

# Montgomery County Public Schools

## School Board's Funding Request



Engage! Encourage! Empower!

Fiscal Year 2018-19

750 Imperial Street, | Christiansburg, Virginia 24073 | [www.mcps.org](http://www.mcps.org) | 540-382-5100

Art on Cover: By Students at Margaret Beeks Elementary and Auburn Elementary  
Other Art Work: By Students at Christiansburg High and Eastern Montgomery High

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

# Montgomery County Public Schools

(A Component Unit of the County of Montgomery, Virginia)

## School Board's Funding Request

### Fiscal Year 2018-2019



Montgomery County  
Public Schools

Engage! Encourage! Empower!

Prepared by the Finance Department

John T. Staten, Jr. Ed. D – Assistant Superintendent of Operations

Katherine C. Miano, CPA – Director of Finance

Marc A. Evans – Budget Analyst/Finance Manger



Montgomery County  
Public Schools



ASSOCIATION OF  
SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL

This Meritorious Budget Award is presented to

## MONTGOMERY COUNTY PUBLIC SCHOOLS

for excellence in the preparation and issuance of its budget  
for the Fiscal Year 2017–2018.

The budget adheres to the principles and standards  
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, reading 'Charles E. Peterson, Jr.'.

**Charles E. Peterson, Jr. MBA, PRSBA, SFO**  
President

A handwritten signature in black ink, reading 'John D. Musso'.

**John D. Musso, CAE, RSBA**  
Executive Director

The Meritorious Budget Award through the Association of School Business Officials International recognizes school districts that demonstrate excellence in school budget presentation, setting a high standard for transparent budget development.

## Organization of the Budget Document

The approved budget format presents the school division's budget and pertinent information in an organized and comprehensive document to facilitate the reader's knowledge of the school division's budget development, management, and processes. It includes financial information for the current budget year and financial information from the previous fiscal years.

The document's format follows the standards set forth by the Association of School Business Officials International Meritorious Budget Award Program. The purpose of this budget document is to provide policy information, serve as an operation guide and financial plan, and is a comprehensive communication tool for the school division's stakeholder to include students, parents, staff, constituents, and elected officials.

In addition, all charts and graph within this document displaying financial data are based on the Board of Supervisor's fully funding the School's Board's request.

The document contains four major sections as listed and defined below.

The **Introductory Section** is the first major section of the school budget document. It includes the Executive Summary. The Executive Summary highlights important information contained in the budget. Users may rely on this section for an overview. This section also includes numerous charts and graphs to assist the reader in understanding the information provided in the school budget.

The **Organizational Section** includes the Montgomery County School's organizational and management structure, organizational charts, and the policies and procedures governing the budget development process.

The **Financial Section** presents budget data by summary and detail levels for all financial funds managed by the school division. It begins with a financial representation of revenue and an expense of all funds combined and then represents each fund individually from general funds and other funds. Description of revenue sources and expenditure needs are described.

The **Information Section** includes information of interest to school division employees and the community at large.

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# INTRODUCTORY SECTION

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## INTRODUCTION

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*“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 2018-19, which we know will be a challenge as we prepare the operating budget. As we evaluated the needs of the district for 2018-19, 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 School Board’s funding request for the budget for 2018-19 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

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 district.

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

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 took 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, but have been able to review salaries and create consistency within paygroups. We continue to need to competitively and fairly compensate our employees in relation to other school divisions.

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

Our fourth and final goal for the Operating Budget is maintaining the Program Enhancement and Targeted Restoration that occurred in the 2016 -2017 budget. 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 in our current budget. This situation is further complicated by the lack of state funds dedicated to employee compensation. We were fortunate that we were able to cover the unanticipated loss of funds from the state in 16-17 instead of revoking the raises that were promised to employees in their contracts. However, we learned through that process that the state funds, which were already cut drastically, were no longer reliable. Continued 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.

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.

## MESSAGE FROM THE SCHOOL BOARD

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Dear Members of the Montgomery County Board of Supervisors,

In these pages, we present to you this initial funding request for the 2018-2019 Annual Budget. The initial budget proposal is \$114,139,516. This represents an increase of \$2.5 million more than the 2017-18 Approved 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, MPCS reading scores are ranked in the top 17% statewide and mathematics scores are in the top 22%. Students in Montgomery County outperform the state averages in reading, writing, math and science, perform at the same level as the state average in history. 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 5-12 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 and are prepared to be good citizens. 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 offer professional development around higher order thinking, self-assessment, job embedded professional development and strategic planning as we moved deeper into implementing the instructional model. We are embedding the collaboration, critical thinking, creative thinking, communication and citizenship into our curriculum and professional development activities to ensure that we prepare students for success.

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 update learning spaces as we 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 provide competitive salaries and continue to offer a benefits package that provides employees with affordable health care. In order to be competitive with surrounding districts, we need to increase salaries for beginning level teachers. Adding a step at the top of the scale will help us to retain our veteran employees. Finally, we need to increase salaries of all employees to be competitive and to attract the highest caliber employees. Increasing salaries by an average of 1.5% will continue the efforts to provide our employees a fair and competitive salary.
3. **Maintenance of Effort for Necessary Infrastructures** - Increased overhead costs are inevitable. Health insurance increases, compensation plan implementation and increase in energy and transportation costs are expected. These are necessary functions of the school district operations.
4. **Sustain Program Enhancement and Targeted Restoration** - Meeting the needs of our students requires more funds than are currently available to us. 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 \$2.3 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



Gunin Kiran  
Board Chair



Mark Mear, Ed.D.  
Division Superintendent



# EXECUTIVE SUMMARY

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This executive summary presents an abridged version of critical information contained in the fiscal year 2018-2019 School Board's funding request to the Board of Supervisors. It is "liftable" and as such presents the budget in a stand-alone manner that can easily be pulled out without further explanation.



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## ORGANIZATIONAL SECTION

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The following is a high-level summary of information contained in the Organizational Section of the Annual Budget.

### MISSION

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

### VISION

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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

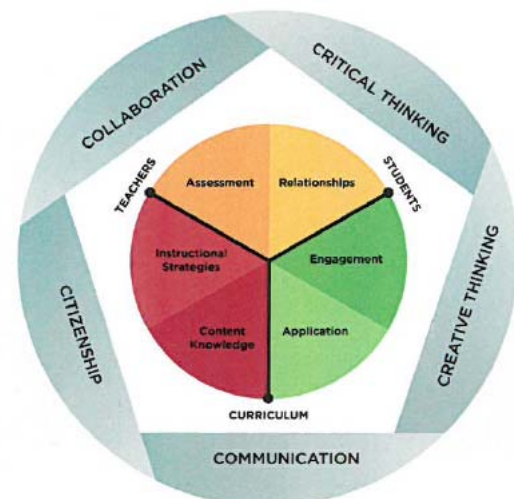
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- Students will graduate from Montgomery County Schools college and career ready.
- MCPS staff will plan and implement effective instructional practices using the MCPS Model for Effective Instruction.
- Students will demonstrate increased academic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

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



## SIX YEAR PLAN

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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 21<sup>st</sup> Century learning tools
  - Establish and implement a system for monitoring instructional practices and providing constructive feedback to teachers
- 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

## BUDGET PROCESS AND CALENDAR

The budget process exists to meet state code requirements; provide a means to align School Board vision, strategic plans, and allocation of resources; and represents fiduciary responsibility as good stewards of public funds. Virginia State Code 22.1-92 requires school divisions to estimate moneys needed for public schools as well as public notice of costs to be distrusted. Virginia State Code 22.1-91 sets limitation on expenditures equal to or less than funds available for school purposes within a fiscal year.

Budget planning is a year-round activity beginning with preparing, deliberating, and adopting then evolving to reporting, monitoring, and adjusting the financial plan. Virginia code requires the School Board to prepare and submit to the governing body, Montgomery County Board of Supervisors, an estimate of the amount of money needed during the ensuing fiscal year. By May 1<sup>st</sup> of each year the governing body must prepare and approve a budget for informative and fiscal planning purposes.



### Superintendent's Proposed Budget

The budget planning process begins in the fall of the preceding year with the development of the budget calendar. The calendar identifies all deadlines for the annual budget process. The calendar includes important activities in the budget process and the dates on which important decisions are scheduled. The School Board includes at least one work session for reviewing the budget and at least one public hearing for comment on the budget. The public hearing time and location is published at least ten days in advance, in a newspaper having general circulation with the school division.

The superintendent, with assistance from staff, prepares a preliminary budget. Many factors influence the proposed budget and include, but are not limited to: economic conditions, enrollment growth, staffing needs based on program enrollment, instructional and operational goals outlined in the Division Comprehensive Plan, technology and school bus replacement schedules, public input, and other initiatives that support MCPS' mission and goals. The Superintendent's Proposed Budget is presented to the School Board in January. It is supported by state revenue estimates as proposed by the Governor of Virginia and by the continuation of prior year funding levels as provided by the Montgomery County Board of Supervisors. All other sources of revenue (federal and other) are based on historical trends and current available information. The expenditure component of the Superintendent's Proposed Budget includes division-wide staffing, contracted services, materials, supplies, replacement equipment, utilities, vehicle fuel, and other operational expenses. Staffing costs are based on current staff actual salaries and benefits

### School Board's Funding Request

The School Board hears from employee groups through presentations at school board work sessions in January. Based on these work sessions, the School Board determines if modifications are needed to the Superintendent's Proposed Budget. The School Board's funding request is forwarded to the Montgomery County Board of Supervisors in early February.

### Approved Budget

The Montgomery County Board of Supervisors holds budget work sessions and public hearings then appropriates funds for the school division by the middle of April. In Virginia, the governing body may appropriate funds by fund total or by state determined categories. In Montgomery County, the school division budget is approved by category totals. The School Board then amends its budget based on county funding levels. Funding levels are then allocated to schools and support departments. Teacher employment

contracts are produced and distributed based on approved funding levels. An approved School Board budget document for the fiscal year is then prepared, published, and distributed.

### Budget Implementation

Once the budget is adopted by the School Board and the Montgomery County Board of Supervisors, it becomes the financial base for programs of each school and department during the fiscal year that begins on July 1. Fiscal accountability is by individual account code. Budget account holders may not expend or encumber more than the approved and appropriated budget amounts. Fiscal monitoring of department and school activities occurs throughout the year to ensure compliance. An amendment to the amount of any category requires approval of a resolution from the Montgomery County Board of Supervisors. Budget adjustments within category totals do not require a resolution.

This budget document is intended as a working reference document for administrators and other school personnel. The document is organized with introductory (executive summary), organizational, financial, and informational sections to describe the financial framework, division statistics and achievements, and organization detail of the day-to-day operations of Montgomery County Public Schools.



### Significant Changes during the FY 2019 Budget Process

There were no significant changes to the budget process for FY 2019.

SCHOOL BOARD

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Gunin Kiran, District A



Penny Franklin, District B



Dana Partin, District C



Jamie M. Bond, District D



Marti Graham, District E



Connie L. Froggatt, District F



Mark F. Cherbaka, District G



SCHOOL ADMINISTRATION



Superintendent

Mark Mear, Ed.D., began his tenure as the superintendent in MCPS on January 4, 2016.

Dr. Mear previously served as the assistant superintendent for Winchester Public Schools in Winchester, Virginia. He has also served as director of secondary education, a high school principal, a high school associate principal, an assistant director of personnel and a history teacher. Dr. Mear also served in the United States Marine Corps.

Dr. Mear earned a bachelor’s degree in economics from Liberty University, a master’s degree in educational leadership from Lynchburg College and a doctor of education in educational leadership from the University of Virginia.

Instructional Leadership Team

- Deputy Superintendent..... Dr. Lois Graham
- Director of Elementary Instruction..... Barbara Wickham
- Director of Human Resources ..... Annie Whitaker
- Director of Secondary Instruction ..... Carl Pauli
- Director of Student Services..... Judy Diggs
- Director of Special Education ..... Patricia Nelson
- Budget Analyst/Finance Manager ..... Marc Evans
- Supervisor of Technology ..... Julie Craft
- Clerk of the Board/ Public Information Officer..... Brenda Drake

Operational Leadership Team

- Assistant Superintendent for Operations..... Dr. John T. Staten, Jr.
- Director of Facilities and Planning ..... Daniel A. Berenato
- Director of Finance..... Katherine C. Miano, CPA
- Director of School Nutrition Programs..... Michael R. Marcenelle
- Director of Technology..... Harvey C. Goodwin
- Director of Transportation ..... Rebecca N. Mummau
- Supervisor of Personnel..... Dawn LaPuasa
- Supervisor of Payroll..... Roger Hartless
- Supervisor of Purchasing ..... Angela Bland



FINANCIAL SECTION

The following is a high-level summary of information contained in the Financial Section of the Annual Budget.

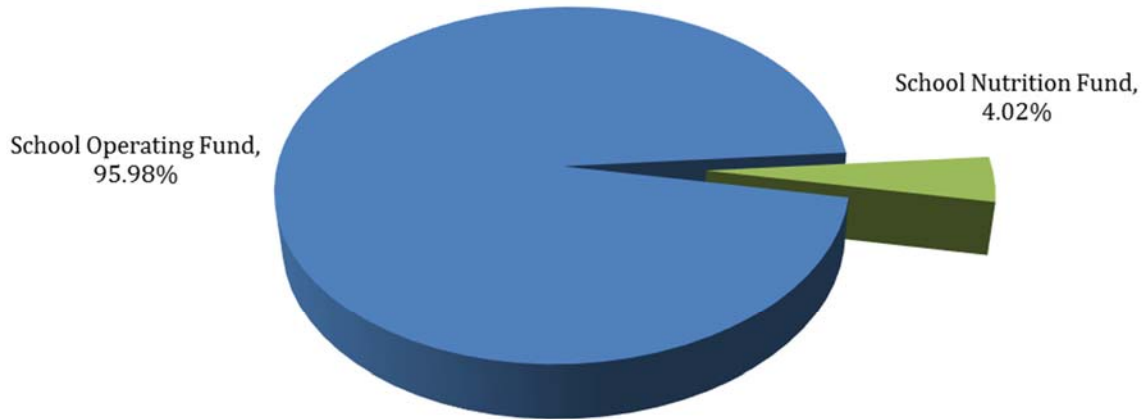
A balanced budget is a budget with total expenditures not exceeding total revenues and all monies available in the fund balance within an individual fund. This definition is applied over the long-term, not just during the current period. As required by law, all fund budgets presented in the budget document are balanced.

Please note: The financial and statistical tables within this budget document use rounding, which may result in what appear to be insignificant mathematical inconsistencies.

BUDGET COMPARISON FOR ALL FUNDS

The following budgets are included in the School Board Annual Budget: School Operating Fund and School Nutrition Fund. The School Operating fund is intended to finance instructional programs and day-to-day operations of the school division and includes the division’s primary revenue sources from the Commonwealth of Virginia and the County of Montgomery. The School Nutrition fund accounts for the cafeteria operations and administrative costs, primarily from breakfast and lunch sales and federal revenue. The School Division budgets for two funds, one general fund and one special revenue fund. The general fund consists of the School Operating Fund and the special revenue fund consists of the School Nutrition Program Fund. A summary of the revenues and expenditure budgets for each fund follows.

Funds as a Percentage of Total Budget



The schedule below presents a summary comparison of the funds included in this budget. The FY 2019 funding request reflects an increase of \$2,957,093, or 2.77% over the FY 2018 operating budget. The School Nutrition fund reflects a decrease of \$476,471, or 9.41%.

The FY 2019 Annual Budget reflects an overall increase of 2.22% over the prior year with the Operating fund representing the largest share of the increase. Further discussion of the budget variances by fund follows this section.

<b>Fund</b>	<b>FY 2018 Approved Budget</b>	<b>FY 2019 Proposed Budget</b>	<b>Increase (Decrease)</b>	<b>Percent Change</b>
School Operating Fund	\$ 106,597,717	\$ 109,554,810	\$ 2,957,093	2.77%
School Nutrition Fund	5,061,177	4,584,706	(476,471)	-9.41%
<b>Sub-Total</b>	<b>\$ 111,658,894</b>	<b>\$ 114,139,516</b>	<b>\$ 2,480,622</b>	<b>2.22%</b>

### SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

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.

Revenues are classified based on sources. MCPS has four major funding sources - state, federal, county and local. Revenue projections for all funds by source are as follows:

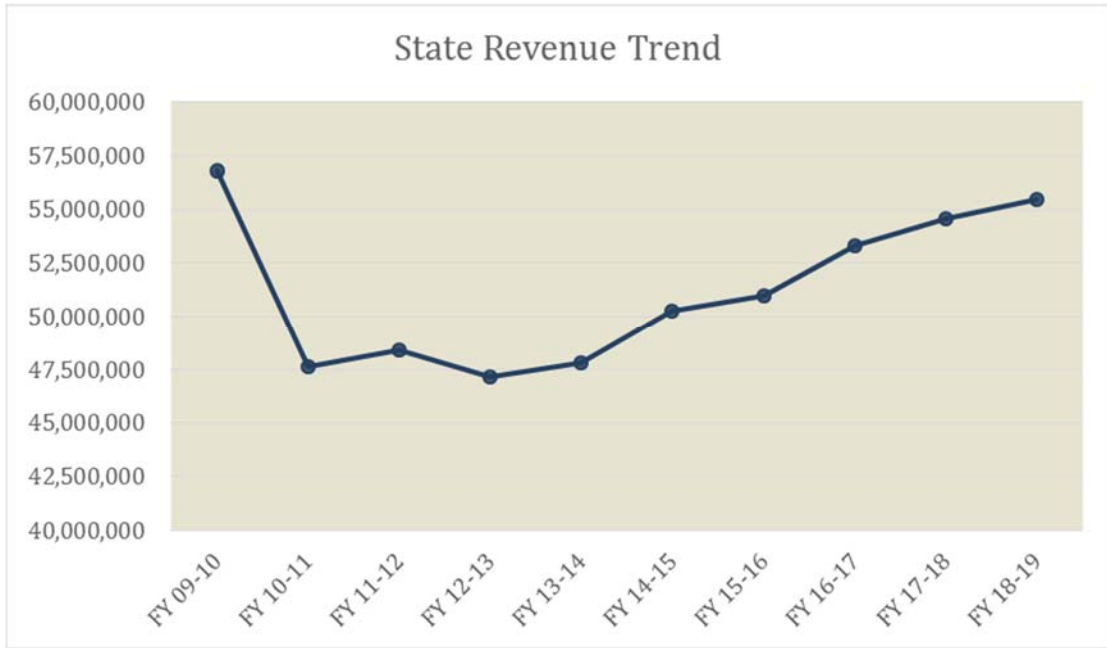
<b>Summary of All Funds Revenue by Source</b>						
<b>Description</b>	<b>FY 2014-15 Actuals</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Actuals</b>	<b>FY 2017-18 Approved Budget</b>	<b>FY 2018-19 Proposed Budget</b>	<b>Increase / (Decrease)</b>
<b>All Funds</b>						
State Revenue	\$ 50,579,914	\$ 51,635,979	\$ 52,893,033	\$ 54,669,536	\$ 55,516,926	\$ 847,390
Federal Revenue	6,206,967	6,970,746	7,748,395	6,888,575	6,676,212	(212,363)
County Revenue - Operations	42,298,403	44,807,985	46,538,072	46,707,664	49,029,730	2,322,066
Other Revenue - Local	3,253,015	2,832,194	2,916,095	3,393,119	2,916,648	(476,471)
<b>Total Funds Available - All Funds</b>	<b>\$ 102,338,299</b>	<b>\$ 106,246,904</b>	<b>\$ 110,095,595</b>	<b>\$ 111,658,894</b>	<b>\$ 114,139,516</b>	<b>\$ 2,480,622</b>

Expenditures are classified by fund, cost center, sub-function, level, and object. MCPS has seven major object code classifications – personnel services, employee benefits, purchased services, other charges, materials and supplies, capital outlay, and other uses of funds. Expenditures for all funds by object are as follows:

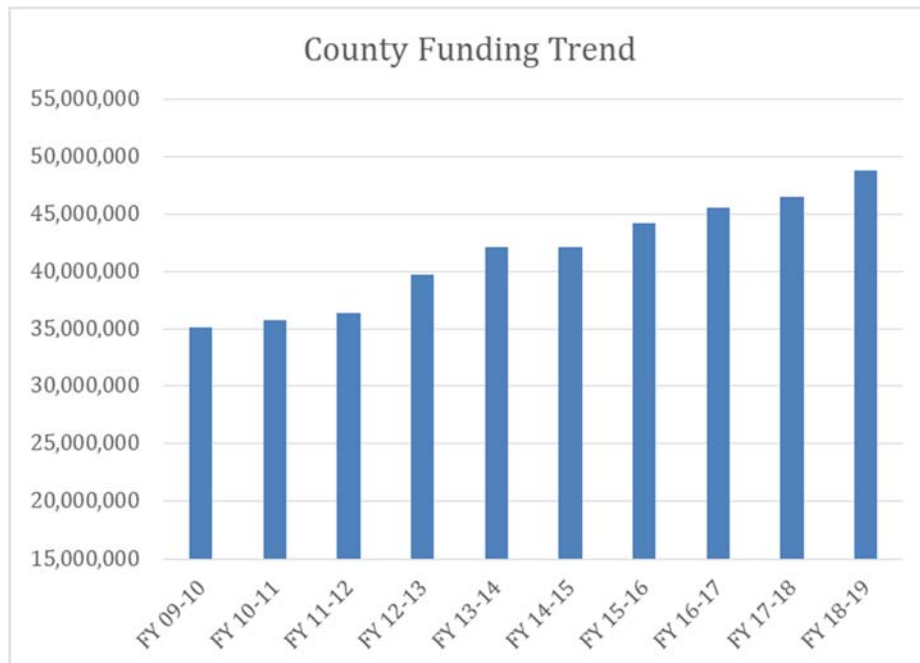
<b>Summary of All Funds Expenditures by Major Object</b>						
<b>Description</b>	<b>FY 2014-15 Actuals</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Actuals</b>	<b>FY 2017-18 Approved Budget</b>	<b>FY 2018-19 Proposed Budget</b>	<b>Increase / (Decrease)</b>
<b>All Funds</b>						
Personnel Services	\$ 61,654,968	\$ 64,556,579	\$ 67,101,156	\$ 69,385,150	\$ 71,193,659	\$ 1,808,509
Employee Benefits	21,690,915	23,410,526	25,079,279	27,140,998	27,173,366	32,368
Purchased Services	2,576,350	2,602,388	2,763,260	2,053,832	2,073,832	20,000
Other Charges	4,177,073	3,852,230	4,076,395	4,231,665	4,335,665	104,000
Materials and Supplies	7,615,262	7,309,977	8,655,363	8,188,589	8,312,234	123,645
Capital Outlay	3,665,889	4,122,695	3,337,728	250,000	642,100	392,100
Other Uses of Funds	347,700	408,660	408,660	408,660	408,660	-
<b>Total Funds Available - All Funds</b>	<b>\$ 101,728,157</b>	<b>\$ 106,263,055</b>	<b>\$ 111,421,841</b>	<b>\$ 111,658,894</b>	<b>\$ 114,139,516</b>	<b>\$ 2,480,622</b>

**School Operating Revenue Highlights**

- The revenue projection for FY 2019 in the School Operating fund reflects several significant assumptions. State revenue is projected using the first year of the Governor’s introduced state budget for the 2018 – 2020 biennium. The projected increase in state revenue for Montgomery County Public Schools is \$847,390 or 1.55%. The graph below is a historical trend analysis of state revenues.



- The allocation of County funding for schools is approximately 44.8% of the School Operating budget and reflects a requested increase of \$2,322,066 or 5.0% from the previous year. The graph below illustrates the County funding over the past ten years.



