	1.5	1	1	1	1	1.5	13	
Inst. Coach*	1	1	1	1	1	1	1	1	1	1	1	5	
ITRT	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	2.75	
Literacy Aides	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT	0	1 PT	1 PT	1 PT	10 PT	
Lunch Aides	9	5	6.5	8	8	6.25	5	4.5	8	4	6	70.25	
Nurse	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT	1 PT	11 PT	
Prin	1	1	1	1	1	1	1	1	1	1	1	11	
Total FTEs	44.68	27.57	33.94	37.89	46.46	41.9	27.86	26.05	29.24	33.78	38.95	388.32	
Travel time included in some %													
*home school													

ELEMENTARY PROFILES

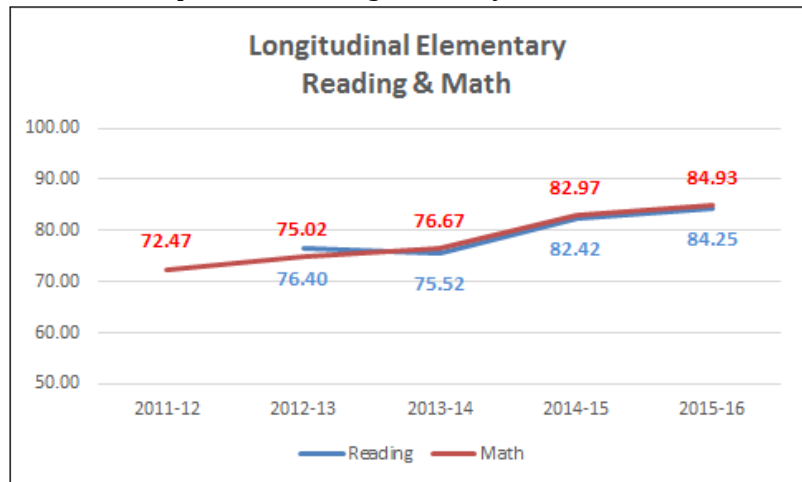
Elementary education serves approximately 4,600 students in preschool through fifth grade. Currently there are eleven elementary schools ranging in enrollment from 275 to 545 students. MCPS employs a total of 249 elementary classroom teachers in addition to specialty teachers. All elementary students participate in specialties which include physical education, music, art, and library. Special education and remediation services are provided for students as needed. The percentage of students who qualify for free and reduced lunch varies greatly at the elementary level ranging from 18% to 70%. Based on this, seven schools qualify for Title 1 funds.

Each of our schools strives to support the division mission of “Every student will graduate career and college ready and become a productive, responsible citizen.” Each school develops a school plan which complements the Division plan to address student achievement. The first goal of the division plan is to ensure students graduate career and college ready. At the elementary level all schools have participated in professional development around Positive Behavior Interventions and Supports. Schools are developing tiered systems of behavioral and academic support. Schools have implemented Student Assistance Program Teams.

The second goal of the Comprehensive Plan is “MCPS staff will plan and implement effective instructional practices using the MCPS Model for Effective Instruction.” Within this goal, elementary schools have focused on two major themes of engagement, which are higher order thinking and increasing response rates. This embedded professional development has been paramount in increasing effective instructional practices. With the assistance of coaches and curriculum supervisors, professional development sessions were provided for principals and then held at every elementary school. Additionally, principals and supervisors developed a Learning Walk Rubric for use in all elementary schools. The rubric helps to define desired classroom practices which may be identified and increased. Professional development, including work on calibration, implementation, and analysis has been provided on Learning Walks which have been incorporated at every school to provide feedback to all teachers and data to assist in planning. Instructional Specialists (coaches) and supervisors also provided in depth assistance to schools to assist with curriculum alignment and instructional strategies. All schools have been involved in intentional and sustained professional development in order to unify the schools in processes to engage students and increase learning. This has included sustained work throughout the year. Experts such as Laurie McCullough lead our work on effective coaching, Michelle Piccard presented on Word Study, and John Almarode, a leading expert in cognitive science, is working with all levels on the functions of the brain and how to best engage it in the classroom. His work with elementary schools will be a focus on the Structure of Observed Learning Outcomes (SOLO). In this work, evidence about student progress is elicited, interpreted and used by teachers to make intentional decisions about student learning.

The third goal of the academic plan is “Students will demonstrate increased academic performance.” In this area professional development has been provided regarding data collection and analysis. Instructional specialists have provided assistance in using data to inform instruction. Fountas and Pinnell, PALS, benchmarks, Scholastic math assessments, and/or IEP specific alternative assessments have been incorporated to follow student progress and assist teachers in planning. Training and support have been provided on Level Literacy Intervention, iStation, and Word Study in order to provide additional literacy interventions. Targeted schools have worked on the development of “I Can” statements which are intended to assist students in understanding their own goals and progress.

Elementary schools have demonstrated success with the goal of increasing student growth. This success ties directly to professional development. In addition to required sessions, multiple professional development opportunities have been provided throughout the year and teachers have also participated in off campus conferences. As research shows professional development is most effective when it is in the context of the instructor's daily work. Therefore, MCPS has made every effort to tie professional development directly to the classroom and to respond to the requests of teachers to provide ongoing assistance and support. Each school completed an individual plan for improvement and teachers incorporated goals for student growth.



Challenges

Since 2008, the pupil teacher ratio has increased. It is a challenge to continually increase student performance while teachers have more students. This practice leads to less time to focus on individual student needs.

Professional development is a key factor in implementing new instructional strategies and in integrating technology into the classroom. Creating training sessions, delivering the sessions and providing support in the classroom requires time for strategic planning. Providing ongoing support

“School-based professional development helps educators analyze student achievement data during the school year to immediately identify learning problems, develop solutions, and promptly apply those solutions to address students’ needs... Student learning and achievement increase when educators engage in effective professional development focused on the skills educators need in order to address students’ major learning challenges.”

- Learning Forward, Why Professional Development Matters

and follow through is a process which requires time and the specific support of staff. MCPS recognizes that in order to continue to increase achievement and move beyond the SOLs, teachers will need to engage in quality professional development activities throughout the year. This has been identified throughout research as the key in implementing any new instruction and as the key to improving instruction. In fact, educational advocates suggest that “at least 25% of an educator’s work time be devoted to learning and collaboration with colleagues” (Learning Forward, 2001). MCPS will need to intentionally plan for curriculum alignment and professional development in order to go beyond the SOLs and to begin work on application and embedding skills in the classroom.

Developing and implementing tiered interventions is an ongoing challenge which requires sustained strategic planning and support. We also recognize the challenge of encouraging and motivating teachers as they take on increased class sizes and additional responsibilities.

AUBURN ELEMENTARY

1760 Auburn School Driver | Riner, Virginia 24149 | aes.mcps.org | Marcia Settle, Principal



School Information

Grade Levels	PK-5
Enrollment	545
PTR	19 : 1
Disadvantaged	49%
Students with Disabilities	9%
Fully Accredited	

Facility Information

Opened in 1998
Capacity of 560 students
81,104 permanent square feet, 1 mobile unit
14.7 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks or made safe harbor
- All teachers participated in a book study "Engaging Students with Poverty in Mind"
- JumpStart, our annual three-night Kindergarten Orientation program helped incoming Kindergarten students and their parents learn more about our school.
- We continued our One School, One Book program featuring the book The Chocolate Touch
- Boosted technology through the purchase of a Chromebook cart and 25 Chromebooks

Auburn Elementary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.44	1.44
Classroom Teachers	28.00	28.00
ESL	0.19	0.19
Gifted	0.50	0.50
HPE teachers	1.40	1.40
Librarian	1.00	1.00
Music	1.40	1.40
PK Teachers	1.00	1.00
Reading - County	1.00	1.00
Reading - Title I	3.00	3.00
Staff:		
AdmAide	5.25 hrs	5.25 hrs
AdmAsst	1.00	1.00
Asst Prin	1.00	1.00
Guidance	1.50	1.50
Inst. Coach*	1.00	1.00
ITRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	9 hrs	9 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	4.00	4.00
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 26	\$ 25	\$ 40
Printing	523	500	607
Travel	414	414	607
Miscellaneous	392	375	607
Office Supplies	7,322	7,500	10,519
Instructional Supplies	23,344	22,017	34,139
Equipment	5,128	4,900	8,132
TOTAL	\$ 37,149	\$ 35,731	\$ 54,651

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

BELVIEW ELEMENTARY

3187 Pepper's Ferry Road | Radford, Virginia 24141 | bes.mcps.org | Timothy Moeller, Principal



School Information

Grade Levels	PK-5
Enrollment	276
PTR	17:1
Disadvantaged	56%
Students with Disabilities	13%
Fully Accredited	

Facility Information

Opened in 1953
Capacity of 222 students
37,981 permanent square feet
10 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks
- Ukulele Club performed at the Moss Center for the Arts as an opener for the Ukulele Orchestra of Great Britain. The Ukulele Club continues to be a popular after school music program for 4th and 5th grades.
- We gave 2 seniors at CHS \$1000 scholarships each.
- Teachers throughout the school utilized grant opportunities through the Montgomery County Educational Foundation and DonorsChoose.org to bring new opportunities to Belview students.
- Drama Club was formed by Jessica Jones, Chris Graham, Caroline Mashburn and Debby Wasky. Its first performance was Peter Pan and was funded by an MCEF Grant.
- Belview Makers proved a popular after school program where students could learn in our school's maker space
- Both fourth grade teachers are now Level 2 Google Educators, Certified Pear Deck Coaches, and EdTechTeam Presenters.
- Our summer Bookmobile program kept our students reading throughout the break.

Belview Elementary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	0.75	0.75
Classroom Teachers	14.00	14.00
ESL	0.07	0.07
Gifted	0.40	0.40
HPE teachers	0.80	0.80
Librarian	1.00	1.00
Music	0.80	0.80
PK Teachers	2.00	2.00
Reading - County	1.00	1.00
Reading - Title I	2.50	2.50
Staff:		
AdmAide	3.25 hrs	3.25 hrs
AdmAsst	1.00	1.00
Asst Prin	0.00	0.00
Guidance	1.00	1.00
Inst. Coach*	1.00	1.00
I/TRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	5 hrs	5 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	2.75	2.75
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 14	\$ 13	\$ 21
Printing	272	257	322
Travel	374	374	322
Miscellaneous	204	193	322
Office Supplies	3,808	3,855	5,589
Instructional Supplies	12,208	11,389	18,189
Equipment	2,665	2,520	4,321
TOTAL	\$ 19,545	\$ 18,601	\$ 29,086

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

CHRISTIANSBURG ELEMENTARY

160 Wades Lane | Christiansburg, Virginia 24073 | ces.mcps.org | Kelly Roark, Principal



School Information

Grade Levels	3-5
Enrollment	410
PTR	20:1
Disadvantaged	47%
Students with Disabilities	7%
Fully Accredited	

Facility Information

Opened in 1963
Capacity of 366 students
40,363 permanent square feet, 5 mobile units
15.4 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks
- We launched school-wide behavior expectations which supported our school motto, "Be a Part of the Pack," that focuses on every student being a respectful, responsible problem solver
- CES students participated in another successful IXL math challenge, where they set goals and work toward a master of specific math facts and skills. CES students set the pace for Reflex math (a fluency program for basic math facts). CES students led the division in facts mastered.
- One fifth grade student was honored at the Stockmarket Game Awards Presentation in Richmond, sponsored by the Virginia Council on Economic Education. He placed first in the state in the elementary division for his essay about the stockmarket and a local business.
- CES students participated in our first annual PACK reading challenge which encouraged families to increase minutes read at home each evening.
- CES was chosen by the VDOE as an elementary co-teaching demonstration site for our collaborative work between general educators and special educators at CES.

Christiansburg Elementary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
Classroom Teachers	21.00	21.00
ESL	0.19	0.19
Gifted	0.50	0.50
HPE teachers	1.00	1.00
Librarian	1.00	1.00
Music	1.00	1.00
PK Teachers	0.00	0.00
Reading - County	1.00	1.00
Reading - Title I	3.00	3.00
Staff:		
AdmAide	3.5 hrs	3.5 hrs
AdmAsst	1.00	1.00
Asst Prin	0.00	0.00
Guidance	1.00	1.00
Inst. Coach*	1.00	1.00
I/TRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	6.5 hrs	6.5 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	3.00	3.00
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 21	\$ 20	\$ 31
Printing	425	404	466
Travel	388	388	466
Miscellaneous	319	303	466
Office Supplies	5,950	6,060	8,079
Instructional Supplies	18,871	17,693	26,102
Equipment	4,167	3,959	6,247
TOTAL	\$ 30,141	\$ 28,827	\$ 41,857

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

CHRISTIANSBURG PRIMARY

240 Betty Drive | Christiansburg, Virginia 24073 | cps.mcps.org | Oliver Lewis, Principal



School Information

Grade Levels	PK-2
Enrollment	444
PTR	17:1
Disadvantaged	45%
Students with Disabilities	9%
Fully Accredited	

Facility Information

Opened in 1973
Capacity of 396 students
52,475 permanent square feet, 5 mobile units
22.3 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks
- The annual Open House was again a success, with each student receiving a brand new book courtesy of Title I funds
- Our annual Family Fun (Curriculum Night) empowers parents by leading them through math and reading activities that our students may go through in the classroom, almost 100 parents were in attendance
- Our first grade students once again walked in the Christiansburg Veteran's Day Parade while the kindergarten and second grade students cheered them on
- Kindergarten students traveled to Sinkland Farms to culminate their Science lesson on life cycles
- The administrator and three classroom teachers attended the National Family Engagement Conference, resulting in the formation of a Family Engagement Committee at CPS
- Students raised almost \$1,500 for the American Cancer Society
- Our partnership with Bridge Church helped families in need with additional food on the weekends and over school

Christiansburg Primary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
Classroom Teachers	24.00	24.00
ESL	0.24	0.24
Gifted	0.50	0.50
HPE teachers	1.20	1.20
Librarian	1.00	1.00
Music	1.20	1.20
PK Teachers	1.00	1.00
Reading - County	1.50	1.50
Reading - Title I	3.00	3.00
Staff:		
AdmAide	3.25 hrs	3.25 hrs
AdmAsst	1.00	1.00
Asst Prin	0.00	0.00
Guidance	1.00	1.00
Inst. Coach*	0.00	0.00
ITRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	8 hrs	8 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	3.00	3.00
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 23	\$ 23	\$ 31
Printing	454	463	461
Travel	388	388	461
Miscellaneous	341	347	461
Office Supplies	6,356	6,945	7,989
Instructional Supplies	20,099	20,201	25,923
Equipment	4,449	4,540	6,176
TOTAL	\$ 32,110	\$ 32,907	\$ 41,502

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

EASTERN MONTGOMERY ELEMENTARY

4580 Eastern Montgomery Lane | Elliston, Virginia 24087 | emes.mcps.org | Denise Boyle, Principal



School Information

Grade Levels	PK - 5
Enrollment	500
PTR	18:1
Disadvantaged	70%
Students with Disabilities	13%
Fully Accredited	

Facility Information

Opened in 2010
Capacity of 650 students
111,000 permanent square feet
20 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks
- 5th Grade DARE Graduation
- Reading Recovery teachers last year discontinued (which means graduated from the program) 20/24 students or 83 % pass rate.
- Teachers held Saturday SOL prep sessions to help students prepare for the SOL tests
- EMES Science Night had some pretty awesome experiments and demonstrations
- EMES had two teams place in the Elementary Division of the Spring 2016 Stock Market Game for the VT region. The first place team had a portfolio valued at \$113,368.11 and third place team had a portfolio valued at \$106,836.94.
- The EMES Mustang Choir received second place in Division A and received a superior rating.
- All students and staff participated in One Book, One School by reading "Tales of a Fourth Grade Nothing." This event was kicked off by EMHS Football Coach and Varsity Football team along with the EMHS Cheerleaders
- The EMES PTO sponsored many family events, including Breakfast and Build-A-Bear with Santa, Father/Daughter Dance, Mother/Son Movie Night and Pi Day
- Our school's Walking/Running Club sponsored two color runs, the end of the year Color Run for students and the community

Eastern Montgomery Elementary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
Classroom Teachers	26.00	26.00
ESL	0.81	0.81
Gifted	1.00	1.00
HPE teachers	1.20	1.20
Librarian	1.00	1.00
Music	1.20	1.20
PK Teachers	2.00	2.00
Reading - County	2.00	2.00
Reading - Title I	4.50	4.50
Staff:		
AdmAide	5.25 hrs	5.25 hrs
AdmAsst	1.00	1.00
Asst Prin	1.00	1.00
Guidance	1.50	1.50
Inst. Coach*	1.00	1.00
I/TRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	8 hrs	8 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	5.00	5.00
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 24	\$ 25	\$ 42
Printing	472	496	628
Travel	414	414	628
Miscellaneous	354	372	628
Office Supplies	6,608	7,440	10,891
Instructional Supplies	20,979	21,718	35,339
Equipment	4,625	4,861	8,420
TOTAL	\$ 33,476	\$ 35,326	\$ 56,576

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

FALLING BRANCH ELEMENTARY

735 Falling Branch Road | Christiansburg, VA 24073 | fbes.mcps.org | Julie Vanidestine, Principal



School Information

Grade Levels	PK - 5
Enrollment	500
PTR	19: 1
Disadvantaged	46%
Students with Disabilities	10%
Fully Accredited	

Facility Information

Opened in 1992
Capacity of 446 students
61,682 permanent square feet, 9 mobile units
21.6 acre site

2015-2016 Highlights

- FBE continues to be fully accredited!
- We host over 80 veterans during our annual Veterans Day event, features include a luncheon, showcases of memorabilia and a Wall of Fame.
- We celebrate Commit to Graduate (C2G) every Wednesday! All staff wear shirts from their high school or college.
- We take pride in our bully-free environment. JLINE productions came to FBE for the second year to promote bully-free qualities with a hip-hop flair!
- We hold schoolwide events at least monthly! These events included Dictionary Day, Freaky Friday, CHS Spirit Week, Holiday Dance Party and a schoolwide Pajama Day!
- *FBE's Got Talent!* is our fall talent show showcasing our fourth and fifth grade students.
- Our One School, One Book program read *Mysteries According to Humphrey* with all staff members, including our wonderful bus drivers, participating and enjoying discussions with students.
- FBE in Words and Pictures debuted in Spring 2016. Our art and reading teams worked together to create a wonderful evening for FBE families to celebrate reading and art!
- Our FBE Bookmobile toured local neighborhoods for the third year in a row, giving students an opportunity to use our library over the summer.
- CHS Drama Club students mentor our FBE Drama Club. In April, the FBE Drama Club performed *Beauty and the Beast*.
- The FBE Stock Market teams placed first, second and third at the Stock Market Game!
- Fourth grade students completed their study of the American Civil War with a full day of immersion into life during Civil War times, including camp life, medicine, food, battle procedures and a battle reenactment.
- March of the Former Frogs: CHS graduates that are FBE alumni walked our halls in their caps and gowns!

Falling Branch Elementary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
Classroom Teachers	26.00	26.00
ESL	0.30	0.30
Gifted	0.80	0.80
HPE teachers	1.40	1.40
Librarian	1.00	1.00
Music	1.40	1.40
PK Teachers	1.00	1.00
Reading - County	1.00	1.00
Reading - Title I	3.25	3.25
Staff:		
AdmAide	5.25 hrs	5.25 hrs
AdmAsst	1.00	1.00
Asst Prin	1.00	1.00
Guidance	1.50	1.50
Inst. Coach*	0.00	0.00
I/TRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	6.25 hrs	6.25 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	4.00	4.00
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 26	\$ 22	\$ 35
Printing	514	445	525
Travel	414	414	525
Miscellaneous	386	334	525
Office Supplies	7,196	6,675	9,094
Instructional Supplies	22,877	19,566	29,564
Equipment	5,037	4,363	7,031
TOTAL	\$ 36,450	\$ 31,819	\$ 47,299

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

GILBERT LINKOUS ELEMENTARY

813 Tom's Creed Road | Blacksburg, Virginia 24060 | gles.mcps.org | Carol Slonka, Principal



School Information

Grade Levels	PK - 5
Enrollment	361
PTR	19 : 1
Disadvantaged	21%
Students with Disabilities	11%
Fully Accredited	

Facility Information

Opened in 1964
Capacity of 354 students
41,077 permanent square feet
12.96 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks
- GLE was named a National Blue Ribbon School by the US Department of Education in 2014
- Families participated in several activities, including Grandparents Breakfast, Daddy/Daughter Dance, Boys Night Out, and International Walk to School Day
- Linkous Ladies and Lads program allow students work with one-on-one mentors in the Tri-Delta and Sigma Chi Greek organizations at Virginia Tech
- At the culmination of the fourth grade unit about the Civil War, students received a hands-on demonstration of materials from the time period from the Virginia Tech History Department
- The PTO Annual Walk-A-Thon raised funds for the PTO and collected food items for Micah's backpack
- A new electronic sign was installed to communicate school information and events to the community
- A Science Fair was held for grades K - 5 in collaboration with the VT Science Dept.
- A GLE student won the Blacksburg Police Dept. "Be Safe Blacksburg" contest, earning a \$5,000.00 award for the school
- GLE earned the VDOE Excellence Award in 2016
- GLE was recognized by Radford University for 25 years of continuous accreditation with AdvanceEd

Gilbert Linkous Elementary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
Classroom Teachers	18.00	18.00
ESL	0.51	0.51
Gifted	0.50	0.50
HPE teachers	0.80	0.80
Librarian	1.00	1.00
Music	0.80	0.80
PK Teachers	1.00	1.00
Reading - County	1.00	1.00
Reading - Title I	0.00	0.00
Staff:		
AdmAide	3.25 hrs	3.25 hrs
AdmAsst	1.00	1.00
Asst Prin	0.00	0.00
Guidance	1.00	1.00
Inst. Coach*	0.00	0.00
ITRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	5 hrs	5 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	3.00	3.00
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 18	\$ 17	\$ 21
Printing	352	348	316
Travel	374	374	316
Miscellaneous	264	261	316
Office Supplies	4,928	5,220	5,486
Instructional Supplies	15,637	15,242	17,884
Equipment	3,449	3,411	4,240
TOTAL	\$ 25,022	\$ 24,873	\$ 28,579

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

HARDING AVENUE ELEMENTARY

429 Harding Avenue | Blacksburg, Virginia 24060 | haes.mcps.org | Stephanie Sedor, Principal



School Information

Grade Levels	K - 5
Enrollment	324
PTR	29 : 1
Disadvantaged	21%
Students with Disabilities	5%
Fully Accredited	

Facility Information

Opened in 1973
Capacity of 242 students
43,436 permanent square feet
7.9 acre site

2015-2016 Highlights

- Fully accredited by state standards.
- Effectively began and ran the Link enrichment program
- Received the Governor's Excellence in Education Award
- Received the Governor's Gold Nutrition Award from the School Nutrition Advisory Council
- Continued focus on positive behavior interventions through morning meetings, staff training, calm café, cultivating kindness theme, and consistent messages about behavior expectations
- Focused on increasing technology devices as well as capacity: Professional development, purchased a set of Google Chromebooks for student use.
- Successfully organized and held our first 5K fundraiser event
- Held family-centered events after school such as: Fall Festival, Sock Hop, Spring Fling Camp out, Movie Night, Basketball game, and Fine Arts Festivals
- Continued to offer many after school clubs for our students to participate in such as: What's On Stage, Knit and Crochet, Chess, Running club, Computer Club, French Club, and German Club
- Partnered with PTA in creating a Science and Math closet with shared resources as well as purchasing new playground equipment
- Partnered with many community organizations to provide our students with additional learning opportunities: Virginia Tech, Blacksburg Police Department, and many local businesses

Harding Avenue Elementary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	0.95	0.95
Classroom Teachers	17.00	17.00
ESL	0.75	0.75
Gifted	0.50	0.50
HPE teachers	0.80	0.80
Librarian	1.00	1.00
Music	0.80	0.80
PK Teachers	0.00	0.00
Reading - County	1.00	1.00
Reading - Title I	0.00	0.00
Staff:		
AdmAide	3.25 hrs	3.25 hrs
AdmAsst	1.00	1.00
Asst Prin	0.00	0.00
Guidance	1.00	1.00
Inst. Coach*	0.00	0.00
I/TRT	0.25	0.25
Literacy Aides	0.00	0.00
Lunch Aides	4.5 hrs	4.5 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	2.75	2.75
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 14	\$ 16	\$ 18
Printing	276	328	276
Travel	374	374	276
Miscellaneous	207	246	276
Office Supplies	3,864	4,920	4,784
Instructional Supplies	12,273	14,350	15,567
Equipment	2,705	3,215	3,699
TOTAL	\$ 19,713	\$ 23,449	\$ 24,896

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

KIPPS ELEMENTARY

2801 Price's Fork Road | Blacksburg, Virginia 24060 | kes.mcps.org | Chris Widrig, Principal



School Information

Grade Levels	K - 5
Enrollment	401
PTR	20 : 1
Disadvantaged	19%
Students with Disabilities	12%
Fully Accredited	

Facility Information

Opened in 1994
Capacity of 450 students
64,954 permanent square feet
28.3 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks
- Received the *2016 Virginia Index of Performance (VIP) Board of Education Excellence Award*
- The 3 o'Clock Band won highest score and 1st place award at competition at Busch Gardens where all other groups were either middle or high school students. They also were featured at a VT Men's Basketball game which was televised
- Eleven Kipps students were recognized for placing among the top 20 in the international Math Kangaroo Contest
- Kipps raised \$2,500 at Fit Family Night to go towards the Casey Jones Memorial Scholarship
- Kipps Relay Roos raised the 2nd highest amount for the Montgomery County Relay for Life
- Students raised \$300+ for the Roanoke Children's Hospital
- Suzie Kim, Kipps 5th Grader – was Spelling Bee champion for Montgomery County

Kipps Elementary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
Classroom Teachers	20.00	20.00
ESL	0.49	0.49
Gifted	0.50	0.50
HPE teachers	1.00	1.00
Librarian	1.00	1.00
Music	1.00	1.00
PK Teachers	0.00	0.00
Reading - County	1.00	1.00
Reading - Title I	0.00	0.00
Staff:		
AdmAide	3.25 hrs	3.25 hrs
AdmAsst	1.00	1.00
Asst Prin	0.00	0.00
Guidance	1.00	1.00
Inst. Coach*	0.00	0.00
I/TRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	8 hrs	8 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	4.00	4.00
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 19	\$ 19	\$ 23
Printing	373	381	341
Travel	414	414	341
Miscellaneous	280	286	341
Office Supplies	5,222	5,715	5,912
Instructional Supplies	16,577	16,688	19,228
Equipment	3,658	3,736	4,570
TOTAL	\$ 26,543	\$ 27,239	\$ 30,756

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

MARGARET BEEKS ELEMENTARY

709 Airport Road | Blacksburg, Virginia 24060 | mbes.mcps.org | Micah Mefford, Principal



School Information

Grade Levels	PK - 5
Enrollment	440
PTR	19 : 1
Disadvantaged	33%
Students with Disabilities	10%
Fully Accredited	

Facility Information

Opened in 1963
Capacity of 390 students
50,209 permanent square feet
14 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks
- Received the Virginia Board of Education Distinguished Achievement Award
- College Mentors for Kids is a mentor program that serves 40 MBES students
- Books for Bears allowed all students to select a free book so that every family can have reading material at home
- Our annual Read-A-Thon raised funds for technology in our school in addition to increasing students' independent reading time
- Piloting a 1 to 1 Chromebook initiative in 5th grade

Margaret Beeks Elementary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
Classroom Teachers	22.00	22.00
ESL	0.63	0.63
Gifted	0.50	0.50
HPE teachers	1.20	1.20
Librarian	1.00	1.00
Music	1.20	1.20
PK Teachers	1.00	1.00
Reading - County	2.00	2.00
Reading - Title I	0.00	0.00
Staff:		
AdmAide	3.5 hrs	3.5 hrs
AdmAsst	1.00	1.00
Asst Prin	0.00	0.00
Guidance	1.00	1.00
Inst. Coach*	0.00	0.00
I/TRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	4 hrs	4 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	3.00	3.00
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 21	\$ 22	\$ 28
Printing	422	435	414
Travel	388	388	414
Miscellaneous	317	326	414
Office Supplies	5,908	6,525	7,176
Instructional Supplies	18,782	19,079	23,379
Equipment	4,135	4,265	5,547
TOTAL	\$ 29,973	\$ 31,040	\$ 37,372

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

PRICE'S FORK ELEMENTARY

4021 Price's Fork Road | Blacksburg, Virginia 24060 | pfes.mcps.org | Domenic Saia, Principal



School Information

Grade Levels	PK - 5
Enrollment	454
PTR	19 : 1
Disadvantaged	52%
Students with Disabilities	13%
Fully Accredited	

Facility Information

Opened in 2011
Capacity of 650 students
111,000 permanent square feet
20 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Our teachers completed math unit planning as part of school-wide professional development and staff collaboration efforts. We have also been continuing efforts to increase student engagement and higher order thinking.
- We implemented Positive Behavioral Interventions and Supports through the development of school-wide behavioral expectations and lesson plans to model and teach these expectations.
- PFES was the first school to implement the Grab-n-Go breakfast initiative.
- Our Title 1 Reading team gave out monthly books to students during the Grab-n-Go breakfast through our "Books for Breakfast" initiative
- We partnered with Micah's Backpack to provide students with food assistance and books over the summer through the Micah's Mobile Backpack initiative.
- K-2 Summer Literacy camp to help develop literacy skills and provide our students with exciting educational and cultural opportunities.
- Growing Roots PreK and Kindergarten Event to transition families to the Price's Fork Elementary School community.
- Our parent and community involvement events included Back to School Night, Curriculum Nights, Homework Club, Harvest Festival, Shopping Cart Day (homemade holiday gifts for family members), School-wide Family Book Club and Celebration, PTA Craft and Vendor Sale, Science Fair Evening, Fine Arts Nights for 2nd-5th and PreK-1, Brunswick Stew Community sale (in partnership with the Kiwanis club), and Parents and Pastries to share summer reading programs.
- PFES partnered with Virginia Tech's College Mentor for Kids program to provide 38 1st-5th grade students the opportunity to be mentored and take weekly trips to the Virginia Tech campus.
- Several of our 5th grade students had their artwork selected to be used on the Inn at Virginia Tech's Holiday cards
- Our art program won First Place People's Choice Fashion for Evergreens award from Virginia Tech for decorating the Evergreens at Virginia Tech.

Price's Fork Elementary School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
Classroom Teachers	22.00	22.00
ESL	0.30	0.30
Gifted	0.50	0.50
HPE teachers	1.20	1.20
Librarian	1.00	1.00
Music	1.20	1.20
PK Teachers	2.00	2.00
Reading - County	3.00	3.00
Reading - Title I	2.00	2.00
Staff:		
AdmAide	3.5 hrs	3.5 hrs
AdmAsst	1.00	1.00
Asst Prin	0.00	1.00
Guidance	1.50	1.50
Inst. Coach*	1.00	1.00
ITRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	6 hrs	6 hrs
Nurse	1 PT	1 PT
Prin	1.00	1.00
Custodians	5.00	5.00
*home school		

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 19	\$ 20	\$ 33
Printing	377	397	496
Travel	374	374	496
Miscellaneous	283	298	496
Office Supplies	5,278	5,955	8,605
Instructional Supplies	16,888	17,517	28,039
Equipment	3,696	3,892	6,651
TOTAL	\$ 26,915	\$ 28,453	\$ 44,816

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

SECONDARY PROFILES

Description

Secondary education serves approximately 5,087 students in grades 6-12 and employs more than 324 teachers. Each of our schools strives to support the division mission of “Every student will graduate career and college ready and become a productive, responsible citizen.” Secondary education encompasses 8 schools in the county’s four attendance areas, including four middle schools, four high schools and one alternative education program. The countywide percentage of students who qualify for free or reduced price lunch is 38%. This rate varies widely across the secondary level ranging from 18% to 64%.