The following provides detail of School Operating fund revenue:

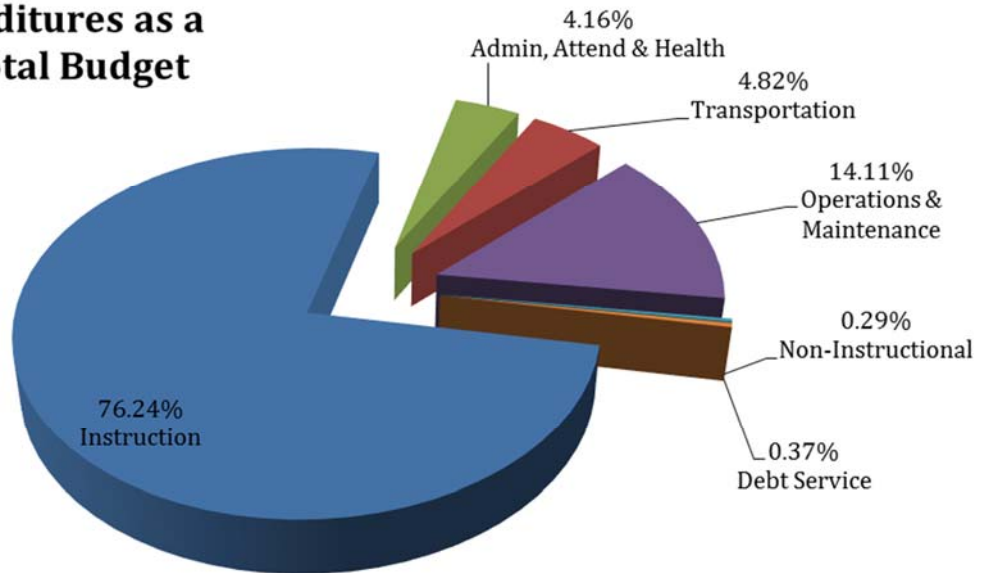
<b>Summary of School Operating Fund - Revenue</b>				
DESCRIPTION	Approved Budget 2016-2017	Approved Budget 2017-2018	Proposed Budget 2018 - 2019	Increase / (Decrease)
<b>STATE REVENUE:</b>				
<b>Standards of Quality</b>				
Sales Tax Receipts	\$ 11,505,690	\$ 11,549,662	\$ 11,829,361	\$ 279,699
Basic Aid	26,056,907	25,919,409	26,885,001	965,592
Remedial Summer School	17,614	25,030	16,843	(8,187)
Vocational Education	685,573	681,965	726,408	44,443
Gifted Education	281,261	279,780	284,752	4,972
Special Education	3,357,551	3,339,879	3,370,533	30,654
Prevention, Intervention, and Remediation	750,029	746,081	697,352	(48,729)
Teacher Retirement Instructional	3,375,130	3,736,235	3,661,096	(75,139)
Textbooks (SOQ)	106,996	639,881	585,136	(54,745)
Social Security Instructional	1,634,828	1,626,224	1,656,210	29,986
Group Life Insurance Instructional	111,332	110,746	110,414	(332)
ESL	141,207	160,877	173,023	12,146
<b>Standards of Quality Subtotal</b>	<b>\$ 48,024,118</b>	<b>\$ 48,815,769</b>	<b>\$ 49,996,129</b>	<b>\$ 1,180,360</b>
<b>Incentive Based Funds</b>				
Compensation Supplement	\$ 408,339	\$ 264,009	\$ -	\$ (264,009)
At-Risk	-	394,020	439,390	45,370
VPSA Technology Grants	570,000	570,000	570,000	-
eBackpack	212,800	170,000	-	(170,000)
<b>Incentive Based Funds Subtotal</b>	<b>\$ 1,191,139</b>	<b>\$ 1,398,029</b>	<b>\$ 1,009,390</b>	<b>\$ (388,639)</b>
<b>Categorical Funds</b>				
State Operated Programs - Detention Home	\$ 429,338	\$ 436,800	\$ 457,358	\$ 20,558
Homebound	68,206	44,269	65,723	21,454
<b>Categorical Funds Subtotal</b>	<b>\$ 497,544</b>	<b>\$ 481,069</b>	<b>\$ 523,081</b>	<b>\$ 42,012</b>
<b>Lottery Funds</b>				
GED Prep Program - ISAEP	\$ 15,717	\$ 15,717	\$ 15,717	\$ -
Regular Foster Care	144,090	74,126	94,150	20,024
Textbooks (Lottery)	536,271	-	-	-
Early Reading Intervention	191,328	207,439	193,069	(14,370)
Career and Technical Education - Equipment & Occupational Prep Programs	86,480	88,725	79,085	(9,640)
At-Risk	508,937	113,284	64,100	(49,184)
Alternative Education	150,971	153,060	152,265	(795)
K-3 Primary Class Size	851,795	817,451	867,369	49,918
Virginia Preschool Initiative	755,580	748,024	722,456	(25,568)
Mentor Teacher Program	6,551	6,740	7,032	292
English as a Second Language	-	-	-	-
Project Graduation/Senior Year	-	11,120	11,249	129
Supplemental Lottery Per Pupil Allocation	307,160	1,597,780	1,639,811	42,031
SOL Algebra Readiness	88,788	89,725	90,545	820
<b>Lottery Funds Subtotal</b>	<b>\$ 3,643,668</b>	<b>\$ 3,923,191</b>	<b>\$ 3,936,848</b>	<b>\$ 13,657</b>
<b>TOTAL STATE REVENUE</b>	<b>\$ 53,356,469</b>	<b>\$ 54,618,058</b>	<b>\$ 55,465,448</b>	<b>\$ 847,390</b>

DESCRIPTION	Approved Budget 2016-2017	Approved Budget 2017-2018	Proposed Budget 2018 - 2019	Increase / (Decrease)
<b>FEDERAL REVENUE:</b>				
<b>Federal Revenue</b>				
Federal Land Use	\$ 30,000	\$ 24,500	\$ 2,500	\$ (22,000)
Title I Grants to LEAs (Part A)	1,868,208	1,850,724	1,700,724	(150,000)
Special Education Grants to States - Federal (IDEA, Part B)	1,967,508	1,967,508	1,967,508	-
Vocational Education Basic Grants to States (Carl D. Perkins - Title I)	148,655	138,387	148,024	9,637
Special Education - Preschool Grants (IDEA)	48,866	51,416	51,416	-
Language Acquisitions State Grant (Title III, Part A)	24,884	23,243	23,243	-
ESEA - Improving Teacher Quality State Grants (Title II, Part A)	343,283	302,279	252,279	(50,000)
Medicaid Reimbursement	160,000	160,000	160,000	-
Homeless Grant	44,000	44,000	44,000	-
<b>TOTAL FEDERAL REVENUE</b>	<b>\$ 4,635,404</b>	<b>\$ 4,562,057</b>	<b>\$ 4,349,694</b>	<b>\$ (212,363)</b>
<b>COUNTY REVENUE:</b>				
<b>Appropriations</b>				
Operations	\$ 45,522,664	\$ 46,482,664	\$ 48,804,730	\$ 2,322,066
Recordation Tax	225,000	225,000	225,000	-
<b>TOTAL COUNTY REVENUE</b>	<b>\$ 45,747,664</b>	<b>\$ 46,707,664</b>	<b>\$ 49,029,730</b>	<b>\$ 2,322,066</b>
<b>OTHER FUNDS:</b>				
<b>Other Funds</b>				
Rents	\$ 55,000	\$ 50,000	\$ 50,000	\$ -
Tuition Private Sources	10,000	-	-	-
Other Rebates and Refunds	125,000	97,500	97,500	-
Recovered Costs	30,000	30,000	30,000	-
Sale of Supplies	5,000	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)	182,768	182,768	182,768	-
Decrease in E-Rate Funding	-	(23,830)	(23,830)	-
Other funds	30,000	25,000	25,000	-
Miscellaneous	3,500	3,500	3,500	-
Other County or City	5,000	-	-	-
Reimbursement Payroll	330,000	330,000	330,000	-
Benefits Other State Agencies	10,000	-	-	-
<b>TOTAL OTHER FUNDS</b>	<b>\$ 796,268</b>	<b>\$ 709,938</b>	<b>\$ 709,938</b>	<b>\$ -</b>
<b>TOTAL SCHOOL OPERATING REVENUE</b>	<b>\$ 104,535,805</b>	<b>\$ 106,597,717</b>	<b>\$ 109,554,810</b>	<b>\$ 2,957,093</b>

Budgeted expenditures in the School Operating Fund by function are:

<b>School Operating Fund</b>				
<b>Description</b>	<b>FY 2018 Approved Budget</b>	<b>FY 2019 Proposed Budget</b>	<b>Increase (Decrease)</b>	<b>% of Budget</b>
Instruction	\$ 81,912,566	\$ 83,525,204	\$ 1,612,638	76.24%
Admin, Attend & Health	4,368,082	4,554,597	186,515	4.16%
Transportation	4,910,027	5,283,609	373,582	4.82%
Operations & Maintenance	14,683,089	15,462,539	779,450	14.11%
Non-Instructional	315,293	320,201	4,908	0.29%
Debt Service	408,660	408,660	-	0.37%
	<b>\$ 106,597,717</b>	<b>\$ 109,554,810</b>	<b>\$ 2,957,093</b>	<b>100.00%</b>

**Budgeted Expenditures as a Percentage of Total Budget**



**School Operating Expenditure Highlights**

The total changes represent a 2.77% increase from the 2017-18 approved budget. Below is a summary of the additions (increases) and reductions to the School Operating Fund budget. The detail of these follows.

FY 2017-18 Approved Budget	\$ 106,597,717
Add: Total Additions	3,297,093
Less: Total Reductions	<u>(340,000)</u>
Total FY 2018-2019 Budget	<u>\$ 109,554,810</u>

The following priority increases were funded in the FY 2019 School Operating budget:

- *\$1,988,000 – Salary Enhancement*
  - This includes salary and benefits for an average of 1.5% increase. Adjustments are also made to place teachers on correct years of experience step.
- *\$500,000 – Health Insurance Rate Increase*
  - An increase of 5.1% has been included for health insurance costs increase. This increase is based on the past year's medical and prescription drug claims. Premium rates for FY 2018-19 have not been determined. Current monthly employee upgrade premiums can be found in the informational section.
- *\$84,000 – Bandwidth Increase*
  - State and federal agencies have set a target for all school divisions to have a bandwidth standard of 1 GB per 1,000 students in 2020. Currently MCPS averages 1 Gbps per 1,000 students. As growth and interdependency on the internet for educational programs continues, a recurring investment in bandwidth is necessary.
- *\$332,993 – Technology Equipment*
  - Funding to cover life cycle replacements for technology equipment in the total amount of \$332,993. We have over 5,000 computers and associated technology valued over \$6 million. The future of instruction is tied to teacher and student access to and use of current technology. With a three to five year life cycle, it is critical that technology is maintained, updated, and replaced. With the loss of eLearning Backpack funds, \$185,093 is added to sustain the division 1-1 Chromebook initiative.
- *\$187,700 – School Bus Replacement*
  - Replacement of school buses is necessary to keep pace with the cycle for updating and renewing our aging fleet. The replacement schedule for buses is 15 years. This will cover the replacement of 2 buses, the division needs to replace 9 buses to adequately maintain our school bus fleet.
- *\$204,400 –Capital Improvements*
  - These funds will allow for projects from the capital maintenance list to be completed. The \$204,400 request is a budget line to continue roof replacement and repair projects per plans approved by the School Board.

The following strategic reductions were made in the FY 2019 School Operating budget:

- *(\$340,000) – VRS Contribution Rate*
  - The Governor's proposed State Budget includes a decrease of 0.64% in the required contribution rate for all employees in the professional classification.

Budgeted expenditures in the School Operating Fund by major object are:

<b>Summary of School Operating Fund - Expenditures by Object</b>			
DESCRIPTION	Approved Budget 2016-2017	Approved Budget 2017-2018	Proposed Budget 2018-2019
<b>Personnel:</b>			
<b>Salaries, Wages, &amp; Benefits</b>	\$ 91,427,211	\$ 93,754,051	\$ 93,754,051
<i>Change(s) for FY 2018-2019:</i>			
Salary Enhancements, increase 1.5%	-	-	1,988,000
VRS Contribution Rate (decrease of 0.64%, professional)	-	-	(340,000)
Health Insurance Increase (5.1%)	-	-	500,000
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 91,427,211</b>	<b>\$ 93,754,051</b>	<b>\$ 95,902,051</b>
<b>Utilities and Fixed Charges</b>			
Utilities (electric, heating, water, sewage, garbage)	\$ 3,297,734	\$ 2,987,418	\$ 2,987,418
Postal Services	55,000	55,000	55,000
Telecommunications	590,748	590,748	590,748
<i>Change(s) for FY 2018-2019:</i>			
Increase in telecommunications for bandwidth	-	-	84,000
Insurance (property, liability & vehicles)	288,462	288,462	288,462
Vehicle Fuels	826,208	826,208	826,208
<b>SUBTOTAL UTILITIES &amp; FIXED CHARGES</b>	<b>\$ 5,058,152</b>	<b>\$ 4,747,836</b>	<b>\$ 4,831,836</b>
<b>Services, Supplies, Materials, &amp; Equipment</b>			
Textbooks	\$ 712,827	\$ 712,827	\$ 712,827
Instructional Supplies	1,119,250	1,122,250	1,122,250
Equipment	504,222	504,222	504,222
Purchased Services	1,376,874	1,323,874	1,323,874
Maintenance Contracts	503,004	587,004	587,004
Tuition	76,194	76,194	76,194
Travel	187,659	187,659	187,659
Miscellaneous	43,196	93,196	93,196
Custodial Supplies	140,857	140,857	140,857
Office and Other Supplies	220,681	220,681	220,681
Building Maintenance Supplies	394,646	394,646	394,646
Vehicle Maintenance Supplies	182,057	182,057	182,057
Furniture Replacement	17,469	17,469	17,469
Technology Software	81,584	290,986	290,986
Technology Equipment	1,647,340	1,583,248	1,731,148
<i>Change(s) for FY 2018-2019:</i>			
Sustain 1-1 Chromebook initiative	-	-	185,093
Vehicle Replacement	29,670	-	-
<b>SUBTOTAL SERVICES, SUPPLIES, MATERIALS, &amp; EQUIPMENT</b>	<b>\$ 7,237,530</b>	<b>\$ 7,437,170</b>	<b>\$ 7,770,163</b>
<b>Capital Expenditures</b>			
Technology Equipment	\$ 250,000	\$ 250,000	\$ 250,000
School Bus Replacement (6)	358,512	-	-
School Bus Replacement (2)	-	-	187,700
Capital Repairs and Replacements	204,400	-	204,400
<b>SUBTOTAL CAPITAL EXPENDITURES</b>	<b>\$ 812,912</b>	<b>\$ 250,000</b>	<b>\$ 642,100</b>
<b>Debt Service</b>			
Principal & Interest Payments	\$ -	\$ 408,660	\$ 408,660
<b>SUBTOTAL DEBT SERVICE</b>	<b>\$ -</b>	<b>\$ 408,660</b>	<b>\$ 408,660</b>
<b>TOTAL EXPENDITURE BUDGET</b>	<b>\$ 104,535,805</b>	<b>\$ 106,597,717</b>	<b>\$ 109,554,810</b>



### School Nutrition Fund Highlights

The School Nutrition fund accounts for cafeteria operations within the school division including the procurement, preparation and serving of student breakfast and lunches.

- The revenue projection for FY 2019 in the School Nutrition fund continues to reflect a shift from local sales of meals to reimbursement of meals from federal dollars. This is partially due to the increased participation in the breakfast program.
- The expenditure projection for FY 2019, while it shows a decrease in salaries, wages and benefits it includes an increase to provide the same pay increase as other school division staff.

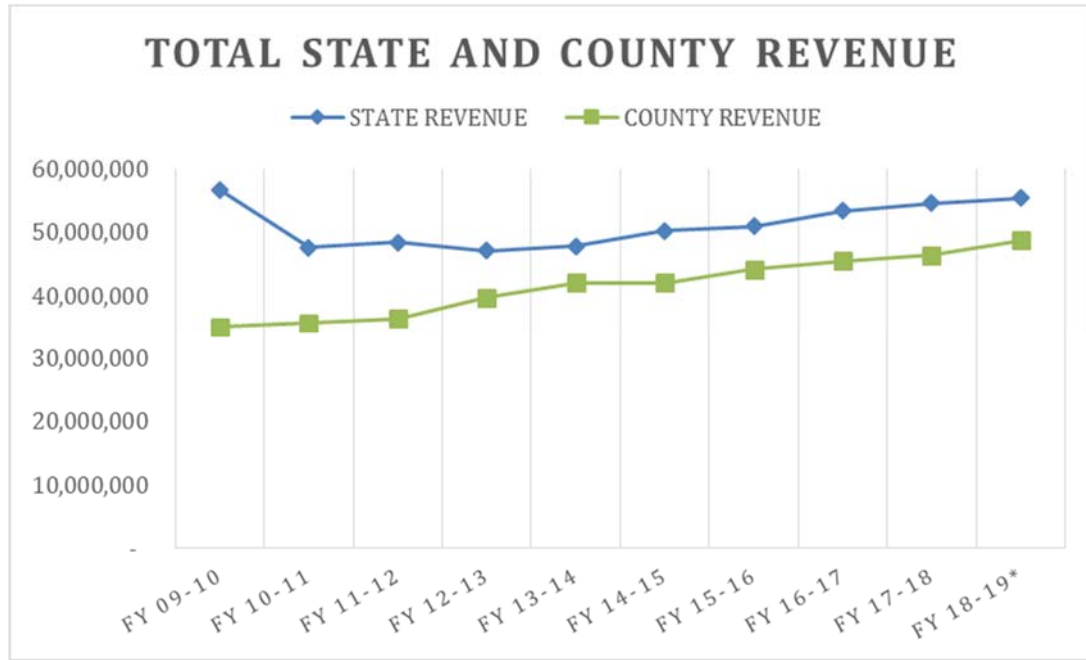
Budgeted revenues and expenditures in the School Nutrition Fund are:

<b>Summary of School Nutrition Fund - Revenue by Source</b>		
<b>Description</b>	<b>FY 2017 - 18</b>	<b>FY 2018 - 19</b>
	<b>Approved Budget</b>	<b>Proposed Budget</b>
<b>Revenue</b>		
Local Income	\$ 2,683,181	\$ 2,206,710
Federal Funding	2,326,518	2,326,518
State Funding	51,478	51,478
<b>TOTAL</b>	<b>\$ 5,061,177</b>	<b>\$ 4,584,706</b>

<b>Summary of School Nutrition Fund -Expenditure by Object</b>		
<b>Description</b>	<b>FY 2017 - 18</b>	<b>FY 2018 - 19</b>
	<b>Approved Budget</b>	<b>Proposed Budget</b>
<b>Expenditures</b>		
Salary & Wages	\$ 2,075,887	\$ 1,896,396
Benefits	696,210	568,578
Purchased Services	65,423	85,423
Printing	1,337	1,337
Travel	4,182	4,182
Miscellaneous	25,000	45,000
Office Supplies	6,364	6,364
Food Supplies	2,032,521	1,823,173
Other Operating Supplies	153,360	153,360
Equipment	893	893
<b>TOTAL</b>	<b>\$ 5,061,177</b>	<b>\$ 4,584,706</b>

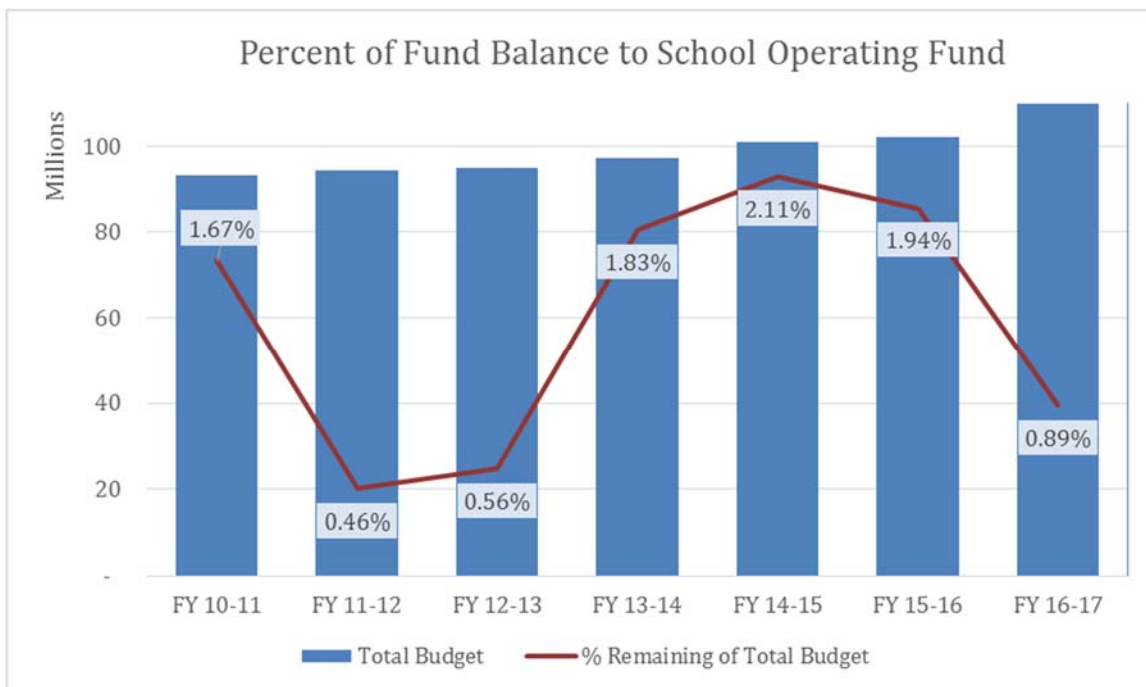
**SIGNIFICANT TRENDS**

Revenue - The majority of the School Division funding is received from the State and County Government. Below is the trend analysis for the previous 10 years.



\*proposed

Year End Balance –The school division monitors federal and state revenue trends closely as a result of sound management practices. The chart below is the percent of fund balance remaining in the school operating fund as compared to the total operating budget.



## KEY FACTORS THAT AFFECTED THE CURRENT YEAR BUDGET DEVELOPMENT

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### Revenue

#### 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 2018-2020 biennium budget is 0.3920, which is an increase of 0.0088.

#### Student Enrollment

- For 2018-2019 we anticipate an increase in enrollment. The current projection for fiscal year 2018-2019 of 9,558 students is an increase in ADM of 108 students.

#### Governor's Proposed Budget / State Revenue

- The governor's introduced 2018-2020 biennium budget includes 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 2018- 2019; therefore, the projections are based on the approved grant amounts for the federal fiscal year 2017-2018. Federal funds are projected to decrease by \$212,363.

#### County Allocation

- The School Board's funding request is for an increase in the allocation from the Board of Supervisors in the amount of \$2,322,066 or 5.0%.

### Expenditure

#### Health Insurance

- The School Board continues prioritize health insurance coverage for employees. Adjustment were made to the original estimated increase of 5.1% to maintain quality health insurance coverage for employees. Additional information on insurance can be found in the informational section.

#### Salary Enhancements

- Compensation and benefits have continued to be a priority for the school division. In order to restore years of service lost during the recession and be competitive with surrounding districts salaries were increase for beginning level teachers and a step was added at the top of the scale to help retain veteran teachers. Increasing salaries by an average of 1.5% will continue the efforts to provide our employees a fair and competitive salary.

#### Sustainment Plan

- This budget proposal for 18-19 continues implementation of our Model for Effective Instruction, while sustaining 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.

#### 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 informational section of the budget book. 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, targeted restoration, and maintenance of effort to support the necessary infrastructure needed for MCPS are also clear priorities.

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INFORMATIONAL SECTION

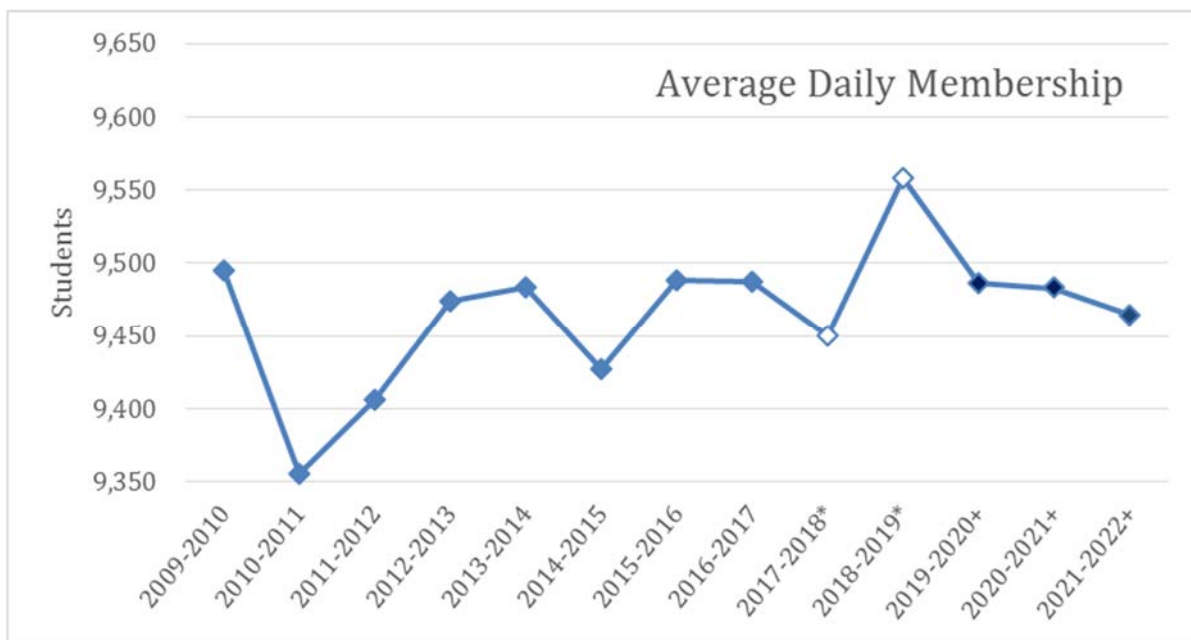
STUDENT ENROLLMENT

The annual average daily membership (ADM) projections are critical to the budgeting process as overestimating the number of students could result in overestimating revenues causing a budget shortfall. On the other hand, underestimating the ADM will result in underestimated state revenues causing an unexpected fund balance at year-end. Neither outcome is desirable due to the fiscal impact and the planning of expenditures to meet instructional and operational goals. Researching trends in population growth, student attrition, and other pertinent information is useful in developing accurate ADM estimates.

Since about 51% of the school division’s revenue is based on student enrollment projections it is a primary focus when developing the budget. Enrollment is also significant because it drives the number of instructional and support staff needed to provide educational support services to students.

The FY 2019 budget was built on an ADM of 9,558. A combination of attrition, third-party enrollment forecasts and County birth rates were used to support this figure.

The following chart reflects the trend analysis from FY 2008-09 through the forecasted year 2020-21.



\* Budgeted Enrollment  
 + Projected Enrollment

**ALLOCATION OF PERSONNEL RESOURCES**

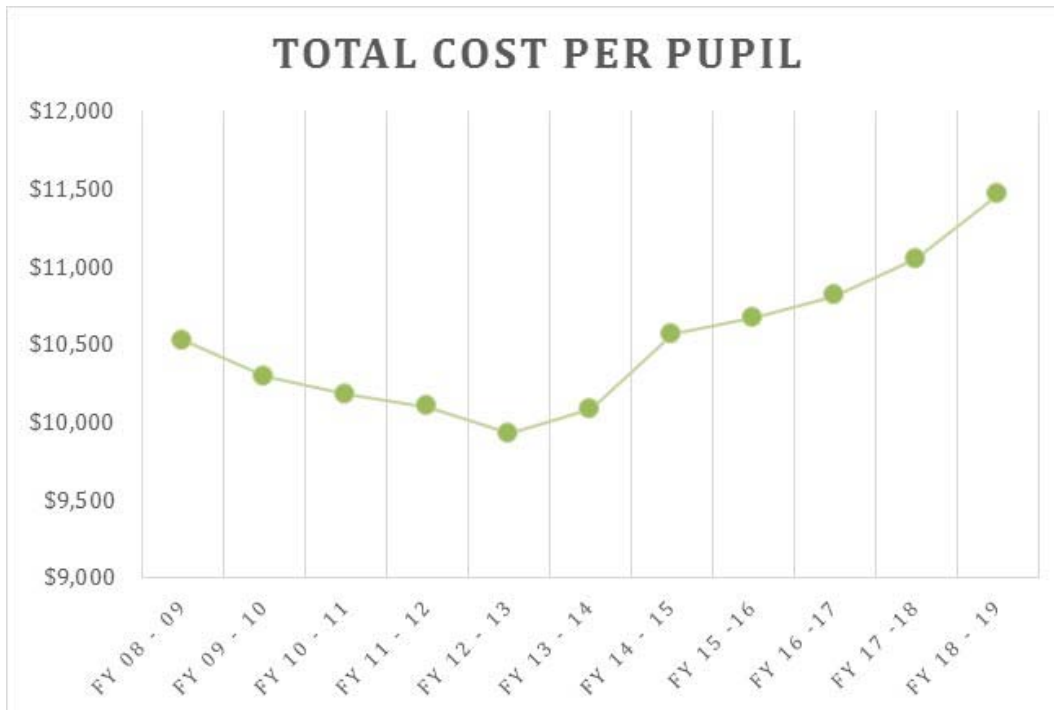
As part of the annual budget process, requests for additional staffing are evaluated for funding. The information to the right is a summary by position of personnel resource changes included in the FY 2018-2019 budget as compared to the FY 2017-2018 budget. The total number of full time equivalent positions for FY 2019 did not change.

Locations and grades for teachers and instructional assistants vary from year to year based on enrollment by school and by grade.

	Approved FY 2018	Proposed FY 2019	Difference
Teachers	864.14	864.14	-
Instructional Aides	218.05	218.05	-
Nurses	17.47	17.47	-
Principals & School Administrators	38.00	38.00	-
Administrative Assistants	71.50	71.50	-
Clerical Aides	10.64	10.64	-
Bus Drivers, Aides, & Trainers	113.00	113.00	-
Maintenance	145.50	145.50	-
Technology	17.00	17.00	-
Administrators	36.00	36.00	-
Other School Support	1.00	1.00	-
School Nutrition	100.50	100.50	-
School Board Members	7.00	7.00	-
<b>Total</b>	<b>1,639.80</b>	<b>1,639.80</b>	<b>-</b>

**PER PUPIL EXPENDITURES**

The Virginia Department of Education defines “Operations” to include regular day school, summer school, adult education, and other education, but does not include pre-kindergarten, non-regular day school programs, non-local education programs, debt service, or capital outlay additions. Figures below for FY 2011 through FY 2016 were taken from Table 15 of the Superintendent’s Annual Report for Virginia for the respective years. FY 2017 cost per pupil is an estimate based on the adjusted FY 2017 budget. The FY 2018 & FY 2019 cost per pupil is an estimate based on data included in the FY 2018 & FY 2019 budget book, respectively.



## SCHOOL & FACILITY INFORMATION

School Information						
School	Grade Levels	Enrollment	PTR	Disadvantaged	Students with Disabilities	Accreditation
<b>Primary Schools</b>						
Christiansburg Primary	PK-2	445	18:1	45%	10%	Fully
<b>Elementary Schools</b>						
Auburn Elementary	PK-5	564	19:1	49%	12%	Fully
Belview Elementary	PK-5	284	19:1	55%	16%	Fully
Christiansburg Elementary	3-5	435	21:1	46%	9%	Fully
Eastern Montgomery Elementary	PK-5	464	17:1	73%	13%	Fully
Falling Branch Elementary	PK-5	521	19:1	47%	11%	Fully
Gilbert Linkous Elementary	PK-5	369	19:1	23%	12%	Fully
Harding Avenue Elementary	K-5	350	21:1	21%	7%	Fully
Kipps Elementary	K-5	402	19:1	20%	12%	Fully
Margaret Beeks Elementary	PK-5	445	19:1	33%	10%	Fully
Price's Fork Elementary	PK-5	481	20:1	53%	14%	Fully
<b>Middle Schools</b>						
Auburn Middle	6-8	270	16:1	45%	13%	Fully
Blacksburg Middle	6-8	903	23:1	21%	10%	Fully
Christiansburg Middle	6-8	723	19:1	49%	10%	Fully
Shawsville Middle School	6-8	223	15:1	65%	13%	Accredited with Warning
<b>High Schools</b>						
Auburn High School	9-12	424	22:1	36%	8%	Fully
Blacksburg High School	9-12	1,206	22:1	19%	7%	Fully
Christiansburg High School	9-12	1,047	20:1	40%	9%	Fully
Eastern Montgomery High School	9-12	284	16:1	64%	12%	Fully

Facility Information						
School	YR. opened	Capacity	Square Feet	Mobile units	acreage	
<b>Primary Schools</b>						
Christiansburg Primary	1973	396	52,475	5	22.30	
<b>Elementary Schools</b>						
Auburn Elementary	1998	560	81,104	1	14.70	
Belview Elementary	1953	222	37,981	0	10.00	
Christiansburg Elementary	1963	366	40,363	5	15.40	
Eastern Montgomery Elementary	2010	650	111,000	0	20.00	
Falling Branch Elementary	1992	446	61,682	9	21.60	
Gilbert Linkous Elementary	1964	354	41,071	0	12.96	
Harding Avenue Elementary	1973	242	43,436	0	7.90	
Kipps Elementary	1994	450	64,954	0	28.30	
Margaret Beeks Elementary	1963	390	50,209	0	14.00	
Price's Fork Elementary	2011	650	111,000	0	20.00	
<b>Middle Schools</b>						
Auburn Middle	2015	480	126,338	0	13.50	
Blacksburg Middle	2002	1,200	190,478	0	55.20	
Christiansburg Middle	2003	1,200	190,478	0	32.00	
Shawsville Middle School	1935	240	68,645	0	16.50	
<b>High Schools</b>						
Auburn High School	2013	600*	182,944	0	37.10	
Blacksburg High School	2013	1,400*	295,302	0	76.50	
Christiansburg High School	1974	848*	222,902	4	43.60	
Eastern Montgomery High School	2000	561	109,350	0	35.39	

\* Functional Capacity

## FAST FACTS

**SCHOOL BUILDINGS**

Primary School	1
Elementary Schools	10
Middle Schools	4
High Schools	4
Alternative Education	1
<b>Total</b>	<b>20</b>

**TEACHING STAFF**

<b>Salaries</b>	
Minimum	\$ 36,503
Maximum	\$ 64,859
MCPS Average	\$ 46,863
<b>Number of classroom teachers with Master's degrees or above</b>	
	434
<b>Average years experience (overall)</b>	
	13.9
<b>Turnover rate</b>	
	13.43%

**STUDENT INFORMATION**

<b>Average Daily Membership (3/31/17)</b>	
Elementary	4,434
Middle	2,179
High	2,874
<b>Total</b>	<b>9,487</b>
<b>Cost per Student (preliminary)</b>	
State	\$ 5,661
State Sales Tax	\$ 1,197
Federal	\$ 473
Local	\$ 3,718
<b>Total</b>	<b>\$ 11,049</b>
<b>% of Free &amp; Reduced Lunch</b>	<b>39.20%</b>
<b>Scholastic Assessment Test Scores</b>	
<b>Math</b>	
MCPS	542
State	517
Nation	508
<b>Critical Reading</b>	
MCPS	551
State	520
Nation	494
<b>Number of Seniors taking SAT</b>	<b>419</b>
<b>Number of AP Examinations</b>	<b>840</b>

**DEMOGRAPHICS**

<b>Total Fall Membership (K-12)</b>	<b>9,658</b>
<b>Subgroup:</b>	
Black	4.51%
White	82.76%
Hispanic	4.17%
Asian	4.12%
Hawaiian	0.10%
Multi-Race	4.32%
Native American	0.16%
<b>Special Education</b>	<b>9.82%</b>
<b>Limited English Proficient</b>	<b>2.39%</b>
<b>Economically Disadvantaged</b>	<b>39.20%</b>

*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.*

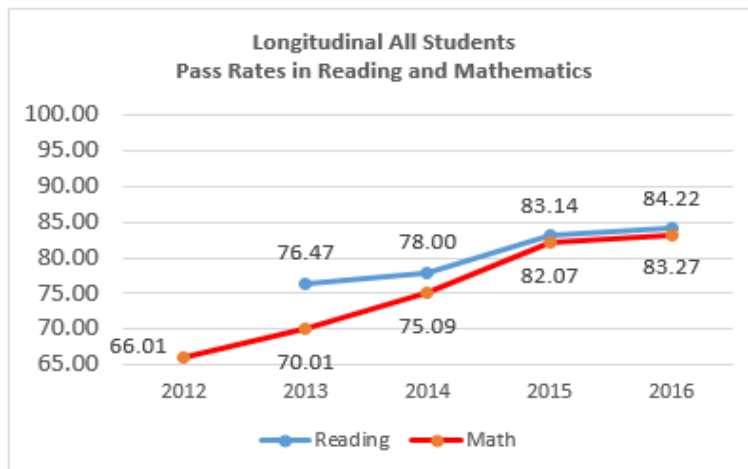


## SHARING OUR SUCCESSES

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

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 9,900 students in grades PK-12. There are 19 schools in the county's four attendance areas, including 11 elementary, four middle, four high, and one secondary alternative program.

### Academic Achievement

MCPS had a 92.8% on-time graduation rate in 2017. MCPS ranked 53<sup>rd</sup> out of 132 school divisions in the state. Among divisions with similar enrollment, only Fauquier County had a higher graduation rate (95.8%), and Campbell had the same graduation rate (92.8%). Among Region VI, four divisions – Botetourt County (93.5%), Floyd County (93.5%), Roanoke County (94.2%), and Salem City (94.9%) – had a higher graduation rate. Two of Montgomery County's four high schools had a graduate rate at or above the state average of 91.15%.

2017 SAT scores for MCPS stayed well above state and national averages. The average overall score for the 412 MCPS students who took the SAT was 1151. The MCPS total average score exceeded the state average by 50 points and the national average by 80 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 2017

Graduates earned  
\$6,330,045 in  
scholarships

92.8% Graduated  
On Time

47.4% reported  
they would attend a  
four-year college

32.5% reported they  
would attend a two-  
year college

25 National Merit  
Honorees

professional license, an industry certification, or a workplace readiness skills credential. By graduation in May, 92.74% of the 2017 cohort earned a CTE credential, and 80.17% of the 2018 cohort has earned a CTE credential.

MCPS has one school Provisionally Accredited: Warned. 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 1,823 public schools, 86%, or 1,573, are rated as Fully Accredited for 2017-2018. These ratings are based on Standards of Learning (SOL) testing during the 2016-2017 school year.

One MCPS middle school—Blacksburg Middle—and three elementary schools – Gilbert Linkous, Kipps, and Margaret Beeks – are among 145 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.

Montgomery County was one of only 15 school divisions that earned the 2017 Board of Education Distinguished Achievement Award; four MCPS schools—Blacksburg High, Christiansburg Elementary, Christiansburg Primary, and Harding Avenue—also earned this award. In order to earn this award the school division/school must meet 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.

In addition to MCPS students, many local groups, 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 2016-17 school year, MCPS school facilities were used for 6,017 external activities by community, recreational, and civic organizations. These include recreational sports practices and games, club meetings, worship services, and numerous other events.

## REQUESTS FOR INFORMATION

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This budget document is designed to provide our citizens, taxpayers, and other stakeholders with a general overview of the school system's budget and to demonstrate the School Division's accountability for the money it receives. Questions concerning this report or requests for additional financial information should be directed to: Katherine C. Miano, CPA, Director of Finance, Montgomery County Public Schools, 750 Imperial Street, SE, Christiansburg, VA 24073, telephone (540) 382-5100 or visit the school division's website at [www.mcps.org](http://www.mcps.org).



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## ORGANIZATIONAL SECTION

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## ABOUT OUR SCHOOL DIVISION

### FISCAL DEPENDENCE

Montgomery County Public Schools (MCPS) was established in 1776 to provide educational opportunities to the residents of the County of Montgomery, Virginia (County). MCPS is a fiscally dependent school division pursuant to State law. As a fiscally dependent school division without taxing authority, assessed and market value of taxable property and tax rates do not apply nor does the school system maintain a debt service or capital projects fund. State law prohibits the school system from entering into debt that extends beyond the fiscal year without the approval of the local governing body. Because of this fiscal dependency, the school division is a component unit of the County. Approximately 44% of the school division's general fund support derives from the local appropriation of the County. In addition, the County prepares and administers a budget for school related debt service and major capital projects.

### LEVEL OF EDUCATION

The School Division provides a broad spectrum of general, special, gifted, career and technical education opportunities for approximately 9,700 students (including pre-kindergarten) between the ages of 3 and 21. In addition to the standard Diploma, the school division also offers an advanced studies diploma, an applied studies diploma for students with disabilities who complete the requirements of their individualized education program, and a general educational development certificate.

### GEOGRAPHIC AREA SERVED

Montgomery County Public Schools is the 29<sup>th</sup> largest of 132 school divisions in the Commonwealth of Virginia. The school division supports the student residents of Montgomery County, located in southwestern Virginia approximately 30 miles southwest of the City of Roanoke, along the Interstate 81 corridor. Montgomery County is approximately 393 square miles and has a population of approximately 98,000 and includes two incorporated towns, Blacksburg and Christiansburg.



### STUDENTS AND CAMPUSES

The School System provides a broad spectrum of general, special, gifted, career and technical education opportunities for approximately 9,700 students (including pre-kindergarten) between the ages of 3 and 21 at one primary school, ten elementary schools, four middle schools, four high schools, and one alternative school.

## FACILITIES AND ADMINISTRATORS

Montgomery County Schools is comprised of one primary school, ten elementary schools, four middle schools, four high schools, and one alternative school. Other operations are supported by the administration building, pupil transportation, facilities, and technology department.

**Christiansburg Primary**  
240 Betty Drive  
Christiansburg, VA 24073  
Principal – Oliver Lewis

**Auburn Elementary**  
1760 Auburn School Drive  
Riner, VA 24149  
Principal - Marcia Settle

**Belview Elementary**  
3187 Pepper's Ferry Road  
Radford, VA 24141  
Principal – Timothy Moeller

**Christiansburg Elementary**  
160 Wade's Lane  
Christiansburg, VA 24073  
Principal – Malinda Morgan

**Eastern Montgomery Elementary**  
4580 Eastern Montgomery Lane  
Elliston, VA 24078  
Principal – Denise Boyle

**Falling Branch Elementary**  
735 Falling Branch Road  
Christiansburg, VA 24073  
Principal – Julie Vanidestine

**Gilbert Linkous Elementary**  
813 Tom's Creek Road  
Blacksburg, VA 24060  
Principal – Carol Slonka

**Harding Avenue Elementary**  
429 Harding Avenue  
Blacksburg, VA 24060  
Principal – Stephanie Sedor

**Kipps Elementary**  
2801 Price's Fork Road  
Blacksburg, VA 24060  
Principal – Carey Stewart

**Margaret Beeks Elementary**  
709 Airport Road  
Blacksburg, VA 24060  
Principal – Micah Mefford

**Price's Fork Elementary**  
4021 Prices Fork Rd  
Blacksburg, VA 24060  
Principal – Kelly Roark

**Auburn Middle**  
4163 Riner Road  
Riner, VA 24149  
Principal –Meggan Crowgey-Marshall

**Blacksburg Middle**  
3109 Price's Fork Road  
Blacksburg, VA 24060  
Principal – Amanda Weidner

**Christiansburg Middle**  
1205 Buffalo Drive, NW  
Christiansburg, VA 24073  
Principal – Jason Garretson

**Shawsville Middle**  
4179 Old Town Road  
Shawsville, VA 24162  
Principal – Andy Hipple

**Auburn High**  
1650 Auburn School Drive  
Riner, VA 24149  
Principal – Chris Stewart

**Blacksburg High**  
3401 Bruin Lane  
Blacksburg, VA 24060  
Principal – Brian Kitts

**Christiansburg High**  
100 Independence Boulevard  
Christiansburg, VA 24073  
Principal – Tony Deibler

**Eastern Montgomery High**  
4695 Crozier Road  
Elliston, VA 24087  
Principal – Danny Knott

**Montgomery Central**  
208 College Street  
Christiansburg, VA 24073  
Program Managers –  
Larry Lowe  
Elizabeth Kennedy

**Administration Building**  
750 Imperial Street, SE  
Christiansburg, VA 24073  
Superintendent – Dr. Mark Mear

**Facilities**  
1175 Cambria Street  
Christiansburg, VA 24073  
Director – Daniel Berenato

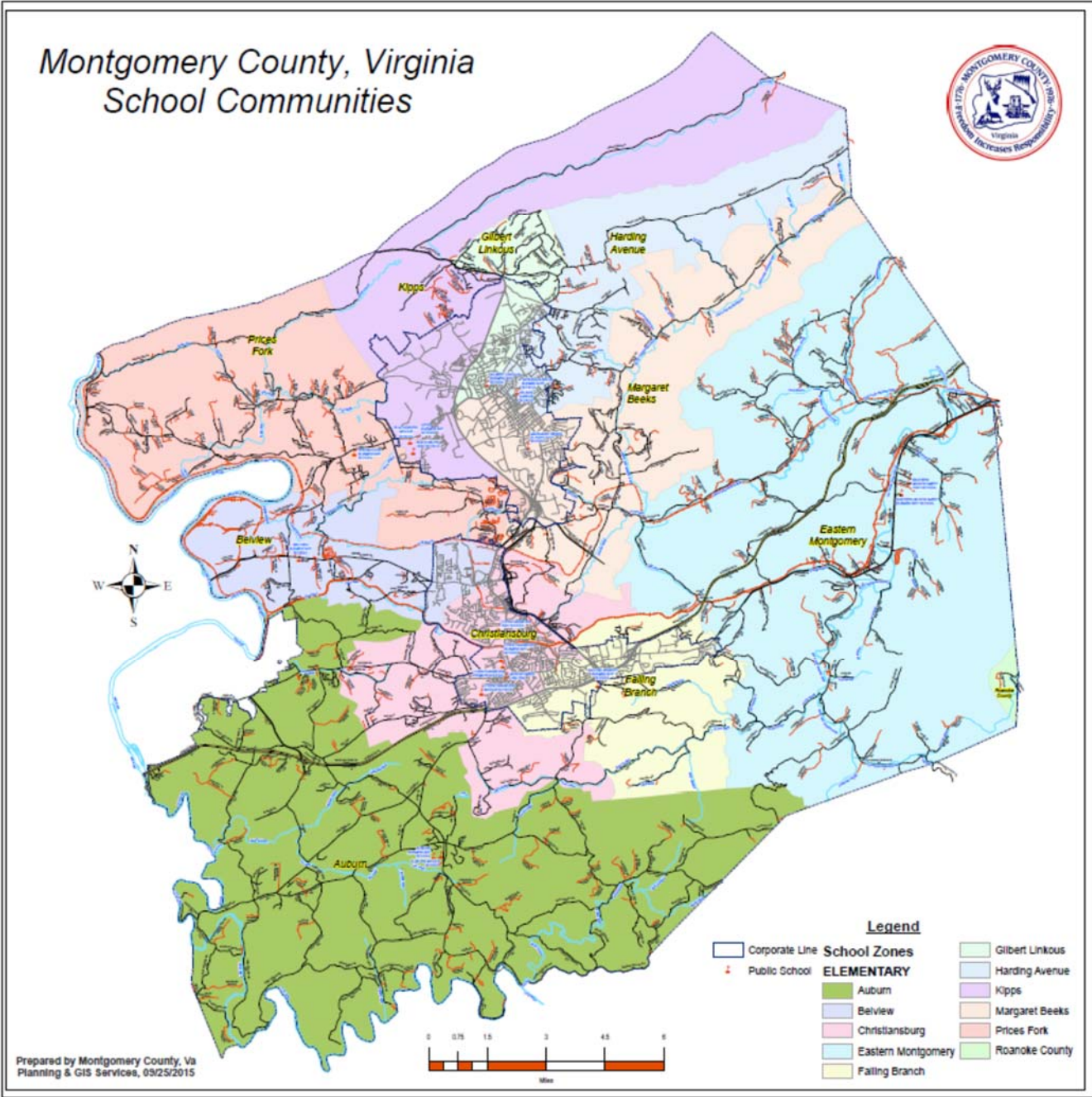
**Technology Education/Support**  
1180 North Franklin Street  
Christiansburg, VA 24073  
Director – Harvey Goodwin

**Transportation**  
510 Church Street  
Christiansburg, VA 24073  
Director – Rebecca Mummau

**MCPS Website**  
[www.mcps.org](http://www.mcps.org)



MONTGOMERY COUNTY SCHOOL LOCATION MAP



GOVERNANCE

A seven member county Board of Supervisors is charged by state law to approve and appropriate funds for the school division’s budget, which may be approved in total or by state-determined expenditure categories. The Montgomery County Board of Supervisors approves the school division’s budget by category. The categories include Instruction, Administration, Attendance and Health, Pupil Transportation, Operations and Maintenance, School Food Service, Non-Instructional, and Debt Service.