Although each school is diverse in their approach to student success, we are united in working towards achieving the goals of our comprehensive plan. In the area of student achievement related to goal one, “Students will graduate from Montgomery County Schools college and career ready” secondary schools have made a great deal of progress. We focused our efforts on integrating technology through the use of Career Cruising which allows students to explore their career interests and build a career and academic plan (ACAP) which will support their post-secondary plans. Another important activity in our quest to prepare students for college and career is College Application Week. During College Application Week, the division covers the cost of application fees for students, leveling the playing field when it comes to the financial burden of applying to college. This fall students were offered the opportunity to submit three applications to 4 yr. college/universities, community colleges, and/or specialty/technical colleges.

To support goal two, “MCPS staff will plan and implement effective instructional practices using the MCPS Model for Effective Instruction” all secondary schools focused on participating in quality job-embedded professional development. At the high school level, teachers helped us set the direction by identifying cognitive science and learning intentions as areas of focus. High school teachers continued their work with Dr. Almarode, a leading expert in connecting cognitive science to daily classroom practice. Division-wide activities provided faculty with opportunities to learn new strategies, and reflect on their effectiveness with the support of lead teachers. Another area of focus for our work was implementing year three of the e-back pack initiative. Teachers were provided with access to and training in the use of technology resources so that all 9th, 10th and 11th grade students had opportunities to use their tablets to deeply engage with the curriculum. Chromebooks were provided to begin the 1:1 initiative at all middle schools. All teachers throughout the division received Chromebooks so that MCPS can move forward with the focus to use technology to further enhance instruction.

At the middle school level teachers focused on designing tasks to deeply engage students in higher cognitive levels. Our work was framed around interacting with John Antonetti through division-wide professional development opportunities.

In the area of goal 3, “Students will demonstrate increased academic performance.”

- 7 of 8 Montgomery County secondary schools met the Accreditation benchmark in both Reading and Math
- The percentage of Advanced Studies Diploma, Advanced Placement (3 or higher), Dual Enrollment course offerings, Career and Technical Education credentials earned, and the percent of students taking the SAT all increased from 2015 to 2016.

Challenges

The first challenge secondary schools face is to more deeply implement the Model for Effective Instruction to transform classroom instruction. Continuing to provide teachers with access to quality, job embedded professional development will remain a challenge as instructional strategies shift to accommodate a more balanced assessment approach and the purposeful integration of technology. Additionally, we will begin to evaluate our learning spaces and the development of environments that are conducive to any century learning. The second challenge is enhancing programs and targeting necessary restorations to ensure that students have access to the most engaging, relevant programs. Our programs must help prepare students to be career and college ready for a future workforce that has not yet been imagined. Lastly, retaining and recruiting the most talented faculty and staff to be a part the secondary program is always a top priority. MCPS worked with Dr. Rettig, a scheduling expert, to explore how to increase opportunities for middle school students and increase planning time for staff. Approximately 18 additional teachers would be needed to implement the desired scheduling model in our middle schools. Clearly funding for this is a challenge. All modern literature suggests that the most important and dominant factor in student achievement is the classroom teacher, followed by the building principal. We strive to employ the best teachers and principals to work with our students every day.

CURRENT INSTRUCTIONAL STAFFING

MCPS 2016-17 MS Staff Analysis					
Department	AMS	BMS	CMS	SMS	MCPS
Art	0.50	3.00	1.00	0.50	5.00
English	3.00	8.20	7.60	3.00	21.80
Foreign Language	0.40	1.50	1.10	0.20	3.20
Math	3.60	9.00	9.00	2.80	24.40
Science	3.00	7.40	7.40	2.20	20.00
Social Studies	3.00	7.40	7.40	2.00	19.80
Music	1.00	2.50	2.00	1.00	6.50
Health/PE	2.00	3.00	4.00	2.00	11.00
CTE	2.00	3.00	5.00	2.00	12.00
Reading	0.60	1.00	1.00	1.00	3.60
Total Teachers	19.10	46.00	45.50	16.70	127.30
Support Personnel:					
AA Guidance	1.00	1.00	1.00	1.00	4.00
AA Office/Bookkeeper	2.00	3.00	3.00	2.00	10.00
Assistant Principal	0.40	2.00	2.00	0.60	5.00
Athletic Director	0.00	0.00	0.00	0.00	0.00
Classroom Aides	3.00	9.00	14.00	4.00	30.00
Clerical Aides	0.00	0.00	0.00	0.00	0.00
ESL	0.00	0.20	0.20	0.50	0.90
Gifted	0.60	1.00	0.60	0.60	2.80
Guidance Counselor	1.00	2.00	2.00	1.00	6.00
Instructional Coaches	0.50	0.00	2.00	1.00	3.50
ISS Aides	1.00	1.00	1.00	1.00	4.00
Media	1.00	1.00	1.00	1.00	4.00
Media Aides	0.00	0.00	0.00	0.00	0.00
Nurses	1.00	1.00	1.00	1.00	4.00
Principal	1.00	1.00	1.00	1.00	4.00
Spec Ed/Inst A	3.00	11.00	8.00	3.00	25.00
Testing Coordinator	0.00	0.00	0.00	0.00	0.00
Sub Total Support	15.50	33.20	36.80	17.70	103.20
Total Positions	34.60	79.20	82.30	34.40	230.50

8.2.16

MCPS 2016-17 HS Staff Analysis						
Department	AHS	BHS	CHS	EMHS	MC	MCPS
Art	1.00	2.67	2.00	1.00	1.00	7.67
English	4.00	11.00	11.00	3.00	1.00	30.00
Foreign Language	1.17	7.00	4.50	1.00	0.00	13.67
Math	4.00	11.00	11.00	4.00	1.00	31.00
Science	3.50	10.67	8.83	2.67	1.00	26.67
Social Studies	3.17	9.00	8.00	2.50	1.00	23.67
Music	1.00	1.50	2.00	1.00	0.00	5.50
Health/PE	2.50	4.00	3.67	2.33	0.00	12.50
CTE	4.75	14.26	16.16	4.92	1.50	41.59
Reading	0.40	1.00	1.00	1.00	1.00	4.40
Total Teachers	25.49	72.10	68.16	23.42	7.50	196.67
Support Personnel						
	AHS	BHS	CHS	EMHS	MC	MCPS
AA Guidance	1.00	1.00	2.00	1.00	0.00	5.00
AA Office/Bookkeeper	2.00	4.00	3.00	2.00	0.63	11.63
Assistant Principal	1.00	3.00	3.00	1.00	1.00	9.00
Athletic Director	0.50	1.00	1.00	0.67	0.00	3.17
Classroom Aides	6.00	18.00	15.00	3.00	0.50	42.50
Clerical Aides	0.00	1.00	1.00	0.00	0.00	2.00
ESL	0.40	0.20	0.20	0.50	0.00	1.30
Gifted	0.13	0.13	0.13	0.13	0.00	0.50
Guidance Counselor	1.00	4.00	4.00	1.00	1.00	11.00
Instructional Coaches	1.00	1.00	1.00	1.00	0.00	4.00
ISS Aides	1.00	1.00	1.00	1.00	1.00	5.00
Media	1.00	1.00	1.00	1.00	0.00	4.00
Media Aides	1.00	1.00	1.00	1.00	0.00	4.00
Nurses	1.00	1.00	1.00	1.00	0.50	4.50
Principal	1.00	1.00	1.00	1.00	1.00	5.00
Project AIM	1.25	1.25	1.25	1.25	0.00	5.00
Special Ed/Inst Spec	4.00	10.00	9.00	4.00	3.00	30.00
Testing Coordinator Asst	0.50	1.00	1.00	0.50	0.00	3.00
Sub Total	23.78	50.58	46.58	21.05	8.63	150.60
Total Positions	49.27	122.68	114.74	44.47	16.13	347.27
8.2.16						

AUBURN MIDDLE

4163 Riner Road | Riner, Virginia 24149 | ams.mcps.org | Guylene Wood-Setzer, Principal



School Information

Grade Levels	6-8
Enrollment	292
PTR	18 : 1
Disadvantaged	40%
Students with Disabilities	11%
Fully Accredited	

Facility Information

Opened in 2015
Capacity of 480 students
126,338 permanent square feet
13.5 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks
- Red Ribbon Week brought a host of activities for students to remind and educate them to be drug free
- Families participated in Grandparents Week where each grade level had specific events to honor their grandparents
- AMS seventh graders visited Virginia Tech for March to College Day, encouraging and inspiring students to commit to graduate
- AMS students planned and participated in Mix-It-Up day, where students move out of their comfort zone and connected with someone new over lunch
- Service club worked with students at Auburn Elementary.
- Maker Spaces were introduced to Media Center
- 8th grade students participated in the annual trip to New York City
- Students participated in hour of code

Auburn Middle School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	0.50	0.50
English	3.00	3.00
Foreign Language	0.40	0.40
Math	3.60	3.60
Science	3.00	3.00
Social Studies	3.00	3.00
Music	1.00	1.00
Health/PE	2.00	2.00
CTE	2.00	2.00
Reading	0.60	0.60
Staff:		
AA Guidance	1.00	1.00
AA Office/Bookkeeper	2.00	2.00
Assistant Principal	0.40	0.40
Classroom Aides	3.00	3.00
Clerical Aides	0.00	0.00
ESL	0.00	0.00
Gifted	0.60	0.60
Guidance Counselor	1.00	1.00
Instructional Coaches	0.50	0.50
ISS Aides	1.00	1.00
Media	1.00	1.00
Nurses	1.00	1.00
Principal	1.00	1.00
Spec Ed/ Inst A	3.00	3.00
Custodians	4.00	4.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 118	\$ 108	\$ 158
Printing	221	203	297
Travel	553	553	396
Miscellaneous	148	136	345
Office Supplies	4,543	4,173	5,448
Instructional Supplies	14,445	12,750	17,970
Equipment	7,472	7,166	10,372
TOTAL	\$ 27,500	\$ 25,089	\$ 34,986

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

BLACKSBURG MIDDLE

3109 Price's Fork Road | Blacksburg, Virginia 24060 | bms.mcps.org | Amanda Weidner, Principal



School Information

Grade Levels	6-8
Enrollment	889
PTR	23 : 1
Disadvantaged	21%
Students with Disabilities	9%
Fully Accredited	

Facility Information

Opened in 2002
Capacity of 1,200 students
190,478 permanent square feet
55.2 acre site

2015-2016 Highlights

- Fully Accredited by state standards
- The BMS Technology Student Association team won twenty-two 1st, 2nd, and 3rd -place trophies and placed as a finalist in thirty-five events at the state competition. At National competition, they won a record breaking eight National trophies.
- BMS received the Blue Ribbon School Award from the Virginia Music Educators Association
- BMS Advanced Band earned straight "Superior" Ratings at the District Concert Band Assessment.
- BMS Bel Canto Choir earned a "Superior" rating at the District Assessment Concert, and the Treble Choir earned an "Excellent" rating.
- The BMS MathCounts team earned the top four individual places and won the team competition at the regional competition.
- BMS Drama Club presented two spring productions, including "A Bagful of Fables" from Beginning Theatre while the Advanced Theatre group presented "The (Almost) Totally True Story of Hansel and Gretel".
- Artwork from all grade levels was featured in the Winter and Spring Art Shows at BMS
- BMS established a chapter of Help Save the Next Girl
- Students participated in the First Annual BMS Field Day, a school-wide teambuilding event sponsored by the Blacksburg Police Department and the Blue Panda Project
- Partnerships with more than 15 community organizations provided support, opportunities, and resources related to enrichment, tutoring, teambuilding, social awareness, and other student need-based services.

Blacksburg Middle School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	3.00	3.00
English	8.20	8.20
Foreign Language	1.50	1.50
Math	9.00	9.00
Science	7.40	7.40
Social Studies	7.40	7.40
Music	2.50	2.50
Health/PE	3.00	3.00
CTE	3.00	3.00
Reading	1.00	1.00
Staff:		
AA Guidance	1.00	1.00
AA Office/Bookkeeper	3.00	3.00
Assistant Principal	2.00	2.00
Classroom Aides	9.00	9.00
Clerical Aides	0.00	0.00
ESL	0.20	0.20
Gifted	1.00	1.00
Guidance Counselor	2.00	2.00
Instructional Coaches	0.00	0.00
ISS Aides	1.00	1.00
Media	1.00	1.00
Nurses	1.00	1.00
Principal	1.00	1.00
Spec Ed/ Inst A	11.00	11.00
Custodians	8.00	8.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 334	\$ 320	\$ 414
Printing	626	601	776
Travel	590	590	1,034
Miscellaneous	418	401	900
Office Supplies	12,859	12,335	14,223
Instructional Supplies	37,492	35,269	44,954
Equipment	14,357	13,924	17,072
TOTAL	\$ 66,676	\$ 63,440	\$ 79,373

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

CHRISTIANSBURG MIDDLE

1205 Buffalo Drive NW | Christiansburg, Virginia 24073 | cms.mcps.org | Jason Garretson, Principal



School Information

Grade Levels	6-8
Enrollment	775
PTR	20 : 1
Disadvantaged	45%
Students with Disabilities	9%
Fully Accredited	

Facility Information

Opened in 2003
Capacity of 1,200 students
190,478 permanent square feet
32 acre site

2015-2016 Highlights

- Fully accredited by state standards
- CMS successfully implemented an advisory period that allows students to receive math and reading remediation during the school day
- CMS created a “Student in Good Standing Program” that emphasizes high expectations for academic, behavior, and school attendance
- CMS organized exciting field trips for students to include locations such as: Wolf Creek Indian Village, Radford University, the Charlotte Symphony, and Washington, DC
- The CMS PTA supported the following community-building events for our school: Back to School Night, Teacher Appreciation Week, Student Dances, the 8th Grade Semi-formal Dance, Field Day, and the 8th Grade Picnic
- CMS offers a variety of middle school sports: cheer, football, volleyball, boys/girls basketball, wrestling, baseball, and softball
- CMS increased SOL scores in Math, Reading, Science, and Civics
- CMS hosted MCPS Summer School and Camp Invention

Christiansburg Middle School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
English	7.60	7.60
Foreign Language	1.10	1.10
Math	9.00	9.00
Science	7.40	7.40
Social Studies	7.40	7.40
Music	2.00	2.00
Health/PE	4.00	4.00
CTE	5.00	5.00
Reading	1.00	1.00
Staff:		
AA Guidance	1.00	1.00
AA Office/Bookkeeper	3.00	3.00
Assistant Principal	2.00	2.00
Classroom Aides	14.00	14.00
Clerical Aides	0.00	0.00
ESL	0.20	0.20
Gifted	0.60	0.60
Guidance Counselor	2.00	2.00
Instructional Coaches	2.00	2.00
ISS Aides	1.00	1.00
Media	1.00	1.00
Nurses	1.00	1.00
Principal	1.00	1.00
Spec Ed/ Inst A	8.00	8.00
Custodians	9.50	9.50

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 318	\$ 305	\$ 439
Printing	596	572	823
Travel	590	590	1,098
Miscellaneous	398	382	955
Office Supplies	12,243	11,750	15,095
Instructional Supplies	37,341	35,476	49,320
Equipment	13,847	13,439	17,739
TOTAL	\$ 65,333	\$ 62,514	\$ 85,469

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

SHAWSVILLE MIDDLE SCHOOL

4179 Old Town Road | Shawsville, Virginia 24162 | sms.mcps.org | Carol P. Kahler, Principal



School Information

Grade Levels	6-8
Enrollment	222
PTR	16 : 1
Disadvantaged	64%
Students with Disabilities	9%
Accredited with Warning	

Facility Information

Opened in 1935
Capacity of 240 students
68,645 permanent square feet
16.5 acre site

2015-2016 Highlights

- The 8th Annual Mustang Madness Celebration last spring involved parents, local businesses and organizations, and SMS students! This event is a tradition at SMS as the community gathers to enjoy activities, friendly competitions, and to celebrate the completion of another school year at SMS. It was a wild, crazy, and fun afternoon for all.
- SMS participated in the National Green Schools Design Competition. A team of 7th and 8th graders placed as runners-up in the Virginia regional competition.
- SMS math students participated again in the Radford/Virginia Tech Regional Stock Market game and finished in 1st, 2nd, and 3rd place in the region middle school division.
- Several 6th grade girls participated in VA Tech Women in Math Careers Day. The students participated in three hands-on math activities, enjoyed a pizza lunch at Squires Student Center, and attended a panel discussion to hear more about how math matters in career choices.
- The SMS Band and Chorus performed Holiday and spring concerts for the parents, students and Eastern Montgomery community.
- The SMS Chorus was rated Excellent in a competition at King's Dominion in 2016.
- 24 out of 45 Junior Beta members traveled to Williamsburg to compete in the State competition where one SMS student won 1st place and traveled to the National Competition in New Orleans.
- 6th graders raised Trout and then once they were grown, the students went to Camp Alta Mons to release the Trout.
- Ag-science students grew poinsettias, cyclamen, and pansies. They also made jams/jellies and beef jerky.

Shawsville Middle School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	0.50	0.50
English	3.00	3.00
Foreign Language	0.20	0.20
Math	2.80	2.80
Science	2.20	2.20
Social Studies	2.00	2.00
Music	1.00	1.00
Health/PE	2.00	2.00
CTE	2.00	2.00
Reading	1.00	1.00
Staff:		
AA Guidance	1.00	1.00
AA Office/Bookkeeper	2.00	2.00
Assistant Principal	0.60	0.60
Classroom Aides	4.00	4.00
Clerical Aides	0.00	0.00
ESL	0.50	0.50
Gifted	0.60	0.60
Guidance Counselor	1.00	1.00
Instructional Coaches	1.00	1.00
ISS Aides	1.00	1.00
Media	1.00	1.00
Nurses	1.00	1.00
Principal	1.00	1.00
Spec Ed/ Inst A	3.00	3.00
Custodians	4.88	4.88

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 115	\$ 98	\$ 144
Printing	220	183	271
Travel	737	553	361
Miscellaneous	183	122	314
Office Supplies	3,750	3,758	4,967
Instructional Supplies	14,516	12,373	16,525
Equipment	7,806	6,822	10,004
TOTAL	\$ 27,327	\$ 23,909	\$ 32,586

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

AUBURN HIGH

1650 Auburn School Drive | Riner, Virginia 24149 | ahs.mcps.org | Carl Pauli, Principal



School Information

Grade Levels	9-12
Enrollment	406
PTR	21 : 1
Disadvantaged	38%
Students with Disabilities	7%
Fully Accredited	

Facility Information

Opened in 2013
Capacity of 600 students
182,944 permanent square feet
37.1 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Recognized in national and Virginia rankings and earned a bronze medal as one of *U.S. News & World Report's Best High Schools of 2016*
- Received *Wells Fargo Cup, Claudia Dodson VHSL Sportsmanship, Ethics and Integrity Award, and Stay in the Game Award* (7th school in state history to win both the *Wells Fargo Cup* and the *Dodson Award* in the same year)
- Class of 2016 earned scholarships and financial awards totaling over \$872,000
- 100% of students tested earned a Microsoft Office Specialists Certification
- FFA teams placed 1st in New River Foundation Horse Judging, 2nd in Livestock Judging, and 2nd in Poultry Judging
- State Championship in Boys' Cross Country, Boys' Track & Field, and Girls' Track & Field, totaling eight state championships for AHS athletic teams in the last three years
- Student's artwork accepted in to 2016 Virginia Holocaust Museum Visual Arts Contest Exhibit; this student also designed the MCPS Energy Conservation Poster to be posted in all schools
- Student's illustrations published in *Kids 'n' Music: Thinking Beyond The Autism Spectrum* by Dr. Dorita S. Berger
- Student awarded the Blue Ridge Potters Guild Scholarship to Jacksonville Center Ceramics Course
- National Art Honors Society members painted murals for Montgomery County Parks & Rec at Motor Mile Baseball Park and in the AHS Stadium
- Marching band received 1st place honors in Music, Marching, GE, Color Guard, Percussion, and Drum Major as well as a Superior Rating in Class AA

Auburn High School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
English	4.00	4.00
Foreign Language	1.17	1.17
Math	4.00	4.00
Science	3.50	3.50
Social Studies	3.17	3.17
Music	1.00	1.00
Health/PE	2.50	2.50
CTE	4.75	4.75
Reading	0.40	0.40
Staff:		
AA Guidance	1.00	1.00
AA Office/Bookkeeper	2.00	2.00
Assistant Principal	1.00	1.00
Athletic Director	0.50	0.50
Classroom Aides	6.00	6.00
Clerical Aides	0.00	0.00
ESL	0.40	0.40
Gifted	0.13	0.13
Guidance Counselor	1.00	1.00
Instructional Coaches	1.00	1.00
ISS Aides	1.00	1.00
Media	1.00	1.00
Media Aides	1.00	1.00
Nurses	1.00	1.00
Principal	1.00	1.00
Project AIM	1.25	1.25
Spec Ed/ Inst A	4.00	4.00
Testing Coordinator	0.50	0.50
Custodians	5.62	5.62

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 151	\$ 159	\$ 217
Printing	283	299	406
Travel	737	737	689
Miscellaneous	189	199	271
Office Supplies	5,938	6,269	8,667
Instructional Supplies	18,100	19,908	25,542
Equipment	16,224	16,481	20,308
TOTAL	\$ 41,622	\$ 44,052	\$ 56,100

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

BLACKSBURG HIGH

3401 Bruin Lane | Blacksburg, Virginia 24060 | bhs.mcps.org | Brian Kitts, Principal



School Information

Grade Levels	9-12
Enrollment	1,163
PTR	22 : 1
Disadvantaged	19%
Students with Disabilities	8%
Fully Accredited	

Facility Information

Opened in 2013
Capacity of 1,400 students
295,302 permanent square feet
76.5 acre site

2015-2016 Highlights

- BHS is fully accredited by state standards.
- BHS received the Wells Fargo Athletic Cup for 3A schools, an unprecedented ninth time; and BHS placed second for the Wells Fargo Academic Cup, the third year in the top three.
- BHS ranked 27th for academics in the Niche Rating of Best Public High Schools, seventh for school facilities, and 46th overall in Virginia, earning an overall grade of A.
- BHS graduates earned a record 4.1 million dollars in scholarships.
- The Student Council Association received the National Gold Council of Excellence Award from the National Association of Student Councils.
- BHS National Honor Society members funded an endowment scholarship and awarded two scholarships to 2016 graduates.
- The BHS Boys Soccer team won the state championship for three years in a row.
- The BHS MACC Math Team took 1st place at the MACC Scholastic Bowl at season's end; the English MACC team also advanced to the Scholastic Bowl.
- A BHS sophomore placed 1st in the nation in the Sports and Entertainment Series Event, and the School-Based Enterprise Team placed in the top 10 in the nation at DECA's annual International Career Development Conference.
- The BHS Symphonic Band earned a "Superior" Rating at the District Concert Assessment, allowing the BHS Band program to be named a Virginia Honor Band for the 24th time. The BHS Choir earned a "Superior" Rating at their choral assessment, as well. The combined ratings earned BHS "Blue Ribbon School of Music" status from the Virginia Music Educators Association.
- A BHS senior placed 1st in the Shelor Growing the Future Talent Show Finale, earning her school \$20,000.
- BHS student organizations filled and distributed 525 Thanksgiving Baskets. Also, various contributions to global, state, and local charities; blood drives, and school-wide recycling efforts were coordinated by our students.

Blacksburg High School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	2.67	2.67
English	11.00	11.00
Foreign Language	7.00	7.00
Math	11.00	11.00
Science	10.67	10.67
Social Studies	9.00	9.00
Music	1.50	1.50
Health/PE	4.00	4.00
CTE	14.26	14.26
Reading	1.00	1.00
Staff:		
AA Guidance	1.00	1.00
AA Office/Bookkeeper	4.00	4.00
Assistant Principal	3.00	3.00
Athletic Director	1.00	1.00
Classroom Aides	18.00	18.00
Clerical Aides	1.00	1.00
ESL	0.20	0.20
Gifted	0.13	0.13
Guidance Counselor	4.00	4.00
Instructional Coaches	1.00	1.00
ISS Aides	1.00	1.00
Media	1.00	1.00
Media Aides	1.00	1.00
Nurses	1.00	1.00
Principal	1.00	1.00
Project AIM	1.25	1.25
Spec Ed/ Inst A	10.00	10.00
Testing Coordinator	1.00	1.00
Custodians	10.50	10.50

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 448	\$ 473	\$ 534
Printing	841	887	1,002
Travel	787	787	689
Miscellaneous	561	591	668
Office Supplies	17,656	18,617	21,369
Instructional Supplies	58,281	61,979	68,189
Equipment	28,863	29,610	30,084
TOTAL	\$ 107,437	\$ 112,944	\$ 122,535

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

CHRISTIANSBURG HIGH

100 Independence Blvd | Christiansburg, Va 24073 | chs.mcps.org | Kevin Siers, Ed.D., Principal



School Information

Grade Levels	9-12
Enrollment	996
PTR	19 : 1
Disadvantaged	37%
Students with Disabilities	7.6%
Fully Accredited	

Facility Information

Opened in 1974
Capacity of 1,216 students
222,902 permanent square feet, 4 mobile units
43.6 acre site

2015-2016 Highlights

- Fully accredited by state standards
- CHS Wrestling Team won their 15th consecutive state championship
- CHS Band and Choirs were rated superior on state assessments and CHS was named a Blue Ribbon School by the VMEA
- Received the Claudia Dodson VHSL Sportsmanship, Ethics, & Integrity Award
- CHS Art Students won the U.S. Army Award of Excellence art competition
- The freshman promotion rate was 98%
- The Graduation Completion Index was 93%
- The SOL pass rate for Algebra I was 92%
- The SOL pass rate for Algebra II was 95%
- The SOL pass rate for Chemistry was 94%
- CTE Accomplishments:
 - o 100% pass rate on the Virginia Board of Nursing Exam
 - o 100% pass rate on the AutoDesk Exam
 - o 100% pass rate for Microsoft Office Certification

Christiansburg High School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	2.00	2.00
English	11.00	11.00
Foreign Language	4.50	4.50
Math	11.00	11.00
Science	8.83	8.83
Social Studies	8.00	8.00
Music	2.00	2.00
Health/PE	3.67	3.67
CTE	16.16	16.16
Reading	1.00	1.00
Staff:		
AA Guidance	2.00	2.00
AA Office/Bookkeeper	3.00	3.00
Assistant Principal	3.00	3.00
Athletic Director	1.00	1.00
Classroom Aides	15.00	15.00
Clerical Aides	1.00	1.00
ESL	0.20	0.20
Gifted	0.13	0.13
Guidance Counselor	4.00	4.00
Instructional Coaches	1.00	1.00
ISS Aides	1.00	1.00
Media	1.00	1.00
Media Aides	1.00	1.00
Nurses	1.00	1.00
Principal	1.00	1.00
Project AIM	1.25	1.25
Spec Ed/ Inst A	9.00	9.00
Testing Coordinator	1.00	1.00
Custodians	9.75	9.75

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 423	\$ 433	\$ 538
Printing	794	812	1,009
Travel	787	787	689
Miscellaneous	529	542	673
Office Supplies	16,664	17,057	21,536
Instructional Supplies	60,572	61,891	72,307
Equipment	27,997	28,304	30,738
TOTAL	\$ 107,766	\$ 109,826	\$ 127,490

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

EASTERN MONTGOMERY HIGH

4695 Crozier Road | Elliston, Virginia 24087 | emhs.mcps.org | Danny Knott, Principal



School Information

Grade Levels	9-12
Enrollment	287
PTR	16 : 1
Disadvantaged	64%
Students with Disabilities	11%
Fully Accredited	

Facility Information

Opened in 2000
Capacity of 561 students
109,350 permanent square feet
35.39 acre site

2015-2016 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks
- Received the Claudia Dodson VHSL Sportsmanship, Ethics and Integrity Award
- The Class of 2016 earned more than \$745,000 in scholarships and grants
- Nineteen members of the Class of 2016 were honored as Early College Scholars
- The EMHS FBLA team brought home 21 medals, with 13 students advancing to state competition
- Two EMHS FBLA students advanced to the National Competition
- An EMHS student auditioned for and made 4th chair All-District Concert Band
- An EMHS student became a two time State Champion in the Group 1A High Jump
- 91% Pass Rate on CTE Industry Certification Exams
- An EMHS student was chosen 1st Alternate for All Virginia Chorus

Eastern Montgomery High School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
English	3.00	3.00
Foreign Language	1.00	1.00
Math	4.00	4.00
Science	2.67	2.67
Social Studies	2.50	2.50
Music	1.00	1.00
Health/PE	2.33	2.33
CTE	4.92	4.92
Reading	1.00	1.00
Staff:		
AA Guidance	1.00	1.00
AA Office/Bookkeeper	2.00	2.00
Assistant Principal	1.00	1.00
Athletic Director	0.67	0.67
Classroom Aides	3.00	3.00
Clerical Aides	0.00	0.00
ESL	0.50	0.50
Gifted	0.13	0.13
Guidance Counselor	1.00	1.00
Instructional Coaches	1.00	1.00
ISS Aides	1.00	1.00
Media	1.00	1.00
Media Aides	1.00	1.00
Nurses	1.00	1.00
Principal	1.00	1.00
Project AIM	1.25	1.25
Spec Ed/ Inst A	4.00	4.00
Testing Coordinator	0.50	0.50
Custodians	5.75	5.75

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Purchased Services	\$ 116	\$ 125	\$ 182
Printing	218	234	342
Travel	737	737	689
Miscellaneous	145	156	228
Office Supplies	4,568	4,914	7,295
Instructional Supplies	15,157	16,001	21,745
Equipment	15,617	15,886	19,707
TOTAL	\$ 36,558	\$ 38,053	\$ 50,188

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.



Montgomery County Public Schools

DEPARTMENT BUDGET PROFILES

Curriculum & Instruction 81

 Alternative Education 84

 Alternative Education Budget Information 85

 Career/Technical Education 86

 Career and Technical Education Budget Information 87

 English as a Second Language 88

 English as a Second Language Budget Information 89

 Four Year Old Pre-School 90

 Four Year Old Pre-School Budget Information 91

 Gifted Program..... 92

 Gifted Education Budget Information..... 93

 Library/Media..... 94

 Library/Media Budget Information 95

 Reading Intervention Program 96

 Reading Intervention Program Budget Information 97

 School Counseling..... 98

 School Counseling Budget Information 99

 Special Education..... 100

 Special Education Budget Information 101

 Student Services..... 102

 Student Services Budget Information..... 103

Operations 104

 Facilities & Planning..... 106

 Facilities and Planning Budget Information..... 107

 Finance & Purchasing..... 108

 Finance and Purchasing Budget Information 109

 Technology 110

 Technology Budget Information 111

 Transportation..... 112

 Transportation Budget Information..... 113

 Human Resources..... 114

 Human Resources Budget Information..... 115

Executive Administration..... 116

 Executive Administration Budget Information..... 117



Montgomery County Public Schools

CURRICULUM & INSTRUCTION

Curriculum and Instruction supports over 9,400 students and instructional staff in 19 schools. The department provides direction in the implementation of content areas through the Model for Effective Instruction, which is the cornerstone of Montgomery County Public Schools' comprehensive plan. The goal of the Curriculum and Instruction Department is to successfully meet the student achievement goals within the comprehensive plan to ensure that every student will graduate career and college ready and become a productive, responsible citizen.