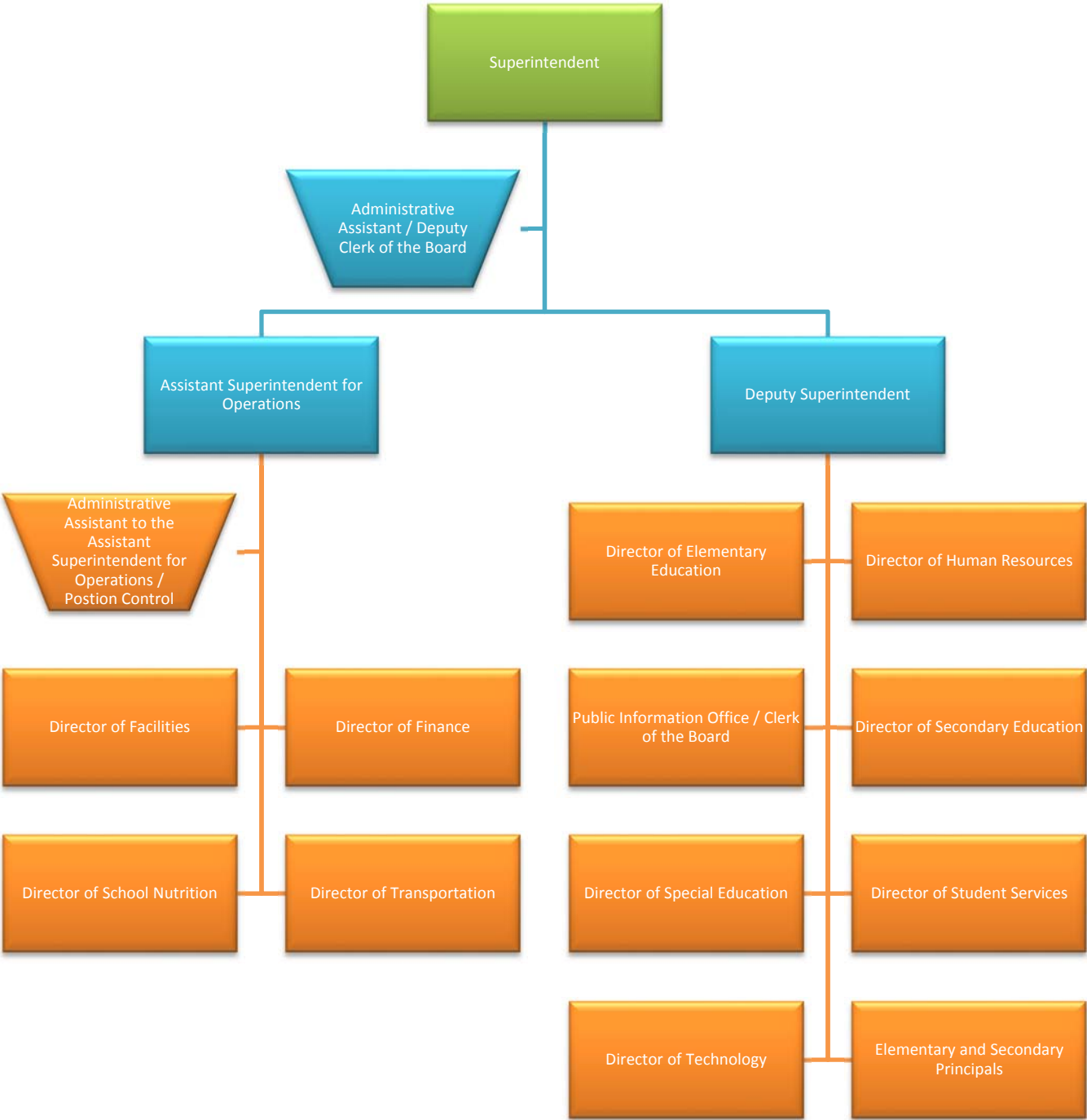
Montgomery County Public Schools is governed by an elected seven member School Board. Serving staggered four-year terms, School Board members set policies to ensure proper administration of the school division and are responsible for the division’s financial matters as an agency of the appropriating body for the County, the Montgomery County Board of Supervisors. Board members select a Chair and Vice-Chair during the first meeting in January. The School Board generally meets on the first and third Tuesday of each month. More information on School Board meetings is available on the division website at <http://www.mcps.org>.

The School Board appoints the superintendent of schools. The superintendent of schools works closely with the deputy superintendent, assistant superintendent for operations, and leadership staff to oversee the daily operations of the schools and departments.

The School Board is comprised of the following individuals:

- Gunin Kiran, Chair ..... District A
- Penny Franklin..... District B
- Dana Partin..... District C
- Jamie M. Bond..... District D
- Marti Graham ..... District E
- Connie L. Froggatt, Vice-Chair ..... District F
- Mark F. Cherbaka..... District G

ORGANIZATIONAL CHART



MISSION, VISION AND CORE VALUES



Montgomery County  
Public Schools

Engage

Encourage

Empower

# 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 & emotional well being
- ✓ Mutual trust & respect
- ✓ Open communication
- ✓ Accountability
- ✓ Engagement & life-long learning
- ✓ Cultural diversity

## 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 21<sup>st</sup> Century learning tools
  - Establish and implement a system for monitoring instructional practices and providing constructive feedback to teachers
- 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

## KEY FACTORS THAT AFFECTED THE CURRENT YEAR BUDGET DEVELOPMENT

### Revenue

#### 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 2018-2020 biennium budget is 0.3920, which is an increase of 0.0088.

#### Student Enrollment

- For 2018-2019 we anticipate an increase in enrollment. The current projection for fiscal year 2018-2019 of 9,558 students is an increase in ADM of 108 students.

#### Governor's Proposed Budget / State Revenue

- The governor's introduced 2018-2020 biennium budget includes 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 2018- 2019; therefore, the projections are based on the approved grant amounts for the federal fiscal year 2017-2018. Federal funds are projected to decrease by \$212,363.

#### County Allocation

- The School Board's funding request is for an increase in the allocation from the Board of Supervisors in the amount of \$2,322,066 or 5.0%.

### Expenditure

#### Health Insurance

- The School Board continues prioritize health insurance coverage for employees. Adjustment were made to the original estimated increase of 5.1% to maintain quality health insurance coverage for employees. Additional information on insurance can be found in the informational section.

#### Salary Enhancements

- Compensation and benefits have continued to be a priority for the school division. In order to restore years of service lost during the recession and be competitive with surrounding districts salaries were increase for beginning level teachers and a step was added at the top of the scale to help retain veteran teachers. Increasing salaries by an average of 1.5% will continue the efforts to provide our employees a fair and competitive salary.

#### Sustainment Plan

- This budget proposal for 18-19 continues implementation of our Model for Effective Instruction, while sustaining 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.

#### 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 informational section of the budget book. 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, targeted restoration, and maintenance of effort to support the necessary infrastructure needed for MCPS are also clear priorities.

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## SIGNIFICANT BUDGET AND FINANCIAL ITEMS

### FINANCIAL POLICIES

The division's financial policies as of July 1, 2016 are included in this section. All MCPS policies can be found online at: <http://goo.gl/KjWo7B>

#### 3-1.1 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.

#### 3-1.2 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.

#### 3-1.3 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.

#### 3-2.1 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.

### 3-3.1 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.

### 3-3.2 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.

### 3-3.4 Purchasing

#### Purchasing Authority

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

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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.

## FUND STRUCTURE AND BASIS OF ACCOUNTING

The Finance Department has the responsibility for the fiscal operations of the school division including budget development and management, maintenance of the accounting system, payment of bills, payroll, and purchasing. The assistant superintendent of operations with direction from the superintendent of schools is responsible for the financial functions required for the school division.

### Fund Types

The financial structure for school system budgeting and accounting is known as fund accounting. This financial structure is composed of various funds and accounts within each fund. MCPS accounts are organized and presented in two different funds. Each fund is considered a separate accounting entity with its own general ledger or self-balancing accounts including assets, liabilities, fund equity, revenues, and expenditures. MCPS' two funds are categorized as governmental funds (general and special revenue). Financial resources are allocated and accounted for in funds based on the purposes for which the funds are to be spent and controlled.

#### Governmental Funds

The General Fund is a budgetary fund and is the most important fund of the school division's financial structure. The General Fund is the School Operating Fund and is the largest fund in the school division and accounts for the day to day operations of the Montgomery County Public Schools. It is the funding for all of the schools and the departments that support the schools. The primary sources of revenue for this fund are state and county funding. Other revenue comes from federal and local sources.

Special revenue funds are budgetary funds and are useful for a special kind of educational program that is beyond the scope or financial resources of the general fund. The School Nutrition fund is a special revenue fund. The primary source of funding comes from cafeteria sales and federal reimbursements for students on free and reduced lunches. This fund is self-supporting.

### Basis of Accounting

Montgomery County Public Schools uses the modified accrual basis of accounting in accordance with the U.S. generally accepted accounting principles (GAAP) applicable to governmental units. Under the modified accrual basis, revenues are recognized when they become susceptible to accrual; that is, when they become both measurable and available to finance expenditures of the current period. General Fund revenues are considered measurable and available if collected within 60 days of year-end. Grant revenues are considered measurable when the legal and contractual requirements have been met and available if collected within 90 days of year end. All other revenue items are considered measurable and available when cash is received by the government. Expenditures are recorded when the liability is incurred, as under accrual accounting. However, compensated absences, other postemployment benefits expenditures, as well as expenditures related to claims and judgements are recorded only when payment is due. Encumbrances outstanding at year end are reported as reserved fund balances since they do not constitute expenditures or liabilities are reappropriated in the subsequent year's budget. For purposes of this budget book, MCPS uses the budgetary basis for financial reporting.

### Budgetary Basis

Annual fund budgets are prepared and adopted. MCPS uses a budgetary basis of accounting other than GAAP for budgeting for governmental funds. The budget period is the same as the accounting period. Basis of budgeting is presented here to assist readers of the budget document. Budgetary basis refers to the basis of accounting used to estimate financial sources and uses in the budget. In GAAP accounting revenues

are recognized in governmental funds when the funds are both measurable and available, however, revenue recognition under the budgetary basis of accounting is recognized when amounts are actually received.

### Revenues

The School Division receives funding for the General Fund budget from state, federal, county, and other local sources. Revenues from the state are provided by state taxes collected including income and retail sales and use taxes. The school division also receives revenue from the state's lottery program. Federal revenues are received for specific programs such as students academically at risk, special needs students, English language learners, and career and technical programs. County revenues are primarily from property taxes. Other sources of revenue include property rental, school meal sales, donations, and recovered costs.

### Expenditures

Expenditures made by the school division are classified and shown in multiple ways. The first classification is by fund, which separates the general fund and the special revenue fund. Another classification is by state category: instruction, administration, attendance and health, pupil transportation, operations and maintenance, food services, debt service, facilities, and technology. Another classification of expenditures is by object: salaries, benefits, purchased services, other charges, materials and supplies, and capital outlay.

### Encumbrances

MCPS uses encumbrance accounting to reserve funding for outstanding expenditure commitments (purchase orders, contracts, etc.). At fiscal year-end, encumbrances represent the estimated amount of obligations made in the current year that will be paid for in the next year when deliveries are received and services are rendered.

### Budget Transfers

The budget is a spending plan based on a series of assumptions and estimates. Typically, during the course of the year, adjustments are made between various budget accounts to cover higher than expected costs or provide for unanticipated expenses. Transfers from one line item to another within a given major classification or category of the budget shall be made only with the approval of the superintendent.

### Fund Balance

Fund balance measures the net financial resources available to finance expenditures of future periods. The Governmental Accounting Standards Board (GASB) divides fund balance into five components for governmental funds. The inventory value of fund balance is categorized as nonspendable. The outstanding encumbrances or contractual agreements portion of fund balance is categorized as committed. Fund balance that is intended for a specific purpose is categorized as restricted. Fund balance is categorized as assigned when surplus funds are not considered local funds and are to be used within their fund. Unassigned fund balance, such as the school operating fund balance, belongs to the Montgomery County government. The unassigned school operating fund balance should not be used to support recurring operating expenditures outside of the current budget year and can only be appropriated into the future budget period by resolution of the county Board of Supervisors.

### Legal Authority

The Montgomery County School Board is charged by the Commonwealth of Virginia and regulated by the Virginia Board of Education to provide and operate the public schools of Montgomery County. The Montgomery County School Board establishes general school policies, guidelines, and rules that will ensure proper administration of the school division within the regulations of the Virginia Board of Education.

The Montgomery County School Board does not have taxing authority. Approximately 44 percent of FY 2018 operating revenue was derived from local tax dollars transferred by the county general fund. Remaining revenues are received from state, federal and other local sources.

#### Adjusting the Approved Budget

Per Virginia state code §22.1-91, no school board shall expend or contract to expend any sum of money in excess of the funds available for school purposes for that fiscal year without the consent of the governing body appropriating funds to the school board. Often, modifications are needed to the approved budget for circumstances such as contracting a service that cannot be gained through payroll. In this example, a budget transfer by line item is completed to move budget funds from payroll accounts to contracted services. This type of budget transfer requires the approval of the superintendent. Further, modifications may be needed to the fund total such as when student enrollment is greater than planned resulting in additional state funds to expend. Increasing the total fund amount requires approval from the county Board of Supervisors. Adjustments to fund totals are also completed by budget transfers.

### BUDGET ADMINISTRATION AND MANGEMENT PROCESS

The budget serves as a planning tool for managing the financial resources of the School System. Budget administration is the process of monitoring revenues and expenditures during the fiscal year for compliance with the approved budget. Revenues are monitored to identify any fluctuations in budget to actual amounts. Expenditures are monitored to ensure that they do not exceed authorized amounts and that they are used for intended, proper and legal purposes.

#### **Revenue Monitoring**

The School System receives funding for the General Fund Budget from the federal government, State government, count government, and other revenue sources. The assistant superintendent of operations is responsible for monitoring budgeted to actual revenues during the year and advising the superintendent of changes in appropriations or fluctuations in enrollment that may reduce the actual revenue collections for the fiscal year. If significant changes to revenue projections are required, the superintendent, with the assistance of staff, develops a corresponding adjustment on the expenditure side of the budget.

#### **Expenditure and Encumbrance Controls**

The School division budget is segregated into organizational codes. Each code is assigned to a department. The director of the department or principal of the school is responsible for managing the budget accounts within the organization code(s) to which he/she has been assigned to ensure the funds are properly spent or encumbered within the approved budget amount.

All appropriations are legally controlled at the category level. Overall increases in fund budgets are adopted by the School Board and then by the County Board of Supervisors. Budget transfers within a category are approved by the Superintendent. Budget transfers between categories are approved by the School Board and the Board of Supervisors. Unexpended appropriations on annual budgets lapse at the end of each fiscal year.

The School division has assigned fund balance to liquidate outstanding encumbrances at year-end. As part of the annual budget appropriation, the School Board authorizes the assignment of yearend balance to outstanding encumbrances. The School Board has not authorized any officer to make assignments of fund balance.

### **Budget Transfers**

Department directors are permitted to transfer budget funds within their organization codes. However, they are not permitted to expend or encumber funds exceeding the organization code appropriation without obtaining approval from the deputy superintendent or assistant superintendent of operations. Any transfer between categories or an increase in the Budget total is required to be appropriated by the School Board and subsequently by the Montgomery County Board of Supervisors.

## **BUDGET DEVELOPMENT PROCESS**

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Virginia school law requires that the budget fiscal year begin on July 1 and end on June 30. MCPS develops a School Operating Budget and School Nutrition Budget on an annual basis.

The budget process is comprised of planning, preparation, adoption, implementation and evaluation.

Budget planning is a year-round activity beginning with preparing, deliberating, and adopting then evolving to reporting, monitoring, and adjusting the financial plan. Virginia code requires the School Board to prepare and submit to the governing body, Montgomery County Board of Supervisors, an estimate of the amount of money needed during the ensuing fiscal year. By May 1<sup>st</sup> of each year, the governing body must prepare and approve a budget for informative and fiscal planning purposes.

### Superintendent's Proposed Budget

The budget planning process begins in the fall of the preceding year with the development of the budget calendar. The calendar identifies all deadlines for the annual budget process. The calendar includes important activities in the budget process and the dates on which important decisions are scheduled. The School Board includes at least one work session for reviewing the budget and at least one public hearing for comment on the budget. The public hearing time and location is published at least ten days in advance, in a newspaper having general circulation with the school division.

The superintendent, with assistance from staff, prepares a preliminary budget. Many factors influence the proposed budget and include, but are not limited to: economic conditions, enrollment growth, staffing needs based on program enrollment, instructional and operational goals outlined in the Division Comprehensive Plan, technology and school bus replacement schedules, public input, and other initiatives that support MCPS' mission and goals. The Superintendent's Proposed Budget is presented to the School Board in January. It is supported by state revenue estimates as proposed by the Governor of Virginia and by the continuation of prior year funding levels as provided by the Montgomery County Board of Supervisors. All other sources of revenue (federal and other) are based on historical trends and current available information. The expenditure component of the Superintendent's Proposed Budget includes division-wide staffing, contracted services, materials, supplies, replacement equipment, utilities, vehicle fuel, and other operational expenses. Staffing costs are based on current staff actual salaries and benefits

### School Board's Funding Request

The School Board hears from employee groups through presentations at school board work sessions in January. Based on these work sessions, the School Board determines if modifications are needed to the Superintendent's Proposed Budget. The School Board's funding request is forwarded to the Montgomery County Board of Supervisors in early February.

Approved Budget

Per the Code of Virginia §15.2-2503, school boards shall prepare and submit to the governing body on or before April 1 an estimate of the amount of money needed during the ensuing fiscal year for the school division. Per the Code of Virginia §22.1-93, the governing body of a county shall prepare and approve an annual budget for educational purposes by May 1. The governing body may approve money by fund total or by state determined categories (instructional, administration, attendance and health, pupil transportation, operations and maintenance, etc.). Montgomery County approves the schools' budget by category totals. As county funding levels are learned, the School Board, superintendent, and staff adjust the proposed budget and move forward with the School Board approved budget.

Budget Implementation

Once the budget is adopted by the School Board and the Montgomery County Board of Supervisors, it becomes the financial base for programs of each school and department during the fiscal year that begins on July 1. Fiscal accountability is by individual account code. Budget account holders may not expend or encumber more than the approved and appropriated budget amounts. Fiscal monitoring of department and school activities occurs throughout the year to ensure compliance. An amendment to the amount of any category requires approval of a resolution from the Montgomery County Board of Supervisors. Budget adjustments within category totals do not require a resolution.

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BUDGET CALENDAR

<p><b>OCTOBER 2017</b></p> <table border="1"> <thead> <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>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>17</td><td>18</td><td>19</td><td>20</td><td>21</td></tr> <tr><td>22</td><td>23</td><td>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>	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><b>2</b> Preliminary budget planning and begin update of base budget for FY 18 -19</p>	<p><b>6</b> School Board Meeting - Approve funding request to the Board of Supervisors</p>	<p><b>FEBRUARY 2018</b></p> <table border="1"> <thead> <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></td><td></td><td></td></tr> </tbody> </table>	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																
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School Board Meeting Date	Other Important Dates	County Board of Supervisors Meetings
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## FINANCIAL SECTION

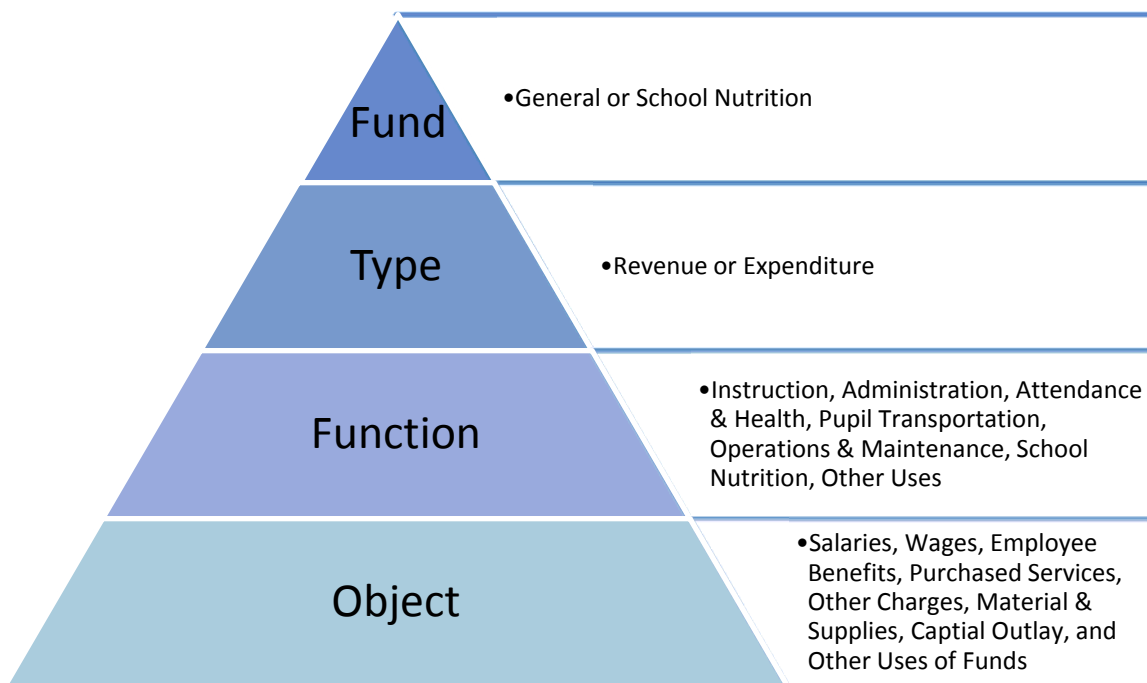
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## DESCRIPTION OF FINANCIAL STRUCTURE

The primary elements used to classify revenues and expenditures are fund, type, function, and object. Fund represents the highest level for the classification structures. Type is either revenue or expenditure. Function represents categories of expenditures such as instruction, administration, attendance and health, pupil transportation, operations and maintenance, or food service. The function element represents Virginia Board of Education categories for reporting expenditures by school divisions. The object element serves as a method of classifying types of revenues and expenditures. This classification structure is shaped like a pyramid with the fund being the highest level of detail and object being the lowest level of detail. This pyramid approach is reflected in all financial summaries that follow.

### The Financial Reporting Pyramid



## SCHOOL BOARD FUNDS OVERVIEW

The accounts of Montgomery County Public Schools are organized in two funds under the control of the School Board. Fund is the highest level of the financial classification structures. School division resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled. The various funds are as follows:

### Governmental Funds

- **General Fund**
  - School Operating Fund
- **Special Revenue Fund**
  - School Nutrition Program Fund

FY 2019 School Board's Proposed Budget by Fund Total	
School Operating Fund	\$ 109,554,810
School Nutrition Program Fund	4,584,706
<b>Total All Funds</b>	<b>\$ 114,139,516</b>

## Fund Types

Government funds are those through which most functions of the school division are financed. The acquisition, use and balances of the school division expendable financial resources and the related liabilities are accounted for through governmental funds. The measurement focus of governmental fund types is based upon determination of changes in financial position, rather than upon net income determination. The following governmental fund types are included in the school division's budget:

### School Operating Fund

This governmental, general fund provides for the day to day operations of Montgomery County Public Schools. It includes funding for all of the schools and the departments that support the schools. The fund is funded by state, county, federal, and other funds.

### School Nutrition Program Fund

This governmental, special revenue fund provides for all school nutrition services operating and administrative costs. The fund is supported primarily by food sales and federal and state subsidies for the school lunch and breakfast programs. This fund is self-supporting.

## Other Post Employment Benefits (OPEB)

The school division permits eligible retirees and their dependents to continue on the division's health plan at their own cost. To do so is considered a post-employment health care benefit. Coverage ceases for retirees at age 65, or until they become eligible for another supplemental plan such as Medicare. The school division establishes employer contribution rates for plan participants as part of the budgetary process each year. The premiums set for the eligible retirees are the same as other MCPS employees, which means the retirees receive a blended rate benefit. General accounting rules require the division to calculate the actuarial value of the blended rate as applied to its current and future retirees, and to publish the financial liability of this benefit. For the fiscal year ended June 30, 2017 (the latest information available), the net of OPEB obligation was \$6,876,695, and the unfunded actuarial accrued liability was \$7,344,300. This amount represents a total for multiple years and is considered to be nominal in perspective and comparison to other agencies and employers. The "pay-as-you-go" method is the funding option. Therefore, MCPS has not established an irrevocable trust to fund its OPEB plan.

## Fund Balance Classifications

The Governmental Accounting Standards Board (GASB) instituted a new standard, GASB No. 54, Fund Balance Reporting and Governmental Fund Type Definitions, effective for fiscal years beginning after June 15, 2010.

Fund balance is defined as the excess of assets of fund over its liabilities and reserves. State law prohibits school divisions from carrying over surplus funds from one fiscal year to the next in the general fund. Therefore, the school division does not maintain a fund balance. All funds not encumbered or spent by the end of the fiscal year (June 30<sup>th</sup>) are returned to the County Board of Supervisors. These funds, upon approval by the School Board and consent of the Board of Supervisors, are re-appropriated to the School Division for non-recurring expenditures. Fund balance of governmental funds are reported in various categories based on the nature of any limitations requiring the use of resources for specific purposes.

- Nonspendable Fund Balance – This category cannot be spent because it is either not in spendable form or it is legally or contractually required to be maintained intact. The School Division has inventory balances at year-end that are nonspendable.

- Restricted Fund Balance – This classification is subject to externally imposed regulations on the spending for specific purpose including grant balances restricted by the grant agencies for specified purposes.
- Committed Fund Balance – This amount can only be used for specific purposes as imposed or rescinded by formal appropriation by the highest level of decision making authority.
- Assigned Fund Balance – The amount is constrained by the government’s intent to be used for specific purposes but is neither restricted nor committed. The School Division has assigned fund balance to liquidate outstanding encumbrances at year-end. In addition to the annual budget appropriation, the County Board of Supervisors authorizes the assignment of year-end balance to outstanding encumbrances.
- Unassigned Fund Balance – This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes.

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## ALL FUNDS – PROPOSED BUDGET REVENUE SUMMARY

Montgomery County Public Schools receives funds from state, federal, county, and local sources. Estimates for revenues are made in the fall for the next fiscal year based upon the latest available information and are adjusted in the spring based on General Assembly actions and county appropriation levels.

Total revenues in all funds for FY 2019 are projected to be \$114,139,516 for MCPS. Total revenues represent an increase of \$2,480,622 or 2.22% percent compared to the FY 2018 approved budget of \$111,658,894.

### State Revenues

The total state revenue estimate is \$55,516,926, which comprises about 50% of the total revenue for all funds. This is an increase of \$847,390 or 1.6% compared to the FY 2018 approved budget. General fund state revenue, which is based on the estimated ADM of 9,558 and the Governor's introduced 2018-2020 biennium budget is projected to increase by \$847,390 in fiscal year 2018-2019 and is attributable primarily rebenchmarking. School Nutrition fund state revenue is estimated to remain stable.

### Federal Revenue

The total federal revenue estimate is \$6,676,212, which comprises about 6% of the total revenue for all funds. This is a decrease of \$212,363 compared to the FY 2018 approved budget. General fund federal revenue consists primarily of grant reimbursement, including Title grants, which fall under the Elementary and Secondary Education Act (ESEA), Individuals with Disabilities Education Act for instructional programs, Medicaid, Carl Perkins career and technical funding, and the Healthy, Hunger-Free act of 2010 for the school nutrition program. Federal grants are approved at the federal level after the start of the school division's fiscal year; therefore, the projections are based on the approved grant amounts for the previous federal fiscal year. Federal funds account for about 4% of revenue in the general fund and about 46% of the school nutrition program fund.

### County Allocation

Montgomery County provides support for Montgomery County Public Schools funding approximately 43% of the school division's total budget. County revenue is derived from real estate and personal property taxes assessed by the County for all services provided to the citizens of Montgomery County. For FY 19, the School Board's request for funding from the Board of Supervisors for the school operating budget is \$49,029,730. This is an increase of 4.97% or \$2,322,066 from the prior fiscal year.

### Other Revenue

Other revenue has remained fairly constant at around 2.5% of the total budget and includes rental of school property, rebates and refunds, Universal Services Discount (E-Rate), and lunch and breakfast sales to students. General Fund other revenue is estimated to remain consistent at \$709,938. Other revenue helps finance the School Operating Fund and the School Nutrition Program Fund.

#### Summary of All Funds Revenue by Source\*

Description	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Increase / (Decrease)	% Chg
	Actuals	Actuals	Actuals	Actual Budget	Proposed Budget		
<b>All Funds</b>							
State Revenue	\$ 50,579,914	\$ 51,635,979	\$ 52,893,033	\$ 54,669,536	\$ 55,516,926	\$ 847,390	1.55%
Federal Revenue	6,206,967	6,970,746	7,748,395	6,888,575	6,676,212	(212,363)	-3.08%
County Revenue - Operations	42,298,403	44,807,985	46,538,072	46,707,664	49,029,730	2,322,066	4.97%
Other Revenue - Local	3,253,015	2,832,194	2,916,095	3,393,119	2,916,648	(476,471)	-14.04%
<b>Total Funds Available - All Funds</b>	<b>\$ 102,338,299</b>	<b>\$ 106,246,904</b>	<b>\$ 110,095,595</b>	<b>\$ 111,658,894</b>	<b>\$ 114,139,516</b>	<b>\$ 2,480,622</b>	<b>2.22%</b>



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**ALL FUNDS – EXPENDITURES BY STATE CATEGORIES**

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The General Fund is presented in two ways for budget management purposes and for state reporting purposes. The budget by department reflects the areas of budget oversight and the budget by function reflects the state approved categories for annual reporting purposes. State law requires that the school division report expenditures by categories (function) determined by the Virginia Board of Education. These categories allow the state a common basis for comparisons of expenditures among all school divisions within Virginia. The current nine expenditure state categories are as follows:

**Instruction (61000)** – Instruction includes the activities that deal directly with the interaction between teachers, aides, or classroom assistants and students. Instruction may be provided for students in a school classroom, in another location such as a home, or in other learning situations such as those involving co-curricular activities. Instruction may also be provided through another approved medium such as internet or television.

**Administration, Attendance and Health (62000)** – Activities concerned with establishing and administering policy for operating the local education agency and 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.

**Pupil Transportation (63000)** – 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.

**Operation and Maintenance (64000)** – 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.

**School Food Service and Other Non-Instructional Programs (65000)** – Activities concerned with providing non-instructional services to students, staff, or the community. Activities concerned with providing nutritious meals to students and staff in a school or LEA. Including preparing and serving regular and incidental meals, lunches, or snacks in connection with school activities and food delivery.

**Facilities (66000)** – Activities concerned with acquiring land and buildings, remodeling buildings, constructing buildings and additions to buildings, installing or extending service systems and other built-in equipment and improving sites.

**Debt Service and Fund Transfer (67000)** – A number of outlays of governmental funds are not properly classified as expenditures but still require budgetary or accounting control. These include debt service payments (principal and interest) and certain transfers of monies from one fund to another.

**Technology (68000)** – This function captures technology-related expenditures as required by the General Assembly. Activities concerned with providing and maintaining the infrastructure and related materials and equipment to support the use of technology for instructional and operational/managerial purposes. For fiscal year 2018-2019, the County Board of Supervisors is

not expected to specially allocate funds to this category. The BOS appropriation for technology is allocated to Instruction and Operations and Maintenance.

**Contingency Reserves (69000)** – All contingency reserve expenditures should be reported under this function and categorized by the functions defined above.

State law permits the county's appropriating body, the Montgomery County Board of Supervisors, to approve the school division's budget either by state category or in lump-sum total. For FY 2018, the Board of Supervisors approved the school division's budget by state category.

**FY 2019 School Board's Proposed Budget by State Category**

Instruction	\$ 83,525,204
Admin, Attend, & Health	4,554,597
Transportation	5,283,609
Operations & Maintenance	15,462,539
Food Service and Other Non-Instructional Funds	4,904,907
Debt Service	408,660
<b>Total of All State Categories</b>	<b>\$ 114,139,516</b>

The following financial table combines general operating (the School Operating Fund) and special revenue funds (the School Nutrition Fund). This table reports revenues by source and expenditures by state categories (function).

**Summary of General Operating and Special Revenue Funds by Revenue Source and Expenditures by Function**

Description	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Increase / (Decrease)
	Actuals	Actuals	Actuals	Approved Budget	Proposed Budget	
<b>Revenue</b>						
State Revenue	\$ 50,579,914	\$ 51,635,979	\$ 52,893,033	\$ 54,669,536	\$ 55,516,926	\$ 847,390
Federal Revenue	6,206,967	6,970,746	7,748,395	6,888,575	6,676,212	(212,363)
County Revenue - Operations	42,298,403	44,807,985	46,538,072	46,707,664	49,029,730	2,322,066
Other Revenue - Local	3,253,015	2,832,194	2,916,095	3,393,119	2,916,648	(476,471)
<b>Total Revenue</b>	<b>\$ 102,338,299</b>	<b>\$ 106,246,904</b>	<b>\$ 110,095,595</b>	<b>\$ 111,658,894</b>	<b>\$ 114,139,516</b>	<b>\$ 2,480,622</b>
<b>Expenditures</b>						
Instruction	\$ 73,726,362	\$ 77,133,266	\$ 80,781,057	\$ 81,912,566	\$ 83,525,204	\$ 1,612,638
Admin, Attend, & Health	3,915,928	4,126,237	4,229,433	4,368,082	4,554,597	186,515
Transportation	4,644,085	5,070,939	5,107,431	4,910,027	5,283,609	373,582
Operations & Maintenance	14,874,019	15,108,090	16,405,529	14,683,089	15,462,539	779,450
School Nutrition & Other Non-Instructional	4,220,063	4,415,863	4,489,731	5,376,470	4,904,907	(471,563)
Debt Service	347,700	408,660	408,660	408,660	408,660	-
<b>Total Expenditures</b>	<b>\$ 101,728,157</b>	<b>\$ 106,263,055</b>	<b>\$ 111,421,841</b>	<b>\$ 111,658,894</b>	<b>\$ 114,139,516</b>	<b>\$ 2,480,622</b>
Excess (deficiency) of Revenues over (under) Expenditures	\$ 610,142	\$ (16,151)	\$ (1,326,246)	\$ -	\$ -	\$ -
Beginning Fund Balance	4,335,513	4,945,655	4,929,504	-	-	-
<b>Ending Fund Balance</b>	<b>\$ 4,945,655</b>	<b>\$ 4,929,504</b>	<b>\$ 3,603,258</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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**ALL FUNDS – EXPENDITURES BY OBJECT**

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Expenditures are classified by fund, cost center, sub-function, level, and object. Another way to report expenditures is by object (i.e., employee salaries, benefits, purchased services, other charges, materials and supplies, transfers, debt, and capital outlay). Objects are the lowest level of budgetary detail and are summarized into the following areas:

**Personnel Services (1000)** – Personnel services includes all compensation paid for the direct labor of persons in the employment of local government. Salaries and wages paid to employees for full- and part-time work, including overtime and similar compensation.

**Employee Benefits (2000)** – Employee benefits includes job-related benefits provided to employees as part of their total compensation. Fringe benefits include the employer’s portion of FICA, pensions, and insurance (life, health, & disability).

**Purchased Services (3000)** – Purchased services includes payments for services acquired from outside sources (e.g., training and lease/rentals, etc.) on a fee basis or fixed-time contract basis.

**Internal Services (4000)** – Internal services includes charges from an internal service fund to other activities/elements of the local government.

**Other Charges (5000)** – Other charges includes expenditures that support the use of technology applications and programs (e.g., utilities, travel, insurance, phone charges, etc.).

**Materials and Supplies (6000)** – Materials and supplies includes articles and commodities that are consumed or materially altered when used and minor equipment that is not capitalized.

**Payment to Joint Operations (7000)** – Payment to joint operations includes tuition payments to fiscal agent for operations that are jointly operated by two or more local governments.

**Capital Outlay (8000)** – Capital outlay includes expenditures for outlays that result in the acquisition of or addition to fixed assets in excess of a unit cost of \$5,000. Capital outlay includes the purchase of fixed assets, both new and replacements.

**Other Uses of Funds (9000)** – Other uses of funds is used to classify transactions that are not properly recorded as expenditures to the school division but require budgetary or accounting control (e.g., redemption of principal and interest on long-term debt, and fund transfers).

The following financial table combines general operating (the School Operating Fund) and special revenue funds (the School Nutrition Fund). This table reports expenditures by object.

<b>Summary of All Funds - Expenditures by Object</b>						
<b>Description</b>	<b>FY 2014-15 Actuals</b>	<b>FY 2015-16 Actuals</b>	<b>FY 2016-17 Actuals</b>	<b>FY 2017-18 Approved Budget</b>	<b>FY 2018-19 Proposed Budget</b>	<b>Increase / (Decrease)</b>
<b>All Funds</b>						
<b>Personnel Services</b>						
All salaries and wages	\$ 61,654,968	\$ 64,556,579	\$ 67,101,156	\$ 69,385,150	\$ 71,193,659	\$ 1,808,509
<b>Employee Benefits</b>						
FICA	4,622,895	4,781,632	4,957,008	5,236,468	5,295,951	59,483
VRS	7,907,303	7,888,488	8,638,063	10,099,545	9,558,977	(540,568)
Insurance	8,021,323	9,654,079	10,241,358	9,803,324	10,314,300	510,976
Other Benefits	1,139,394	1,086,327	1,242,850	2,001,661	2,004,138	2,477
<b>Total Personnel &amp; Benefits</b>	<b>\$ 83,345,883</b>	<b>\$ 87,967,105</b>	<b>\$ 92,180,435</b>	<b>\$ 96,526,148</b>	<b>\$ 98,367,025</b>	<b>\$ 1,840,877</b>
<b>Operating</b>						
Utilities	\$ 3,045,400	\$ 2,545,100	\$ 2,686,023	\$ 2,987,418	\$ 2,987,418	\$ -
Postal Services	54,130	49,343	46,266	55,000	55,000	-
Telecommunications	466,926	544,050	618,049	590,748	674,748	84,000
Insurance	273,644	300,644	284,593	288,462	288,462	-
Vehicle Fuels	646,892	425,985	500,680	826,208	826,208	-
Textbooks	651,265	783,535	547,351	712,827	712,827	-
Instructional Supplies	1,546,803	1,233,879	1,119,208	1,122,250	1,122,250	-
Equipment	535,636	451,048	501,397	505,115	505,115	-
Purchased Services	1,455,902	1,376,991	1,365,980	1,390,634	1,410,634	20,000
Maintenance Contracts	1,057,288	1,146,754	1,314,667	587,004	587,004	-
Tuition	63,160	78,643	82,613	76,194	76,194	-
Travel	205,282	254,249	265,045	191,841	191,841	-
Miscellaneous	131,691	158,844	176,419	118,196	138,196	20,000
Custodial Supplies	190,422	173,665	172,187	140,857	140,857	-
Office and Other Supplies	383,885	379,071	524,351	380,405	380,405	-
Building Maintenance Supplies	460,273	452,903	507,590	394,646	394,646	-
Vehicle Maintenance Supplies	337,828	355,549	349,499	182,057	182,057	-
Furniture Replacement	62,952	61,860	148,698	17,469	17,469	-
Technology Software	189,626	46,734	128,008	290,986	290,986	-
Technology Equipment	751,686	1,124,883	2,420,192	1,583,248	1,916,241	332,993
Vehicle Replacement	37,000	180,687	213,029	-	-	-
Food & Food Supplies	1,820,994	1,640,178	1,523,173	2,032,521	1,823,173	(209,348)
<b>Total Operating</b>	<b>\$ 14,368,685</b>	<b>\$ 13,764,595</b>	<b>\$ 15,495,018</b>	<b>\$ 14,474,086</b>	<b>\$ 14,721,731</b>	<b>\$ 247,645</b>
<b>Capital</b>						
Technology Equipment	\$ 1,595,141	\$ 1,492,308	\$ 553,474	\$ 250,000	\$ 250,000	\$ -
School Bus Replacement	678,043	1,055,744	915,135	-	187,700	187,700
Capital Repairs and Replacements	1,392,705	1,574,643	1,869,119	-	204,400	204,400
<b>Total Capital</b>	<b>\$ 3,665,889</b>	<b>\$ 4,122,695</b>	<b>\$ 3,337,728</b>	<b>\$ 250,000</b>	<b>\$ 642,100</b>	<b>\$ 392,100</b>
<b>Debt</b>						
Principal & Interest Payments	\$ 347,700	\$ 408,660	\$ 408,660	\$ 408,660	\$ 408,660	\$ -
<b>Total Debt</b>	<b>\$ 347,700</b>	<b>\$ 408,660</b>	<b>\$ 408,660</b>	<b>\$ 408,660</b>	<b>\$ 408,660</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 101,728,157</b>	<b>\$ 106,263,055</b>	<b>\$ 111,421,841</b>	<b>\$ 111,658,894</b>	<b>\$ 114,139,516</b>	<b>\$ 2,480,622</b>

## SCHOOL OPERATING FUND (GENERAL OPERATING FUND)

The School Operating Fund is utilized by the school division to account for revenues and expenditures necessary for the day-to-day operations of the school division. Revenues are received from state, federal, local, and county sources. Expenditures are tracked by state category, program, and object code.

The fund statement for the School Operating Fund details the funding sources, expenditures, and balances for prior years 2015, 2016, and 2017. The FY 2018 approved budget and FY 2019 proposed budget amounts are shown since the school division budgets from approved budget year to the next.

School Operating Fund - Financial Statement						
Description	FY 2014-15 Actuals	FY 2015-16 Actuals	FY 2016-17 Actuals	FY 2017-18 Approved Budget	FY 2018-19 Proposed Budget	Increase / (Decrease)
<b>Operating Fund</b>						
<b>Revenue</b>						
State Revenue	\$ 50,524,650	\$ 51,582,627	\$ 52,773,753	\$ 54,618,058	\$ 55,465,448	\$ 847,390
Federal Revenue	4,365,720	5,126,576	5,721,148	4,562,057	4,349,694	(212,363)
County Revenue - Operations	42,298,403	44,807,985	46,538,072	46,707,664	49,029,730	2,322,066
Other Revenue - Local	1,149,576	1,108,887	1,170,580	709,938	709,938	-
<b>Sub-Total</b>	<b>\$ 98,338,349</b>	<b>\$ 102,626,075</b>	<b>\$ 106,203,553</b>	<b>\$ 106,597,717</b>	<b>\$ 109,554,810</b>	<b>\$ 2,957,093</b>
<b>Expenditures</b>						
Instruction	\$ 73,726,362	\$ 77,133,266	\$ 80,781,057	\$ 81,912,566	\$ 83,525,204	\$ 1,612,638
Admin, Attend, & Health	3,915,928	4,126,237	4,229,433	4,368,082	4,554,597	186,515
Transportation	4,644,085	5,070,939	5,107,431	4,910,027	5,283,609	373,582
Operations & Maintenance	14,874,019	15,108,090	16,405,529	14,683,089	15,462,539	779,450
Non-Instructional	195,605	308,662	341,369	315,293	320,201	4,908
Debt Service	347,700	408,660	408,660	408,660	408,660	-
<b>Sub-Total</b>	<b>\$ 97,703,699</b>	<b>\$ 102,155,854</b>	<b>\$ 107,273,479</b>	<b>\$ 106,597,717</b>	<b>\$ 109,554,810</b>	<b>\$ 2,957,093</b>
Excess (deficiency ) of Revenues over (under) Expenditures	\$ 634,650	\$ 470,221	\$ (1,069,926)	\$ -	\$ -	-
Beginning Fund Balance	3,013,693	3,648,343	4,118,564	-	-	-
<b>Ending Fund Balance</b>	<b>\$ 3,648,343</b>	<b>\$ 4,118,564</b>	<b>\$ 3,048,638</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

## SCHOOL OPERATING FUND REVENUES

Montgomery County Public Schools receives funds from state, federal, county, and local sources. In FY 2019, all sources of the School Operating Fund revenue are expected to increase by \$2,957,093 or 2.77% compared to the FY 2018 approved budget.

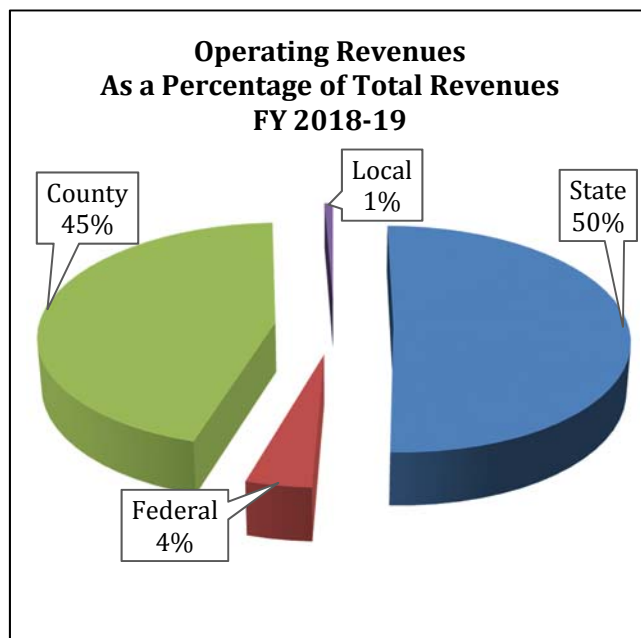
State revenue (including sales tax) estimates total \$55,465,448, an increase of \$847,390 or 1.55%. The increase is primarily due to rebenchmarking. State revenue accounts for 50.6 percent of total operating fund revenues. State revenue is estimated based on the Governor's introduced 2018-2020 biennium budget released on December 18, 2017.