The department is focused on:

- demonstrating increased academic performance
- providing professional development to strengthen instructional practices
- ensuring equitable access to the curriculum, programs, and resources
- using data from multiple sources to inform instructional decision-making
- aligning curriculum and developing balanced assessments to measure outcomes and creating systems which go beyond SOLs
- incorporating technology and effective learning tools
- delivering culturally relevant, engaging, and responsive instruction using best practices, and
- creating innovative environments and curriculum to support students and communities.

Current responsibilities include implementing systems for:

- students to develop academic and career goals that support a commitment to graduate
- division-wide tiered interventions for reading and math
- Positive Behavior Interventions and Supports (PBIS) program
- monitoring instructional practices and providing constructive feedback to teachers and
- providing comprehensive curricular and extra-curricular opportunities, including fine arts.

As we move forward with our Comprehensive Plan our goal is to go beyond the Standards of Learning to provide the most meaningful learning possible for all students. We believe that continued implementation of the Model for Effective Instruction will be powerful in transforming strategy to action and meeting each of our goals.

Developing professional development activities to focus on effectively embedding technology will help us move beyond traditional academics and continue the positive trajectory. We will continue to develop processes, implement procedures, align curriculum, and provide professional development around higher order thinking, self-assessment, job embedded professional development, strategic planning, etc., as we move deeper into the instructional model. Now is the time to continue refining our work as we embed successful practices and additional measures of student achievement that go beyond the Standards of Learning. Staff members work through a collaborative planning process to determine how to most effectively implement programs and embed technology into class routines as we focus on the application of skills. We will also continue to evaluate learning spaces as we develop environments conducive to any century learning. It is imperative that we prepare our students for the future. As research shows, professional development is most effective when it is in the context of the instructor's daily work. Therefore, MCPS must make every effort to tie professional development directly to the classroom and to respond to the requests of teachers to provide ongoing assistance and support.

Resources Allocation

Regular Education (K-12) – This includes salaries of the Directors of Secondary and Elementary Education and administrative support staff. Operational funds are used to support the department and oversight of 19 schools as well as specialized programs, division initiatives and professional development.

Administrators– This includes administrators for core curriculum areas as well as Career and Technical Education and .5 supervisors for Talent and Gifted and for Fine Arts. Curriculum administrators are responsible for curricular leadership and alignment, ongoing support to schools, professional development and supporting the implementation of the Model for Effective Instruction.

Instructional Specialists – All specialists as school based. This includes five specialists who serve the elementary schools in reading and math (excluding a Title 1 funded .5 Literacy specialist and a Leveled Literacy Intervention specialist). Secondary schools are served by six specialists. Four of the specialists focus on math and two are focusing on English/reading. These individuals provide direct coaching, professional development, data analysis, and assistance with assessment development.

Challenges

A critical challenge is providing ongoing curriculum and professional development within the instructional calendar year. We need to continue the momentum as well as go beyond our current performance. To continue the positive trajectory and to go beyond just the Standards of Learning, we need staff members to work through a collaborative planning process to determine how to more effectively implement programs, align curriculum and embed technology into class routines as we focus on the application of skills. To incorporate the new profile of a high school graduate and skills such as coding, engineering and design processes into our daily instructional program, it will be necessary to continue strategic planning with teachers, administrators and technology staff to develop a long range systematic vision and plan for creating programs that allow for the application of skills and work based learning opportunities rather than the memorization of information. We see this as critical to continuing our growth and preparing students to be career and college ready.

MCPS recognizes that in order to continue to increase achievement and move beyond the SOLs, teachers need to engage in quality professional development activities throughout the year. Providing ongoing professional development and curriculum alignment results in an increase in the need for substitutes. Funding for this is a challenge. Professional development has been identified throughout research as the key in growing instruction and paramount to preparing students for the future. It is suggested that at least 25% of an educator's work time be devoted to learning and collaboration with colleagues. MCPS will need to intentionally plan for alignment and professional development in order to accomplish the goals of the Six Year Plan.

Metrics

All teachers participated in professional development opportunities. Over 300 professional development opportunities were provided in addition to school based opportunities.

Curriculum supervisors participated in learning walks, data walks, and in planning and providing professional development to all schools.

Instructional specialists provided direct services to assist targeted schools and served as resource providers for non-targeted schools.

Majority of Six-Year Plan Milestones were achieved. This included achieving full accreditation of 18 of 19 schools, and meeting all federal benchmarks for 10 elementary schools. Credits were increased for Algebra II, Advanced Placement and Dual Enrollment courses and Academic and Career Plans were created.

ALTERNATIVE EDUCATION

Description

Montgomery Central offers admission to students who are experiencing difficulty succeeding in the regular classroom. Currently, approximately fifty-seven middle and high school students are served through the program. Montgomery Central's program helps students become more self-directed learners, abstract thinkers, collaborative workers, and contributors to the community. Improving deficient academic skills, individual and group counseling, and a transition component are key elements. While students are encouraged to seek a return to their home school, the program also offers sufficient options so that requirements for graduation may be met. In addition to small group and individual instruction, the program provides counseling and assessment services. School based counseling services including case management and day treatment, as appropriate, are made available through the New River Community Services.

Montgomery Central also provides an alternative to out-of-school suspension for all county middle and high school students. The program allows students to experience a consequence for infractions while still maintaining school attendance and instructional support.

Resource Allocation

Resources are allocated to these areas for operation of the program:

- Salaries and Benefits of Staff
- Instruction and Office Supplies
- Equipment Purchases
- Services Purchased
- Other Charges /Travel

Challenges

Meeting the educational needs of a diverse population through allocated funds can be challenging.

Metrics

The success of students is measured through meeting the high expectations of established goals and objectives of the program. Many sources of data are reviewed as indicators of success, such as credits and verified credits earned, CTE credentials earned, and diplomas awarded.

Alternative Education Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Faculty:		
Art	1.00	1.00
English	1.00	1.00
Math	1.00	1.00
Science	1.00	1.00
Social Studies	1.00	1.00
CTE	1.50	1.50
Reading	1.00	1.00
Staff:		
AA Office/Bookkeeper	0.63	0.63
Administrator	1.00	1.00
Classroom Aides	0.50	0.50
Guidance Counselor	1.00	1.00
ISS Aides	1.00	1.00
Nurses	0.50	0.50
Principal	1.00	1.00
Spec Ed/ Inst A	3.00	3.00
Custodians	1.00	1.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 299,680	\$ 313,228	\$ 371,072
Benefits	128,111	134,977	159,160
Purchased Services	7	7	43
Printing	13	13	81
Travel	461	461	84
Office Supplies	1,928	1,928	2,667
Instructional Supplies	2,435	2,417	4,612
Equipment	564	564	879
TOTAL	\$ 433,199	\$ 453,595	\$ 538,598

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

CAREER/TECHNICAL EDUCATION

Mission / Scope

Career and Technical Education (CTE), provides instructional programs that offer career exploration, career planning and skills development for current and emerging careers. CTE prepares students for postsecondary study and/or employment opportunities following high school graduation. These offerings are available in all middle and high schools and in the Governor's STEM Academy for Advanced Manufacturing. Dual Enrollment through New River Community College and Project Lead the Way are available in most program areas. All MCPS high school students take at least one CTE course.

A combination of federal, state, local and grant funding provides for the CTE program. The Carl Perkins Grant Fund of approximately \$138,387.29 supports a large share of the equipment for the CTE program.

Description

Major programs provided by this department include:

- Business and Information Technology
- Marketing Education
- Technology Education
- Health and Medical Sciences
- Governor's STEM Academy
- Family and Consumer Science
- Trade and Industrial Education
- Career Connections
- Individual Career Path Development
- Robotics

Resource Allocation

A combination of federal, state, local and grant funds provide for the CTE program. Funded activities include:

- CTE teachers
- Professional development activities for teachers
- Support for CTE student co-curricular organizations
- CTE credential testing
- Site based instructional supplies
- Instructional equipment replacements and modernization, including multiple computer labs
- Instructional software and textbooks
- Career awareness activities

Challenges

The CTE department faces the challenge to recruit qualified career and technical education teachers due to a nationwide shortage of certified staff in this area. In addition, significant resources must be devoted to maintaining up to date programs of study and the associated equipment and facilities to meet ever changing industry and technical standards.

Metrics

Success in the multiple CTE program areas are measured by credentials earned and student's success transitioning to post-secondary placements in the workplace, military or further education.

Career and Technical Education Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Admin, Attend, & Health		
Supervisor	1.00	1.00
Admin. Assistant	0.34	0.34
Instruction		
Vocational	53.17	53.17

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 2,670,215	\$ 2,687,225	\$ 2,731,659
Benefits	937,749	938,439	1,035,058
Purchased Services	1,016	1,016	1,016
Travel/Miscellaneous	22,267	22,267	22,267
Miscellaneous	1,583	1,583	1,583
Instructional Supplies	75,023	75,023	75,023
Equipment	192,904	192,904	192,904
TOTAL	\$ 3,900,756	\$ 3,918,456	\$ 4,059,510

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

Description

The purpose of the English as a Second Language Program is to provide direct English language instruction and inclusive academic instruction to ensure that students whose first and/or home language is not English have equal access to a high-quality education so that they learn English and meet the challenging SOL academic content and career competencies.

The division employs seven ESL certified teachers to deliver the direct English language instruction portion of the ESL program. These seven teachers provide direct services to 237 students in grades K-12 in 20 schools and are responsible for ongoing monitoring of 81 additional students.

The division, through the ESL program, is charged to deliver professional development to ensure classroom teachers know how to support English learners (ELs) to meaningfully participate in core curriculum, graduation requirements, specialized and advanced courses.

Resource Allocation

- Salaries of ESL teachers
- ESL program instructional texts, materials, and software
- ESL teacher computers
- Translation and interpretation services for parents to receive school-home communication
- Itinerant ESL teacher travel
- English Language Proficiency Assessment (ACCESS for ELLs)
- Conferences and professional development

Challenges

Based on the number of ESL students, MCPS receives \$25,000-\$32,000 annually in Title III funds. These funds may only be spent to supplement the ESL English language program and core classroom instruction. With the exception of conferences and professional development, Title III funds cannot support any of the resources listed under Resource Allocation.

New guidance from U.S. Department of Justice and the U.S. Department of Education requires school divisions to provide direct language assistance services to K-12 students. Beginning SY 2016-17 MCPS increased staffing by one FTE in order to increase direct language instruction to students. SY 2016-17 is a monitor year to evaluate the impact of increased staffing.

Metrics

Program success is measured by the percent of students who meet the federal accountability benchmarks: Students will:

1. Attain full English proficiency, gaining one proficiency level each year as measured by ACCESS for ELLS (Assessing Comprehension and Communication in English State-to-State for English Language Learners).
2. Achieve grade level academic performance as measured by the Virginia Standards of Learning assessments.
3. Earn a Standard or Advance Studies diploma.

English as a Second Language Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Instruction		
Teacher	6.50	6.50

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 308,622	\$ 283,032	\$ 309,501
Benefits	109,325	102,157	131,730
Purchased Services	4,364	4,364	4,364
Travel	902	902	902
Instructional Supplies	21,964	21,964	21,964
Equipment	333	333	333
TOTAL	\$ 445,510	\$ 412,752	\$ 468,794

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

FOUR YEAR OLD PRE-SCHOOL

Description

The purpose of the Virginia Preschool Initiative (VPI) at-risk four-year-olds program is to provide a comprehensive preschool program to 100 percent of Virginia's at-risk four year olds. The VPI program focuses on children above that poverty level. The program operates on a full day basis with a maximum of 18 students per class.

The program provides quality preschool education, parental involvement, and transportation. Each preschool is required to use the Phonological Awareness Literacy Screening instruments for pre-kindergarten students (PALS-Pre-K) for literacy screening during the fall and spring of each school year. The results are reported to the PALS office through the online Score Entry and Reporting System. The primary curriculum used is Houghton Mifflin Pre-K which is aligned with Virginia's Foundation Blocks for Early Learning. Handwriting without Tears is also used. The number one goal of the VPI preschool program is to provide a safe environment for four year olds to learn and to enter Kindergarten with the knowledge needed for success.

Resource Allocation

Resources are allocated to six major areas to maintain and improve preschool programs and resources:

- Salaries of Preschool Teachers and Teacher Assistants (11 teachers, 11 teacher assistants)
- Instructional Supplies
- Equipment for preschool
- Travel expenses for home visits
- Daily snacks
- Other (professional development, PALS Consumables, Travel and Phones for Family Support Specialist, etc.)

Challenges

We are not yet meeting the state standard to provide preschool to 100 percent of at risk four year olds. We have a waiting list of eligible students each year, but do not have the resources available to fund additional preschool classrooms. Providing services to all at-risk four-year-olds would require a significant financial investment, since space for classrooms is a complicating factor. As the division explores the Christiansburg feasibility study, there should be some consideration toward developing plans that include additional spaces, furniture and materials for a preschool program.

Metrics

Success is measured through the students' PALS results and through the teacher evaluation system.

Four Year Old Pre-School Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Instruction		
Preschool Teachers	11.00	11.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 521,084	\$ 545,566	\$ 564,376
Benefits	149,278	155,232	186,114
Purchased Services	2,152	2,152	2,152
Travel	676	676	676
Instructional Supplies	29,893	29,893	29,893
Equipment	8,784	8,784	8,784
TOTAL	\$ 711,867	\$ 742,303	\$ 791,995

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

GIFTED PROGRAM

Description

Montgomery County Public Schools recognizes and identifies students at all grade levels who demonstrate or show the potential for high levels of academic accomplishment. Support programs for Gifted Education are available in all elementary, middle and high schools. Advanced coursework and programs are also available in the four high schools. After school opportunities and intensive summer programs are provided to ensure academic challenges year round that nurture students' academic, social and emotional growth and development. MCPS students participate in Virginia's year long and Summer Academic & Foreign Language Governor's School Academies. Utilizing a cluster/resource model, the gifted staff works within the MCPS Curriculum Framework and model of inclusion by collaborating with classroom teachers to provide a continuous, sequential, and differentiated curriculum to talent pool and identified gifted students in grades K-12. The MCPS Gifted staff provides ongoing professional development to equip educators with the knowledge and strategies to differentiate instruction for academically advanced learners.

Resource Allocation

Gifted Education is supported by the division budget. Resources are allocated in the following areas to maintain and improve programs and resources for the identification and delivery of services to gifted students:

- Salaries of gifted resource teachers
- Books, software, and resources for instruction and student programming
- GRT computers, printers, ink, and classroom supplies
- Testing systems and materials
- GRT and supervisor travel
- GRT, supervisor, and classroom teacher professional development
- Student tuitions and travel

Challenges

A gifted education program is mandated by VDOE, but state funding does not exist for this specific resource. All staff positions, supplies, and resources are supported by division funding. Since 2012, the staff has been reduced by 2.5 positions. Beginning in January 2011, budget allocations for all resources, equipment, travel, supplies and professional development have been reduced by 46%.

Metrics

The Differentiated Services Plan (DSP) written annually by classroom teachers and gifted resource teachers, for all identified gifted and talent pool students, provides evidence of appropriate services.

The effectiveness of the curricula is assessed through the measurement of the academic growth of students.

Gifted Resource teachers are evaluated annually. Evaluation is based on the MCPS Performance Standards for GRTs in addition to a metrics for student achievement. GRTs provide field logs and weekly follow up schedules to their building principals and supervisor.

Gifted Education Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Admin, Attend, & Health		
Supervisor of Gifted	0.50	0.50
Admin. Assistant	0.33	0.33
Instruction		
Gifted Specialist	11.00	11.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 640,800	\$ 634,128	\$ 652,441
Benefits	227,940	224,790	236,606
Purchased Services	9,972	9,972	9,972
Tuition	68,851	76,194	76,194
Travel	3,044	3,044	3,044
Instructional Supplies	37,880	37,880	37,880
Equipment	2,166	2,166	2,166
TOTAL	\$ 990,653	\$ 988,174	\$ 1,018,303

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

LIBRARY/MEDIA

Description

The purpose of the school library program is to provide an enriched learning experience for students in the school. School library media specialists collaborate with teachers and integrate literature and information skills into the curriculum to impact student achievement. The program is crucial to the teaching and learning process. Librarians teach skills and strategies that make an impact on student achievement and create lifelong learners. It is important to have a place in the school where students can strive for and achieve success, develop a love of reading and explore the world around them through print, electronic, and other media sources. The library program provides a positive atmosphere for students.

Budgets for school libraries are for library development and library media supplies.

Resource Allocation

Resources are allocated to four major areas to maintain and improve library programs and resources:

- Salaries of Librarians/Media Specialists
- Follett School Solutions/Destiny
- Britannica Online Encyclopedia
- School Budgets for book purchases and conferences
- Mid Atlantic Library Alliance

Challenges

At this time the funds allocated to library media does not cover the entire cost of programs, so they must be covered by other departments or delayed for future purchase.

It is a challenge to ensure that the media centers incorporate modern spaces, materials and technology to prepare students to be career and college ready.

Metrics

Success is measured through Library/Media Specialists goals and evaluation.

Library/Media Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Admin, Attend, & Health		
Supervisor of Library/Media	0.50	0.50
Admin. Assistant	0.25	0.25
Instruction		
Librarian	19.00	19.00
Library Aides	4.00	4.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 1,170,867	\$ 1,038,003	\$ 1,034,504
Benefits	407,863	371,355	415,007
Travel	470	470	470
Instructional Supplies	112,271	112,322	142,344
Equipment	49,052	49,058	68,338
TOTAL	\$ 1,740,523	\$ 1,571,208	\$ 1,660,663

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

READING INTERVENTION PROGRAM

Description

The purpose of the reading intervention program is to supplement core instruction and to provide support for students who are struggling with literacy.

Elementary - The elementary has seven school-wide Title I schools with a total of 20.75 reading teachers and two teacher assistants funded through Title I. The division reading budget funds 10.5 reading teachers within the Title I schools and five reading teachers at the Non-Title I schools. Reading teachers push-in the classroom to support struggling readers. Seventeen reading teachers are Reading Recovery trained and implement the Reading Recovery program to serve first graders. Additionally, two Reading Coaches support the implementation of division professional development and reading intervention initiatives such as Leveled Literacy Intervention.

Secondary - The division staffs 9 secondary reading teachers and 1 literacy coaches in the nine secondary schools. READ 180 Next Generation by Scholastic is the comprehensive curriculum and assessment pull out program in middle and high schools. The system provides individualized instruction through adaptive instructional software, high interest literature, and whole and small group direct instruction in reading and writing skills. Additionally in high schools, intervention is provided through either co-taught extended English classes or as a skills and strategy reading workshop elective class. Secondary reading intervention is staffed by a variety of teachers: reading specialists, English teachers, and special education teachers.

Division and Title I Resource Allocation

- Salaries of reading teachers, coaches, and teacher assistants
- Intervention programs and instructional materials
- Parental Involvement
- Conferences and professional development
- Travel expenses (local and conference)

Challenges

Federal regulations of Title I require that funds may only be spent to supplement core instruction in schools that qualify for Title I services.

Computer maintenance, replacement and online connections to programs are a continuing challenge.

Funding is needed to place a full-time reading teacher at each secondary school.

Metrics

Success is measured through analysis of students' PALS results, Fountas and Pinnell assessments, and SRI assessment. Teacher evaluation and SOL assessments also measure program success.

Reading Intervention Program Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Admin, Attend, & Health		
Supervisor of Reading	0.50	0.50
Admin. Assistant	0.75	0.75
Instruction		
Reading Teachers	23.50	23.50
Title I Teachers	22.25	22.25
Literacy Coaches	2.00	2.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 2,445,517	\$ 2,408,559	\$ 2,608,416
Benefits	640,152	624,376	706,885
Purchased Services	257,714	257,714	257,714
Instructional Supplies	10,315	10,315	10,315
TOTAL	\$ 3,353,698	\$ 3,300,964	\$ 3,583,330

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

SCHOOL COUNSELING

Description

The MCPS School Counseling Program will foster continuous growth and inspire learning by providing a nurturing environment, building positive relationships, and holding high expectations for all students.

The mission of Montgomery County Public Schools' school counseling program is to provide a comprehensive, developmental, counseling program addressing the academic, career, and personal/social development of all students.

School Counselors provide a wide variety of services within each school. These services can include:

- Provide Student Assistance Program support
- Assist in the implementation of tiered systems of support
- Help to remove barriers to learning
- Counsel individuals and groups
- Assist students with educational and career goal setting
- Provide information on financial aid and colleges
- Coordinate plans for 504 accommodations for students
- Provide crisis intervention and prevention services
- Assist with coordination and interpretation of testing
- Link school faculty, staff, and community resources
- Work collaboratively with community agencies and other youth service providers
- Promote positive attitudes toward school and learning
- Assist in the development of Academic and Career Plans
- Implement Character Education programming
- Connect families and students with available community resources

Resource Allocation

Administration – A majority of the funds for this program are used to employ counselors within the schools.

Challenges

Our school counselors struggle to balance their role as counseling and mental health professionals within the schools while also being called upon to coordinate 504's, serve in a testing role, act as the principal designee in some instances when the principal is out of the building, serve on many committees, and completing scheduling and master schedule duties. Counselors continue to report daily difficulty in balancing the many tasks they are asked to undertake. Additional staff within the school to assist with these efforts would ensure that our school counselors can focus on the social/emotional, academic and career goals of students.

Metrics

The Comprehensive School Counseling Program will be measured by the success of counselor/program goals and objectives based on these performance indicators.

- Knowledge of the Learning Community
- Program Planning and Management
- Academic and Career Counseling
- Program Services
- Communication and Collaboration
- Professionalism

SCHOOL COUNSELING BUDGET INFORMATION

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Instruction		
Guidance Counselors	30.00	30.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 1,837,373	\$ 1,886,279	\$ 1,914,127
Benefits	667,826	679,915	735,427
Travel	567	567	567
Instructional Supplies	9,190	9,189	11,977
TOTAL	\$ 2,514,956	\$ 2,575,950	\$ 2,662,098

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

SPECIAL EDUCATION

Description

Special education programs and services are provided to children with disabilities whose second birthday falls on or before September 30 through age 21. There are 960 students identified with a disability in this division. Currently, these services are provided by 290 staff members to ensure compliance with each student's Individualized Education Program (IEP).

The Special Education department oversees the special education programs at all Montgomery County Public Schools. Its responsibility extends to public day schools, on campus transition programs, Project Search, the detention home, extended school year services, home-based service, private day schools and residential programs through the Comprehensive Services Act (CSA). The department is responsible for fully complying with all Federal and State regulations, reporting specific data regarding utilization, and services to the Virginia Department of Education. This department continually reviews, revises and provides ongoing professional development surrounding special education processes, procedures and policy. The department is also responsible for Child Find, Early intervention referrals and staff evaluations.

Resource Allocation

The most significant budgetary factor is the staffing needed to meet state requirements regarding special education services in neighborhood schools. To accomplish this, resources must be expended on individuals with expertise to support teachers and administration in the school communities that serve children with disabilities. This translates not only into having the appropriate and proportionate amount of staffing in the buildings in terms of teachers but also additional resources (i.e. personal assistants, teaching assistants, autism/behavior specialists, related services) in place and available to comply with Federal law. The services funded through the comprehensive special education program are to enable the Division to provide basic services for children with disabilities to maintain compliance with the law.

Challenges

The critical challenge in Special Education is our need to build capacity and opportunity at each school in order to increase outcomes for students with disabilities while decreasing the need for outside providers. This is a challenge as we have been operating within a context of directing all available resources toward the delivery of services with little left over in the way of time, personnel or resources for professional development and capacity building.

As we evaluate special education services, we are reviewing the continuum of services and the allocation of staffing to determine how to provide the most effective services and ensure that services are delivered by the most qualified staff based on the individual needs of each student.

Metrics

- Increased performance of students with disabilities on statewide assessments
- Successful Performance on the VDOE Results Driven Accountability Matrix for Results (Assessment and Graduation)
- Successful Performance on the VDOE Results Driven Accountability Matrix for Compliance (Education Indicators, Data Requirements, and Fiscal Responsibilities Components)
- Determination of "Meets Requirements" on the VDOE Part B Results Driven Accountability Matrix

Special Education Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Admin, Attend, & Health		
Director	1.00	1.00
Supervisor	2.00	2.00
Admin. Assistants	3.00	3.00
Coordinators	2.00	2.00
Psychologists	4.00	4.00
Speech/Audiology	9.60	9.60
Instruction		
Teacher	108.10	108.10
Instructional Aides	174.00	174.00
Pre-School Teachers	3.00	3.00
Pre-School Aides	5.00	5.00
Social Workers	1.00	1.00
Non-Instruction		
Parent Resource Coordinator	0.50	0.50

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 8,925,545	\$ 9,168,032	\$ 9,436,836
Benefits	2,694,883	2,737,561	2,967,722
Purchased Services	375,680	322,853	322,853
Travel/Miscellaneous	13,216	26,856	31,216
Instructional Supplies	26,899	61,726	61,726
Equipment	8,462	8,462	8,462
TOTAL	\$ 12,044,685	\$ 12,325,490	\$ 12,828,815

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

STUDENT SERVICES

Description

The purpose of the Student Intervention Services office is to provide meaningful prevention and intervention services so that all children can learn and succeed. Our work is focused on providing support to our schools through a collaborative approach directed at one student at a time. We embrace the overall mission of MCPS to ENGAGE, ENCOURAGE AND EMPOWER our students by being committed to the academic, social, physical and emotional well-being and progress of each and every student.

The major programs and services provided by this department include:

- School Counselors
- Section 504
- Student Intervention Services for Attendance
- School Health Services
- Homeless and Foster Care Services
- Homebound
- Student Discipline
- Home School
- Safety
- Distributions
- Summer Academy
- Foreign Exchange Students
- Records
- Tiered Systems of Support
- Student Assistance Program

Our Student Assistance Program (SAP) was restructured this year to include two grant funded division level SAP coordinators to assist schools in creating interventions and services for struggling students. Each school utilizes a team approach to helping students access necessary resources needed to be successful in both the school and community. Each school's Student Assistance Program (SAP) strives to promote academic, social, and emotional well-being. To ensure this success, individualized services are developed through tiered systems of support. The implementation and planning of our tiered systems of support is also being coordinated in the student services office.

Resource Allocation

Administration-The Student Services budget does not include funding for its full time employees. It does include funding for mileage, professional development, and office supplies. However, consideration should be given to employing a truancy officer to manage court-related attendance issues, and an additional Student Assistance Coordinator is needed so that all four school communities have an assigned coordinator to assist schools in meeting the needs of at-risk students.

Library Media-Funds are used to maintain a yearly subscription for the 504 Coordinator. It is also used to obtain library resources for each department. The department has grown by four staff members. Additional funds are necessary to provide professional development opportunities and resources.

Technology-Funds are used to maintain and improve technology devices for each employee, such as providing tablets for each itinerant employee. Our archived student records are housed in an external hard drive. It is recommended that our data be moved to the cloud which would enhance how the records are stored and accessed. In addition, the cloud is more secure because it has a user name and a password.

Student Services Budget Information

Challenges

State and Federal regulations require many of the services included under the Student Services umbrella and many services, such as Section 504 are unfunded. The Student Intervention Coordinators have large caseloads making it difficult to effectively meet the needs of each student. Our SAP Coordinators also have difficulty effectively meeting the needs of our more challenging students while maintaining their schedules. Our student intervention coordinators are challenged with large caseloads. They must balance providing support to families with addressing truancy issues, since we do not have a truancy officer. The addition of a truancy officer would help alleviate this challenge.

Metrics

Success is measured when purposeful interventions promote academic success for failing students or minimal behavioral issues for students with challenging behaviors. Other measures of success include: students who graduate with their cohort; fewer students require homebound services or 504 plans; interventions plans are created for students who are truant, and services for homeless students allow them to stay in their last school placement to minimize another transition for the student.

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Admin, Attend, & Health		
Nurse Coordinator	1.00	1.00
Nurse	19.00	19.00
Instruction		
Supervisor of Student Services	1.00	1.00
Student Intervention Coordinators	3.00	3.00
504 Coordinator	1.00	1.00
Social Workers	1.00	1.00
Homeless Coordinator	1.00	1.00
Coordinator of School Counseling	1.00	1.00
ISAEP Teacher	0.50	0.50
Admin. Assistant	1.00	1.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 1,307,519	\$ 1,266,500	\$ 1,303,819
Benefits	254,995	298,614	271,728
Purchased Services	7,577	57,577	57,577
Travel	7,435	7,435	7,435
Instructional Supplies	16,445	16,445	16,445
Equipment	2,086	2,086	2,086
TOTAL	\$ 1,596,057	\$ 1,648,657	\$ 1,659,090

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

OPERATIONS

Description

The Operations Department is responsible for the oversight of the finance, facilities, school nutrition, and transportation functions of the school division. This department also maintains oversight of technology for division-wide systems integration and maintenance to ensure quality support for security and business operations.

The Facilities department manages the planning, design, construction, maintenance, inspection, and operation of all MCPS controlled school buildings and grounds which includes approximately 2.25 million square feet of buildings and 519 acres of land.

The finance and purchasing department manages the development of the division's operations budget, ensuring proper procurement procedures for all purchases and supervising the financial operations of all schools and departments. In addition, they conduct oversight through auditing, policy compliance for all division-wide financial business, and approval of all business transactions.

The technology department has moved and is organizationally aligned under Curriculum and Instruction. Technology provides services and tools to every school and building to support integrated technology in the classroom and a stable network to use those resources. Technology, when effectively incorporated into instruction, improves student engagement, enhances lessons, and stimulates student achievement. Additionally, the department improves operational efficiency with respect to service, support, and data management.

County school buses safely travel more than 9,998 miles each day, providing transportation for approximately 7,000 students across the county. The department also coordinates driver training and student safety training.

School Nutrition feeds over 2,000 students at breakfast and 4,000 students during lunch. All school nutrition staff are serv-safe certified through the Department of Health and Sanitation. Together, these departments fully support the education of students throughout Montgomery County, ensuring that their learning environments are safe and supportive and that the services teachers and students need are reliable.

Resource Allocation

Resource allocations provide salary for the assistant superintendent for operations and administrative assistant/position control. Supplies are routinely purchased via Finance Department's line item to sustain administrative and oversight requirements of all primary subordinate departments. All other resources and budgetary requirements are aligned with the Finance and Purchasing department.

Challenges

Meeting the short term and long goals set in the Capital Project Plan is determined by the availability of financial resources. Historically, MCPS has met many of its goals with savings found in fuel savings and salary savings due to attrition and mid-year retirement. The reallocation of end of year funds have also been a dependable resource in past years. However, projections for fiscal year 2016-17 end of year funds are expected to be lower than in previous years.

Capital projects will continue to be prioritized based on available funds and in the context of the greatest need consistent with the long term objectives of the school division.

The use of technology throughout the division continues to expand, but there still has been little increase in the technology budget to fund the maintenance and replacement of the new devices and systems. These expanding needs will continue to stress the budget as we endeavor to find better ways to serve our students with technology.

FACILITIES & PLANNING

Description

The Facilities & Planning Department is responsible for the planning, design, construction, maintenance, inspection, and operation of all MCPS controlled school buildings and grounds which includes approximately 2.25 million square feet of buildings and 519 acres of land. The department manages day to day grounds maintenance, mechanical repair, and preventive maintenance of all building systems. In addition, the team coordinates and executes the division's Capital Maintenance Project List (replacing deteriorated building systems) and the Capital Improvement Program (new construction). These efforts keep the MPCS facilities portfolio functional, reliable, secure, and adapted to the evolving needs of modern educational programs.

Resource Allocation

Resources are allocated for staffing, supplies, purchased professional and maintenance services, and service provider costs for:

- the operation, maintenance, repair and custodial care of buildings;
- utilities including electricity, natural gas, propane, fuel oil, water and sewer, and refuse removal;
- the operation, repair and maintenance of building mechanical and electrical systems;
- grounds maintenance;
- design and construction of capital maintenance improvements; and
- facilities management.

Challenges

Keeping older facilities modern and equitable with newer buildings requires significant financial outlay and more funding than is currently provided. The department is challenged by the very different, but equally difficult tasks posed by increased complexity and technology in new buildings, and the manual systems and increased need for maintenance in older buildings. We strive to ensure that all systems function efficiently and reliably and that all facilities appear neat and clean. As a result, we constantly evaluate the most cost efficient and effective means to those ends. The main budgeting challenge is keeping up with inflation. Labor and material costs, in the facilities world, tend to rise faster than inflation and will continue to be a challenge in the coming years.

Metrics

- In 2015-16, 5,501 work requests were received by the department.
- We monitor utilities usage data for each account and compare it to previous year's raw usage, and previous year's usage normalized to this year's weather.
- Our custodial manager assess and grades each school monthly on its cleanliness. Schools are given an inspection report and "score" which is objective and can be tracked over time.
- Schools are evaluated for energy conservation and are given an Energy Star score.

Facilities and Planning Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Building Services		
Director of Facilities	1.00	1.00
Assistant to the Director	1.00	1.00
Environmental Program & Service Contracts Manager	1.00	1.00
Energy Manager	1.00	1.00
Construction Program Assistant	1.00	1.00
Admin. Assistants	3.00	3.00
Custodial Manager	1.00	1.00
Custodians	100.50	100.50
Building & Equipment Trades	24.00	24.00
Laborers Grounds	7.00	7.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 4,924,985	\$ 4,830,287	\$ 5,061,792
Benefits	1,792,671	1,788,881	1,816,729
Purchased Services	314,207	259,213	379,917
Utilities	3,232,604	3,278,110	3,297,734
Insurance	178,725	205,649	205,649
Miscellaneous	2,062	2,062	2,745
Custodial Supplies	120,357	120,357	140,857
Maintenance Supplies	223,587	227,471	298,639
Other Supplies	10,248	3,552	7,000
Software	-	12,300	15,800
Equipment	215,758	215,758	130,975
TOTAL	\$ 11,015,204	\$ 10,943,640	\$ 11,357,837

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

FINANCE

Description

The Finance Department includes the areas of accounting, purchasing, accounts payable, payroll, and benefits. This department is responsible for the fiscal responsibility of the school division, including development of the division's operations budget, ensuring proper procurement procedures for all purchases, and supervising the financial operations of all schools and departments.

The finance section creates, manages and implements the School Board Operating Budget. This area also ensures all bills for the division are paid in a timely manner and in compliance with all federal, state, and local laws. This office provides guidance on proper procedures as they relate to school finance and the financial management of school activity funds and departments throughout the division. Additionally, the Director of Finance schedules outside independent audits at the central office and school levels and coordinates with the Montgomery County Finance Department to ensure efficiency of business operations.

The purchasing section provides efficient and responsive procurement services to obtain high quality goods and services at reasonable costs. Purchasing processes and practices conform to all local, state and national laws, regulations, and purchasing standards. The purchasing supervisor also oversees the warehouse and distribution operations of products in support of instructional functions for the entire school division. The warehouse stores and delivers inventory of basic supplies for instructional, administrative, and custodial services; management of the internal mail services and the central oversight of outgoing U.S. Mail; redistribution of surplus equipment and furniture; removal and disposal of obsolete equipment and furnishings; and support of special projects throughout the school system.

The payroll and benefits section manages eligibility, enrollment, payroll deductions, reporting and reconciliation of deductions. This section facilitates new hire orientation for all employees. Payroll and benefits is responsible for reporting all federal and state withholdings, as well as retirement data, health insurance information, and quarterly federal reports.

Resource Allocation

Resources are provided to pay the salary of the Director of Finance, budget analyst/finance manager, accounts payable specialist, the purchasing supervisor, the purchasing specialist, warehouse supervisor, four warehouse workers, the payroll supervisor, three full-time payroll/benefits specialists, and one part-time payroll/benefits specialist.

Challenges

The Finance department will continue to refine and improve the format of the MCPS operating budget document to present coherent, comprehensive information to the citizens of Montgomery County, the School Board, and the Montgomery County Board of Supervisors.

Metrics

The Finance Department pays all bills in a timely manner in order to avoid interest and late charges. To ensure that proper protocol are in place, annual audits are conducted on school activity funds and for school operations. The Finance and Purchasing Department processed 4,652 requisitions, 4,628 purchase orders, 18,613 invoices and 4,876 checks in the 2015-16 year. Warehouse functions are reviewed quarterly and system-wide feedback is encouraged. The payroll and benefits area pays approximately 1,200 full-time employees and 600 part-time employees on a monthly basis. They issued over 2,700 W-2's and 25,000 direct deposits or checks during normal pay runs for the calendar year.

Finance and Purchasing Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Admin, Attend, & Health		
Assist. Superintendent	1.00	1.00
Admin. Assistant to Assist. Superin.	1.00	1.00
Director of Finance	1.00	1.00
Budget Analyst/Finance Manager	1.00	1.00
Accounts Payable Specialist	1.00	1.00
Supervisor of Payroll	1.00	1.00
Payroll/Benefits Specialist	3.50	3.50
Purchasing Supervisor	1.00	1.00
Purchasing Specialist	1.00	1.00
Warehouse Supervisor	1.00	1.00
Warehouse Staff	4.00	4.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 548,838	\$ 533,594	\$ 561,606
Benefits	193,284	189,331	215,918
Purchased Services	12,534	12,534	12,534
Postage	70,809	55,000	55,000
Travel	1,233	1,233	1,233
Miscellaneous	202	202	202
Office Supplies	3,248	3,248	3,248
Instructional Supplies	634	634	634
Equipment	2,086	2,086	2,086
TOTAL	\$ 832,868	\$ 797,862	\$ 852,461

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

TECHNOLOGY

Description

The MCPS Technology Department is responsible for the following functions of the division:

- E-Learning Backpack (1-to-1 Initiative)
- Virginia's SOL Technology Initiative
- Wide-Area Network and Internet Access;
- Local Area Networks and Wi-Fi;
- Computer maintenance and replacement;
- Power School Student Information System and Parent/Student Portal
- Instructional Software
- Operational Software
- Virtual Education
- Telecommunications
- Building Security Systems
- 21st Century Classroom Initiative
- State Reporting
- Technology Professional Development

The Technology Department has played an important role in achieving many of the goals of the MCPS Comprehensive Plan. Through specific collaboration and planning with the Curriculum Department and the schools, professional development and technical support has been provided on an ongoing basis to support the implementation of the Model for Effective Instruction and initiatives such as the eBackpack program.

Resource Allocation

Resources are allocated for equipment maintenance; copiers; and software licenses. In addition, State Department of Education Grant and Bond funds are used to support the SOL Technology Initiative; Virginia eLearning Backpack Initiative; and the Building Security Grant. Funds applied for and received through the Federal Erate program are used to support the school system's telecommunications services.

Challenges

Budget and staffing have not kept pace with growth of technology in the division. MCPS has largely depended on alternative funding sources such as E-Rate, School Construction and Virginia Public School Authority Bonds, etc. In order to recognize the ongoing costs associated with sustaining its instructional and operational technology efforts, these funds need to become a part of the regular operating budget.

As we continue to support the MCPS Comprehensive Plan, we want to further explore and implement innovative approaches to creating supportive learning environments. We are developing programs such as Wi-Fi on wheels to ensure that as we increase our 1:1 initiative, all students have reliable access to the internet. We will continue creation of plans to effectively incorporate the application of technology into our daily instructional programs.

Metrics

The Technology Department considers the projects that are undertaken and establishes strategies and goals that move us toward their achievement. The department measures success through the following metrics:

- Increased variety and inventory of equipment based on instructional need
- Increased number of instructional software resources and utilization
- Decrease between the time a work order request is submitted and the response time the issue is resolved
- Increased demand for ITRT training and support
- Increased demand for alternative instructional platforms; flipped instruction, blended instruction, and virtual instruction

Technology Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Instruction		
Technology Resource Teachers	11.00	11.00
Operations & Maintenance		
Director of Technology	1.00	1.00
Admin Assistant	1.00	1.00
Technicians	17.00	17.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 1,554,339	\$ 1,635,010	\$ 1,710,884
Benefits	568,240	595,313	614,089
Purchased Services	225,916	347,416	347,416
Telecommunications	233,695	506,748	590,748
Travel	1,645	1,645	1,645
Miscellaneous	106	106	106
Maintenance Supplies	96,007	96,007	96,007
Instructional Supplies	24,215	24,215	8,733
Software	63,338	63,338	63,338
Equipment	1,266,956	1,775,392	1,879,792
TOTAL	\$ 4,034,457	\$ 5,045,190	\$ 5,312,758

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

TRANSPORTATION

Mission

The mission of the Department of Transportation is to provide safe, efficient, and customer-friendly transportation services for all Montgomery County students.

Description

County school buses travel approximately 10,000 miles each day, providing transportation for approximately 7,000 students across the county. Each trainee receives a minimum of 50 hours of state-mandated training. All drivers receive an additional 8 hours minimum training annually. The “Peaceful Bus” program has been implemented in elementary schools to encourage good bus behavior and all pupils in grades pre-K through Grade 1 receive additional bus safety training at the beginning of the school year with many schools opting for all students to receive safety training.

Resource Allocation

- Transportation- Management: The Management portion of the budget funds includes non-exempt staffing, exempt staffing, annual physical exams for school bus driving personnel, office supplies, training, and other misc. management line items.
- Transportation- Monitoring, Vehicle Maintenance and Vehicle Operations
- Transportation-Vehicle Maintenance

Challenges

Driver retention and recruitment is the biggest challenge faced by the department.

Aging buses and vehicles are another big challenge. Our bus replacement cycle calls for a minimum of nine new buses each year. We are starting to recuperate from several years of low purchase numbers.

Each year bus routes are revised as we determine any new locations where students reside. If students move into areas that are not served by our current routes, this could impact the ability to meet the planned routes within the allotted time. We recognize that we need to be especially cognizant of route time constraints and prepared to revise routes if needed.

Metrics

The most impactful measures are on-time arrival at school in the morning, proper student bus behavior to enhance the total school learning experience when they enter their school, and safe miles driven with students on board.

- The on-time arrival performance is measured by the VersaTrans computer routing software. Our goal is 100% on-time at all schools.
- Student discipline and driver monitoring is achieved with the use of the AngelTrax video surveillance system installed on all school buses.
- The driving staff achieved 1.8 million safe miles in 2015/16 (miles driven without a student injury caused by a citable action of a driver). Continuous training for drivers and students is a priority for the department to maintain this record.

Transportation Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Transportation		
Supervisor	1.00	1.00
Route Coordinator	1.00	1.00
Admin Assistant	3.00	3.00
Bus Drivers	97.00	97.00
Bus Aides	16.00	16.00
Maintenance Supervisor	1.00	1.00
Mechanics	7.00	7.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 3,099,846	\$ 2,942,046	\$ 2,967,902
Benefits	422,687	949,007	983,047
Purchased Services	40,342	50,831	50,831
Insurance	109,737	82,813	82,813
Travel	1,468	1,664	1,664
Fuel	754,091	786,208	826,208
Vehicles Supplies	171,168	160,557	182,057
Other Supplies	3,037	4,989	4,989
Vehicles	29,670	29,670	29,670
School Buses	181,525	358,512	358,512
Equipment	887	887	887
TOTAL	\$ 4,814,458	\$ 5,367,184	\$ 5,488,580

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

HUMAN RESOURCES

Description

Major programs and services provided by the Human Resources Department include:

- Recruitment, Selection and Retention
- Licensure and Certification
- Employee Engagement
- Training and Development
- Compensation
- Safety and Wellness
- Employee Evaluation
- Legal Compliance

The Montgomery County Public Schools Human Resources Department supports the school division in the eight key functional areas listed above. We strive to meet the current and emerging needs of our employees. Each of the seven members of the Human Resources team works collaboratively to provide the highest level of service to all employees and potential recruits while independently working on projects geared at ensuring that the needs of our employees are met. In addition, team members specialize in specific areas which allows us to ensure consistent, fair practices that meet the requirements of the law. The value gained for the division through the diligence and commitment of the Human Resources team is essential in ensuring that our students are provided the best possible education.

Resource Allocation

The Human Resources department worked closely with Evergreen Solutions to conduct a pay plan study in the 15-16 school year. This study was designed to address inequities in the division's pay scales, including continued recovery of lost steps due to several years of frozen salaries. The pay plan was created with a two year implementation schedule with year one in 2016-2017 and year two in 2017-2018. If year two of the implementation schedule is approved, the frozen salaries of our employees will be fully restored. This is a primary goal of the division and of the proposed operating budget.

Challenges

In order for MCPS to recruit and retain the best and brightest employees, we must restore the steps lost during the recession and continue to offer a benefits package that provides employees with affordable health care. The largest challenge the Human Resources department will face in the upcoming years is the recruitment and retention of educators during a time of significant decrease in enrollment in teacher preparation programs. The department is working diligently to design a plan geared at tackling this task head on.

Due to budgetary constraints, year two of the Evergreen Study will be difficult to implement in 2017-2018 fiscal year.

Human Resources Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Admin, Attend, & Health		
Director	1.00	1.00
Supervisor of Personnel	1.00	1.00
Admin. Assist. to Director	1.00	1.00
Human Resources Specialists	3.00	3.00
Receptionist	1.00	1.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 625,451	\$ 567,154	\$ 584,911
Benefits	192,379	183,927	220,228
Purchased Services	10,122	40,122	40,122
Printing	8,360	8,360	8,360
Advertising	13,346	13,346	13,346
Travel	3,138	3,138	3,138
Miscellaneous	1,134	1,134	1,134
Instructional Supplies	2,431	2,431	2,431
Equipment	2,520	2,520	2,520
TOTAL	\$ 858,881	\$ 822,132	\$ 876,190

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.

EXECUTIVE ADMINISTRATION

Description

The Executive Administration function of the school division consists of the Chief Executive functions of the division. This includes the development of the strategic plans, operational oversight of the preparation of legal documents and required reports, inclement weather decisions, and crisis communication. This also includes the oversight of administrative staff, teacher evaluations, policy approval, and personnel related considerations by the School Board including contracts and hearings. The Executive Administration assists with Freedom of Information Act requests and the articulation of School Board legal needs with the School Board lawyer.

The School Board is supported through the work of the Superintendent's Office. The support team of the Executive Administrative Office consists of the Superintendent, Deputy Superintendent, Public Information Officer/Board Clerk, and Office Manager/Deputy Clerk. The department provides coordination for weekly departmental leadership meetings, monthly joint leadership meetings, and monthly joint principals' meeting. The Executive Administrative Office staff oversees the review of numerous legal documents, preparation of code-required minutes, financial reporting to the School Board, required state School Board professional development, and required federal, state, and local reporting. In addition, the Superintendent or the Deputy Superintendent assigns a designee (Public Information Officer) to coordinate policy revisions for School Board approval. The department provides services for the School Board, Superintendent, and the Deputy Superintendent through the facilitation of board meetings, the provision of oversight for all school services, and the communication with stakeholders about strategic and operational work of the division. Department staff schedules daily tasks associated with division business including site visits, special events, disciplinary hearings, community and business outreach meetings and events such as advisory groups, redistricting meetings, and public hearings for the School Board members, Superintendent and Deputy Superintendent.

The role of Public Information Officer is combined with the School Board Clerk. Public Information duties include responding to any media inquiries, promoting school-based stories to local press, and coordinating the response to all Freedom of Information Act requests. The staff coordinates all division communication, including community newsletters, employee newsletters, and division level parent communication. The staff also provides for the oversight, implementation and quality control for the division website and all school-based websites.

Resource Allocation

Administration: This fund allocates compensation and benefits for departmental staff and school board members. Operational expenses are also included in administration to support routine office costs, required School Board and superintendent professional development, dues and memberships in state and national associations, School Board travel expenses including mileage, superintendent's office expenses, advertising services and strategic development of school-based projects.

Challenges

This department is accountable for ensuring that all federal and state mandates (such as special education, Title Programs, Gifted Services, the ESEA Elementary Secondary Educational Act, Virginia Standards of Accreditation, Virginia Standards of Quality, all laws enacted by the General Assembly and regulations of the U.S. and Virginia Department of Education and the Virginia Board of Education, and local School Board policy) are implemented in the strategic and operational work of the division.

Executive Administration Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
Admin, Attend, & Health		
Board Members	7.00	7.00
Superintendent	1.00	1.00
Admin. Assistant	1.00	1.00
PIO / Clerk of the Board	1.00	1.00

Financial Data			
	Adopted	Adopted	Adopted
	FY 2014-15	FY 2015-16	FY 2016-17
Salary & Wages	\$ 309,629	\$ 306,951	\$ 328,296
Benefits	106,717	105,922	128,205
Purchased Services	51,233	51,233	51,233
Printing	1,872	1,872	1,872
Travel	7,478	7,478	7,478
Miscellaneous	29,465	29,465	29,465
Office Supplies	5,292	5,292	5,292
Instructional Supplies	2,030	2,030	2,030
Equipment	2,136	2,136	2,136
TOTAL	\$ 515,852	\$ 512,379	\$ 556,007

While the staffing information accurately reflects the request of the school, the financial data does not have projected 2017-18 information. This information will be updated in the final version of the adopted budget.



Montgomery County Public Schools

SPECIAL PROGRAMS

School Nutrition Program – Self Sustaining	120
School Nutrition Program Budget Information	122
Title I Federal Funds.....	124
Title I Budget Information.....	125
Title II Federal Funds.....	126
Title II Budget Information.....	127
Title III Federal Funds	128
Title III Budget Information	129
Carl Perkins Grant.....	130
Carl Perkins Budget Information.....	131
Lapse Factor.....	132
Lapse Factor Budget Information	133

SCHOOL NUTRITION PROGRAM – SELF SUSTAINING

Description

The School Nutrition Programs Department (SNP) is responsible for administering the United States Department of Agriculture's National School Lunch Program (NSLP) and School Breakfast Program (SBP) in each of Montgomery County Public Schools' twenty (20) educational facilities. Community interaction includes assistance to the food service departments of the Montgomery County Jail and the Montgomery County Detention Center (supplying nutritional analysis and menu certification, technical, and purchasing/product specification support). SNP also sources contract meals service to two (2) external, federally-funded Head Start locations and eight (8) in-school, Virginia Preschool Initiative (VAPI) programs.

Of the many responsibilities of School Nutrition Programs, one main goal has been generating and maintaining a self-sustaining operating budget to support all costs related to the successful operation of the SNP department including labor (employee payroll/ benefits), and food and non-food purchases.

Another primary responsibility is the monthly collection and submission of data required for USDA reports and state financial meal claims. To meet state and government regulations, it is imperative to the integrity of the department to maintain and update confidential records used for the determination of student eligibility for free or reduced-price meal benefits. Additionally, it is a necessity of the school nutrition program to purchase, repair, replace and maintain all food service and department-related equipment.

SNP employs more than one hundred (100+) full and part-time staff members. Recently, nutrition education has become an area of prime importance. This is reflected in the staffing at the administrative level. Besides the Director of the department there are two (2) Registered Dietitians (one in operations and one in nutritional analysis), an administrative assistant, an inventory/accounts payable specialist, and many VPI&SU and RU dietetic volunteers as well as dietetic interns from colleges across the nation.

Resource Allocation

School Nutrition Programs is autonomously funded with an annual budget of a little more than five million dollars (\$5,000,000). These funds are generated through the sale of meals, supplying contract meals to outside agencies, and receipt of federal reimbursements for meals meeting all USDA guidelines and those of the Healthy, Hunger-free Kids Act of 2010. Effective business practices such as cost control, inventory management, and financial resource maximization are techniques used to maintain a department which has remained self-sufficient for many years. Meal prices and federal reimbursement rates are legislated through the federal Paid Lunch Equity (PLE) tool, and through reauthorization of The National School Lunch Act of 1966. Reauthorization occurs every five (5) years. PLE occurs annually.

Challenges

Current challenges include the negative financial impact on revenues resulting from the reduction in meal participation due to the implementation of the Healthy, Hunger-free Kids Act of 2010, as well as the tremendous costs attributed to the Affordable Care Act, of the unfunded mandate to provide healthcare to part-time employees. It is highly possible, over the course of the next two (2) years, that the USDA-required reserve of three (3) months operating capital will be depleted and

the department will, for the first time in 25 years, require substantial financial support from the school division.

Metrics

A tri-annual, Coordinated Federal Review Effort (CRE) conducted by USDA, and annual Accountability Reviews conducted by Virginia Department of Education School Nutrition Program Specialists provide critical data important to the successful operation of SNP. Local annual internal Accountability Reviews support the effort to effectively manage financially, a department of this size. Monthly Meal Benefit Eligibility Reports are distributed to all department heads, school board administrators, and building principals to provide a monthly snapshot of the division's student population. Many other reports are generated to monitor successes and areas needing attention. Annual financial audits ensure that all funds are maintained as dictated by School Board Policy.

Meal Rates

Meal prices and federal reimbursement rates are legislated through the federal Paid Lunch Equity (PLE) tool, and through reauthorization of The National School Lunch Act of 1966 (reauthorization occurs every five (5) years).

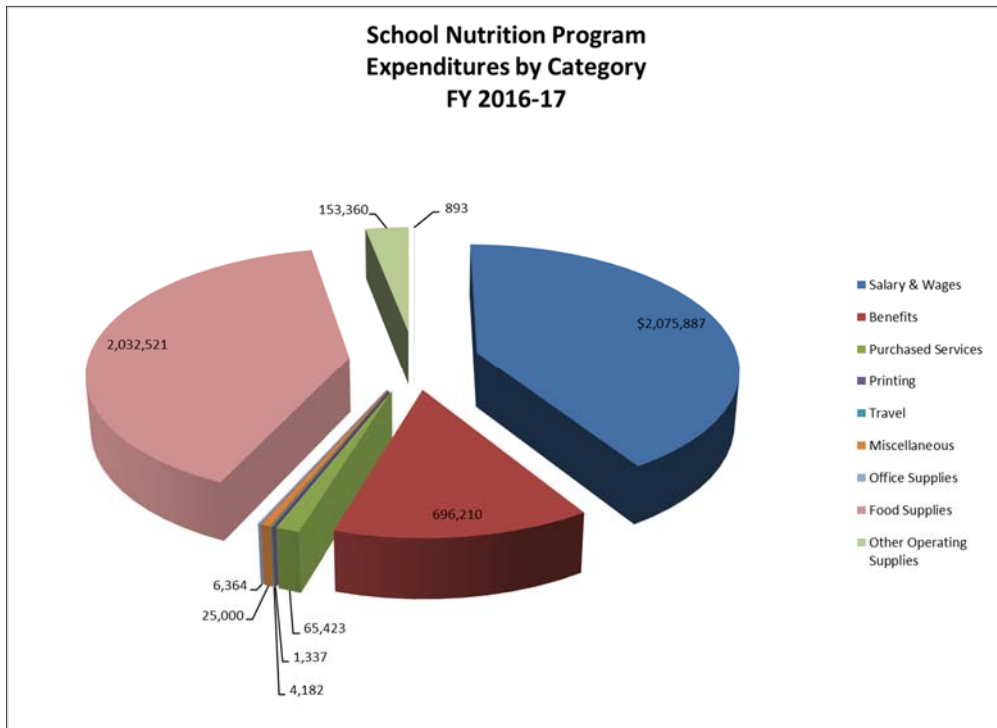
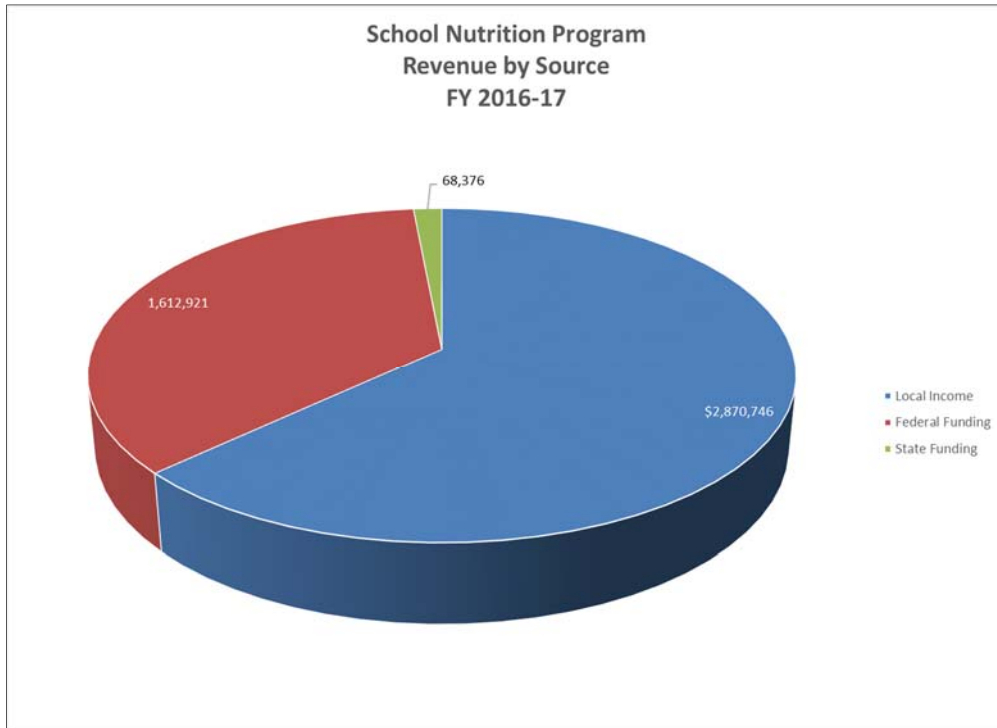
Meal Rates			
	Adopted	Requested	Increase
DESCRIPTION	FY 2016-17	FY 2017-18	FY 2017-18
Breakfast:			
Full Price Student	\$ 1.50	\$ 1.50	\$ -
Reduced Price	\$ 0.30	\$ 0.30	\$ -
Full Price Adult	Alacarte	Alacarte	
Lunch:			
Full Price Student- Elementary	\$ 2.65	\$ 2.75	\$ 0.10
Full Price Student- Secondary	\$ 2.75	\$ 2.85	\$ 0.10
Reduced Price	\$ 0.40	\$ 0.40	\$ -
Full Price Adult	\$ 3.75	\$ 3.75	\$ -
Milk:			
First 1/2 pint	\$ 0.45	\$ 0.45	\$ -
2nd serving	\$ 0.35	\$ 0.35	\$ -

School Nutrition Program Budget Information

Staffing Information		
	Adopted	Requested
	FY 2016-17	FY 2017-18
School Nutrition Program		
Supervisor	1.00	1.00
Field Manager	1.00	1.00
Admin Assistant	1.00	1.00
Dietitian	0.50	0.50
Managers	21.00	21.00
Workers	76.00	76.00

Financial Data					
	Adopted	Adopted	Estimated	Adopted vs. Requested	
	FY 2015-16	FY 2016-17	FY 2017-18	Increase	% Increase
Revenue					
Local Income	\$ 2,870,746	\$ 2,730,574	\$ 2,683,181	\$ (47,393)	-1.74%
Federal Funding	1,612,921	2,242,698	2,326,518	83,820	3.74%
State Funding	68,376	56,000	51,478	(4,522)	-8.08%
TOTAL	\$ 4,552,043	\$ 5,029,272	\$ 5,061,177	\$ 31,905	0.63%
Expenditures					
Salary & Wages	\$ 1,855,630	\$ 2,046,522	\$ 2,075,887	\$ 29,365	1.43%
Benefits	407,333	693,670	696,210	2,540	0.37%
Purchased Services	65,423	65,423	65,423	-	0.00%
Printing	1,337	1,337	1,337	-	0.00%
Travel	4,182	4,182	4,182	-	0.00%
Miscellaneous	25,000	25,000	25,000	-	0.00%
Office Supplies	6,364	6,364	6,364	-	0.00%
Food Supplies	2,032,521	2,032,521	2,032,521	-	0.00%
Other Operating Supplies	153,360	153,360	153,360	-	0.00%
Equipment	893	893	893	-	0.00%
TOTAL	\$ 4,552,043	\$ 5,029,272	\$ 5,061,177	\$ 31,905	0.63%

School Nutrition Revenue and Expenditures



TITLE I FEDERAL FUNDS

Description

The following Montgomery County Public Schools are school wide Title 1 schools: Auburn Elementary, Belview Elementary, Christiansburg Primary, Christiansburg Elementary, Eastern Montgomery Elementary, Falling Branch Elementary and Price's Fork Elementary. A school wide Title 1 program is a comprehensive reform strategy designed to upgrade the entire educational program in a school. Its primary goal is to ensure that all students, particularly those who are low-achieving, demonstrate proficient and advanced levels of achievement on state academic achievement standards. In general, a Title I school may operate as a school wide program only if a minimum of 40 percent of the students in the school, or residing in the attendance area served by the school, are from low-income families.

The school wide reform strategy requires that a school:

- Conduct a comprehensive needs assessment;
- Identify and commit to specific goals and strategies that address those needs;
- Create a comprehensive plan; and
- Conduct an annual review of the effectiveness of the school wide program and revise the plan as necessary

A school must use its Title I, Part A, funds to address the specific educational needs identified in the needs assessment and articulated in the comprehensive school wide plan. All students within a Title I school may participate in these programs.

Title 1 funds support:

- Staffing for early literacy programs to include reading specialists, leveled literacy intervention coach, reading assistants, one instructional specialist, etc.
- Literacy Programs
- Professional Development
- Instructional Materials and Supplies for schools

Resource Allocation

For the 2016-2017 school year, Montgomery County was awarded \$1,850,724. This is a decrease of \$17,483 from the previous year.

- Personnel Services – \$1,231,961
- Employee Benefits – \$478,116
- Purchased Contractual Services – \$24,722
- Other Charges (travel, registrations, etc.)– \$23,657
- Materials and Supplies – \$92,268

Challenges

Federal regulations of Title I require that funds may only be spent to supplement core instruction in schools that qualify for Title I services. As salary has increased across the division and Title I funding has been reduced, it poses a challenge to continue the current reading positions funded through Title I, Part A.

Metrics

Specific measurable goals are listed within the Title 1 grant. Success of the plan is measured through these objectives. Additionally, state reviews and audits are held to ensure fidelity to the plan.

Title I Budget Information

Financial Data					
	Adopted	Adopted	Estimated	Adopted vs. Requested	
	FY 2015-16	FY 2016-17	FY 2017-18	Increase	% Increase
Revenue					
Federal Funding	\$ 1,602,957	\$ 1,868,208	\$ 1,850,724	\$ (17,484)	-0.94%
TOTAL	\$ 1,602,957	\$ 1,868,208	\$ 1,850,724	\$ (17,484)	-0.94%
	Adopted	Adopted	Estimated	Adopted vs. Requested	
	FY 2015-16	FY 2016-17	FY 2017-18	Increase	% Increase
Expenditures					
Salary & Wages	\$ 1,104,960	\$ 1,240,241	\$ 1,231,961	\$ (8,280)	-0.67%
Benefits	377,179	449,246	478,116	28,870	6.43%
Purchased Services	24,832	26,588	24,722	(1,866)	-7.02%
Other Charges	26,500	18,000	23,657	5,657	31.43%
Materials & Supplies	69,486	134,133	92,268	(41,865)	-31.21%
TOTAL	\$ 1,602,957	\$ 1,868,208	\$ 1,850,724	\$ (17,484)	-0.94%

TITLE II FEDERAL FUNDS

Description

Title II provides federal funding to states and school divisions for activities that strengthen instructional leadership and teacher quality in all schools, especially those with a high proportion of children in poverty. Funding must be used to support specific activities, including professional development for teacher and administrators, so long as the activities are grounded in scientifically based research.