Federal revenue estimates for FY 2019 total \$4,349,694, a decrease of \$212,363 or 4.65% compared to the FY 2018 approved budget. The decrease is attributable to activity within the Title I and Title II programs under the Elementary and Secondary Education Act and Federal Land Use. Federal revenues account for 4.0% of total operating fund revenues.

Local revenue estimates total \$709,938 and remains consistent compared to the FY 2018 approved budget. Local revenue, includes rental of school property, rebates and refunds, Universal Services Discount (E-Rate), accounts for 0.6% of total School Operating Fund revenues.

The FY 2019 County General Fund requested transfer appropriation for operating fund is an increase of \$2,322,066 or 4.97% compared to the FY 2018 approved budget. The county transfer amount is 44.8% of total School Operating Fund revenues.

Revenue Comparison - School Operating Fund				
Category	FY 2017-18	FY 2018-19	Increase / (Decrease)	% Chg
	Approved Budget	Proposed Budget		
<b>Revenue</b>				
State Revenue	\$ 54,618,058	\$ 55,465,448	\$ 847,390	1.55%
Federal Revenue	4,562,057	4,349,694	(212,363)	-4.65%
County Revenue - Transfer	46,707,664	49,029,730	2,322,066	4.97%
Other Revenue - Local	709,938	709,938	-	0.00%
<b>Total School Operating Revenue</b>	<b>\$ 106,597,717</b>	<b>\$ 109,554,810</b>	<b>\$ 2,957,093</b>	<b>2.77%</b>



School Operating Fund - Trends as Percent of Revenue Sources					
Description	FY 2015	FY 2016	FY 2016-17	FY 2018	FY 2019
	Actuals	Actuals	Actuals	Budget	Proposed
State Revenue	51.4%	50.3%	49.7%	51.2%	50.6%
Federal Revenue	4.0%	5.0%	5.4%	4.3%	4.0%
County Revenue	43.0%	43.7%	43.8%	43.8%	44.8%
Other Revenue - Local	1.6%	1.1%	1.0%	0.7%	0.6%

## SCHOOL OPERATING FUND – STATE REVENUE

School Operating Fund - State Revenues						
Description	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Increase / (Decrease)
	Actual	Actual	Actual	Approved Budget	Proposed Budget	
<b>Standards of Quality</b>						
Sales Tax Receipts	\$ 10,232,231	\$ 10,697,213	\$ 11,205,366	\$ 11,549,662	\$ 11,829,361	\$ 279,699
Basic Aid	25,600,321	25,579,170	26,176,677	25,919,409	26,885,001	965,592
Remedial Summer School	7,778	17,184	-	25,030	16,843	(8,187)
Vocational Education	676,544	680,930	684,653	681,965	726,408	44,443
Gifted Education	271,774	273,536	280,883	279,780	284,752	4,972
Special Education	3,313,332	3,334,811	3,353,045	3,339,879	3,370,533	30,654
Prevention, Intervention, and Remediation	711,239	715,850	770,344	746,081	697,352	(48,729)
Teacher Retirement Instructional	3,209,249	3,136,934	3,370,600	3,736,235	3,661,096	(75,139)
Textbooks (SOQ)	-	35,385	642,404	639,881	585,136	(54,745)
Social Security Instructional	1,578,603	1,588,837	1,632,634	1,626,224	1,656,210	29,986
Group Life Insurance Instructional	98,301	98,939	111,183	110,746	110,414	(332)
ESL	-	-	-	160,877	173,023	12,146
<b>Standard of Quality Sub-Total</b>	<b>\$ 45,699,372</b>	<b>\$ 46,158,789</b>	<b>\$ 48,227,789</b>	<b>\$ 48,815,769</b>	<b>\$ 49,996,129</b>	<b>\$ 1,180,360</b>
<b>Incentive Based Funds</b>						
Compensation Supplement	\$ -	\$ 441,387	\$ -	\$ 264,009	\$ -	\$ (264,009)
At-Risk	-	-	-	394,020	439,390	45,370
VPSA Technology Grants	877,600	886,000	701,030	570,000	570,000	-
eBackpack	-	-	-	170,000	-	(170,000)
<b>Incentive Based Funds Sub-Total</b>	<b>\$ 877,600</b>	<b>\$ 1,327,387</b>	<b>\$ 701,030</b>	<b>\$ 1,398,029</b>	<b>\$ 1,009,390</b>	<b>\$ (388,639)</b>
<b>Categorical Funds</b>						
State Operated Programs - Detention Home	\$ 331,830	\$ 382,621	\$ 384,808	\$ 436,800	\$ 457,358	\$ 20,558
Special Education - Homebound	56,011	66,500	43,401	44,269	65,723	21,454
<b>Categorical Funds Subtotal</b>	<b>\$ 387,841</b>	<b>\$ 449,121</b>	<b>\$ 428,209</b>	<b>\$ 481,069</b>	<b>\$ 523,081</b>	<b>\$ 42,012</b>
<b>Lottery Funds</b>						
GED Prep Program - ISAEP	\$ 16,362	\$ 15,717	\$ 16,835	\$ 15,717	\$ 15,717	\$ -
Remedial Summer School (Lottery)	15,236	-	-	-	-	-
Regular & Special Education Foster Care	112,022	151,274	69,268	74,126	94,150	20,024
Textbooks (Lottery)	556,385	524,607	-	-	-	-
Early Reading Intervention	178,931	182,821	207,439	207,439	193,069	(14,370)
Career and Technical Education						
Equipment & Occupational Prep Programs	86,480	91,387	40,184	88,725	79,085	(9,640)
At-Risk	519,370	522,716	508,239	113,284	64,100	(49,184)
Alternative Education	281,317	285,914	296,206	153,060	152,265	(795)
K-3 Primary Class Size	768,241	764,415	809,382	817,451	867,369	49,918
Virginia Preschool Initiative	607,266	666,551	748,024	748,024	722,456	(25,568)
Mentor Teacher Program	6,551	7,513	6,740	6,740	7,032	292
English as a Second Language	142,136	132,905	155,168	-	-	-
Project Graduation/Senior Year	35,333	35,324	23,691	11,120	11,249	129
Supplemental Lottery Per Pupil Allocation	-	-	307,567	1,597,780	1,639,811	42,031
SOL Algebra Readiness	85,878	85,585	91,130	89,725	90,545	820
National Board Certified Bonus	80,000	80,000	70,000	-	-	-
Other State Funds	68,329	100,601	66,852	-	-	-
<b>Lottery Funds Subtotal</b>	<b>\$ 3,559,837</b>	<b>\$ 3,647,330</b>	<b>\$ 3,416,725</b>	<b>\$ 3,923,191</b>	<b>\$ 3,936,848</b>	<b>\$ 13,657</b>
<b>TOTAL STATE REVENUE</b>	<b>\$ 50,524,650</b>	<b>\$ 51,582,627</b>	<b>\$ 52,773,753</b>	<b>\$ 54,618,058</b>	<b>\$ 55,465,448</b>	<b>\$ 847,390</b>

## SCHOOL OPERATING FUND – FEDERAL REVENUE

School Operating Fund - Federal Revenues						
Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Approved Budget	FY 2018-19 Proposed Budget	Increase / (Decrease)
<b>Elementary &amp; Secondary Education Act (ESEA)</b>						
Title I, Part A - Improving Basic Programs	\$ 1,802,340	\$ 1,849,721	\$ 1,900,939	\$ 1,850,724	\$ 1,700,724	\$ (150,000)
Title I, Part D - Neglected and Delinquent Children	-	25,742	1,592	-	-	-
Title II, Part A - Improving Teacher Quality	346,020	370,425	336,176	302,279	252,279	(50,000)
Title III, Part A - Language Acquisitions	10,083	71,329	11,769	23,243	23,243	-
<b>ESEA Sub-Total</b>	<b>\$ 2,158,443</b>	<b>\$ 2,317,217</b>	<b>\$ 2,250,476</b>	<b>\$ 2,176,246</b>	<b>\$ 1,976,246</b>	<b>\$ (200,000)</b>
<b>Individuals with Disabilities Education Act (IDEA)</b>						
IDEA, Title VI-B - Special Education Grant	\$ 1,648,751	\$ 2,048,781	\$ 2,361,123	\$ 1,967,508	\$ 1,967,508	\$ -
IDEA, Title VI-B, 619 - Preschool Grants	32,011	28,961	60,517	51,416	51,416	-
<b>IDEA, Special Education Sub-Total</b>	<b>\$ 1,680,762</b>	<b>\$ 2,077,742</b>	<b>\$ 2,421,640</b>	<b>\$ 2,018,924</b>	<b>\$ 2,018,924</b>	<b>\$ -</b>
<b>Other Federal Funds</b>						
Federal Land Use	\$ 26,744	\$ 25,567	\$ 2,773	\$ 24,500	\$ 2,500	\$ (22,000)
Vocational Education Basic Grants to States (Carl D. Perkins - Title I)	95,139	108,162	297,579	138,387	148,024	9,637
Medicaid Reimbursement	397,751	281,573	579,903	160,000	160,000	-
Homeless Grant	3,700	99,731	46,783	44,000	44,000	-
Project AWARE and YMHFA	-	214,411	120,071	-	-	-
Other Federal Funds	3,181	2,173	1,923	-	-	-
<b>Other Federal Funds Sub-Total</b>	<b>\$ 526,515</b>	<b>\$ 731,617</b>	<b>\$ 1,049,032</b>	<b>\$ 366,887</b>	<b>\$ 354,524</b>	<b>\$ (12,363)</b>
<b>TOTAL FEDERAL REVENUE</b>	<b>\$ 4,365,720</b>	<b>\$ 5,126,576</b>	<b>\$ 5,721,148</b>	<b>\$ 4,562,057</b>	<b>\$ 4,349,694</b>	<b>\$ (212,363)</b>



## SCHOOL OPERATING FUND – COUNTY REVENUE

School Operating Fund - County Revenues						
Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Budget	FY 2017-18 Approved Budget	FY 2018-19 Proposed Budget	Increase / (Decrease)
County General Fund Transfer	\$ 42,080,379	\$ 44,515,540	\$ 45,522,664	\$ 46,482,664	\$ 48,804,730	\$ 2,322,066
Recordation Tax	218,024	292,445	225,000	225,000	225,000	-
Outstanding Encumbrances	1,234,356	1,517,666	-	-	-	-
Beginning Balance	1,779,337	2,130,677	-	-	-	-
<b>TOTAL COUNTY REVENUE</b>	<b>\$ 45,312,096</b>	<b>\$ 48,456,328</b>	<b>\$ 45,747,664</b>	<b>\$ 46,707,664</b>	<b>\$ 49,029,730</b>	<b>\$ 2,322,066</b>

### SCHOOL OPERATING FUND – COUNTY REVENUE NARRATIVE

The primary revenue sources for Montgomery County, Virginia, are real property, personal property, and local sales tax dollars. The Montgomery County Board of Supervisors appropriates a transfer of revenues to Montgomery County Public Schools (MCPS) to finance the School Operating Fund.

#### COUNTY TRANSFER

The FY 2019 requested transfer from the county general fund for the MCPS operating fund is \$48,804,730. This amount represents a requested increase of \$2,322,066 compared to the FY 2018 approved budget. Revenues from the county transfer account for 44.8 percent of all revenues received to finance the School Operating Fund. In addition, the county transfers the amount collected for recordation tax to the School Operating Fund. This amount for FY 2019 is \$225,000.

#### Beginning Balance and Outstanding Encumbrances

Undesignated and/or unrestricted surplus funds available at the end of the previous year are subject to Montgomery County Board of Supervisors approval to be carried forward to the next fiscal year. Beginning balance funds in fiscal years 2015, 2016, and 2017 are funds for unspent appropriation allocation remaining at the end of the prior fiscal year.

## SCHOOL OPERATING FUND – LOCAL REVENUE

School Operating Fund - Local Revenues						
Description	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	Increase / (Decrease)
	Actual	Actual	Actual	Approved Budget	Proposed Budget	
Rents	\$ 88,888	\$ 63,237	\$ 69,551	\$ 50,000	\$ 50,000	\$ -
Tuition Private Sources	7,191	8,313	650	-	-	-
Special Fees	50	50	50	-	-	-
Transportation of Students	76,133	34,402	16,669	-	-	-
Reimbursement - After School Program	-	229,420	253,819	300,000	300,000	-
Other Rebates and Refunds	255,490	24,536	22,408	97,500	97,500	-
Donations and Special Grants	35,376	4,000	2,060	-	-	-
Sale of Supplies	13,683	16,839	16,693	5,000	5,000	-
Sale of School Buses	25,323	38,393	19,588	5,000	5,000	-
Sale of Other Equipment	-	8,700	2,201	-	-	-
Insurance Adjustments	33,465	226,105	117,270	5,000	5,000	-
Other funds	-	3,382	1,012	25,000	25,000	-
Miscellaneous	3,167	-	-	3,500	3,500	-
E-Rate (Universal Service Fund)	306,819	310,574	384,854	158,938	158,938	-
Recovered Costs	-	25,684	25,558	30,000	30,000	-
Restitution	1,948	2,099	4,023	-	-	-
Reimbursement - Human Resources	14,065	25,450	14,689	-	-	-
Reimbursement - Payroll	284,734	86,686	211,194	30,000	30,000	-
Reimbursement - Other	3,244	1,017	1,091	-	-	-
Benefits Other State Agencies	-	-	7,200	-	-	-
<b>TOTAL OTHER FUNDS, LOCAL</b>	<b>\$ 1,149,576</b>	<b>\$ 1,108,887</b>	<b>\$ 1,170,580</b>	<b>\$ 709,938</b>	<b>\$ 709,938</b>	<b>\$ -</b>

## SCHOOL OPERATING FUND – LOCAL REVENUE NARRATIVE

Local revenue estimates for FY 2019 for the school division are \$709,938, a consistent amount compared to the FY 2018 approved budget. Local revenues account for 0.6 percent of School Operating Fund revenues.

**Rents** – Rental revenue is the rental revenue for the use of building space by various community groups. Rental revenue is estimated to be \$50,000 in FY 2019.

**E-rate** – E-rate program funding of \$158,938 provides rebates to school divisions based on line and long distance telecommunications expenses. The rebates are used to assist schools in obtaining affordable telecommunications and internet access.

**Other Local Funds** – All other miscellaneous local funds are estimated to be \$501,000 and include revenue from insurance proceeds, sales, of supplies & equipment, and rebates and refunds through the usage of purchasing cards for business transactions.

## OPERATING EXPENDITURES BY OBJECT

Another way of looking at all operating expenditures is to categorize expenditures by objects.

School Operating Fund - Expenditures by Object						
Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Approved Budget	FY 2018-19 Proposed Budget	Increase / (Decrease)
<b>All Funds</b>						
<b>Personnel Services</b>						
All salaries and wages	\$ 60,059,696	\$ 62,907,583	\$ 65,422,215	\$ 67,309,263	\$ 69,297,263	\$ 1,988,000
<b>Employee Benefits</b>						
FICA	4,500,973	4,659,479	4,833,634	5,166,298	5,166,298	-
VRS	7,852,102	7,827,964	8,564,907	10,078,545	9,438,545	(640,000)
Insurance	7,826,750	9,345,695	9,909,796	9,203,324	10,003,324	800,000
Other Benefits	1,132,758	1,078,928	1,234,336	1,996,621	1,996,621	-
<b>Total Personnel &amp; Benefits</b>	<b>\$ 81,372,279</b>	<b>\$ 85,819,649</b>	<b>\$ 89,964,888</b>	<b>\$ 93,754,051</b>	<b>\$ 95,902,051</b>	<b>\$ 2,148,000</b>
<b>Operating</b>						
Utilities	\$ 3,045,400	\$ 2,545,100	\$ 2,686,023	\$ 2,987,418	\$ 2,987,418	\$ -
Postal Services	54,130	49,343	46,266	55,000	55,000	-
Telecommunications	466,926	544,050	618,049	590,748	674,748	84,000
Insurance	273,644	300,644	284,593	288,462	288,462	-
Vehicle Fuels	646,892	425,985	500,680	826,208	826,208	-
Textbooks	651,265	783,535	547,351	712,827	712,827	-
Instructional Supplies	1,546,803	1,233,879	1,119,208	1,122,250	1,122,250	-
Equipment	534,837	436,332	501,397	504,222	504,222	-
Purchased Services	1,396,090	1,271,459	1,290,963	1,323,874	1,323,874	-
Maintenance Contracts	1,057,288	1,146,754	1,314,667	587,004	587,004	-
Tuition	63,160	78,643	82,613	76,194	76,194	-
Travel	201,535	251,654	265,045	187,659	187,659	-
Miscellaneous	109,291	111,685	130,427	93,196	93,196	-
Custodial Supplies	190,422	173,665	172,187	140,857	140,857	-
Office and Other Supplies	240,783	229,506	238,266	220,681	220,681	-
Building Maintenance Supplies	460,273	452,903	507,590	394,646	394,646	-
Vehicle Maintenance Supplies	337,828	355,549	349,499	182,057	182,057	-
Furniture Replacement	62,952	61,860	148,698	17,469	17,469	-
Technology Software	189,626	46,734	128,008	290,986	290,986	-
Technology Equipment	751,686	1,124,883	2,417,644	1,583,248	1,916,241	332,993
Vehicle Replacement	37,000	180,687	213,029	-	-	-
<b>Total Operating</b>	<b>\$ 12,317,831</b>	<b>\$ 11,804,850</b>	<b>\$ 13,562,203</b>	<b>\$ 12,185,006</b>	<b>\$ 12,601,999</b>	<b>\$ 416,993</b>
<b>Capital</b>						
Technology Equipment	\$ 1,595,141	\$ 1,492,308	\$ 553,474	\$ 250,000	\$ 250,000	\$ -
School Bus Replacement	678,043	1,055,744	915,135	-	187,700	187,700
Capital Repairs and Replacements	1,392,705	1,574,643	1,869,119	-	204,400	204,400
<b>Total Capital</b>	<b>\$ 3,665,889</b>	<b>\$ 4,122,695</b>	<b>\$ 3,337,728</b>	<b>\$ 250,000</b>	<b>\$ 642,100</b>	<b>\$ 392,100</b>
<b>Debt</b>						
Principal & Interest Payments	\$ 347,700	\$ 408,660	\$ 408,660	\$ 408,660	\$ 408,660	\$ -
<b>Total Debt</b>	<b>\$ 347,700</b>	<b>\$ 408,660</b>	<b>\$ 408,660</b>	<b>\$ 408,660</b>	<b>\$ 408,660</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 97,703,699</b>	<b>\$ 102,155,854</b>	<b>\$ 107,273,479</b>	<b>\$ 106,597,717</b>	<b>\$ 109,554,810</b>	<b>\$ 2,957,093</b>

## SCHOOL NUTRITION FUND (SPECIAL REVENUE FUND)

The School Nutrition Services Fund is a governmental special revenue fund. The School Nutrition Services Program serves about 1.6 million meals annually including breakfasts, lunches, and à la carte items. Montgomery County Public Schools is a participant in the National School Lunch Program which provides federal subsidy funding for eligible students with certain financial needs. The School Nutrition Services Fund follows the modified accrual basis of accounting.

Menus for all programs are planned and implemented according to U.S. Department of Agriculture (USDA) requirements and Dietary Guidelines for Americans. This results in the preparation and serving of meals that contain reduced fat, sodium, and sugar. Nutrient analysis of menus and ingredient lists for all foods purchased are available to assist parents and students with special needs and cultural restrictions.

The School Nutrition Services Program realizes efficiencies through online ordering and warehousing USDA commodities. The federal Healthy, Hunger Free Act (Child Nutrition Act) was reauthorized in 2010. Under this new act more fresh fruits and vegetables and whole grain foods are served.

## SCHOOL NUTRITION FUND REVENUE

The two major sources of revenue for the School Nutrition Services Fund are food sales to students and staff, and federal aid. Food sales are projected to be \$2,206,710 or about one-half of the revenue for FY 2019. Federal aid is based on cash reimbursements and USDA commodities. Cash reimbursements are based on the number of meals served to students. Federal revenues are projected to be \$2,326,518 (or one half of the revenue) for free, reduced and full-priced meal reimbursements. Lunch sales to students and federal reimbursements estimates are based on the assumption that 48 percent of student enrollment will participate in the food service program and almost half will be eligible for free and/or reduced-price lunch. State revenue for the food service program is provided by categorical and lottery-funded programs. State revenues are received to meet maintenance of effort and match requirements for federal funds received for lunch and breakfast programs. For FY 2019, the rate of reimbursement is determined by the number of reimbursable lunches served during the previous year. Projected state revenues for FY 2019 are \$51,478 or 1.12 percent of food service revenues.

## SCHOOL NUTRITION SERVICES EXPENDITURES BY OBJECT

**Salaries and Wages** – \$1.90 Million–For FY 2019, regular, part-time, overtime, and substitute salaries and wages accounts total \$1,896,396 or 41 percent. 100.5 full-time equivalent (FTE) employees are expensed to the School Nutrition Services Fund.

**Employee Benefits** – \$0.6 Million–Benefits for school nutrition employees total \$568,578 or 12.40 percent of the School Nutrition Services Fund expenditure budget.

**Food and Supplies** – \$1.8 Million–Food and supplies costs are projected to be \$1,823,173 or 39.77 percent of the FY 2019 school nutrition services expenditure budget.

**All Other Expenditures** – \$0.3 Million–All other expenditures including purchased services, travel, and capital equipment equate to \$296,559 or 5.86 percent of the FY 2019 food service expenditure budget.

### Analysis of the Fund

Fund balance 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 irrefutable that, 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 27 years, require substantial financial support from the school division

School Nutrition Fund - Revenue and Expenditures						
Description	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Approved Budget	FY 2018-19 Proposed Budget	Increase / (Decrease)
<b>School Nutrition Fund</b>						
<b>Revenue</b>						
Interest	\$ 6,218	\$ 3,757	\$ 3,046	\$ -	\$ -	\$ -
Breakfast & Lunch Receipts	1,695,770	1,719,550	1,804,162	2,683,181	2,206,710	(476,471)
State Revenue	55,264	53,352	57,587	51,478	51,478	-
Federal Revenue	2,242,698	1,844,170	2,027,247	2,326,518	2,326,518	-
<b>Sub-Total</b>	<b>\$ 3,999,950</b>	<b>\$ 3,620,829</b>	<b>\$ 3,892,042</b>	<b>\$ 5,061,177</b>	<b>\$ 4,584,706</b>	<b>\$ (476,471)</b>
<b>Expenditures</b>						
Salaries and Wages	\$ 1,595,272	\$ 1,648,996	\$ 1,678,942	\$ 2,075,887	\$ 1,896,396	\$ (179,491)
Employee Benefits:						
FICA	121,922	122,153	123,374	70,170	129,653	59,483
VRS	55,201	60,524	73,156	21,000	120,432	99,432
Insurance	194,573	308,384	331,562	600,000	310,976	(289,024)
Other Benefits	6,636	7,399	8,513	5,040	7,517	2,477
Purchased Services	59,812	105,532	75,017	66,760	86,760	20,000
Travel	3,747	2,595	3,846	4,182	4,182	-
Miscellaneous	22,400	47,159	42,146	25,000	45,000	20,000
Food Supplies	1,820,994	1,640,178	1,523,173	2,032,521	1,823,173	(209,348)
Office and Other Supplies	143,102	149,565	286,085	159,724	159,724	-
Equipment	799	14,716	2,548	893	893	-
<b>Sub-Total</b>	<b>\$ 4,024,458</b>	<b>\$ 4,107,201</b>	<b>\$ 4,148,362</b>	<b>\$ 5,061,177</b>	<b>\$ 4,584,706</b>	<b>\$ (476,471)</b>
Excess (deficiency ) of Revenues over (under) Expenditures	\$ (24,508)	\$ (486,372)	\$ (256,320)	\$ -	\$ -	
Beginning Fund Balance	1,321,820	1,297,312	810,940	-	-	
<b>Ending Fund Balance</b>	<b>\$ 1,297,312</b>	<b>\$ 810,940</b>	<b>\$ 554,620</b>	<b>\$ -</b>	<b>\$ -</b>	

## DEBT SERVICE

State law prohibits school divisions from entering into debt that extends beyond the current fiscal year without approval by the local governing body. The governing body in Montgomery County is the Board of Supervisors. If the Board of Supervisors approves a debt issue it is listed in the name of the County of Montgomery, not the school division. The Board of Supervisors also maintains the budget and administers all payments related to the debt service fund. The school division is currently transferring funds for the purposes of debt payments, principal and interest, to the Montgomery County Board of Supervisors. This payment is budgeted and paid from the School Operating Fund and not accounted for in a separate debt service fund, but as a line for debt service in the operating budget. The amortization schedule for the school transfer portion of this debt is shown below.