Federal funds awarded under Title II, Part A support programs to increase academic achievement by increasing the number of qualified teachers in classrooms and increasing the skills of qualified teachers, principals and assistant principals in schools; and by providing a continuing source of funding to focus on teacher improvement .

Programs and activities must be based on a needs assessment, and, among other things, be aligned with state academic content standards, student academic achievement standards, and teacher quality data.

Title IIA Funds are used in three main areas:

1. Class size reduction teachers
2. Recruitment and retention of highly qualified personnel
3. Professional development to maintain highly qualified personnel and to increase the quality of the delivery of instruction, focusing on the needs of all students and subgroups

Resource Allocation

For the 2016-2017 school year, Montgomery County was awarded \$335,865. The estimated award for 2017-18 is \$302,279.

- Estimated expenditures are as follows:
- Personnel Services - \$145,169
- Employee Benefits - \$63,207
- Purchased Contracted Services - \$45,035
- Other Charges - \$21,600
- Materials and Supplies - \$27,268

Metrics

Specific measurable goals are listed within the Title II grant. Success of the plan is measured through these objectives. Additionally, state reviews and audits are held to ensure fidelity to the plan.

Title II Budget Information

Financial Data					
	Adopted	Adopted	Estimated	Adopted vs. Requested	
	FY 2015-16	FY 2016-17	FY 2017-18	Increase	% Increase
Revenue					
Federal Funding	\$ 333,765	\$ 343,283	\$ 302,279	\$ (41,004)	-11.94%
TOTAL	\$ 333,765	\$ 343,283	\$ 302,279	\$ (41,004)	-11.94%
	Adopted	Adopted	Estimated	Adopted vs. Requested	
	FY 2015-16	FY 2016-17	FY 2017-18	Increase	% Increase
Expenditures					
Salary & Wages	\$ 161,001	\$ 164,019	\$ 145,169	\$ (18,850)	-11.49%
Benefits	64,970	67,470	63,207	(4,263)	-6.32%
Purchased Services	53,038	55,038	45,035	(10,003)	-18.17%
Other Charges	17,000	19,000	21,600	2,600	13.68%
Materials & Supplies	37,756	37,756	27,268	(10,488)	-27.78%
TOTAL	\$ 333,765	\$ 343,283	\$ 302,279	\$ (41,004)	-11.94%

TITLE III FEDERAL FUNDS

Description

Title III provides funding to states and divisions to ensure that limited English proficient (LEP) students, including immigrant children and youth, develop English proficiency and meet the same academic content and academic achievement standards that other children are expected to meet. Divisions use these funds to supplement the language instruction educational program (ESL program) and core content programs designed to help English Learners achieve these standards. Divisions and schools are accountable for increasing the English proficiency and core academic content knowledge of EL students; therefore, Title III funds may only be used to supplement core language programs and services for English Language Learners. They cannot be used to deliver the core academic program or the division's English language learning core program.

There are two types of Title III subgrants:

- 1) subgrants based on the number of EL students enrolled in schools
- 2) subgrants to divisions that have experienced a significant increase in the percentage or number of immigrant children and youth enrolled.

Program and activities supported by Title III funds must be based on a needs assessment and aligned with the federal guidance for expenditure of funds.

Title III funds are used in three main ways:

1. to provide high quality professional development to classroom teachers, principals, administrators, and other school or community-based organizational personnel that is designed to
 - improve the instruction and assessment of EL students and
 - enhance the ability of teachers to understand and use curricula, assessment measures, and instruction strategies for English Learners;
2. to inform the parents of ELs about how they can be active participants in assisting their children to learn English, achieve at high levels in core academic subjects, and meet the same challenging state academic content and student academic achievement; and
3. to supplement the division core ESL program through the purchase of materials and tutors as needed

Resource Allocation

For the 2016-17 school year, Montgomery County was awarded \$23,243. We estimate a similar award for 2017-18.

Estimated expenditures are as follows:

- Personnel Services - \$13,177
- Employee Benefits - \$1,008
- Purchased Contracted Services - \$1,061
- Internal Services - \$1,300
- Materials and Supplies-\$6,697

Metrics

Specific measurable objectives are listed within the Title III grant application. Success of the plan is measured through these objectives. Additionally, the state approves all expenditures, and the program undergoes a federal review every three years.

Title III Budget Information

Financial Data					
	Adopted	Adopted	Estimated	Adopted vs. Requested	
	FY 2015-16	FY 2016-17	FY 2017-18	Increase	% Increase
Revenue					
Federal Funding	\$ 21,618	\$ 24,884	\$ 23,243	\$ (1,641)	-6.59%
TOTAL	\$ 21,618	\$ 24,884	\$ 23,243	\$ (1,641)	-6.59%
	Adopted	Adopted	Estimated	Adopted vs. Requested	
	FY 2015-16	FY 2016-17	FY 2017-18	Increase	% Increase
Expenditures					
Salary & Wages	\$ 10,100	\$ 4,900	\$ 13,177	\$ 8,277	168.92%
Benefits	874	424	1,008	584	137.82%
Purchased Services	2,250	10,700	1,060	(9,640)	-90.09%
Internal Services	1,600	3,000	1,300	(1,700)	-56.67%
Other Charges	-	470	-	(470)	100.00%
Materials & Supplies	6,794	5,390	6,698	1,308	24.27%
TOTAL	\$ 21,618	\$ 24,884	\$ 23,243	\$ (1,641)	-6.59%

CARL PERKINS GRANT

Mission / Scope

Career and Technical Education (CTE), provides instructional programs that offers career exploration, career planning and skills development for current and emerging careers. CTE prepares students for postsecondary study and/or employment opportunities following high school graduation.

The Carl D. Perkins Career and Technical Education Act provides federal funds to increase focus on the academic achievement of career and technical education students, strengthen connections between secondary and postsecondary education, and improve state and local accountability. An annual grant application is required for the receipt of Perkins funds.

Description

Major programs supported with Perkins funds include:

- Business and Information Technology
- Marketing Education
- Technology Education
- Health and Medical Sciences
- Governor's STEM Academy
- Family and Consumer Science
- Trade and Industrial Education
- Career Connections
- Individual Career Path Development

Resource Allocation

For the 2016-17 school year, Montgomery County was awarded \$138,387. Estimated categorical expenditures as written in the plan are:

- \$17,000 – Professional Development and Technical Skills Development for CTE teachers
- \$12,000 – Support for CTE Student Organizations (co-curricular)
- \$19,000 – Certification and Licensure Student Testing
- \$90,387 – Equipment Purchases to Improve and Update Career and Technical Education Program

Challenges

The requirements for using Perkins funds are very specifically defined and must be carefully documented. After all certification tests, training and travel are completed, the categories are re-balanced annually and the unspent balance is used to purchase equipment for updating programs. The use of these funds is also coordinated with local funding that is used for purchases that are not allowed under Perkins regulations.

Metrics

Success is determined by the successful and appropriate use of the available local and federal funds to keep CTE programs current as judged by industry standards.

Carl Perkins Budget Information

Financial Data					
	Adopted	Adopted	Estimated	Adopted vs. Requested	
	FY 2015-16	FY 2016-17	FY 2017-18	Increase	% Increase
Revenue					
Federal Funding	\$ 153,865	\$ 148,655	\$ 138,387	\$ (10,268)	-6.91%
TOTAL	\$ 153,865	\$ 148,655	\$ 138,387	\$ (10,268)	-6.91%
Expenditures					
	Adopted	Adopted	Estimated	Adopted vs. Requested	
	FY 2015-16	FY 2016-17	FY 2017-18	Increase	% Increase
Purchased Services	\$ 19,632	\$ 17,000	\$ 17,000	\$ -	0.00%
Other Charges	14,578	12,000	12,000	-	0.00%
Materials & Supplies	19,000	19,000	19,000	-	0.00%
Equipment	100,655	100,655	90,387	(10,268)	-10.20%
TOTAL	\$ 153,865	\$ 148,655	\$ 138,387	\$ (10,268)	-6.91%

LAPSE FACTOR

Description

Lapse Factor reflects the financial impact of staff turnover during the previous 12 months on the allocation of resources across the division. Historically, lapse factor has been realized during the carryover process and used for one-time allocation. Lapse factor for fiscal year 2016-17 was projected in the development process for FY 2016-17 budget. Therefore, the lapse factor funds available for carryover the fiscal year 2017-18 budget are minimal and no projection is shown here. The amount projected is savings for offering the early retirement incentive to MCPS employees.

Fiscal year 2016-17 was the first year that lapse factor was projected as a part of the operating budget, the budget reflects lapse factor savings from 2015-16 that will be realized in 2016-17 in addition to the projected lapse in the 2016-17 fiscal year.

Resource Allocation

The fund reflects estimated savings of compensation due to staff turnover from the previous fiscal year. This methodology is the same as used by local government in their budgeting process. As always, salary savings is carefully monitored during each fiscal year to ensure that overall budgets do not exceed appropriation.

Lapse Factor Budget Information

Financial Data					
	Adopted	Adopted	Estimated	Adopted vs. Requested	
	FY 2015-16	FY 2016-17	FY 2017-18	Increase	% Increase
Salary & Wages	\$ (1,145,599)	\$ (1,295,047)	\$ (92,000)	\$ 1,203,047	-92.90%
Benefits	(254,401)	(383,538)	(8,000)	375,538	-97.91%
TOTAL	\$(1,400,000)	\$(1,678,585)	\$ (100,000)	\$ 1,578,585	-94.04%



Montgomery County Public Schools

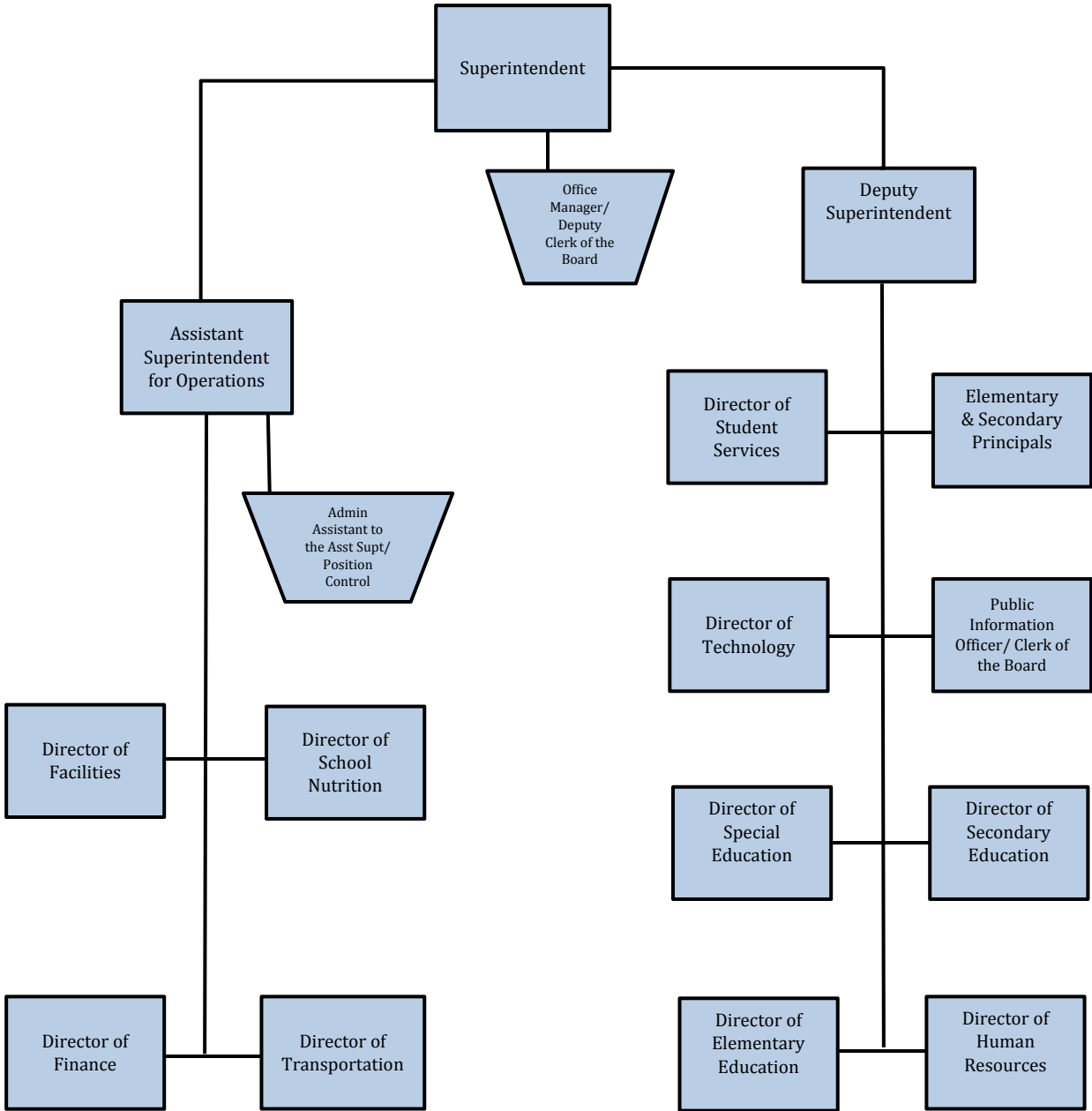
SUPPORTING DOCUMENTS

Supporting Documents Overview.....	136
Organizational Chart	137
Composite Index	138
Composite Index History	139
Composite Index Calculation	140
Membership History and Projections	142
Current Staffing	143
Tier 2 Budget Requests	144
Unified Pay Plan	145
Health Insurance Plan and Rates	159
Budgeted Premiums	160
Insurance Rates	161
Capital Improvements Program	162
Capital Maintenance Plan	165
Transportation Fleet Replacement Cycle	174
Financial Policies	176
Debt Policies	180
Glossary	182

SUPPORTING DOCUMENTS OVERVIEW

These supporting documents provide supplemental information for the budget proposal. Some documents have previously been approved by the School Board, such as the Capital Improvements Program. Some will be submitted to the Board for approval upon approval of the budget, such as the Salary Scales. Others are working division documents that are included in the budget document to provide additional information about fund expenditures.

ORGANIZATIONAL CHART



COMPOSITE INDEX

State Funding Formula – Funding for 136 public school divisions provided by Virginia through the commonwealth’s direct aid to public education budget. The three types of education programs funded in Virginia are Standards of Quality (SOQ), Incentive-Based Programs, and Categorical Programs. SOQ funding is prescribed by the statute and includes basic aid, special education, vocational education, remedial education, gifted education, and related fringe benefits for each of these programs. It also includes the one-cent state sales tax dedicated to public education. Incentive-based programs provide additional education funding that goes beyond the levels required to meet the Standards of Quality. The programs are voluntary, but in order to receive state funds, school divisions must certify that they will offer the program and provide a local match of funds for the program. Incentive-based programs include the following: at-risk, primary class size reduction, at-risk four year olds, early reading intervention, maintenance supplements, and distribution of lottery profits. Categorical funding also provides for additional education programs that go beyond the Standards of Quality. These programs focus on particular needs of special populations or fulfill particular state obligations. State and federal statutes and regulations mandate much of this funding. Examples of categorical funding include alternative education, funding for homebound, school nutrition, adult education, and various regional programs.

Composite Index – A factor used in the Virginia Basic Aid formula, (derived from true values of property, ADM, population, retail sales, adjusted gross income, etc.) to determine local and state share of basic appropriation.

Calculation of the Composite Index of Local Ability-To-Pay

$$\text{ADM Component} = \left[.5 \frac{\frac{\text{Local True Value of Property}}{\text{Local ADM}}}{\frac{\text{State True Value of Property}}{\text{State ADM}}} \right] + \left[.4 \frac{\frac{\text{Local Adjusted Gross Income}}{\text{Local ADM}}}{\frac{\text{State Adjusted Gross Income}}{\text{State ADM}}} \right] + \left[.1 \frac{\frac{\text{Local Taxable Retail Sales}}{\text{Local ADM}}}{\frac{\text{State Taxable Retail Sales}}{\text{State ADM}}} \right]$$

$$\text{Population Component} = \left[.5 \frac{\frac{\text{Local True Value of Property}}{\text{Local Population}}}{\frac{\text{State True Value of Property}}{\text{State Population}}} \right] + \left[.4 \frac{\frac{\text{Local Adjusted Gross Income}}{\text{Local Population}}}{\frac{\text{State Adjusted Gross Income}}{\text{State Population}}} \right] + \left[.1 \frac{\frac{\text{Local Taxable Retail Sales}}{\text{Local Population}}}{\frac{\text{State Taxable Retail Sales}}{\text{State Population}}} \right]$$

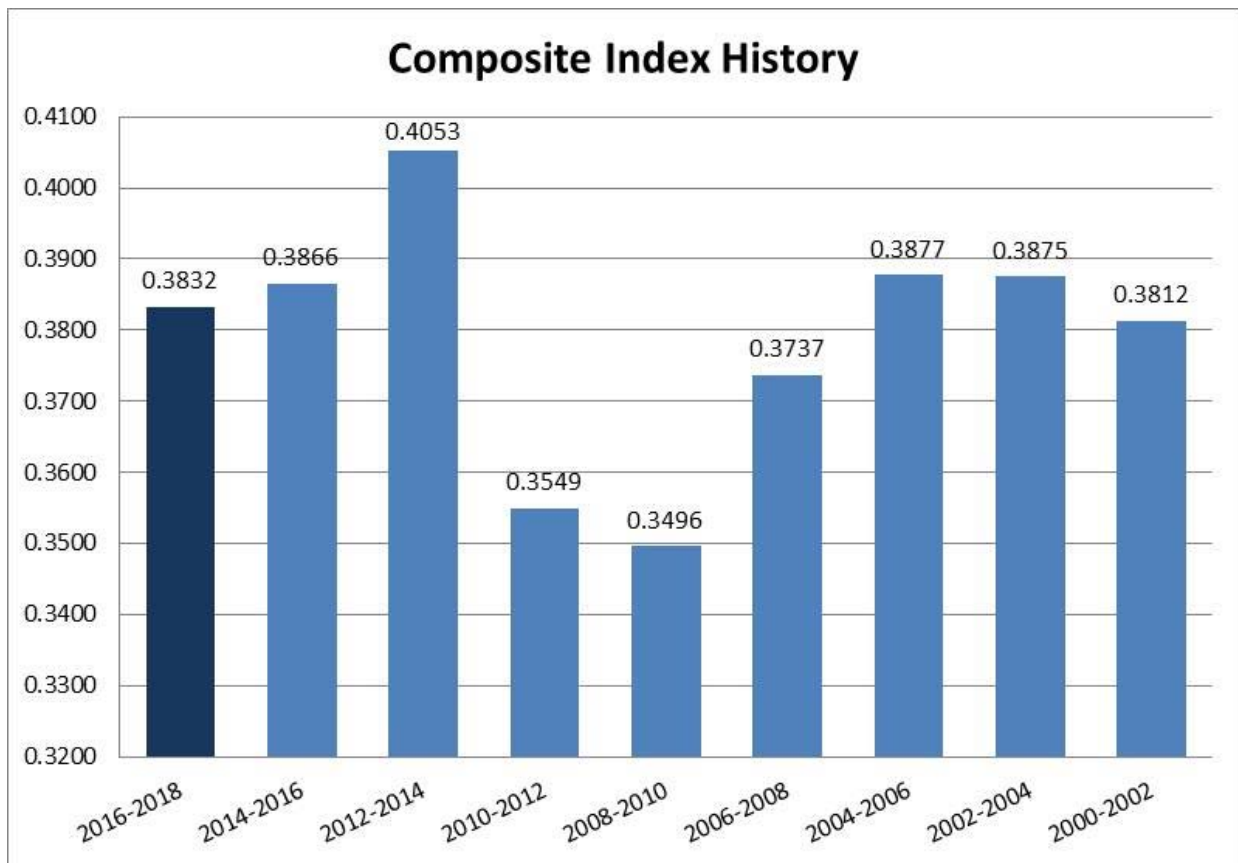
Local Composite Index =

$$((.6667 \times \text{ADM Component}) + (.3333 \times \text{Population Component})) \times 0.45 \text{ (average local share)}$$

COMPOSITE INDEX HISTORY

The Local Ability-to-Pay Index (composite index) is used by the state to help determine the level of funding for the school division.

In the Governor's 2012-2014 Biennial Budget, Montgomery County saw a 5% increase in the composite index. This equates to less state funding, that the locality would have to pick up to keep education funding level. In the 2014-2016 Biennial Budget, the numbers are balancing out a little more with a 1.8% decrease in the Composite Index currently realized. An additional 0.34% decrease occurs in the Composite Index for the 2016-18 Biennium. Combined, this 2.14% decrease is not a complete recovery from the 5% increase in 2012-14.



COMPOSITE INDEX CALCULATION

060 - MONTGOMERY			Division Number:
Calculation of the 2016-2018 Composite Index for MONTGOMERY			060
Step 1 -- Calculation of the 2016-2018 Average Daily Membership Composite Index:			
.5	+	.4	+
.1			=
ADM			Composite
Index			
$\left[\frac{\text{Local True Values}}{\text{Local ADM}} \right]$		$\left[\frac{\text{Local Adjusted Gross Income}}{\text{Local ADM}} \right]$	
$\left[\frac{\text{Statewide Total of Local True Values}}{\text{Total State ADM}} \right]$		$\left[\frac{\text{Total State Adjusted Gross Income}}{\text{Total State ADM}} \right]$	
$\left[\frac{\text{Local Taxable Retail Sales}}{\text{Local ADM}} \right]$		$\left[\frac{\text{Total Taxable Retail Sales}}{\text{Total State ADM}} \right]$	
$\left[\frac{\$7,619,806,248}{9,484} \right]$		$\left[\frac{\$1,837,816,445}{9,484} \right]$	
$\left[\frac{\$975,623,640}{9,484} \right]$		$\left[\frac{\$244,849,986,081}{1,229,334} \right]$	
$\left[\frac{\$1,127,030,638,361}{1,229,334} \right]$		$\left[\frac{\$94,581,217,350}{1,229,334} \right]$	ADM Composite Index
$\left[\frac{\$803,454}{\$916,782} \right]$		$\left[\frac{\$193,785}{\$199,173} \right]$	
$\left[\frac{\$102,873}{\$76,937} \right]$		$\left[\frac{1.3371}{1.3371} \right]$	ADM Composite Index
$\left[\frac{.8764}{.8764} \right]$		$\left[\frac{.9729}{.9729} \right]$	
$\left[\frac{.4382}{.4382} \right]$		$\left[\frac{.3892}{.3892} \right]$	ADM Composite Index
$\left[\frac{.1337}{.1337} \right]$		$\left[\frac{.9611}{.9611} \right]$	ADM Composite Index
.4382	+	.3892	+
.1337			=
			.9611
Step 2 -- Calculation of the 2016-2018 Per Capita Composite Index:			
.5	+	.4	+
.1			=
Per Capita			Composite
Index			
$\left[\frac{\text{Local True Values}}{\text{Local Population}} \right]$		$\left[\frac{\text{Local Adjusted Gross Income}}{\text{Local Population}} \right]$	
$\left[\frac{\text{Total Local True Values}}{\text{State Population}} \right]$		$\left[\frac{\text{Total State Adjusted Gross Income}}{\text{State Population}} \right]$	
$\left[\frac{\text{Local Taxable Retail Sales}}{\text{Local Population}} \right]$		$\left[\frac{\text{Total Taxable Retail Sales}}{\text{State Population}} \right]$	
$\left[\frac{\$7,619,806,248}{96,867} \right]$		$\left[\frac{\$1,837,816,445}{96,867} \right]$	
$\left[\frac{\$975,623,640}{96,867} \right]$		$\left[\frac{\$244,849,986,081}{8,260,405} \right]$	
$\left[\frac{\$1,127,030,638,361}{8,260,405} \right]$		$\left[\frac{\$94,581,217,350}{8,260,405} \right]$	Per Capita Composite Index
$\left[\frac{\$78,663}{\$136,438} \right]$		$\left[\frac{\$18,973}{\$29,641} \right]$	
$\left[\frac{\$10,072}{\$11,450} \right]$		$\left[\frac{.8796}{.8796} \right]$	Per Capita Composite Index
$\left[\frac{.5765}{.5765} \right]$		$\left[\frac{.6401}{.6401} \right]$	
$\left[\frac{.2883}{.2883} \right]$		$\left[\frac{.2560}{.2560} \right]$	Per Capita Composite Index
.2883	+	.2560	+
.0880			=
			.6323

Step 3 -- Combining of the Two 2016-2018 Indices of Ability-to-Pay:

$$(.6667 \times \text{ADM Composite Index}) + (.3333 \times \text{Per Capita Composite Index}) = \text{Local Composite Index}$$

$$(.6667 \times .9611) + (.3333 \times .6323) = \text{Local Composite Index}$$

$$.6408 + .2107 = \text{Local Composite Index}$$

Step 4 -- Final Composite Index (adjusted for nominal state/local shares)

$$(.8515) \times 0.45 = .3832$$

Input Data:

Source Data Used in the Calculation:

School Division:	MONTGOMERY
Local True Value of Property	\$7,619,806,248
Local AGI	\$1,837,816,445
Local Taxable Sales	\$975,623,640
Local ADM	9,484
Local Population	96,867
State True Value of Property	\$1,127,030,638,361
State AGI	\$244,849,986,081
State Taxable Sales	\$94,581,217,350
State ADM	1,229,334
State Population	8,260,405

EXCEPTIONS:

*Please note the following exceptions to the standard composite index calculation as specified in the appropriation act (see actual appropriation act language under the tab labeled "Appropriation Act Language"):

1) For those divisions in which three percent or more of the adjusted gross income is derived from individuals who are not residents of Virginia, the Department of Education shall compute the composite index for such localities by using adjusted gross income data which exclude nonresident income. School divisions are no longer required to submit a certification form requesting the exclusion of nonresident AGI.

2) Any division with a calculated composite index that exceeds .8000 is considered as having an index of .8000;

3) Under hold harmless provisions addressing the consolidation of school divisions contained in the appropriation act and Section 15.2-1302, *Code of Virginia*, the composite indices to be used for funding in the 2016-2018 biennium for the following divisions are:

Alleghany County: .2423 (the index approved effective July 1, 2004); the 2016-2018 composite index for Alleghany County calculated based on the data elements from base-year 2013 is shown above as .2567.

This lower composite index of .2423 will be used for Alleghany County.

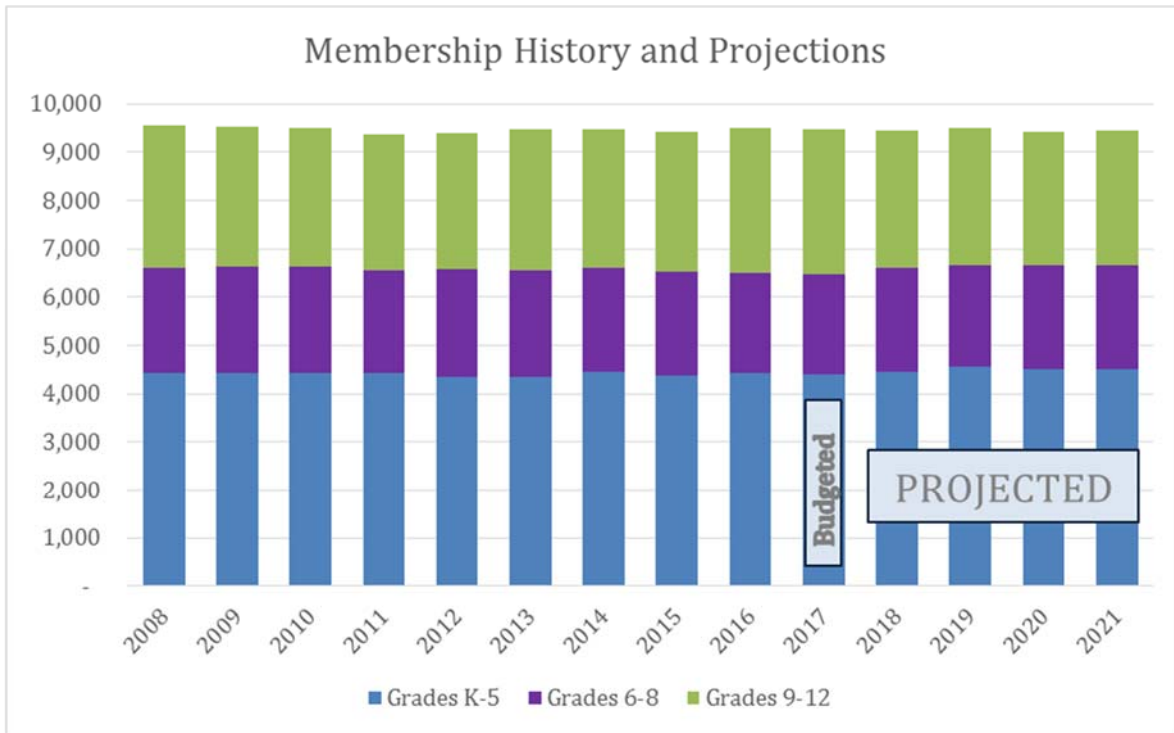
Bedford County: .3132 (the index approved effective July 1, 2013); the 2016-2018 composite index for Bedford County calculated based on the data elements from base-year 2013 is shown above as .4127. This lower composite index of .3132 will be used for Bedford County.

MEMBERSHIP HISTORY AND PROJECTIONS

Student enrollment is expected to increase by 64 students, as projected by the DeJong and Associates study, Weldon Cooper and staff projections based on current enrollment. The following chart illustrates the recent past years and projected enrollment based on Average Daily Membership.

The average daily membership for grades K-12 is the enrollment figure used to distribute state per pupil funding. Average daily membership is typically lower than anticipated enrollment.

Fiscal Year		Grades K-5	Grades 6-8	Grades 9-12	Total
2008	Actual	4,432	2,171	2,959	9,562
2009	Actual	4,439	2,197	2,882	9,518
2010	Actual	4,426	2,203	2,866	9,495
2011	Actual	4,424	2,130	2,801	9,355
2012	Actual	4,362	2,207	2,837	9,406
2013	Actual	4,360	2,203	2,911	9,474
2014	Actual	4,452	2,166	2,866	9,484
2015	Actual	4,388	2,130	2,909	9,427
2016	Actual	4,436	2,068	2,984	9,488
2017	Budgeted	4,393	2,077	3,010	9,480
2018	Projection	4,465	2,143	2,842	9,450
2019	Projection	4,567	2,085	2,855	9,507
2020	Projection	4,498	2,160	2,774	9,432
2021	Projection	4,508	2,160	2,774	9,442



CURRENT STAFFING

The chart below provides four years of staffing history. The fifth year will continue to be the requested staffing for the budgeted year. Data is presented for approved positions based on a full-time equivalent (FTE) for each category. This includes adjustments that have been approved by the School Board for staffing during the FY 2016-17 school year. The proposed budget includes a requested increase of 1.0 FTE for FY 2017-18.

	Approved FY 2014	Approved FY 2015	Approved FY 2016	Approved FY 2017	Requested FY 2018
Teachers:					
Regular Education Teachers	591.37	582.37	582.37	592.87	592.87
Special Education Teachers	111.10	111.10	111.10	111.10	111.10
Career & Technical Teachers	53.17	53.17	53.17	53.17	53.17
Gifted & Talented Teachers	10.00	10.00	10.00	10.00	10.00
Limited English Proficiency Teachers	5.50	5.50	5.50	6.50	6.50
Technology Resource Teachers	9.00	10.00	10.00	11.00	11.00
Guidance Counselors	30.00	30.00	30.00	30.00	30.00
Speech/Audiology	8.50	8.50	8.50	8.50	8.50
Adult Education Teachers	2.00	2.00	2.00	2.00	2.00
Social Workers	3.00	2.00	3.00	3.00	3.00
Psychologists	4.00	4.00	4.00	4.00	4.00
Librarians	19.00	19.00	19.00	19.00	19.00
Pre-school Teachers	10.00	10.00	10.00	11.00	11.00
Sub-Total Teachers	856.64	847.64	848.64	862.14	862.14
Other Positions:					
Instructional Aides	215.55	218.05	218.05	218.05	218.05
Nurses	17.47	17.47	17.47	17.47	17.47
Principals	19.00	19.00	19.00	19.00	19.00
Assistant Principals	15.00	15.00	15.00	15.00	16.00
Athletic Director	3.00	3.00	3.00	3.00	3.00
Administrative Assistants	70.50	70.50	70.50	71.50	71.50
Clerical Aides	10.64	10.64	10.64	10.64	10.64
Bus Drivers, Aides, & Trainers	113.00	113.00	113.00	113.00	113.00
Custodians	101.50	101.50	101.50	101.50	101.50
Building & Equipment Trades	24.00	24.00	24.00	24.00	24.00
Laborers Grounds	7.00	7.00	7.00	7.00	7.00
Warehouse	4.00	4.00	4.00	5.00	5.00
Mechanics & Parts Technicians	8.00	8.00	8.00	8.00	8.00
Technology Technicians	15.00	15.00	16.00	17.00	17.00
Superintendent, Deputy, & Assistant Superintendents	2.00	3.00	3.00	3.00	3.00
Directors	4.80	5.00	5.00	9.00	9.00
Instructional Coordinators/Supervisors	19.00	19.00	19.00	18.00	18.00
Other Administrative Professionals	6.00	6.00	6.00	6.00	6.00
Other School Support	1.00	1.00	1.00	1.00	1.00
School Board Members	7.00	7.00	7.00	7.00	7.00
Sub-Total Other Positions	663.46	667.16	668.16	674.16	675.16
Total Operating Fund Full Time Equivalent Positions	1,520.10	1,514.80	1,516.80	1,536.30	1,537.30

TIER 2 BUDGET REQUESTS

Tier 2 budget requests are items that are important to the function of the division and were requested by school/department personnel. However, the items were given a slightly lower priority than the Tier 1 requested items.

Priority status was granted based on a requests alignment with one of the four budget goals:

1. Continue Implementation of the Model for Effective Instruction
2. Recruit and Retain the Highest Caliber Employees
3. Maintenance of Effort for Necessary Infrastructures
4. Sustain Program Enhancement and Targeted Restoration

Based on these priorities, tier 2 items include increasing compensation, staffing, and professional development. First, we recognize the need for ongoing quality training and curriculum development in order for our staff to continue to increase skills, provide engaging learning environments, and continue the positive trajectory of growth to move beyond the SOLs and prepare our students for the future. Staying competitive to retain and recruit staff, and providing our students strong course selections and appropriate class sizes is a critical to our continued success.

The chart below identifies all tier 2 budget items. As noted early, items placed in tier 2 are considered ideal but given realistic funding expectations items have been prioritized for planning purposes.

DESCRIPTION	Approximate Cost
Tier 2 Unfunded Requests	
Change Teacher Scale from 30 steps to 35 steps	307,404
Increase Sub-Teacher Pay	258,515
Add 2 Additional Days for Aides	165,800
Add 19 Positions	1,331,900
Add 2 ITRTs	140,200
Add Truancy Officer	70,100
Add Student Assistance Program Coordinator	26,500
Add an Elementary Assistant Principal	97,600
Add Testing Coordinator	23,900
Increase AD's to 11 month Contracts	16,000
Summer School programs	60,000
Salary Enhancement Plan Second Year (second step)	1,009,000
Increase in vehicle maintenance supplies for aging fleet	175,000
Increase funds for replacement of fleet vehicles	60,000
Technology Infrastructure to Support the 21st Century Classroom	150,000
Additional Buses to Maintain Fleet	392,300
Roofing Project	250,000
Total Tier 2 Unfunded Requests	\$ 4,534,219
TOTAL UNFUNDED REQUESTS	\$ 4,534,219



Montgomery County
Public Schools

Engage! Encourage! Empower!

Montgomery County Public Schools

Unified Pay Plan and Pay Scales

2016 – 2017

Contents

Board Policy 2

Classification and Pay Plan and Pay Scales..... 2

Classified Pay Scale - ANNUAL..... 3

Classified Pay Scale - HOURLY 4

Classified Staff 5

Professional Pay Scale - Annual..... 6

Professional Pay Scale - HOURLY 7

Professional Staff..... 8

Teacher - 10 Month Pay Scale 9

Teacher – 10 ½ Month Pay Scale..... 10

Teacher - 11 Month Pay Scale 11

2016 - 2017 OTHER PAY RATES 12

2017 SUMMER ACADEMY SALARY SCALES 13

Board Policy

Book Section 5: Personnel Section

Article 7: Employee Pay and Fringe Benefits

Title Employee Compensation Number 5-7.1

Status: Active

Legal: Code of Virginia, 1950, as amended, §§ 22.1-70, 22.1-78, 22.1-296, 22.1-289.1, 22.1-302; Virginia Board of Education Regulations Governing the Employment of Professional Personnel, 8 VAC 20-440-10

Adopted April 1, 2004

The Montgomery County School Board shall annually establish and approve salaries for all school employees.

The School Board may authorize extra pay for the supervision of activities that require at least some special training or experience by one or more certificated employees and that are of such a nature that, although the school program includes these activities, they cannot feasibly be included in the regular school day. The School Board annually shall establish categories and shall determine compensation.

The School Board shall execute a separate contract in the form prescribed by the Virginia Board of Education with an employee who is receiving a monetary supplement for any athletic coaching assignment or extracurricular activity sponsorship assignment, as further discussed in Policy 5-4.2.

Adopted: April 2004

Last Modified by Lisa Radford on July 19, 2012

Classification and Pay Plan and Pay Scales

The salaries on these unified pay plan and pay scales reflect the recommendation of the Evergreen salary study along with the School Board's efforts to streamline the division's salary scales and make them competitive in the current market. The salary schedules may be increased up to \$0.11 to allow the monthly salary to be equally divisible by twelve. Employees above the maximum years of service indicated on their respective salary table may be paid an amount other than the amount reflected for their pay grade.

Montgomery County Public Schools

Pay Plan

Fiscal Year 2017

Classified Pay Scale - HOURLY

To determine your annual salary you must first calculate your daily rate. To calculate your daily rate, multiple your hourly rate (Step and Grade) by the number of hours per day that you are contracted to work. Your annual salary is then calculated by multiplying your daily rate by the number of days that you are contracted to work.

For example:

Position	HOURLY RATE (STEP-GRADE)	CONTRACTED HOURS	CONTRACTED DAYS
Aide	Hourly Rate \$12.65 – (Step 2 - Grade C-H)	Works 6.5 hours a day	177 days each school year

Daily Rate = \$12.65 X 6.5 hours = \$82.23 per day

Annual Salary = \$82.23 X 177 = **\$14,554.71**

Classified Hourly Pay Scale

Step	C-A	C-B	C-C	C-D	C-E	C-F	C-G	C-H	C-I	C-J	C-K	C-L	C-M	C-N	C-O	C-P	C-Q	C-R	C-S	C-T	C-U	C-V	C-W	C-X
0	\$8.31	\$8.77	\$9.25	\$9.76	\$10.30	\$10.86	\$11.46	\$12.09	\$12.76	\$13.46	\$14.20	\$14.98	\$15.80	\$16.67	\$17.59	\$18.56	\$19.58	\$20.65	\$21.79	\$22.99	\$24.25	\$25.59	\$26.99	\$28.48
1	\$8.50	\$8.97	\$9.46	\$9.98	\$10.53	\$11.11	\$11.72	\$12.37	\$13.05	\$13.77	\$14.52	\$15.32	\$16.17	\$17.05	\$17.99	\$18.98	\$20.03	\$21.13	\$22.29	\$23.52	\$24.81	\$26.17	\$27.61	\$29.13
2	\$8.70	\$9.18	\$9.68	\$10.21	\$10.78	\$11.37	\$11.99	\$12.65	\$13.35	\$14.08	\$14.86	\$15.67	\$16.54	\$17.45	\$18.41	\$19.42	\$20.49	\$21.61	\$22.80	\$24.06	\$25.38	\$26.77	\$28.25	\$29.80
3	\$8.90	\$9.39	\$9.90	\$10.45	\$11.02	\$11.63	\$12.27	\$12.94	\$13.65	\$14.41	\$15.20	\$16.03	\$16.92	\$17.85	\$18.83	\$19.86	\$20.96	\$22.11	\$23.32	\$24.61	\$25.96	\$27.39	\$28.90	\$30.48
4	\$9.10	\$9.60	\$10.13	\$10.69	\$11.28	\$11.90	\$12.55	\$13.24	\$13.97	\$14.74	\$15.55	\$16.40	\$17.30	\$18.26	\$19.26	\$20.32	\$21.44	\$22.62	\$23.86	\$25.17	\$26.56	\$28.02	\$29.56	\$31.18
5	\$9.31	\$9.82	\$10.36	\$10.93	\$11.53	\$12.17	\$12.84	\$13.54	\$14.29	\$15.07	\$15.90	\$16.78	\$17.70	\$18.67	\$19.70	\$20.79	\$21.93	\$23.14	\$24.41	\$25.75	\$27.17	\$28.66	\$30.24	\$31.90
6	\$9.52	\$10.05	\$10.60	\$11.18	\$11.80	\$12.45	\$13.13	\$13.85	\$14.62	\$15.42	\$16.27	\$17.16	\$18.11	\$19.10	\$20.15	\$21.26	\$22.43	\$23.67	\$24.97	\$26.34	\$27.79	\$29.32	\$30.93	\$32.63
7	\$9.74	\$10.28	\$10.84	\$11.44	\$12.07	\$12.73	\$13.43	\$14.17	\$14.95	\$15.77	\$16.64	\$17.56	\$18.52	\$19.54	\$20.62	\$21.75	\$22.95	\$24.21	\$25.54	\$26.95	\$28.43	\$29.99	\$31.64	\$33.38
8	\$9.97	\$10.51	\$11.09	\$11.70	\$12.35	\$13.03	\$13.74	\$14.50	\$15.30	\$16.14	\$17.02	\$17.96	\$18.95	\$19.99	\$21.09	\$22.25	\$23.47	\$24.76	\$26.13	\$27.56	\$29.08	\$30.68	\$32.37	\$34.15
9	\$10.20	\$10.76	\$11.35	\$11.97	\$12.63	\$13.32	\$14.06	\$14.83	\$15.65	\$16.51	\$17.41	\$18.37	\$19.38	\$20.45	\$21.57	\$22.76	\$24.01	\$25.33	\$26.73	\$28.20	\$29.75	\$31.38	\$33.11	\$34.93
10	\$10.43	\$11.00	\$11.61	\$12.25	\$12.92	\$13.63	\$14.38	\$15.17	\$16.01	\$16.89	\$17.81	\$18.79	\$19.83	\$20.92	\$22.07	\$23.28	\$24.56	\$25.91	\$27.34	\$28.84	\$30.43	\$32.10	\$33.87	\$35.73
11	\$10.67	\$11.26	\$11.87	\$12.53	\$13.22	\$13.94	\$14.71	\$15.52	\$16.37	\$17.27	\$18.22	\$19.23	\$20.28	\$21.40	\$22.58	\$23.82	\$25.13	\$26.51	\$27.97	\$29.51	\$31.13	\$32.84	\$34.65	\$36.55
12	\$10.91	\$11.51	\$12.15	\$12.81	\$13.52	\$14.26	\$15.05	\$15.88	\$16.75	\$17.67	\$18.64	\$19.67	\$20.75	\$21.89	\$23.09	\$24.36	\$25.70	\$27.12	\$28.61	\$30.18	\$31.84	\$33.59	\$35.44	\$37.39
13	\$11.16	\$11.78	\$12.43	\$13.11	\$13.83	\$14.59	\$15.39	\$16.24	\$17.13	\$18.08	\$19.07	\$20.12	\$21.22	\$22.39	\$23.62	\$24.92	\$26.29	\$27.74	\$29.27	\$30.88	\$32.57	\$34.36	\$36.26	\$38.25
14	\$11.42	\$12.05	\$12.71	\$13.41	\$14.15	\$14.93	\$15.75	\$16.61	\$17.53	\$18.49	\$19.51	\$20.58	\$21.71	\$22.91	\$24.17	\$25.50	\$26.90	\$28.38	\$29.94	\$31.58	\$33.32	\$35.15	\$37.09	\$39.13
15	\$11.68	\$12.32	\$13.00	\$13.72	\$14.47	\$15.27	\$16.11	\$16.99	\$17.93	\$18.91	\$19.95	\$21.05	\$22.21	\$23.43	\$24.72	\$26.08	\$27.51	\$29.03	\$30.62	\$32.31	\$34.09	\$35.96	\$37.94	\$40.02
16	\$11.95	\$12.61	\$13.30	\$14.03	\$14.80	\$15.62	\$16.48	\$17.38	\$18.34	\$19.35	\$20.41	\$21.54	\$22.72	\$23.97	\$25.29	\$26.68	\$28.15	\$29.69	\$31.33	\$33.05	\$34.87	\$36.79	\$38.81	\$40.94
17	\$12.22	\$12.90	\$13.61	\$14.35	\$15.14	\$15.98	\$16.86	\$17.78	\$18.76	\$19.79	\$20.88	\$22.03	\$23.24	\$24.52	\$25.87	\$27.29	\$28.79	\$30.38	\$32.05	\$33.81	\$35.67	\$37.63	\$39.70	\$41.88
18	\$12.51	\$13.19	\$13.92	\$14.68	\$15.49	\$16.34	\$17.24	\$18.19	\$19.19	\$20.25	\$21.36	\$22.54	\$23.77	\$25.08	\$26.46	\$27.92	\$29.45	\$31.07	\$32.78	\$34.58	\$36.49	\$38.49	\$40.61	\$42.84
19	\$12.79	\$13.50	\$14.24	\$15.02	\$15.85	\$16.72	\$17.64	\$18.61	\$19.63	\$20.71	\$21.85	\$23.05	\$24.32	\$25.66	\$27.07	\$28.56	\$30.13	\$31.79	\$33.53	\$35.38	\$37.32	\$39.38	\$41.54	\$43.83
20	\$13.09	\$13.81	\$14.56	\$15.37	\$16.21	\$17.10	\$18.04	\$19.04	\$20.08	\$21.19	\$22.35	\$23.58	\$24.88	\$26.25	\$27.69	\$29.21	\$30.82	\$32.52	\$34.30	\$36.19	\$38.18	\$40.28	\$42.50	\$44.83
21	\$13.39	\$14.12	\$14.84	\$15.72	\$16.58	\$17.49	\$18.46	\$19.47	\$20.54	\$21.67	\$22.87	\$24.12	\$25.45	\$26.85	\$28.33	\$29.88	\$31.53	\$33.26	\$35.09	\$37.02	\$39.06	\$41.21	\$43.47	\$45.86
22	\$13.69	\$14.45	\$15.24	\$16.08	\$16.96	\$17.90	\$18.88	\$19.92	\$21.01	\$22.16	\$23.39	\$24.68	\$26.03	\$27.47	\$28.98	\$30.57	\$32.25	\$34.02	\$35.90	\$37.87	\$39.95	\$42.15	\$44.47	\$46.91
23	\$14.01	\$14.78	\$15.59	\$16.45	\$17.35	\$18.31	\$19.31	\$20.38	\$21.50	\$22.68	\$23.93	\$25.24	\$26.63	\$28.10	\$29.64	\$31.27	\$32.99	\$34.81	\$36.72	\$38.74	\$40.87	\$43.12	\$45.49	\$47.99
24	\$14.33	\$15.12	\$15.95	\$16.83	\$17.75	\$18.73	\$19.76	\$20.84	\$21.99	\$23.20	\$24.48	\$25.82	\$27.24	\$28.74	\$30.32	\$31.99	\$33.75	\$35.60	\$37.56	\$39.63	\$41.81	\$44.11	\$46.53	\$49.09

Montgomery County Public Schools

Pay Plan

Fiscal Year 2017

Classified Staff

Official Title	Proposed Grade
Administrative Assistant	C-H
Administrative Assistant Payroll/Benefits/Personnel	C-J
Administrative Assistant to Assistant Superintendent	C-K
Administrative Assistant to Deputy Superintendent	C-L
Administrative Assistant to Director	C-J
Aide	C-H
Aide - Before/After School	C-D
Aide - OCTP	C-D
Aide Language/Translator	C-H
Bookkeeper I - < 1000 students	C-I
Bookkeeper II - >1000 students	C-J
Bus Aide	C-H
Bus Driver	C-M
Custodial Manager	C-R
Custodian Head Strand	C-L
Custodian Senior/Day	C-H
Custodian Senior/Night	C-I
Custodian-Day	C-D
Custodian-Night	C-E
Energy Educator/Manager	C-R
Maintenance Shop Foreman	C-R
Maintenance Technician I	C-G
Maintenance Technician II	C-I
Maintenance Technician III	C-L
Maintenance Technician IV	C-N
Office Manager/Deputy Clerk of the Board	C-L
Parent Resource Coordinator	C-M
Program Manager - Construction	C-T
Program Manager - Environmental & Maintenance	C-U
SNP Cafeteria Assist Manager	C-F
SNP Cafeteria Manager	C-H
SNP Cafeteria Worker	C-E
SNP Field Manager	C-J
Technology - Senior Specialist	C-T
Technology - Systems Analyst	C-R
Technology - Systems Integrator	C-R
Technology - Technician	C-L
Transportation Coordinator	C-R
Vehicle Fleet Shop Foreman	C-O
Vehicle Fleet Technician	C-L
Warehouse Staff	C-G
Warehouse Supervisor	C-R

Montgomery County Public Schools
Fiscal Year 2017

Pay Plan

Professional Pay Scale - Annual

The pay scale below is reflective of a full time, 12 month, 8 hour/day (or 2,080 hour) position. If an employee's contract is for less than 12 months and 8 hours per day, their salary may be calculated using the hourly scale provided on the next page.

Step	P.A.	P.B.	P.C.	P.D.	P.E.	P.F.	P.G.	P.H.	P.I.	P.J.	P.K.	P.L.	P.M.	P.N.	P.O.	P.P.	P.Q.	P.R.	P.S.	P.T.	P.U.	P.V.
0	\$31,854.00	\$33,446.70	\$35,119.04	\$36,874.59	\$38,718.74	\$40,654.67	\$42,687.41	\$44,821.78	\$47,062.87	\$49,416.01	\$51,886.81	\$54,481.15	\$57,206.21	\$60,065.47	\$63,068.74	\$66,222.18	\$69,535.29	\$73,009.95	\$76,650.45	\$80,493.47	\$84,518.15	\$88,744.05
1	\$32,504.46	\$34,129.68	\$35,856.17	\$37,627.97	\$39,539.37	\$41,484.84	\$43,559.08	\$45,757.04	\$48,082.89	\$50,545.08	\$53,146.34	\$55,892.66	\$58,789.14	\$61,832.00	\$65,027.60	\$68,371.44	\$71,869.93	\$75,519.57	\$79,327.86	\$83,292.30	\$87,411.51	\$91,592.21
2	\$33,168.20	\$34,826.61	\$36,567.94	\$38,396.34	\$40,316.15	\$42,331.96	\$44,448.56	\$46,670.99	\$49,004.54	\$51,454.76	\$54,047.50	\$56,778.88	\$59,656.32	\$62,684.59	\$65,869.17	\$69,202.65	\$72,691.53	\$76,341.31	\$80,149.50	\$84,113.69	\$88,231.39	\$92,409.36
3	\$33,845.49	\$35,537.77	\$37,314.66	\$39,180.39	\$41,139.41	\$43,196.38	\$45,356.20	\$47,624.01	\$50,005.21	\$52,505.47	\$55,130.74	\$57,897.28	\$60,812.65	\$63,882.73	\$67,011.76	\$70,302.35	\$73,860.47	\$77,591.49	\$81,493.22	\$85,565.88	\$89,802.17	\$94,202.28
4	\$34,536.62	\$36,263.45	\$38,076.62	\$39,980.45	\$41,973.48	\$44,078.45	\$46,282.37	\$48,596.49	\$51,026.32	\$53,577.63	\$56,266.51	\$59,099.34	\$62,082.81	\$65,223.95	\$68,530.14	\$71,999.15	\$75,739.51	\$79,658.56	\$83,762.84	\$88,057.93	\$92,543.39	\$97,217.73
5	\$35,241.86	\$37,003.95	\$38,854.15	\$40,796.85	\$42,826.70	\$44,978.45	\$47,227.46	\$49,588.83	\$52,068.27	\$54,671.69	\$57,405.27	\$60,275.54	\$63,293.31	\$66,457.78	\$69,776.47	\$73,255.29	\$76,902.59	\$80,734.98	\$84,758.13	\$88,968.64	\$93,372.14	\$97,975.30
6	\$35,961.50	\$37,759.57	\$39,647.55	\$41,629.95	\$43,711.42	\$45,896.99	\$48,191.84	\$50,601.44	\$53,131.51	\$55,788.08	\$58,577.49	\$61,506.36	\$64,581.68	\$67,810.76	\$71,201.30	\$74,761.37	\$78,499.44	\$82,424.41	\$86,545.63	\$90,872.91	\$95,416.55	\$100,187.38
7	\$36,698.83	\$38,530.62	\$40,457.15	\$42,480.01	\$44,604.01	\$46,834.21	\$49,175.92	\$51,634.72	\$54,216.45	\$56,927.28	\$59,773.64	\$62,762.32	\$65,900.44	\$69,198.46	\$72,655.23	\$76,287.99	\$80,102.39	\$84,107.51	\$88,312.89	\$92,728.53	\$97,364.96	\$102,233.21
8	\$37,445.16	\$39,317.42	\$41,283.29	\$43,347.45	\$45,514.82	\$47,790.57	\$50,180.09	\$52,689.10	\$55,323.55	\$58,089.73	\$60,994.22	\$64,043.39	\$67,246.12	\$70,608.43	\$74,138.85	\$77,845.80	\$81,738.08	\$85,824.99	\$90,116.24	\$94,622.05	\$99,353.15	\$104,320.81
9	\$38,209.79	\$40,120.28	\$42,126.29	\$44,232.61	\$46,444.24	\$48,766.45	\$51,204.77	\$53,765.01	\$56,453.26	\$59,275.92	\$62,239.72	\$65,351.71	\$68,619.29	\$72,040.26	\$75,627.77	\$79,385.41	\$83,327.18	\$87,577.54	\$92,149.29	\$97,056.48	\$102,214.94	\$107,632.04
10	\$38,990.03	\$40,939.53	\$42,986.51	\$45,135.84	\$47,392.63	\$49,762.26	\$52,250.37	\$54,862.89	\$57,606.04	\$60,486.34	\$63,510.65	\$66,686.19	\$70,020.50	\$73,521.52	\$77,197.60	\$81,057.48	\$85,110.35	\$89,368.87	\$93,834.16	\$98,525.87	\$103,452.16	\$108,624.77
11	\$39,786.21	\$41,775.52	\$43,864.30	\$46,057.51	\$48,360.39	\$50,778.40	\$53,317.33	\$55,983.19	\$58,782.35	\$61,721.47	\$64,807.54	\$68,047.92	\$71,450.31	\$75,022.83	\$78,773.97	\$82,712.67	\$86,848.30	\$91,190.72	\$95,750.26	\$100,537.77	\$105,564.66	\$110,842.89
12	\$40,598.64	\$42,628.58	\$44,760.00	\$46,998.00	\$49,347.90	\$51,815.30	\$54,406.06	\$57,126.37	\$59,982.69	\$62,981.92	\$66,130.91	\$69,437.46	\$72,903.33	\$76,544.80	\$80,382.54	\$84,421.66	\$88,671.75	\$93,142.93	\$97,946.48	\$103,097.02	\$108,602.65	\$114,474.30
13	\$41,427.67	\$43,499.05	\$45,674.00	\$47,957.70	\$50,355.59	\$52,873.37	\$55,517.04	\$58,292.89	\$61,207.53	\$64,267.91	\$67,481.31	\$70,855.37	\$74,398.14	\$78,118.05	\$82,023.95	\$86,125.15	\$90,431.40	\$94,952.97	\$99,706.62	\$104,695.65	\$109,919.94	\$115,415.93
14	\$42,273.62	\$44,387.30	\$46,606.67	\$48,937.00	\$51,383.85	\$53,953.04	\$56,650.69	\$59,483.23	\$62,457.39	\$65,580.26	\$68,859.27	\$72,302.24	\$75,917.35	\$79,713.22	\$83,698.88	\$87,883.82	\$92,278.01	\$96,891.91	\$101,746.51	\$106,852.33	\$112,164.50	\$117,772.73
15	\$43,136.85	\$45,293.69	\$47,558.37	\$49,936.29	\$52,433.11	\$55,054.76	\$57,807.50	\$60,697.88	\$63,732.77	\$66,919.41	\$70,265.38	\$73,778.65	\$77,467.58	\$81,340.96	\$85,408.01	\$89,678.41	\$94,162.33	\$98,870.45	\$103,813.97	\$109,004.67	\$114,454.90	\$120,177.64
16	\$44,017.70	\$46,218.59	\$48,529.52	\$50,955.59	\$53,503.79	\$56,178.98	\$58,987.93	\$61,957.33	\$65,084.19	\$68,385.90	\$71,700.20	\$75,142.00	\$78,719.04	\$82,440.94	\$86,319.68	\$90,358.27	\$94,567.75	\$98,959.38	\$103,544.53	\$109,333.85	\$115,349.96	\$121,610.56
17	\$44,916.54	\$47,162.37	\$49,520.49	\$51,996.51	\$54,596.34	\$57,326.16	\$60,192.46	\$63,202.09	\$66,362.19	\$69,680.30	\$73,164.32	\$76,822.53	\$80,668.66	\$84,698.84	\$88,917.68	\$93,338.27	\$97,970.18	\$102,844.94	\$107,979.02	\$113,390.87	\$119,106.96	\$125,135.81
18	\$45,833.74	\$48,125.43	\$50,531.70	\$53,058.28	\$55,711.20	\$58,496.76	\$61,421.59	\$64,492.67	\$67,717.31	\$71,103.17	\$74,658.33	\$78,391.25	\$82,310.81	\$86,426.35	\$90,741.67	\$95,268.05	\$100,009.31	\$105,051.77	\$110,404.36	\$115,819.58	\$121,610.56	\$127,691.08
19	\$46,769.66	\$49,108.15	\$51,565.56	\$54,141.73	\$56,848.82	\$59,691.26	\$62,675.82	\$65,809.61	\$69,100.10	\$72,555.10	\$76,182.86	\$79,992.00	\$83,991.60	\$88,191.18	\$92,600.74	\$97,230.77	\$102,092.31	\$107,196.29	\$112,556.77	\$118,184.61	\$124,093.84	\$130,298.54
20	\$47,724.70	\$50,110.94	\$52,616.48	\$55,247.31	\$58,009.67	\$60,910.16	\$63,955.66	\$67,153.45	\$70,511.12	\$74,036.68	\$77,738.51	\$81,624.43	\$85,708.71	\$90,002.04	\$94,519.65	\$99,266.23	\$104,257.04	\$109,508.89	\$114,855.18	\$120,597.94	\$126,627.84	\$132,959.23
21	\$48,699.24	\$51,134.20	\$53,690.91	\$56,375.46	\$59,194.23	\$62,153.94	\$65,265.64	\$68,524.72	\$71,950.96	\$75,568.50	\$79,382.93	\$83,402.23	\$87,636.84	\$92,092.04	\$96,772.31	\$101,692.22	\$106,864.33	\$112,304.33	\$117,930.53	\$123,000.55	\$128,620.58	\$134,674.26
22	\$49,699.68	\$52,178.36	\$54,787.28	\$57,526.64	\$60,402.98	\$63,423.13	\$66,594.28	\$69,924.20	\$73,420.20	\$77,091.20	\$80,940.55	\$84,993.05	\$89,262.71	\$93,768.84	\$98,530.08	\$103,569.59	\$108,898.82	\$114,539.76	\$120,509.76	\$126,844.73	\$133,582.12	\$140,771.77
23	\$50,728.42	\$53,248.84	\$55,906.04	\$58,701.34	\$61,666.41	\$64,718.23	\$67,964.14	\$71,411.84	\$75,070.94	\$78,954.14	\$83,078.61	\$87,464.84	\$92,129.44	\$97,089.29	\$102,359.21	\$107,949.11	\$113,884.33	\$120,192.29	\$126,902.66	\$134,054.54	\$141,697.77	\$149,871.77

*Add 4.5% to the above for the doctorate

Montgomery County Public Schools

Pay Plan

Fiscal Year 2017

Professional Pay Scale - HOURLY

To determine your annual salary you must first calculate your daily rate. To calculate your daily rate, multiply your hourly rate (Step and Grade) by the number of hours per day that you are contracted to work. Your annual salary is then calculated by multiplying your daily rate by the number of days you are contracted to work.