Fiscal Year	Payment Due Date	Amount Due
2014	6/15/2014	\$ 347,699.92
2015	6/15/2015	\$ 347,699.92
2016	6/15/2016	\$ 408,660.29
2017	6/15/2017	\$ 408,660.29
2018	6/15/2018	\$ 408,660.29
2019	6/15/2019	\$ 408,660.29
2020	6/15/2020	\$ 408,660.29
2021	6/15/2021	\$ 408,660.29
2022	6/15/2022	\$ 408,660.29
2023	6/15/2023	\$ 408,660.29
2024	6/15/2024	\$ 408,660.29
2025	6/15/2025	\$ 408,660.29
2026	6/15/2026	\$ 408,660.29
2027	6/15/2027	\$ 408,660.29

## CAPITAL PROJECTS FUND

### Capital Improvement Program

In addition to the operating budget for the school division, the School Board maintains a Capital Improvement Program which reflects school capital needs up to ten subsequent years. The plan is included in the Informational Section and includes two sections: Capital Improvement Planning and Capital Maintenance Projects. The School Board re-affirmed the Capital Improvement Program on June 16, 2016.

The Capital Improvement Planning (CIP) generally includes projects expected to individually cost in excess of \$250,000 each and have a useful life of five or more years, unless funded by a bond issue, in which case the useful life must equal or exceed the length of the bond. In order to fund the CIP, the County Board of Supervisors has earmarked 2 cents of the real estate tax rate for future school capital needs. These funds are held in a special capital fund, separate from the School Operating Fund, by the Board of Supervisors for future school capital needs.

The Capital Maintenance Projects (CMP) is the vehicle in which county school assets are programmed to receive regular maintenance and repair. Ongoing preventive maintenance of all school facilities will help ensure the safety and value of these assets while avoiding potentially large costs resulting from lack of proper maintenance.

The summary below is from the Montgomery County FY 2017 budget book and provides detail of the school capital funds held by the Board of Supervisors for major school 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
<b>EXPENDITURES BY DEPARTMENT</b>									
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)
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,689,627</b>	<b>\$ 2,140,675</b>	<b>\$ 1,681,920</b>	<b>\$ 1,496,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>1,496,000</b>	<b>\$ (185,920)</b>
<b>EXPENDITURES BY CLASSIFICATION</b>									
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)
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,689,627</b>	<b>\$ 2,140,675</b>	<b>\$ 1,681,920</b>	<b>\$ 1,496,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>1,496,000</b>	<b>\$ (185,920)</b>
<b>REVENUE BY CLASSIFICATION</b>									
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)
<b>TOTAL DESIGNATED REVENUE</b>	<b>\$ 1,689,627</b>	<b>\$ 1,474,700</b>	<b>\$ 1,681,920</b>	<b>\$ 1,496,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>1,496,000</b>	<b>\$ (185,920)</b>
<b>TOTAL UNDESIGNATED REVENUE</b>	<b>\$ -</b>	<b>\$ 665,975</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$ -</b>
<b>TOTAL REVENUES</b>	<b>\$ 1,689,627</b>	<b>\$ 2,140,675</b>	<b>\$ 1,681,920</b>	<b>\$ 1,496,000</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>1,496,000</b>	<b>\$ (185,920)</b>

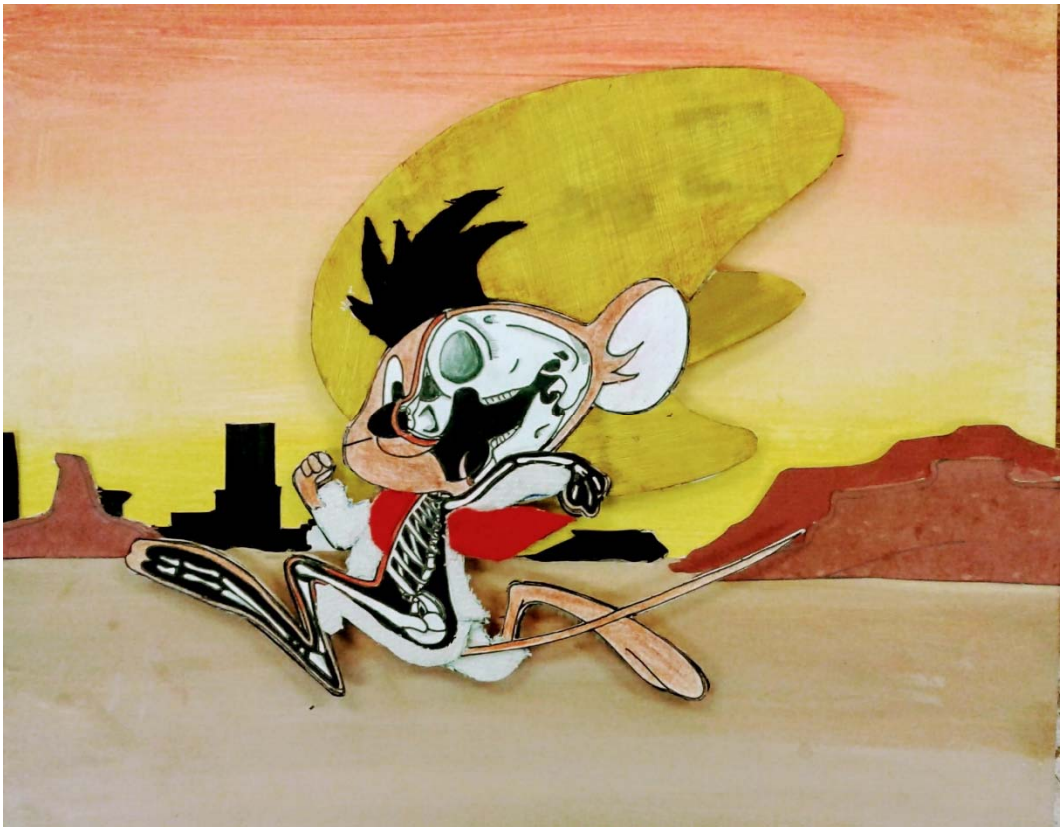




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## INFORMATIONAL SECTION

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## INFORMATIONAL SECTION

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This part of the school division's annual budget presents detailed information on past and future budgets, as well as factors that influence the proposed budget. The schedules contained herein put the proposed budget into context and explain past budget decisions. It also helps reveal the impact of past and current decisions on future budgets and budget results should current trends continue beyond the budget year. All information included in this section is for the General Fund (School Operating Fund) only, unless noted otherwise.

### Financial Trends

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These schedules contain trend information to help the reader understand how the school division's financial performance and well-being have changed over time.

### Enrollment Trends

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The single greatest determinant of resource needs for any school is the size of its student enrollment. Spending on personnel services, materials and supplies, and capital infrastructure is often derived directly or indirectly from populations.

### Personnel Resources

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A significant portion of the school budget is allocated to personnel costs. A good indicator of these costs is personnel resource allocations or staffing levels. Staffing levels can also be an indicator of the school division's commitment to specific programs.

### Debt Capacity

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These schedules present information to help the reader assess the affordability of the County's current levels of outstanding debt and the County's ability to issue additional debt in the future for school division's capital improvements.

### Performance Measures

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Performance measurement is a process for determining how well the school division has accomplished its mission through the delivery of programs, services, or processes. Performance measurement systems provide accountability to the citizenry by identifying results and evaluating past resource allocation decisions. Furthermore, performance measurement facilitates future decision-making regarding resource allocation and service delivery options.

### Other Useful Information

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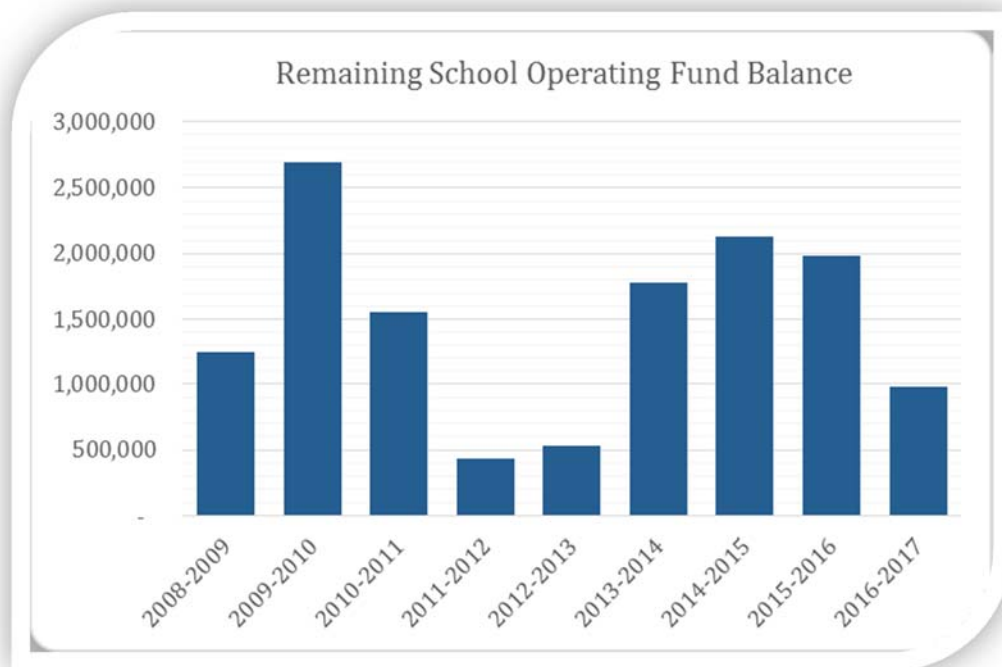
This section includes a variety of information and schedules that are not included in one of the other sections but prove useful to a stakeholder when reviewing the annual budget.

FINANCIAL TRENDS

FUND BALANCE

<b>Fiscal Year</b>	<b>School Operating Fund Original Budget</b>	<b>Remaining School Operating Fund Balance</b>	<b>Remaining School Operating Fund Balance as a % of the Original Budget</b>
2016-2017	\$ 109,890,999	\$ 981,577	0.89%
2015-2016	100,505,755	1,985,423	1.98%
2014-2015	97,048,320	2,130,677	2.20%
2013-2014	94,688,186	1,779,337	1.88%
2012-2013	91,969,180	531,779	0.58%
2011-2012	91,280,803	431,056	0.47%
2010-2011	88,616,820	1,555,637	1.76%
2009-2010	96,424,724	2,696,152	2.80%
2008-2009	97,385,738	1,238,544	1.27%

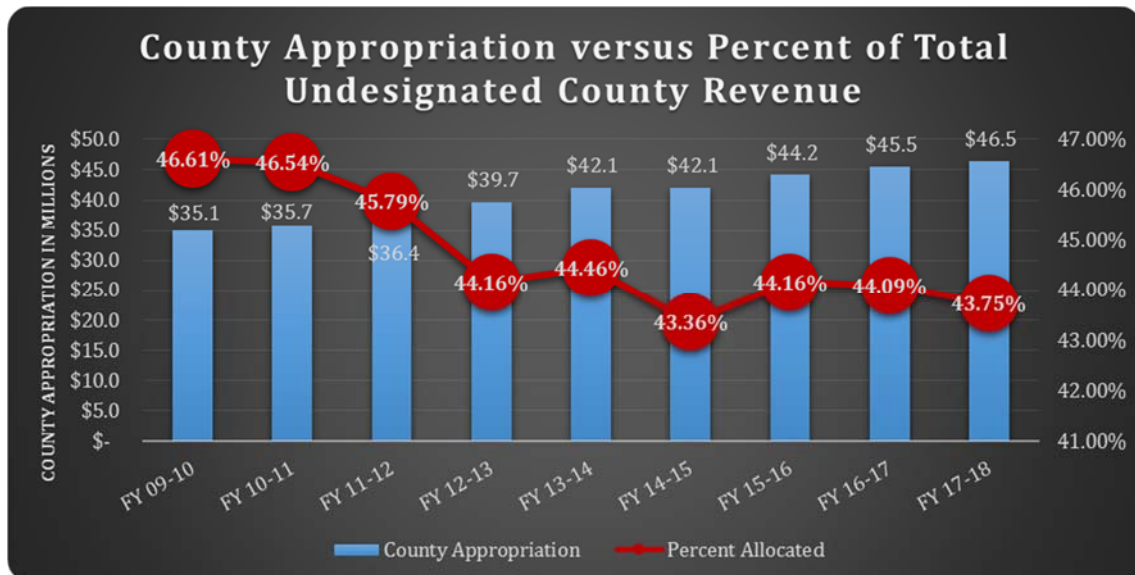
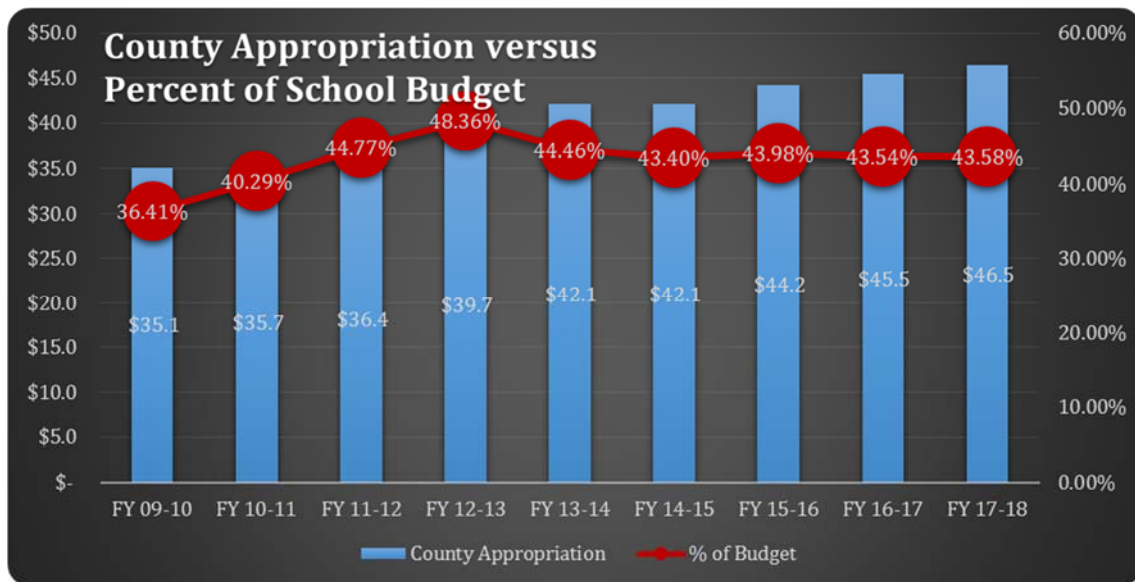
Source: Department of Finance



LOCAL APPROPRIATION

Fiscal Year	County Appropriation	Dollar Change	% Change	Total School Operating Budget	% of Budget	Undesignated County Revenue (in millions)	County Appropriation as a % of Undesignated Revenue
FY 17-18	\$ 46,482,664	\$ 960,000	2.11%	\$106,597,717	43.61%	\$ 106.2	43.75%
FY 16-17	45,522,664	1,310,831	2.96%	104,535,805	43.55%	103.2	44.09%
FY 15-16	44,211,833	2,131,454	5.07%	100,505,755	43.99%	100.1	44.16%
FY 14-15	42,080,379	-	0.00%	97,048,320	43.36%	97.1	43.36%
FY 13-14	42,080,379	2,337,990	5.88%	94,688,186	44.44%	94.7	44.46%
FY 12-13	39,742,389	3,328,198	9.14%	91,969,180	43.21%	89.9	44.16%
FY 11-12	36,414,191	700,000	1.96%	91,280,803	39.89%	79.5	45.79%
FY 10-11	35,714,191	610,211	1.74%	88,616,820	40.30%	76.7	46.54%
FY 09-10	35,103,980	(227,535)	-0.64%	96,424,724	36.41%	75.3	46.61%

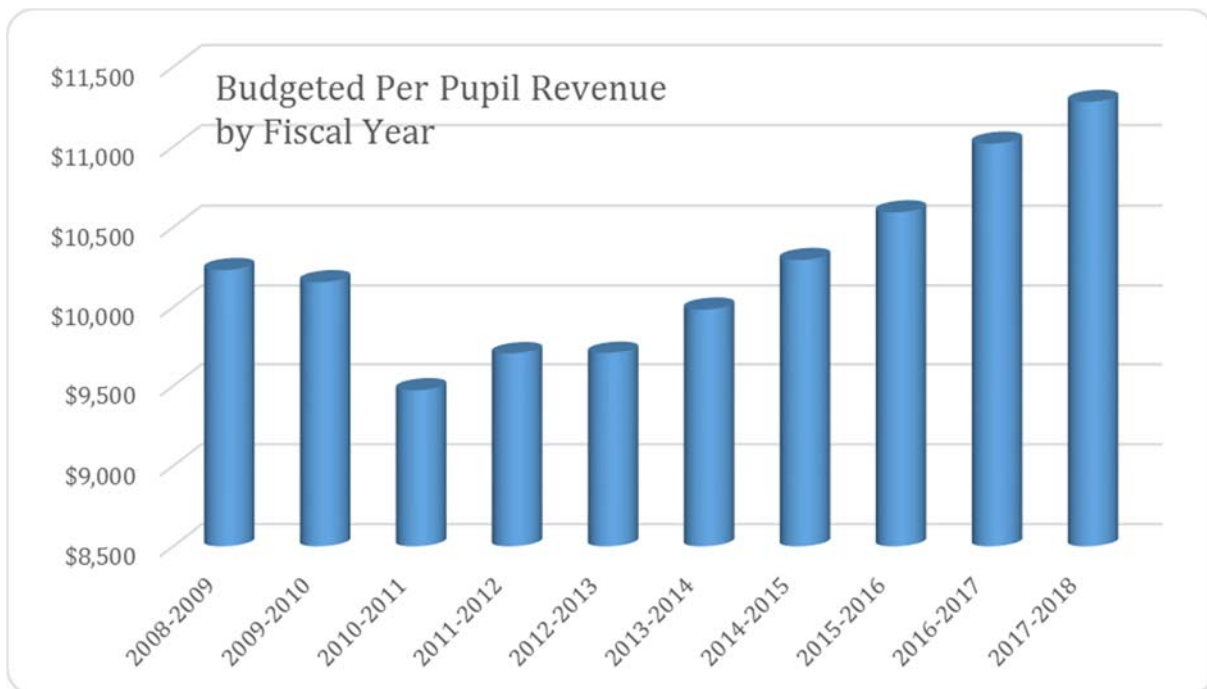
Source: Undesignated County Revenue from Montgomery County Budget Book.



**BUDGETED REVENUES PER PUPIL**

Fiscal Year	County						Total
	ADM	Appropriation	State Aid	Sales Tax	Federal Aid	Other	
2017-2018	9,450	\$ 4,919	\$ 4,558	\$ 1,222	\$ 483	\$ 99	\$ 11,280
2016-2017	9,487	4,798	4,411	1,213	489	108	11,019
2015-2016	9,488	4,660	4,248	1,125	445	115	10,593
2014-2015	9,427	4,464	4,244	1,087	448	52	10,295
2013-2014	9,484	4,437	4,024	1,021	429	73	9,984
2012-2013	9,474	4,195	3,906	1,071	463	73	9,708
2011-2012	9,406	3,871	4,027	1,124	590	92	9,705
2010-2011	9,355	3,818	4,043	1,049	440	122	9,473
2009-2010	9,495	3,697	4,895	1,085	421	57	10,155
2008-2009	9,518	3,712	4,942	1,098	423	57	10,232

Source: Department of Finance

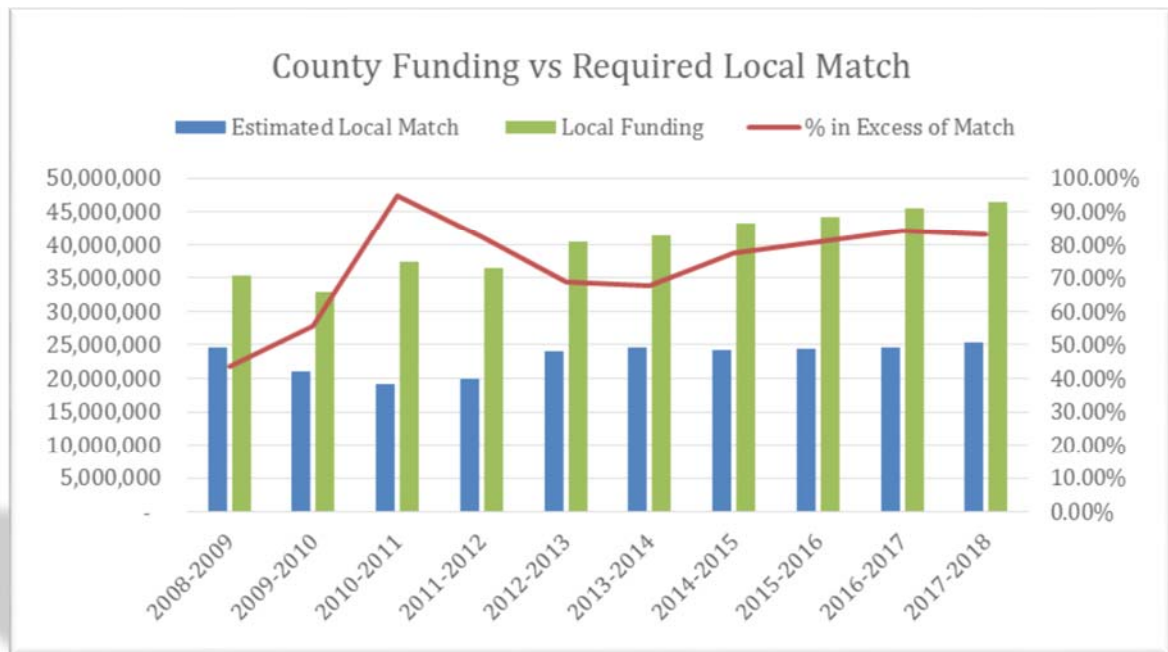


REQUIRED LOCAL MATCH

<b>Fiscal Year</b>	<b>School Operating Budget</b>	<b>Estimated Local Match</b>	<b>Local Funding</b>	<b>% in Excess of Match</b>
2017-2018	\$106,597,717	\$ 25,363,404	\$ 46,482,664	83.27%
2016-2017	104,535,805	24,706,791	45,522,664	84.25%
2015-2016	100,505,755	24,454,572	44,211,833	80.79%
2014-2015	97,048,320	24,311,472	43,179,598	77.61%
2013-2014	94,688,186	24,634,176	41,319,036	67.73%
2012-2013	91,969,180	23,975,168	40,463,267	68.77%
2011-2012	91,280,803	19,945,475	36,414,191	82.57%
2010-2011	88,616,820	19,220,117	37,411,041	94.65%
2009-2010	96,424,724	21,131,257	32,889,681	55.64%
2008-2009	97,385,738	24,600,193	35,331,515	43.62%

The School Division is required to satisfy required local effort to receive state funding for education. The above amounts represent the estimated required local match included in the General Assembly adopted budgets for the past nine years. This table is compiled using available data.