For example:

Position HOURLY RATE (STEP-GRADE) CONTRACTED HOURS CONTRACTED DAYS
 Interpreter I Hourly Rate \$17.58 – (Step 2 -Grade P-C) Works 7.5 hours a day 180 days each school year

Daily Rate = \$17.58 X 7.5 hours/day = \$131.85 per day

Annual Salary = \$131.85 X 180 = \$23,733

Step	P-A	P-B	P-C	P-D	P-E	P-F	P-G	P-H	P-I	P-J	P-K	P-L	P-M	P-N	P-O	P-P	P-Q	P-R	P-S	P-T	P-U	P-V
0	\$15.31	\$16.08	\$16.88	\$17.73	\$18.61	\$19.55	\$20.52	\$21.55	\$22.63	\$23.76	\$24.95	\$26.19	\$27.50	\$28.88	\$30.32	\$31.84	\$33.43	\$35.10	\$36.86	\$38.70	\$40.63	\$42.67
1	\$16.63	\$17.41	\$18.23	\$19.09	\$19.99	\$20.94	\$21.94	\$22.99	\$24.09	\$25.24	\$26.45	\$27.73	\$29.06	\$30.47	\$31.94	\$33.49	\$35.11	\$36.82	\$38.61	\$40.46	\$42.38	\$44.38
2	\$18.96	\$19.74	\$20.58	\$21.46	\$22.38	\$23.35	\$24.37	\$25.44	\$26.56	\$27.74	\$28.97	\$30.27	\$31.64	\$33.07	\$34.57	\$36.11	\$37.71	\$39.38	\$41.11	\$42.90	\$44.75	\$46.67
3	\$21.27	\$22.09	\$22.94	\$23.84	\$24.78	\$25.77	\$26.81	\$27.90	\$29.04	\$30.24	\$31.51	\$32.83	\$34.21	\$35.64	\$37.12	\$38.61	\$40.14	\$41.71	\$43.34	\$45.03	\$46.78	\$48.59
4	\$23.60	\$24.43	\$25.31	\$26.24	\$27.21	\$28.23	\$29.30	\$30.42	\$31.59	\$32.81	\$34.08	\$35.40	\$36.78	\$38.21	\$39.69	\$41.22	\$42.81	\$44.46	\$46.17	\$47.94	\$49.77	\$51.66
5	\$25.94	\$26.81	\$27.73	\$28.70	\$29.72	\$30.79	\$31.91	\$33.08	\$34.31	\$35.59	\$36.92	\$38.30	\$39.74	\$41.23	\$42.77	\$44.37	\$45.94	\$47.57	\$49.26	\$51.00	\$52.80	\$54.66
6	\$28.29	\$29.20	\$30.16	\$31.17	\$32.23	\$33.34	\$34.50	\$35.72	\$37.00	\$38.33	\$39.71	\$41.14	\$42.62	\$44.15	\$45.74	\$47.38	\$49.07	\$50.81	\$52.60	\$54.45	\$56.36	\$58.33
7	\$30.64	\$31.60	\$32.61	\$33.67	\$34.78	\$35.94	\$37.15	\$38.42	\$39.74	\$41.12	\$42.55	\$44.03	\$45.56	\$47.14	\$48.77	\$50.45	\$52.18	\$53.96	\$55.79	\$57.67	\$59.60	\$61.59
8	\$33.00	\$34.01	\$35.07	\$36.18	\$37.34	\$38.55	\$39.81	\$41.12	\$42.48	\$43.89	\$45.36	\$46.88	\$48.45	\$49.98	\$51.56	\$53.19	\$54.87	\$56.60	\$58.38	\$60.21	\$62.09	\$64.03
9	\$35.37	\$36.43	\$37.54	\$38.70	\$39.91	\$41.17	\$42.48	\$43.84	\$45.25	\$46.71	\$48.22	\$49.78	\$51.39	\$53.05	\$54.76	\$56.52	\$58.33	\$60.19	\$62.10	\$64.06	\$66.07	\$68.14
10	\$37.75	\$38.86	\$40.02	\$41.23	\$42.49	\$43.80	\$45.16	\$46.57	\$48.03	\$49.54	\$51.10	\$52.71	\$54.37	\$56.08	\$57.84	\$59.65	\$61.51	\$63.42	\$65.38	\$67.39	\$69.45	\$71.57
11	\$40.14	\$41.30	\$42.51	\$43.77	\$45.08	\$46.44	\$47.85	\$49.31	\$50.82	\$52.38	\$53.99	\$55.65	\$57.36	\$59.12	\$60.93	\$62.79	\$64.70	\$66.66	\$68.67	\$70.73	\$72.85	\$75.02
12	\$42.54	\$43.75	\$45.01	\$46.32	\$47.68	\$49.09	\$50.55	\$52.06	\$53.62	\$55.23	\$56.89	\$58.60	\$60.36	\$62.17	\$64.03	\$65.94	\$67.90	\$69.91	\$71.97	\$74.08	\$76.24	\$78.46
13	\$44.95	\$46.21	\$47.52	\$48.88	\$50.29	\$51.75	\$53.26	\$54.82	\$56.43	\$58.09	\$59.80	\$61.56	\$63.37	\$65.23	\$67.14	\$69.10	\$71.11	\$73.17	\$75.28	\$77.44	\$79.66	\$81.94
14	\$47.38	\$48.69	\$50.05	\$51.46	\$52.92	\$54.43	\$55.99	\$57.60	\$59.26	\$60.97	\$62.73	\$64.54	\$66.40	\$68.31	\$70.27	\$72.28	\$74.34	\$76.45	\$78.61	\$80.82	\$83.09	\$85.42
15	\$49.83	\$51.19	\$52.60	\$54.06	\$55.57	\$57.13	\$58.74	\$60.40	\$62.11	\$63.87	\$65.68	\$67.54	\$69.45	\$71.41	\$73.42	\$75.48	\$77.59	\$79.75	\$81.96	\$84.23	\$86.56	\$88.95
16	\$52.29	\$53.70	\$55.16	\$56.67	\$58.23	\$59.84	\$61.50	\$63.21	\$64.97	\$66.78	\$68.64	\$70.55	\$72.51	\$74.52	\$76.58	\$78.69	\$80.85	\$83.06	\$85.33	\$87.66	\$90.05	\$92.50
17	\$54.76	\$56.22	\$57.73	\$59.29	\$60.90	\$62.56	\$64.27	\$66.03	\$67.84	\$69.70	\$71.61	\$73.57	\$75.58	\$77.64	\$79.75	\$81.91	\$84.12	\$86.38	\$88.69	\$91.06	\$93.49	\$95.98
18	\$57.24	\$58.75	\$60.31	\$61.92	\$63.58	\$65.29	\$67.05	\$68.86	\$70.72	\$72.63	\$74.59	\$76.60	\$78.66	\$80.77	\$82.93	\$85.14	\$87.40	\$89.71	\$92.08	\$94.51	\$96.99	\$99.53
19	\$59.73	\$61.29	\$62.90	\$64.56	\$66.27	\$68.03	\$69.84	\$71.70	\$73.61	\$75.57	\$77.58	\$79.64	\$81.75	\$83.91	\$86.07	\$88.28	\$90.54	\$92.85	\$95.21	\$97.63	\$100.11	\$102.65
20	\$62.24	\$63.84	\$65.49	\$67.19	\$68.94	\$70.74	\$72.59	\$74.49	\$76.44	\$78.44	\$80.49	\$82.59	\$84.74	\$86.94	\$89.19	\$91.49	\$93.84	\$96.24	\$98.69	\$101.19	\$103.75	\$106.37
21	\$64.76	\$66.42	\$68.13	\$69.89	\$71.70	\$73.56	\$75.47	\$77.43	\$79.44	\$81.50	\$83.61	\$85.77	\$87.98	\$90.24	\$92.55	\$94.91	\$97.32	\$99.78	\$102.29	\$104.85	\$107.47	\$110.15
22	\$67.29	\$69.00	\$70.76	\$72.57	\$74.43	\$76.34	\$78.30	\$80.31	\$82.37	\$84.48	\$86.64	\$88.85	\$91.11	\$93.42	\$95.78	\$98.19	\$100.65	\$103.16	\$105.72	\$108.34	\$111.01	\$113.74
23	\$69.83	\$71.60	\$73.42	\$75.29	\$77.21	\$79.18	\$81.20	\$83.27	\$85.39	\$87.56	\$89.78	\$92.05	\$94.37	\$96.74	\$99.16	\$101.63	\$104.15	\$106.72	\$109.34	\$112.01	\$114.74	\$117.53

Professional Staff

Official Title	Proposed Grade
Assessment Coordinator	P-M
Assistant Principal - Elementary	P-N
Assistant Principal - High	P-P
Assistant Principal - Middle	P-O
Assistant Superintendent for Operations	P-V
Assistant to Director of Facilities & Planning	P-M
Board Certified Behavior Analyst	P-O
Coordinator - School Health	P-M
Coordinator for Section 504 & Board Discipline	P-M
Coordinator of School Counseling	P-M
Coordinator of Special Education	P-M
Deputy Superintendent	P-V
Dietitian	P-F
Director of Elementary Education	P-U
Director of Facilities & Planning	P-U
Director of Finance	P-U
Director of Human Resources	P-U
Director of School Nutrition	P-U
Director of Secondary Education	P-U
Director of Special Education	P-U
Director of Student Services	P-U
Director of Technology/Management	P-U
Director of Transportation	P-U
Fine Arts Specialist	P-N
Interpreter I	P-C
Interpreter III	P-E
Interpreter II	P-D
Interpreter IV	P-F
Occupational Therapist	P-M
Occupational Therapist Assistant	P-H
Physical Therapist	P-M
Physical Therapist Assistant	P-G
Principal - Elementary - Enrollment <500 (Inc. PS)	P-P
Principal - Elementary - Enrollment >500 (Inc. PS)	P-Q
Principal - High - Enrollment <1000	P-S
Principal - High - Enrollment >1000	P-T
Principal - Middle School - Enrollment <500	P-Q
Principal - Middle School - Enrollment >500	P-R
Psychologist	P-M
Public Information Officer/Clerk of the Board	P-P
School Nurse	P-J
Speech Language Pathologist	P-J
Speech Language Pathology Assistant	P-D
Supervisor of Career & Technical Education	P-P
Supervisor of Gifted Program	P-P
Supervisor of Grants and Partnerships	P-P
Supervisor of Instructional Technology	P-O
Supervisor of Language Arts/Foreign Language/ESL	P-P
Supervisor of Mathematics	P-P
Supervisor of Payroll/Benefits	P-P
Supervisor of Personnel	P-P
Supervisor of Purchasing	P-P
Supervisor of Reading/Title I/Preschool/Library	P-P
Supervisor of Science- Health/ PE	P-P
Supervisor of Social Science & Character Education	P-P
Supervisor of Special Education	P-P

Montgomery County Public Schools

Pay Plan

Fiscal Year 2017

Teacher - 10 Month Pay Scale

Years of creditable experience are based on completed, full-time, full year, contracted teaching experience at an accredited institution.

Please see MCPS placement procedures on the Human Resources webpage at the following:

http://www.mcps.org/UserFiles/Servers/Server_92164/File/Departments/Human%20Resources/Salary%20Scale%20Placement%20Procedures%202015-2016.pdf

Grade/STEP	Bachelor's	Bachelor's/20	Master's	Master's/20	Doctorate
0	\$36,394.00	\$37,426.50	\$38,497.65	\$39,014.40	\$40,318.00
1	\$37,012.70	\$38,062.75	\$39,113.61	\$39,638.63	\$40,963.09
2	\$37,604.90	\$38,671.75	\$39,739.43	\$40,272.85	\$41,618.50
3	\$38,206.58	\$39,290.50	\$40,380.57	\$40,911.49	\$42,269.85
4	\$38,817.88	\$39,919.15	\$41,028.82	\$41,557.21	\$42,928.43
5	\$39,438.97	\$40,557.85	\$41,691.30	\$42,217.11	\$43,601.46
6	\$40,069.99	\$41,206.78	\$42,362.92	\$42,886.11	\$44,283.78
7	\$40,711.11	\$41,866.09	\$43,045.72	\$43,566.25	\$44,977.46
8	\$41,362.49	\$42,535.94	\$43,741.72	\$44,259.55	\$45,684.55
9	\$42,024.29	\$43,216.52	\$44,448.91	\$44,963.98	\$46,403.00
10	\$42,696.68	\$43,907.98	\$45,168.28	\$45,680.55	\$47,133.84
11	\$43,379.83	\$44,610.51	\$45,900.87	\$46,410.28	\$47,878.10
12	\$44,073.90	\$45,324.28	\$46,643.61	\$47,150.13	\$48,632.68
13	\$44,779.09	\$46,049.47	\$47,401.60	\$47,905.17	\$49,402.74
14	\$45,495.55	\$46,786.26	\$48,170.76	\$48,671.33	\$50,184.16
15	\$46,223.48	\$47,534.84	\$48,954.15	\$49,451.67	\$50,980.03
16	\$46,963.06	\$48,295.40	\$49,750.75	\$50,245.16	\$51,789.32
17	\$47,714.47	\$49,068.12	\$50,559.54	\$51,050.80	\$52,610.99
18	\$48,525.61	\$49,853.21	\$51,382.55	\$51,870.61	\$53,447.12
19	\$49,350.55	\$50,650.86	\$52,218.78	\$52,703.58	\$54,296.67
20	\$50,189.51	\$51,461.28	\$53,071.26	\$53,552.74	\$55,162.73
21	\$51,042.73	\$52,284.66	\$53,936.95	\$54,415.05	\$56,042.21
22	\$51,910.45	\$53,121.21	\$54,816.86	\$55,291.54	\$56,936.14
23	\$52,792.93	\$53,971.15	\$55,713.04	\$56,184.22	\$57,846.59
24	\$53,690.41	\$54,834.69	\$56,624.45	\$57,092.08	\$58,772.53
25	\$54,603.15	\$55,712.05	\$57,550.09	\$58,014.11	\$59,712.91
26	\$55,531.40	\$56,603.44	\$58,491.98	\$58,952.34	\$60,669.81
27	\$56,475.44	\$57,509.09	\$59,450.13	\$59,906.76	\$61,643.23
28	\$57,435.52	\$58,486.75	\$60,423.53	\$60,876.36	\$62,632.13
29	\$58,411.92	\$59,481.02	\$61,416.22	\$61,865.19	\$63,640.65
30	\$59,404.93	\$60,432.72	\$62,424.16	\$62,869.20	\$64,664.64

Teacher – 10 ½ Month Pay Scale

Grade/STEP	Bachelor's	Bachelor's/20	Master's	Master's/20	Doctorate
0	\$38,213.70	\$39,246.20	\$40,317.35	\$40,834.10	\$42,137.70
1	\$38,863.34	\$39,913.39	\$40,964.25	\$41,489.27	\$42,813.73
2	\$39,485.15	\$40,552.00	\$41,619.68	\$42,153.10	\$43,498.75
3	\$40,116.91	\$41,200.83	\$42,290.90	\$42,821.82	\$44,180.18
4	\$40,758.77	\$41,860.04	\$42,969.71	\$43,498.10	\$44,869.32
5	\$41,410.92	\$42,529.80	\$43,663.25	\$44,189.06	\$45,573.41
6	\$42,073.49	\$43,210.28	\$44,366.42	\$44,889.61	\$46,287.28
7	\$42,746.67	\$43,901.65	\$45,081.28	\$45,601.81	\$47,013.02
8	\$43,430.61	\$44,604.06	\$45,809.84	\$46,327.67	\$47,752.67
9	\$44,125.50	\$45,317.73	\$46,550.12	\$47,065.19	\$48,504.21
10	\$44,831.51	\$46,042.81	\$47,303.11	\$47,815.38	\$49,268.67
11	\$45,548.82	\$46,779.50	\$48,069.86	\$48,579.27	\$50,047.09
12	\$46,277.60	\$47,527.98	\$48,847.31	\$49,353.83	\$50,836.38
13	\$47,018.04	\$48,288.42	\$49,640.55	\$50,144.12	\$51,641.69
14	\$47,770.33	\$49,061.04	\$50,445.54	\$50,946.11	\$52,458.94
15	\$48,534.65	\$49,846.01	\$51,265.32	\$51,762.84	\$53,291.20
16	\$49,311.21	\$50,643.55	\$52,098.90	\$52,593.31	\$54,137.47
17	\$50,100.19	\$51,453.84	\$52,945.26	\$53,436.52	\$54,996.71
18	\$50,951.89	\$52,279.49	\$53,808.83	\$54,296.89	\$55,873.40
19	\$51,818.08	\$53,118.39	\$54,686.31	\$55,171.11	\$56,764.20
20	\$52,698.99	\$53,970.76	\$55,580.74	\$56,062.22	\$57,672.21
21	\$53,594.87	\$54,836.80	\$56,489.09	\$56,967.19	\$58,594.35
22	\$54,505.97	\$55,716.73	\$57,412.38	\$57,887.06	\$59,531.66
23	\$55,432.58	\$56,610.80	\$58,352.69	\$58,823.87	\$60,486.24
24	\$56,374.93	\$57,519.21	\$59,308.97	\$59,776.60	\$61,457.05
25	\$57,333.31	\$58,442.21	\$60,280.25	\$60,744.27	\$62,443.07
26	\$58,307.97	\$59,380.01	\$61,268.55	\$61,728.91	\$63,446.38
27	\$59,299.21	\$60,332.86	\$62,273.90	\$62,730.53	\$64,467.00
28	\$60,307.30	\$61,358.53	\$63,295.31	\$63,748.14	\$65,503.91
29	\$61,332.52	\$62,401.62	\$64,336.82	\$64,785.79	\$66,561.25
30	\$62,375.18	\$63,402.97	\$65,394.41	\$65,839.45	\$67,634.89

Montgomery County Public Schools

Pay Plan

Fiscal Year 2017

Teacher - 11 Month Pay Scale

Grade/STEP	Bachelor's	Bachelor's/20	Master's	Master's/20	Doctorate
0	\$40,033.40	\$41,065.90	\$42,137.05	\$42,653.80	\$43,957.40
1	\$40,713.97	\$41,764.02	\$42,814.88	\$43,339.90	\$44,664.36
2	\$41,365.39	\$42,432.24	\$43,499.92	\$44,033.34	\$45,378.99
3	\$42,027.24	\$43,111.16	\$44,201.23	\$44,732.15	\$46,090.51
4	\$42,699.67	\$43,800.94	\$44,910.61	\$45,439.00	\$46,810.22
5	\$43,382.87	\$44,501.75	\$45,635.20	\$46,161.01	\$47,545.36
6	\$44,076.99	\$45,213.78	\$46,369.92	\$46,893.11	\$48,290.78
7	\$44,782.22	\$45,937.20	\$47,116.83	\$47,637.36	\$49,048.57
8	\$45,498.74	\$46,672.19	\$47,877.97	\$48,395.80	\$49,820.80
9	\$46,226.72	\$47,418.95	\$48,651.34	\$49,166.41	\$50,605.43
10	\$46,966.35	\$48,177.65	\$49,437.95	\$49,950.22	\$51,403.51
11	\$47,717.81	\$48,948.49	\$50,238.85	\$50,748.26	\$52,216.08
12	\$48,481.29	\$49,731.67	\$51,051.00	\$51,557.52	\$53,040.07
13	\$49,257.00	\$50,527.38	\$51,879.51	\$52,383.08	\$53,880.65
14	\$50,045.11	\$51,335.82	\$52,720.32	\$53,220.89	\$54,733.72
15	\$50,845.83	\$52,157.19	\$53,576.50	\$54,074.02	\$55,602.38
16	\$51,659.37	\$52,991.71	\$54,447.06	\$54,941.47	\$56,485.63
17	\$52,485.92	\$53,839.57	\$55,330.99	\$55,822.25	\$57,382.44
18	\$53,378.17	\$54,705.77	\$56,235.11	\$56,723.17	\$58,299.68
19	\$54,285.61	\$55,585.92	\$57,153.84	\$57,638.64	\$59,231.73
20	\$55,208.46	\$56,480.23	\$58,090.21	\$58,571.69	\$60,181.68
21	\$56,147.00	\$57,388.93	\$59,041.22	\$59,519.32	\$61,146.48
22	\$57,101.50	\$58,312.26	\$60,007.91	\$60,482.59	\$62,127.19
23	\$58,072.22	\$59,250.44	\$60,992.33	\$61,463.51	\$63,125.88
24	\$59,059.45	\$60,203.73	\$61,993.49	\$62,461.12	\$64,141.57
25	\$60,063.47	\$61,172.37	\$63,010.41	\$63,474.43	\$65,173.23
26	\$61,084.54	\$62,156.58	\$64,045.12	\$64,505.48	\$66,222.95
27	\$62,122.98	\$63,156.63	\$65,097.67	\$65,554.30	\$67,290.77
28	\$63,179.07	\$64,230.30	\$66,167.08	\$66,619.91	\$68,375.68
29	\$64,253.11	\$65,322.21	\$67,257.41	\$67,706.38	\$69,481.84
30	\$65,345.42	\$66,373.21	\$68,364.65	\$68,809.69	\$70,605.13

2016 - 2017 OTHER PAY RATES

	Hourly Rate	Daily Rate	Other Rates
TEACHER RECOGNITION AWARD			
Division Teacher of the Year			\$100 one-time payment
Regional Teacher of the Year			\$250 one-time payment
State Teacher of the Year			\$500 one-time payment
<hr/>			
SUPPORT STAFF RECOGNITION AWARD			
Support Staff Employee of the Year			\$100 one-time payment
<hr/>			
ISAAP:			
Teacher/School Counselor	\$25.25		
Aide	\$13.74		
<hr/>			
Program Coordinator- Before/After School	\$23.23		
<hr/>			
Homebound Instruction Teacher (includes travel)	\$23.23		
<hr/>			
SOL Remediation - Certified Teacher	\$24.85		
<hr/>			
SOL Remediation Tutors - Non-Licensed (Classified Scale – Aide)			
<hr/>			
Staff Development/In-Service (prior approval required)	\$80.80		
<hr/>			
SUBSTITUTES:			
Administrative Assistant	\$12.09		
Administrator		\$182.41	
Aide	\$12.09		
Nurses	\$23.76		
School Nutrition Worker	\$9.00		
Teacher		\$78.78	
Teacher (long-term)		\$111.10	
<hr/>			
(per School Board approval on 5/17/2005, the long term sub teacher rate begins on the 16th consecutive day in the same assignment)			

Montgomery County Public Schools

Pay Plan

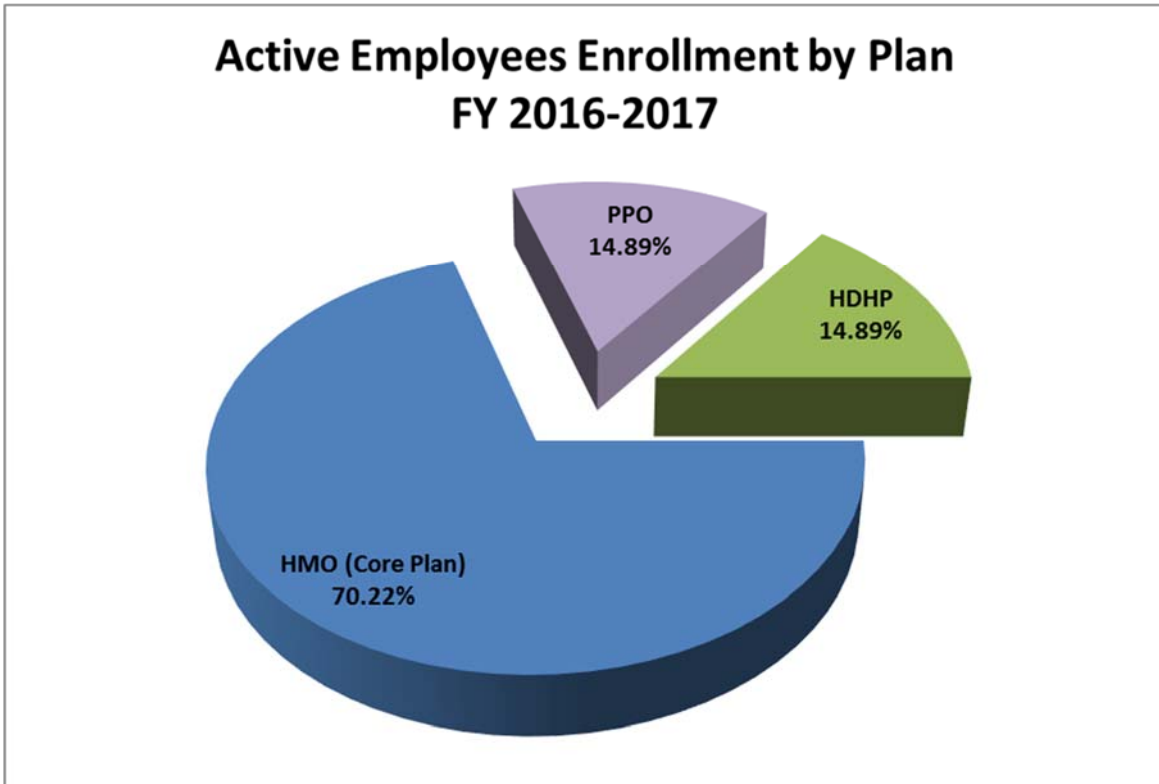
Fiscal Year 2017

2017 SUMMER ACADEMY SALARY SCALES

<u>Position</u>	<u>Rate</u>
<u>Administrators</u>	
Certified Principals will receive a daily rate equal to the principal substitute rate	\$180.29/day
Certified Teachers	\$20.60/hr.
Program Coordinators - Before and After School Program	\$20.60/hr.
<u>Support Staff</u>	
Administrative Assistants	\$12.09 - \$20.84 /hr.
Aides	\$12.09 - \$20.84/hr.
Support Services - New Hires	\$10.30/hr.
Support Services - Returning	\$10.53/hr.
School Nurses	\$23.76/hr.
School Nutrition Managers	\$12.09 - \$20.84/hr.
School Nutrition Workers	\$10.30 - \$17.75/hr

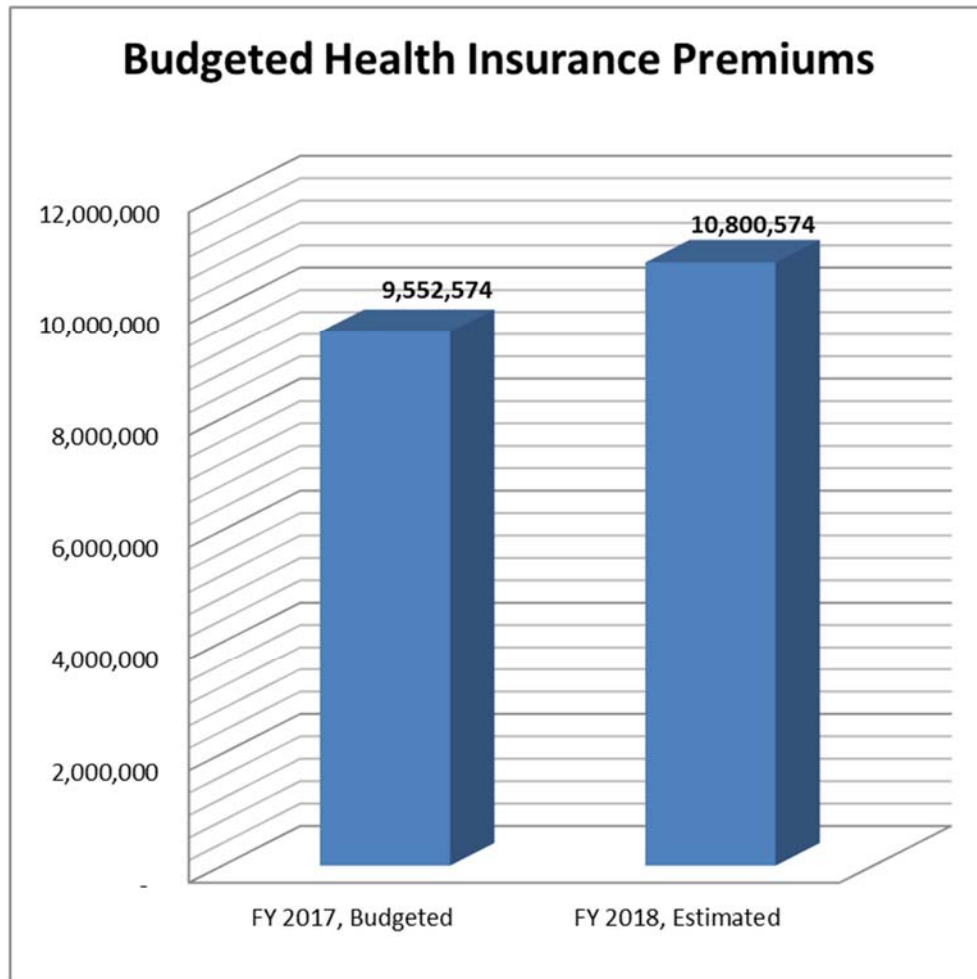
HEALTH INSURANCE PLAN AND RATES

Montgomery County Public Schools has a long-standing tradition of providing individual health care coverage to employees at no cost. The division's core plan is an HMO. Current employees may buy up to the PPO plan or may opt into a High Deductible Health Plan, where the division funds the deductible. The 2016-2017 fiscal year was the second year that the HDHP was offered to employees.



BUDGETED PREMIUMS

Currently, we estimate a 12.0% increase in the cost of providing health insurance to our employees in fiscal year 2017-18. This represents a \$1,248,000 increase in the budget. We are in the initial stages of negotiation with our provider and more accurate numbers, including monthly premiums, will be available in the April/May budget review process.

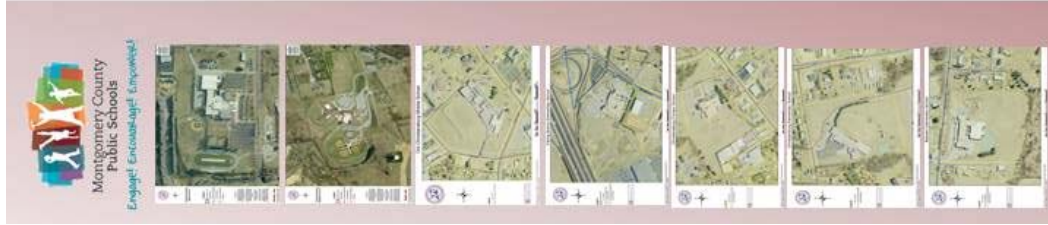


INSURANCE RATES

Monthly Health Insurance Rates					
		2016-2017 Plan Year			
Plan	Type of Coverage	School Board Contribution	Employee Cost	Total Premium	% Employer Share
HMO - Health Keepers 15 (Core Plan)					
	Employee Only	689.65	-	689.65	100.00%
	Employee and One Child	689.65	349.66	1,039.31	66.36%
	Employee and Children	689.65	349.66	1,039.31	66.36%
	Employee and Spouse	689.65	431.04	1,120.69	61.54%
	Employee and Family	689.65	1,034.50	1,724.15	40.00%
	Double Share Family ¹	1,379.30	344.85	1,724.15	80.00%
PPO - KeyCare 15					
	Employee Only	689.65	62.94	752.59	91.64%
	Employee and One Child	689.65	471.94	1,161.59	59.37%
	Employee and Children	689.65	471.94	1,161.59	59.37%
	Employee and Spouse	689.65	567.12	1,256.77	54.87%
	Employee and Family	689.65	1,272.98	1,962.63	35.14%
	Double Share Family ¹	1,379.30	583.33	1,962.63	70.28%
High Deductible Health Plan					
	Employee Only	562.94	-	562.94	100.00%
	Employee and One Child	562.94	116.32	679.26	82.88%
	Employee and Children	562.94	116.32	679.26	82.88%
	Employee and Spouse	562.94	169.51	732.45	76.86%
	Employee and Family	562.94	563.91	1,126.85	49.96%
	Double Share Family ¹	1,125.88	-	1,125.88	100.00%
¹ Double Share Family is provided by the division when both spouses of a married couple work in positions that receive health care benefits.					

CAPITAL IMPROVEMENTS PROGRAM

The Capital Improvements Program Project List was re-affirmed by the School Board on June 16, 201.

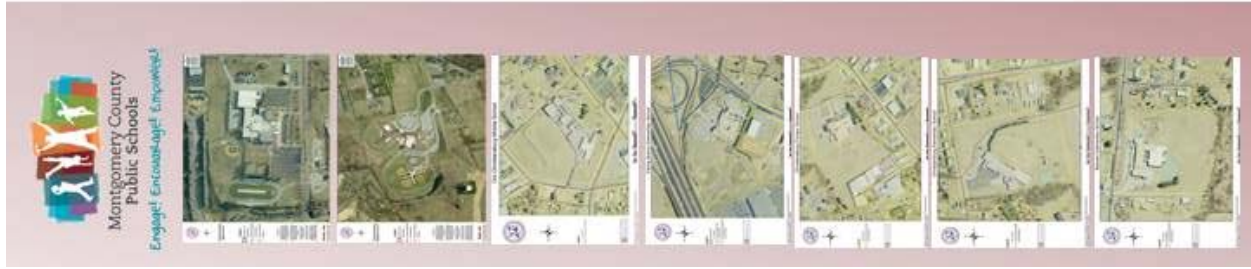


2015 CIP PROJECT PLANNING		PRIORITY
Critical		
PROJECTS		
Christiansburg Area Elementary Project (Combine, Recapitalize and Add, Replace)	<ul style="list-style-type: none"> Includes all elementary schools in Christiansburg Area Belview 1954, CES 1963, CPS 1972, FBE 1992, OCMS 1934 	Critical
Christiansburg High School Project 1974 (Combine, Recapitalize and Add, Replace)		Critical
Annual Budgeting for Capital Maintenance Projects (Cardno TEC) @ \$2M/year		Critical

2015 CIP PROJECT PLANNING

Serious

PROJECTS	PRIORITY
<p>Shawsville Middle School (1935) (Combine, Recapitalize and Add, Replace)</p>	<p>Serious</p>
<p>Alternative School, to include Independence Secondary, Rivendell, and Phoenix Program</p> <ul style="list-style-type: none"> • OCMS lower building is a temporary option 	<p>Serious</p>
<p>Technology Building (1953) (Recapitalize and Additions, or Demolition)</p> <ul style="list-style-type: none"> • May need expansion area for CHS project • Additions, windows, paving, roofing 	<p>Serious/ Important</p>
<p>New Joint County and School System Support Building at the County Gov. Center</p> <ul style="list-style-type: none"> • Technology, Facilities, Warehouse • To alleviate space concerns at CHS site and Transportation 	<p>Serious/ Important</p>





2015 CIP PROJECT PLANNING

Important

PROJECTS	PRIORITY
<p>Blacksburg Area Elementary Project (Combine, Recapitalize and Add, Replace) Gilbert Linkous 1964, Margaret Beeks 1963, Harding Avenue 1972</p>	<p>Important</p>
<p>Athletic Support Facilities</p> <ul style="list-style-type: none"> • One high school completed by boosters 	<p>School/ Community Funding</p>

CAPITAL MAINTENANCE PLAN

The Capital Maintenance Projects List was last presented to the School Board on June 26, 2016.



**Proposed Priority Capital Maintenance Projects
2016/17**



Electric Panel
Strategic Replacements
CMS, GLE, BEL, MBE, SMS



MBE & GLE Kindergarten Buildings
HVAC Unit Replacements



EMHS
Weight Room & Locker Room
Additions
(CIP type project)



GLE
replace office flooring



CHS
Replace baseball field backstop &
add new ticket gate and fence



SMS
Enclose Breezeway



CHS
Replace Auditorium
Moveable Partition



Additional Capital Maintenance Projects Needed



HAE
 Overlay/re-pave asphalt parking lots and drives, rebuild curbs, increase number of marked and paved parking spots.



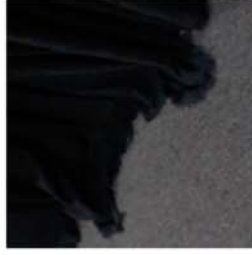
MIBE, FBE, GLE
 Improve Security Fencing



GLE, FBE, HAE
 Replace concrete sidewalks (also add a sidewalk at HAE)



CHS
 Replace lockers



Multiple Schools
 Replace stage curtains





CHS, SMS
Replace ceiling tile and
ACM abatement (SMS)



CES
replace floor in
multipurpose room



Cambria, Technology, Montgomery Central
Pave/overlay asphalt parking lots



CHS
Remove trees at tennis courts



GLE
Paved play area



Technology Building - Replace
windows
Montgomery Central
Replace windows- lower building





SMS
Replace floor tile



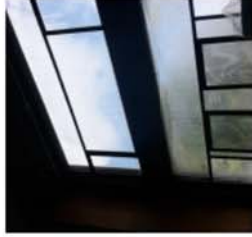
CES
Replace flooring



AHS Stadium
Bleachers, paved pathways,
restroom additions



CPS
Install new
boiler - CT



BEL
Replace fogged window panes



SMS
Replace through-wall heating
units





EMHS
Replace Main office flooring



CPS
HVAC Unit replacements



EMHS
handicap auto door
openers at main entrance



HAE
HVAC Units Replacement?



CHS
Replace the second Auditorium
Moveable Partition



CHS
Replace air handling units, C9,
B3, A9; room 504 and 505 HVAC
improvements





Multiple Elementary Schools
 Replace playground equipment
 and install plastic edging for
 mulched areas



SMS
 Replace classroom, restroom, and
 other interior doors



AES
 Replace Epoxy bathroom floors



CES
 Replace Mobile units with
 modular units



CPS
 Replace Mobile units with
 modular units



CHS
 Replace Mobile units with
 modular units





AHS
baseball field dugout
improvements



BEL
Replace through-wall heating
units



Cambria complex
Remove and replace trees
and fencing



CHS
Replace Library Windows CT



CES
Additional Asphalt for parking



CES
Replace deteriorated sidewalks





FBE

Replace Gym carpet



GLE

Construct canopy over walkway between school and Kindergarten



HAE

Construct canopy from front entrance to student drop



MBE

Construct canopy from school to kindergarten



Multiple Schools window shades and blinds



MBE

Cut out door jams and weld new pieces





KES
Replace Stage carpet



KES
Replace gym carpet



SMS
Replace handicap ramp at front



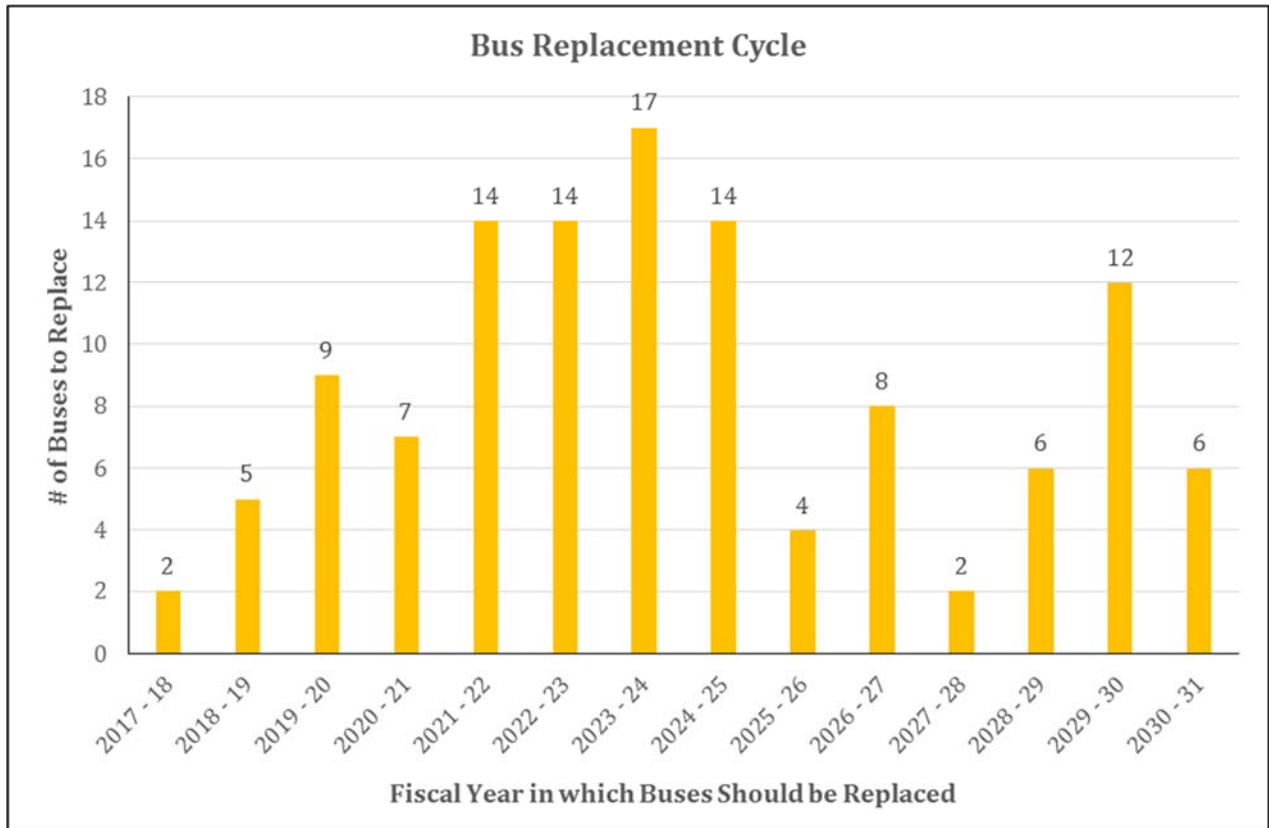
Multiple Schools
Electronic signs



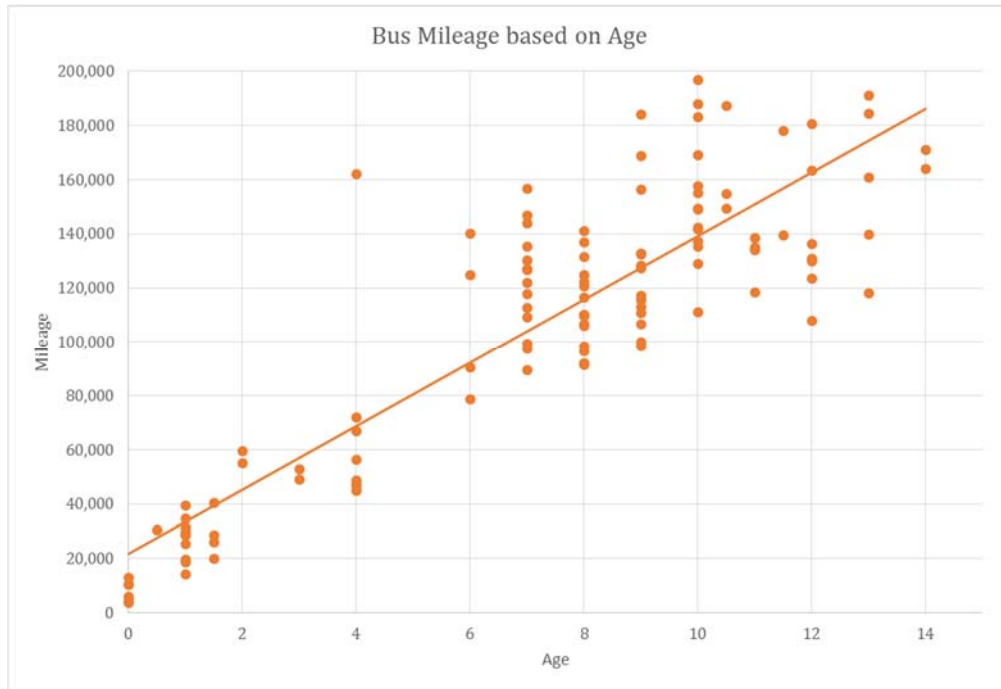
TRANSPORTATION FLEET REPLACEMENT CYCLE

The transportation fleet includes the bus fleet to transport students and other division owned cars and trucks.

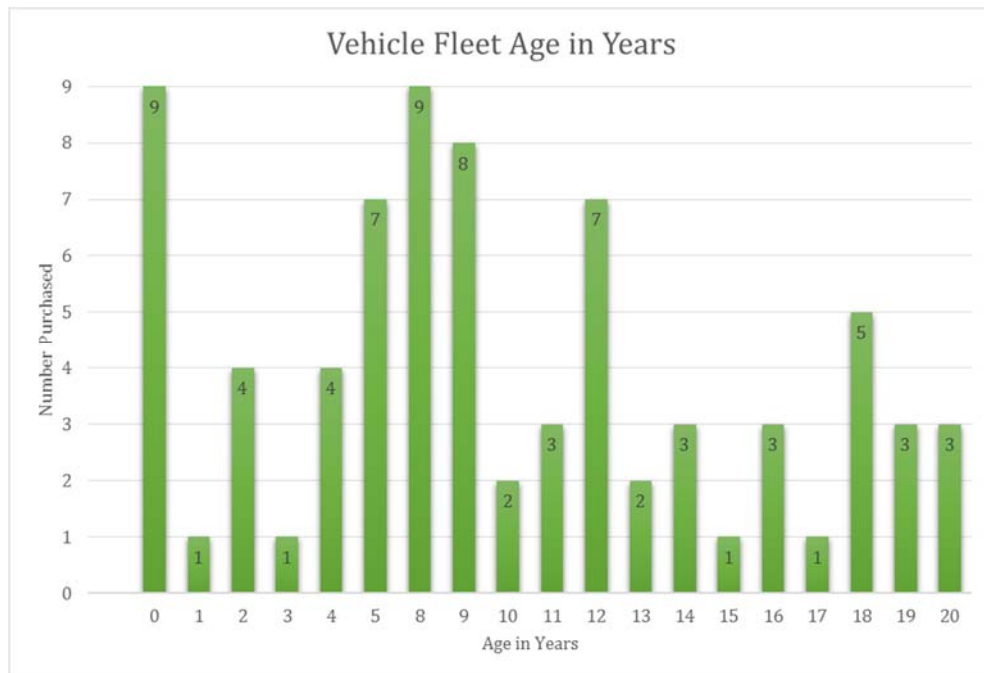
The chart below represents the current bus replacement cycle. There is a spike that begins in fiscal year 2021-22. We are working toward addressing this influx by purchasing above our bus replacement cycle when possible using one-time funds and carryover funds.



The chart below shows the current mileage for buses, sorted by model year. The transportation department routinely checks the annual mileage on a bus and determines if it needs to be put on a different route to accommodate its age and/or mileage.



The chart below shows the age of our vehicle fleet. The number of vehicles over 13 years of age is an issue that we are trying to address from other revenue sources, including one-time funds, salary savings and carryover funds.



FINANCIAL POLICIES

The division's financial policies as of July 1, 2015, are included in this section. All MCPS policies can be found online at: <http://goo.gl/KjWo7B>.

Management of Funds: The Montgomery County School Board shall manage and control the funds made available to the School Board for the public schools and may incur costs and expenses. The division superintendent or his/her designee shall be responsible for administering the School Board budget consistent with School Board policies and applicable state and federal law.

Cafeteria Funds: The Montgomery County Public Schools' School Nutrition Program shall be maintained on a self-sustaining basis. In the event that funds for the operation of the program appear to be insufficient during the fiscal year, the Montgomery County School Board may appropriate such funds as are necessary to sustain the current program. All School Nutrition Program funds shall be maintained in a separate fund for all receipts and expenditures.

School Food Services/Cafeteria Budget

The division superintendent or his/her designee has the responsibility of presenting to the School Board a School Nutrition Program budget in which estimated receipts of cash and commodities are balanced with the estimate of disbursements required to run the food services program in a manner that satisfies state and federal requirements. For further information about School Nutrition Program operation, please see Policies 4-5.1 and 4-5.2.

Record Keeping: The division superintendent and/or the designated records manager for the Montgomery County Public Schools shall assume the responsibility for seeing that all records, including financial records, are retained in a safe, economical and efficient manner in compliance with Virginia law, Virginia Board of Education regulations, and state and local retention schedules and regulations. No records shall be destroyed without the authorization of the division superintendent or designated records manager on forms of the Virginia State Library and Archives.

Annual Operating Budget: The Montgomery County School Board annual budget is the financial outline of the Montgomery County Public Schools' education and support programs. It presents a proposed plan of expenditures and the expected means of financing those expenditures. After adoption, it provides the primary means of managing expenditures.

The fiscal year is defined as beginning on the first day of July and ending on the thirtieth day of the following June.

The division superintendent is responsible for seeing that the annual school budget is prepared and presented to the School Board for adoption.

The division superintendent or his/her designee shall prepare a budget calendar identifying all deadlines for the annual budget making process. The calendar shall include a work session for reviewing the budget and at least one public hearing on the budget. Notice of the time and place for the public hearing must be published, at least ten days in advance, in a newspaper having general circulation within the school division.

Upon approval, Montgomery County Public Schools shall publish the approved annual budget on the school division's website in line item form.

Custody and Disbursement of School Funds: All public money, except money generated by school activities and classified "school activity fund (internal) accounts" (see School Board Policy 3-3.9), must be deposited with the Montgomery County Treasurer, who shall be in charge of the receipts, custody and disbursement of Montgomery County School Board funds. Warrants must be presented to the County Treasurer of Montgomery County who will release the warrants as checks to be drawn from the appropriate funds.

Disbursement of Funds

The School Board shall receive bi-monthly reports regarding the expenditure of school funds.

State Funds

State funds, both categorical and general, are based upon objective formulae. The division superintendent or his/her designee shall file the reports and forms necessary to secure the amount of state funds to which the School Board is entitled.

Federal Funds

The School Board must approve the receipt and use of federal funds. The School Board may request of the Montgomery County Board of Supervisors an appropriation in anticipation of the receipt of federal funds for any specific project or program. The funds for such federally funded program or project shall be maintained and accounted for in accordance with state and federal requirements.

Authorized Signatures

Authorized signatures for all checks for the payment of claims against the School Board shall be those of the Chair of the School Board, Clerk of the School Board, Superintendent, County Administrator, and the County Treasurer of Montgomery County.

Personal Loans

No personal loans of any kind shall be made from school funds.

Financial Accounting and Reporting: The division superintendent or his/her designee shall establish and be responsible for implementing an accounting system that satisfies the Virginia Department of Education's Regulations regarding accounting practices and that is consistent with applicable federal, state, and local laws. The Montgomery County School Board shall receive bi-monthly statements of expenditures. The County Treasurer will hold School Nutrition Program funds in separate, interest bearing accounts.

Inventories

The division superintendent or his/her designee shall be responsible for the inventory of all fixed assets of the school division. The School Board finance office shall keep a complete inventory of all fixed assets listing the make, source, date of purchase, model, serial number, and other identifying data.

School Level Accounting System – School Activity Accounts

Each school is required to maintain an accurate, up-to-date accounting system of all money collected and disbursed by the school. These funds will be deposited in accounts in the name of the school.

A record of all receipts and disbursements will be maintained in accordance with regulations issued by the Virginia Board of Education.

Each principal shall prepare and forward to the division superintendent or his/her designee monthly financial statements, including a statement of revenues and expenditures, showing the financial condition of the school as of the last day of the preceding month.

Audits

In accordance with state and federal law, all financial records of the school division will be audited following the close of each fiscal year.

Purchasing: The division superintendent may designate a qualified employee to serve as the purchasing agent for the Montgomery County Public Schools. In this capacity, the agent for the school division may purchase or contract for all supplies, materials, equipment, and contractual services required by the school division subject to federal and state codes and School Board and administrative policies and regulations.

The purchasing agent, or division superintendent designee, shall be responsible for maintaining a written Procurement Manual in accordance with School Board policies, administrative regulations, the Virginia Public Procurement Act, and shall use the Commonwealth of Virginia Agency Procurement Manual as a model.

All personnel in the school division who desire to purchase equipment and supplies shall follow the established procurement procedures for the issuance of a requisition or purchase order. All purchase orders must be forwarded to the division superintendent or his/her designee for approval and processing as required by administrative policies and regulations.

Internal Controls

The division superintendent or his/her designee shall establish appropriate procedures for internal accounting controls.

Purchasing and Contracting

It is the policy of the Montgomery County School Board to encourage full and open competition whenever practicable among potential contractors and suppliers by competitive sealed bidding practices; to centralize purchasing and contracting to realize the economies resulting therefrom; and to seek maximum educational value for every dollar expended.

Purchasing Procedures

All procurements made by the Montgomery County School Board will be in accordance with the Virginia Public Procurement Act.

Small Purchasing

The competitive bidding (or competitive negotiations) requirements do not apply to single or term contracts for the purchase of goods, services, insurance or construction, the costs of which, in the aggregate or the sum of all phases, is not expected to exceed \$100,000 and that are not otherwise exempt from competitive sealed bidding or competitive negotiations.

The Montgomery County School Board may purchase single or term contracts for professional services if the aggregate or sum of all phases is not expected to exceed \$60,000 without undertaking competitive bidding by adopting written procedures for such purchases. However, such small purchase procedures shall provide for competition wherever practicable.

The acquisition of property or services, the estimated cost of which is less than \$30,000, may, at the discretion of the division superintendent or his/her designee, be on the basis of "Open Market" or informal bid procedures under which the requirement for an advertised invitation to bid need not be observed. Such purchases shall be in accordance with written procedures of the school division and shall provide for competition whenever practicable. Specific procedures for purchases under this section shall be published as an administrative procedure.

DEBT POLICIES

The following excerpt from the Code of Virginia defines debt issuance and is provided for reference: § 15.2-2640. Resolution for bond issue; contents; request for bonds for school purposes.

Whenever the governing body of any county determines that it is advisable to contract a debt and issue general obligation bonds of the county, it shall adopt an ordinance or resolution setting forth in brief and general terms the purpose or purposes for which the bonds are to be issued and the maximum amount of the bonds to be issued.

Where voter approval is required or permitted by the Constitution of Virginia or this chapter, the ordinance or resolution shall request the circuit court to order an election to be held pursuant to §§ 15.2-2610 and 15.2-2611 on the question of contracting the debt and issuing the proposed bonds.

Before the adoption of an ordinance or resolution by the governing body of any county requesting the ordering of an election on the question of contracting a debt and issuing bonds for school purposes, or, if no referendum is required, adopting an ordinance or resolution authorizing the issuance of bonds for school purposes, the school board of the county must first request, by resolution, the governing body of the county to take such action.

If voter approval is not required by the Constitution of Virginia or the provisions of this chapter, the governing body of the county has all the powers granted by this chapter to the governing bodies of municipalities with respect to incurring debt and issuing bonds.

The payment of the principal and premium, if any, and the interest on bonds is paid from funds collected for levied ad valorem taxes all property subject to taxation. Further, general obligation bonds pledge the full faith and credit of the locality to secure the payment of bonds. Therefore, the school division does not issue debt, but all debt is issued by the governing body, the County of Montgomery.

County of Montgomery – Debt Policies

1. The county will confine long-term borrowing to capital improvement or projects that cannot be financed from current revenues except where approved justification is provided.
2. When the county finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project.
3. Net debt as a percentage of estimated market value of taxable property should strive to be below 3.0% but not exceed 4.0%.
4. The ratio of debt service expenditures as a percent of governmental fund expenditures (General Fund plus School Operating Fund expenditures less the General Fund transfer to the School Operating Fund) should strive to be below 10% but not exceed 12%.
5. The county will review the 10 year tax supported debt and lease payout ratio on an annual basis, and intends to maintain the ratio at 60% over a five year period, with the ratio being no less than 55% in any one year during the period.
6. The county recognizes the importance of underlying and overlapping debt in analyzing financial condition. The county will regularly analyze total indebtedness including underlying and overlapping debt.

7. Where feasible, the county will explore the usage of special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.
8. The county will retire tax anticipation debt, if any, annually and will retire bond anticipation debt within six months after completion of the project.
9. On all General Fund support, debt-financed projects, the county will attempt to make a down payment of at least 5% of total project costs in the aggregate from current resources. The long term goal is to annually designate a portion of General Fund cash for one time capital projects.

MONTGOMERY COUNTY PUBLIC SCHOOLS CAPITAL

Budget Summary

	FY 15 Revised	FY 15 Actual	FY 16 Approved	FY 17 Base	+	FY 17 Addenda	=	FY 17 Approved	Change App. 17/ App. 16
EXPENDITURES BY DEPARTMENT									
School Capital	\$ 1,474,700	\$ 1,474,700	\$ 1,460,000	\$ 1,496,000	\$	-	\$	1,496,000	\$ 36,000
Transfer to Debt Service	\$ 214,927	\$ 665,975	\$ 221,920	\$ -	\$	-	\$	-	\$ (221,920)
TOTAL EXPENDITURES	\$ 1,689,627	\$ 2,140,675	\$ 1,681,920	\$ 1,496,000	\$	-	\$	1,496,000	\$ (185,920)
EXPENDITURES BY CLASSIFICATION									
Personal Services	\$ -	\$ -	\$ -	\$ -	\$	-	\$	-	\$ -
Operations & Maintenance	\$ -	\$ -	\$ -	\$ -	\$	-	\$	-	\$ -
Capital Outlay	\$ 1,474,700	\$ 1,474,700	\$ 1,460,000	\$ 1,496,000	\$	-	\$	1,496,000	\$ 36,000
Transfer to Debt Service	\$ 214,927	\$ 665,975	\$ 221,920	\$ -	\$	-	\$	-	\$ (221,920)
TOTAL EXPENDITURES	\$ 1,689,627	\$ 2,140,675	\$ 1,681,920	\$ 1,496,000	\$	-	\$	1,496,000	\$ (185,920)
REVENUE BY CLASSIFICATION									
General Fund Transfer	\$ 1,474,700	\$ 1,474,700	\$ 1,460,000	\$ 1,496,000	\$	-	\$	1,496,000	\$ 36,000
Fund Balance/Other Revenue	\$ 214,927	\$ -	\$ 221,920	\$ -	\$	-	\$	-	\$ (221,920)
TOTAL DESIGNATED REVENUE	\$ 1,689,627	\$ 1,474,700	\$ 1,681,920	\$ 1,496,000	\$	-	\$	1,496,000	\$ (185,920)
TOTAL UNDESIGNATED REVENUE	\$ -	\$ 665,975	\$ -	\$ -	\$	-	\$	-	\$ -
TOTAL REVENUES	\$ 1,689,627	\$ 2,140,675	\$ 1,681,920	\$ 1,496,000	\$	-	\$	1,496,000	\$ (185,920)

GLOSSARY

This glossary includes definitions of terms used in this budget document and other terms as seem necessary for an understanding of financial accounting procedures for Montgomery County Public Schools.

Accrual Basis of Accounting – The basis of accounting which indicates revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).

Advanced Placement (AP) Exams – A requirement of all students enrolled in AP courses and offered through the Educational Testing Service at a fee to the student.

Allocation – The amount of funding appropriated to an agency. Types of allocations include per-pupil allocations, fixed allocations, and replacement equipment allocations.

Appropriation – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.

ASBO – Association of School Business Officials.

Audit – The examination of documents and procedure to ascertain that school operations have been handled accurately, legally, and responsibly.

Average Daily Membership (ADM) – The average daily membership for grades K-12 is the enrollment figure used to distribute state per pupil funding. It includes students with disabilities ages five to 21 and students whom English is a second language who entered school for the first time after reaching their 12th birthday and who have not reached their 22nd birthday. Preschool and post-graduate students are not included in the ADM.

BOS – Board of Supervisors.

Bonds – A written promise to pay a specific amount of money (face value) and interest over a specific period of time. Bonds for school purposes are either General Obligation Bonds or Virginia Public School Authority Bonds (VPSA).

Budget – A financial plan for a given period, usually a fiscal year, containing an estimate of proposed expenditures and a proposed means of financing them.

Budget Calendar – A schedule of activities, responsibilities, and deadlines related to budget development and adoption.

Budgetary Control – The internal control procedures designed to control or manage expenditures in accordance with the authorized budget.

Capital Improvement Plan – The five-year plan for school division construction projects.

Capital Expenditures – Expenditures for land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible and intangible assets that are used in operations and have initial useful lives greater than one year and have a cost of \$5,000 or more.

Capital Projects Budget – A plan of proposed capital outlays and the means of financing them for the current fiscal period.

Category, Administration, Attendance, and Health – The activities concerned with establishing and administering policy for the school division. These include Board Services, Executive Services, Human Resources, Fiscal Services, and Health Services.

Category, Instruction – The programs and services dealing directly with the interaction between teachers and students. Also, included in this category are the activities associated with curriculum development and instructional staff training.

Category, Operations and Maintenance – The activities concerned with keeping buildings open, comfortable, and safe for use. This includes heating, lighting, ventilating systems, repair of facilities, and replacement of facility equipment.

Category, Pupil Transportation – The activities associated with transporting students to and from school and on other trips related to school activities.

Category, Technology – This program provides classroom technology support to include hardware, software, and personal services for elementary, middle, and high schools.

Cash Basis – The basis of accounting, which indicates transactions are recognized only when cash is increased or decreased.

Chart of Accounts – A list of all accounts in an accounting system.

Direct Aid – Funding appropriated for the operation of the Commonwealth’s public schools that is generally divided among categorical payments, funding for school employee benefits, funding of the Standards of Quality, incentive-based programs, allotment of sales tax and lottery revenues, and specific appropriations for programs such as Governor’s Schools and adult literacy initiatives. Both state and federal funds are appropriated in direct aid. All lottery proceeds are earmarked for public education.

Employee Benefits – Job-related benefits provided employees as part of their total compensation. Fringe benefits include the employer’s portion of FICA, pensions, insurance (life, health, disability income, worker’s compensation, etc.), Virginia unemployment taxes, and employee allowances.

Encumbrances – Obligations in the form of purchase orders, contracts, salaries, or other commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved.

Fiscal Year – Any twelve-month period concluded by determination of financial conditions and closing of financial records. Montgomery County Public Schools has a fiscal year of July 1 to June 30.

Fiscally Dependent School Division – A fiscally dependent school division is one that is dependent on a unit of general government for financial support. Typically, fiscally dependent school divisions do not have taxing or bonding authority.

Food Service Budget – This fund accounts for all of the cafeteria operations within the school division, including the preparation and serving of school breakfast and lunch. The primary funding source for this independent financial operation is the fees charged for meals.

Full Time Equivalent (FTE) – A measurement equal to one staff person working a full-time work schedule for the specific position for one fiscal year.

Function – Expenditure classification or category as defined by the Virginia Department of Education.

Fund – A fiscal and accounting entity with a self-balancing set of accounts recording assets and liabilities for specific activities of the school division.

Fund Balance – The excess of assets of a fund over its liabilities and reserves.

Fund Statement – A financial accounting statement that shows all the financial sources available and uses with beginning and ending balances within a fund for a given fiscal year.

Literary Fund – A permanent and perpetual fund established in the Constitution of Virginia (Article VIII, Section 8). The Literary Fund provides low-interest loans to school divisions for capital expenditures, such as construction of new buildings or remodeling of existing buildings.

Materials and Supplies – Includes articles and commodities that are consumed or materially altered when used and minor equipment that is not capitalized. This category includes bus and vehicle fuels, textbooks, vehicle and powered equipment supplies, instructional materials, and technology software.

Modified Accrual Basis – Basis of accounting that is followed by Governmental Funds and Agency Funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than interest and principal on long-term debt which is recorded when due, are recorded when the fund liability is incurred, if measurable.

Object Code – The line item description that denotes the purpose of expenditure. The seven major object categories are Personal Services; Employee Benefits; Purchased Services; Other Charges; Material/Supplies; Capital Expenditures; and Transfers.

Operating Fund – The operating fund provides for the day-to-day operations and maintenance of the schools and is funded primarily through county, state, and federal funds.

Other Charges – Included are travel and staff development costs, dues, subscriptions and miscellaneous purchases. This category includes telecommunications, utilities (including electric, water, heat, etc.), postage, division insurance costs, and travel.

Personal Services – All compensation for the direct labor of persons in the employment of the division. Salaries and wages paid to employees for full and part-time work, including overtime. Also includes payments for time not worked, including sick leave, vacation, holidays, jury duty, military leave, and other paid absences that are earned during the period.

Purchase Order – A document submitted to a vendor which requests materials or services at a price indicated on the purchase order. The issuance of a purchase order establishes an encumbrance in the accounting system.

Purchased Services – Services acquired from outside sources (i.e., private vendors, public authorities, or other governmental entities, including payments to state mental health/mental retardation institutions for the education of students with disabilities and/or tuition payments to the School for the Deaf and the Blind at Staunton that are made by the Virginia Department of Education on behalf of the school division). Purchase of the service is on a fee basis or fixed time contract basis. Payments for rentals and utilities are not included in this account description.

Standards of Quality (SOQ) – Article VIII, § 2 of the *Constitution of Virginia* requires the Board of Education to determine and prescribe from time to time, subject to revision by the General Assembly, Standards of Quality for the public schools in Virginia. The General Assembly shall determine the manner in which funds are to be provided for the cost of maintaining an educational program meeting the prescribed standards of quality, and shall provide for the apportionment of the cost of such program between the Commonwealth and the local units of government comprising such school divisions. The *Code of Virginia* (Section 22.1-18.01) requires the Board of Education to review the Standards of Quality every two years.

State Standards of Accreditation – The standards for the accreditation of public schools in Virginia are designated to ensure that an effective educational program is established and maintained in Virginia's public schools. The Code of Virginia requires the Virginia Board of Education to promulgate regulations establishing standards for accreditation of public elementary and secondary schools. A school can be assigned one of the following ratings: (1) Fully Accredited (2) Accredited with Warning (3) Conditionally Accredited.

Standards of Learning (SOL) – The minimum grade level and subject matter educational objectives that students are expected to meet in Virginia public schools as specified by the SOQ (Sections 22.1-253.13:1 of the *Code of Virginia*). The educational objectives describe the knowledge and skills “necessary for success in school and for preparation for life.”

State Category – The broad expenditure categories for school divisions determined by the State Board of Education. Current state categories are as follows: Administration, Health, and Attendance; Instruction; Debt Service; Maintenance and Operations; Pupil Transportation; Food Services and Other Non-Instructional Operations; and Facilities.