Source: Department of Finance



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## ENROLLMENT TRENDS

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### STUDENT ENROLLMENT PROJECTION METHODOLOGY

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#### Average Daily Membership (ADM)

Average daily membership is determined by dividing the total aggregate daily membership by the number of days school was in session from the first day of the school year through the last school day in March (i.e. March 31<sup>st</sup>). In essence, ADM is more than just how many students are enrolled on March 31<sup>st</sup>; it is a function of how many students are enrolled and how long they've been enrolled.

The adjusted March 31<sup>st</sup> ADM is reported to the Virginia Department of Education (VDOE) who determines the amount of state funding distributed to school divisions through the application of the Composite Index.

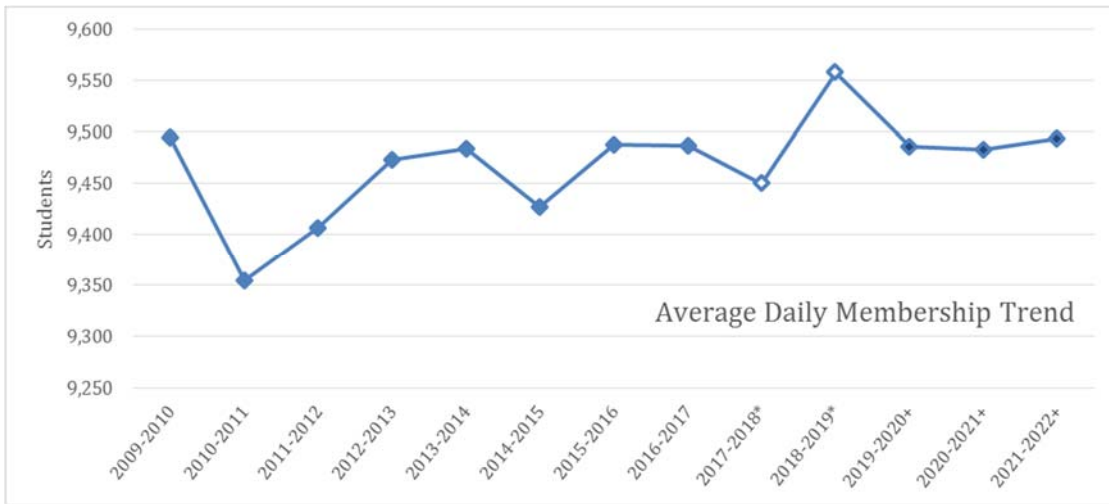
The annual ADM projections are critical to the budgeting process as overestimating the number of students could result in overestimating revenues causing a budget shortfall. On the other hand, underestimating the ADM will result in underestimated state revenues causing an unexpected fund balance at year-end. Neither outcome is desirable due to the fiscal impact and the planning of expenditures to meet instructional and operational goals. Researching trends in population growth, student attrition and other pertinent information is useful in developing accurate ADM estimates.

The school division obtained a third-party enrollment forecast which predicts a slight decline in enrollment over the next two years, with a minimal increase in the third forecasted year. Actual enrollment for SY 2017-18 at September 30 and historical trend, result in a fairly flat enrollment assumption for budgeting purposes after SY 2018-2019. The September enrollment, while higher than projected for the current school year, this enrollment is not projected to be sustained and will level out.

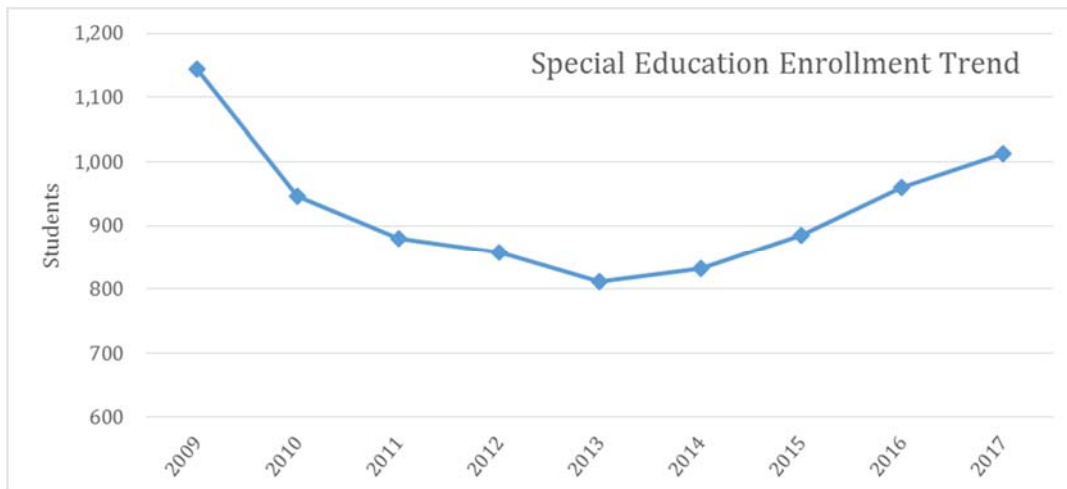
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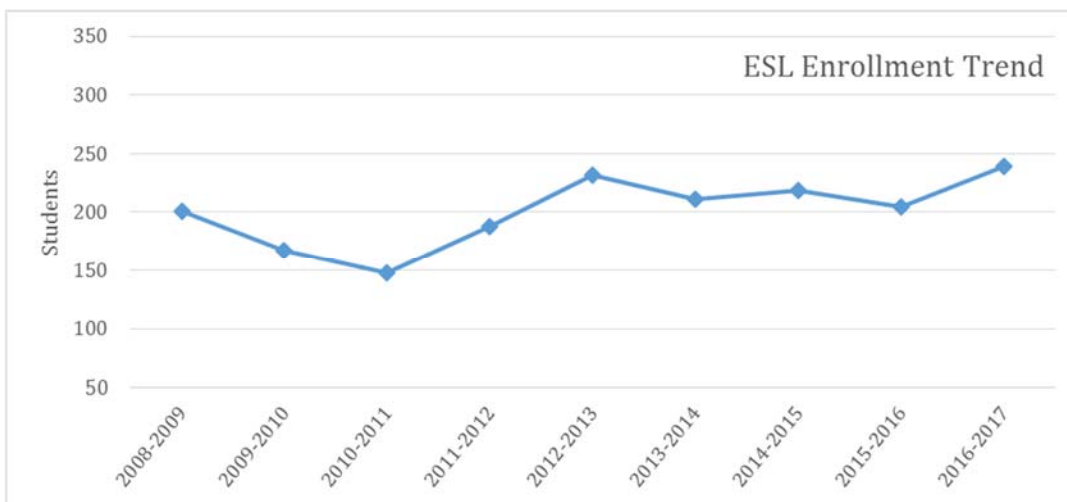
STUDENT ENROLLMENT TRENDS



Note: 2017-2018 & 2018-2019 reflect budgeted ADM, 2019-2020 through 2021-2022 are forecasted.



Note: Special Education enrollment is as of December 1<sup>st</sup> of each year.



Note: Fall Verification Report.

## STUDENT ENROLLMENT

<u>Fiscal Year</u>	<u>Method</u>	<u>September Enrollment<sup>1</sup></u>	<u>Average Daily Membership<sup>2</sup></u>	<u>Annual Growth</u>	<u>Special</u>	
					<u>Education Enrollment<sup>3</sup></u>	<u>ESL Enrollment<sup>4</sup></u>
2009-2010	Actual	9,623	9,495	-0.25%	1,144	201
2010-2011	Actual	9,473	9,355	-1.49%	946	167
2011-2012	Actual	9,444	9,406	0.55%	880	148
2012-2013	Actual	9,551	9,474	0.71%	858	188
2013-2014	Actual	9,518	9,484	0.11%	812	232
2014-2015	Actual	9,473	9,427	-0.60%	832	211
2015-2016	Actual	9,539	9,488	0.64%	885	219
2016-2017	Actual	9,518	9,487	-0.01%	960	205
2017-2018	Adopted	9,679	9,450	-0.39%	1,013	239
2018-2019	Budgeted		9,558	1.13%		
2019-2020	Projection		9,486	-0.76%		
2020-2021	Projection		9,483	-0.03%		
2021-2022	Projection		9,494	0.12%		

## Sources:

- 1 Instruction, K-12
- 2 Spring Verification Report (ADM based on average through March 31)
- 3 December 1 Special Education Child Count
- 4 Fall Verification Report

## STUDENT ENROLLMENT BY SCHOOL

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
<b>Primary School</b>										
Christiansburg	467	442	442	418	433	448	479	443	400	427
<b>Elementary Schools</b>										
Auburn	577	602	561	522	519	530	507	542	527	546
Belview	235	246	227	227	267	270	268	250	240	248
Christiansburg	458	457	425	420	413	418	391	375	410	435
Eastern Montgomery	418	445	466	492	478	465	474	477	464	428
Falling Branch	549	545	549	536	522	517	480	477	482	503
Gilbert Linkous	360	345	353	360	357	346	345	343	343	351
Harding Avenue	258	263	268	273	259	272	289	320	324	350
Kipps	539	499	513	504	369	372	361	409	401	402
Margaret Beeks	397	398	404	401	406	420	431	415	422	427
Price's Fork	198	221	201	214	346	380	374	401	418	445
<b>Middle Schools</b>										
Auburn	267	271	280	332	307	295	280	282	292	270
Blacksburg	865	890	826	828	812	828	835	814	889	903
Christiansburg	854	844	808	826	849	794	787	762	773	723
Shawsville	206	213	218	219	245	239	229	215	222	223
<b>High Schools</b>										
Auburn	400	406	406	373	379	378	388	409	406	424
Blacksburg	1,135	1,127	1,092	1,091	1,163	1,123	1,133	1,186	1,163	1,206
Christiansburg	1,068	1,082	1,114	1,125	1,122	1,061	1,052	1,055	996	1,047
Eastern Montgomery	318	327	320	283	305	287	293	297	287	284
<b>Alternative School</b>										
Montgomery Central	-	-	-	-	-	75	77	67	59	37
<b>Total</b>	<b>9,569</b>	<b>9,623</b>	<b>9,473</b>	<b>9,444</b>	<b>9,551</b>	<b>9,518</b>	<b>9,473</b>	<b>9,539</b>	<b>9,518</b>	<b>9,679</b>

Source: Instruction. Information provided on actual student enrollment on September 30.

Student enrollment in September differs from average daily membership (ADM) which is calculated on average enrollment from the first day of school through March 31<sup>st</sup> of each year.

## PERSONNEL RESOURCES

### FULL-TIME EQUIVALENT (FTE) POSITIONS

The chart below provides four years of staffing history. The fifth year is the proposed staffing for the budgeted year. Data presented is for approved positions based on a full-time equivalent (FTE) for each position. This includes adjustments that have been approved by the school board for staffing during the school year. The approved budget did not include any additional FTEs.

	<b>Approved FY 2014-15</b>	<b>Approved FY 2015-16</b>	<b>Approved FY 2016-17</b>	<b>Approved FY 2017-18</b>	<b>Proposed FY 2018-19</b>
<b>Teachers:</b>					
Regular Education Teachers	582.37	582.37	592.87	594.87	594.87
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	6.50	6.50	6.50
Technology Resource Teachers	10.00	10.00	11.00	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	2.00	3.00	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	11.00	11.00	11.00
<b>Sub-Total Teachers</b>	<b>847.64</b>	<b>848.64</b>	<b>862.14</b>	<b>864.14</b>	<b>864.14</b>
<b>Other Positions:</b>					
Instructional Aides	218.05	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	16.00	16.00
Athletic Director	3.00	3.00	3.00	3.00	3.00
Administrative Assistants	70.50	70.50	71.50	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	5.00	5.00	5.00
Mechanics & Parts Technicians	8.00	8.00	8.00	8.00	8.00
Technology Technicians	15.00	16.00	17.00	17.00	17.00
Superintendent, Deputy, & Assistant Superintendents	3.00	3.00	3.00	3.00	3.00
Directors	5.00	5.00	9.00	9.00	9.00
Instructional Coordinators/Supervisors	19.00	19.00	18.00	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 Nutrition	100.50	100.50	100.50	100.50	100.50
School Board Members	7.00	7.00	7.00	7.00	7.00
<b>Sub-Total Other Positions</b>	<b>767.66</b>	<b>768.66</b>	<b>774.66</b>	<b>775.66</b>	<b>775.66</b>
<b>Total Operating Fund Full Time Equivalent Positions</b>	<b>1,615.30</b>	<b>1,617.30</b>	<b>1,636.80</b>	<b>1,639.80</b>	<b>1,639.80</b>

Source: Finance Department

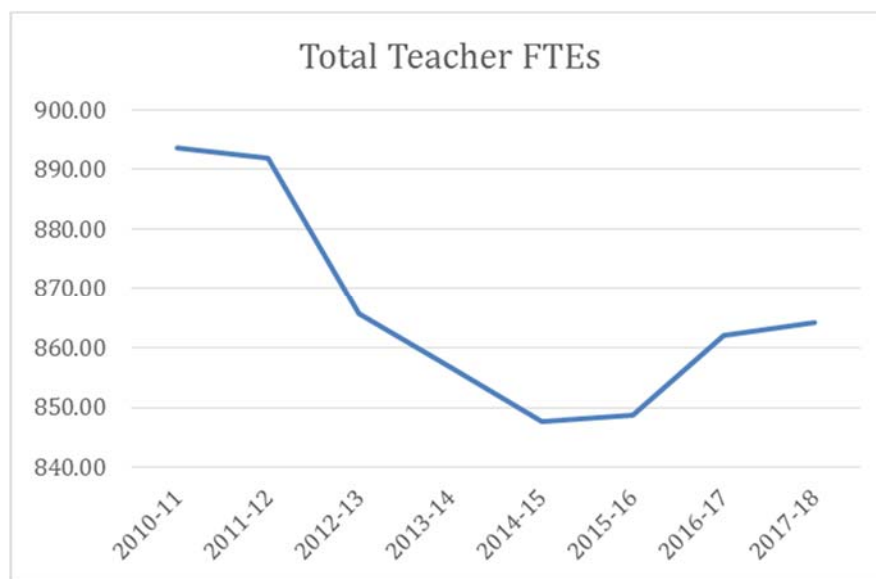
TEACHER SALARY INFORMATION

Fiscal Year	Bachelor Degree		Masters Degree		Doctorate Degree	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
2008-09	\$ 34,228	\$ 54,875	\$ 36,228	\$ 56,875	\$ 37,228	\$ 57,875
2009-10	34,228	54,875	36,228	56,875	37,228	57,875
2010-11	34,228	54,875	36,228	56,875	37,228	57,875
2011-12	34,570	55,424	36,570	57,424	37,570	58,424
2012-13	34,916	55,978	36,936	57,998	37,946	59,008
2013-14	37,011	59,337	39,111	61,437	40,161	62,487
2014-15	37,011	59,337	39,111	61,437	40,161	62,487
2015-16	37,011	59,337	39,111	61,437	40,161	62,487
2016-17	36,394	59,404	38,498	62,424	40,318	64,665
2017-18	36,503	59,583	38,613	62,611	40,439	64,859
2018-19*	37,051	60,477	39,192	63,551	41,046	65,832

\* Proposed

TEACHERS

The chart below shows the change in total teachers by fiscal year.



## DIVERSITY



# MCPS

## DIVERSITY INITIATIVES

This document outlines the results of MCPS diversity initiatives. From increased minority hiring to decreased minority discipline rates, MCPS is working to address disparities from all angles. As a result, this is another area in which MCPS is making great gains and leading the state.

### Diversity Hiring

- Diversity Hiring - Teachers
  - 2015 - 4 % of new teacher hires were minorities
  - 2016 - 5% of new teacher hires were minorities
  - 2017 - 10% of new teacher hires were minorities
- Prospective Employee Diversity Dinner was held as part of our focus on diverse hiring. This dinner was sponsored by community partners and well-attended by prospective employees and Montgomery County community members.
- Community organizations sponsored hotel rooms for minority candidates to interview with MCPS.

### Discipline Rates, Classroom Culture, and Achievement Gap

- Discipline PBIS having an impact.
  - No long term suspensions or expulsion of black students. In looking at state averages, 57% of long-term suspensions were black and 43% of expulsions were black.
- Developed a discipline matrix to create a consistent and unbiased referral process to the alternative school, Montgomery Central. Additionally, students at MC are reviewed every quarter for positive academic and behavior results that can result in placement back at their home school.
- Created a more consistent approach to discipline for all students and added an educational component for students who use derogatory terms toward students or staff members.
- Revised our discipline referral form to require more detail from teachers in an effort to emphasize intervention, teacher/student relationships, and prevention prior to students being referred to the school administrator.
- On-time graduation rate and dropout rate for black students is better than state averages. MCPS on-time graduation rate is 89%, state is 88%. MCPS dropout rate is 3.8%, state is 6.8%.

- Cultural Competency training for all school counselors.
- Black History Month will be celebrated by every school in the division this year.
- School board members regularly participate in the Dialogue on Race Education Committee
  - All principals attended Dialogue on Race Summer picnic with extensive follow up at the principal's meeting
- Members of the division leadership team and School Board Chair attended the Sixth Annual Combatting Racial Injustice Workshop. Their work focused on racial disparities in employment in Montgomery County.
- MCPS had several hundred students attend the NAACP Student Social Justice event at Virginia Tech for the last two years.
- Classroom not Courtrooms conference in Richmond, VA attended by School Board Members, Principals, and Central Office Staff. Report out to School Board will occur at October 3 meeting.
- Staff members participate in trauma-informed training to better understand cultural diversity
- Redesigned the Social and Cultural Action Committee to include subcommittees to focus on social justice, cultural awareness, and social issue awareness. Starting this year, the group will make recommendations about how MCPS can be more culturally responsive.
- Our core values address challenges of our diverse population which include:
  - Physical safety and emotional well being
  - Mutual trust and respect
  - Open communication
  - Accountability
  - Engagement and life-long learning
  - Cultural Diversity (added in 2017)
- Christiansburg Institute Exhibit at CHS
  - Planning a mobile Christiansburg Institute Exhibit so that all students, as well as community members, will have the opportunity to learn about this rich part of our history.
- Individual intervention plan for each African American student who did not pass their reading or math SOL in 2017. We believe this will help us decrease the achievement gap.
- The division is analyzing data broadly to look for trends between students who did not pass their reading or math SOL and the following factors:
  - Student attendance
  - PALS scores (elementary children)
  - OSS and office referral data at each school
  - Drop-out numbers for each high school
  - Mental health needs of minority students
- Curriculum meetings across all grade levels and content areas to identify how to incorporate cultural citizenship and diversity awareness within the curriculum.
- Diversity initiative in the MCPS libraries to ensure that all of our students are represented in our library catalogs.
- The division is examining the disparity for minority students identified as gifted and researching trends to ensure that all students have equal opportunity for identification.

CURRENT INSTRUCTIONAL STAFFING

PRIMARY AND ELEMENTARY SCHOOLS

<b>Faculty</b>	<b>AES</b>	<b>BES</b>	<b>CES</b>	<b>CPS</b>	<b>EME</b>	<b>FBE</b>	<b>GLE</b>	<b>HAE</b>	<b>KES</b>	<b>MBE</b>	<b>PFE</b>	<b>Totals</b>
Art	1.35	0.65	1	1.09	1.2	1.3	1	0.8	1	1	1	11.39
Classroom Teachers K-5	28	13	21	24	25	26	18	17	20	22	22	236
ESL	0.3	0.09	0.4	0.3	0.6	0.3	0.3	0.5	0.7	0.6	0.31	4.4
Gifted	0.6	0.4	0.5	0.4	0.5	0.5	0.6	0.4	0.6	0.6	1	6.1
HPE teachers	1.4	0.7	1	1.2	1.5	1.3	0.9	0.8	1	1.1	1.1	12
Librarian	1	1	1	1	1	1	1	1	1	1	1	11
Music	1.29	0.7	1	1.2	1.25	1.24	0.9	0.8	1	1.1	1.05	11.53
PK Teachers	1	2	0	1	2	1	1	0	0	1	2	11
Reading - County	1	1	1.5	1.5	2	1	1	1	1	2	3	16
Reading - Title I	3	2	3	2.5	4	3.25	0	0	0	0	2	19.75
<b>Staff</b>	<b>AES</b>	<b>BES</b>	<b>CES</b>	<b>CPS</b>	<b>EME</b>	<b>FBE</b>	<b>GLE</b>	<b>HAE</b>	<b>KES</b>	<b>MBE</b>	<b>PFE</b>	<b>Totals</b>
Administrative 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
Administrative Assistant	1	1	1	1	1	1	1	1	1	1	1	11
Assistant Principal	1	0	0	0	1	1	0	0	0	0	1	4
Guidance	1.5	1	1	1	1.5	1.5	1	1	1	1	1.5	13
Inst. Coach*	1	1	1		1						1	5
I/TRT	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 hrs	5 hrs	7 hrs	8 hrs	8 hrs	9 hrs	7 hrs	4.5 hrs	6 hrs	8 hrs	6 hrs	77.5 hrs
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
Principal	1	1	1	1	1	1	1	1	1	1	1	11

Travel time included in some %  
 \*home school



## MIDDLE SCHOOLS

<b>Department</b>	<b>AMS</b>	<b>BMS</b>	<b>CMS</b>	<b>SMS</b>	<b>Totals</b>
Art	1.00	3.00	1.00	0.50	5.50
English	3.00	8.60	7.20	3.00	21.80
Foreign Language	0.40	1.50	1.00	0.20	3.10
Math	3.60	8.80	8.60	3.20	24.20
Science	3.00	8.60	6.80	2.53	20.93
Social Studies	3.00	7.40	6.80	2.60	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	3.40	5.00	2.00	12.40
Reading	0.60	1.00	3.00	1.00	5.60
<b>Support Staff</b>	<b>AMS</b>	<b>BMS</b>	<b>CMS</b>	<b>SMS</b>	<b>Totals</b>
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
Classroom Aides	3.00	11.00	8.50	4.00	26.50
ESL	0.20	0.50	0.30	0.50	1.50
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	0.50	1.00	1.00	3.00
ISS Aides	1.00	1.00	1.00	1.00	4.00
Media	1.00	1.00	1.00	1.00	4.00
Nurses	1.00	1.00	1.00	1.00	4.00
Principal	1.00	1.00	1.00	1.00	4.00
Spec Ed/Instructional Aide	3.00	11.00	8.00	4.00	26.00

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## HIGH SCHOOLS

<b>Department</b>	<b>AHS</b>	<b>BHS</b>	<b>CHS</b>	<b>EMH</b>	<b>MC</b>	<b>Totals</b>
Art	1.00	2.67	2.00	1.00	1.00	7.67
English	4.00	12.00	11.00	3.00	1.00	31.00
Foreign Language	1.17	7.00	4.50	1.00	-	13.67
Math	4.00	11.00	11.00	4.00	1.00	31.00
Science	3.50	11.17	8.50	2.67	1.00	26.84
Social Studies	3.00	9.17	7.83	2.50	1.00	23.50
Music	1.00	1.50	2.00	1.00	-	5.50
Health/PE	2.50	4.00	3.67	2.33	-	12.50
CTE	4.42	14.19	16.58	4.42	-	39.61
Reading	0.40	-	1.00	1.00	1.00	3.40

<b>Support Staff</b>	<b>AHS</b>	<b>BHS</b>	<b>CHS</b>	<b>EMH</b>	<b>MC</b>	<b>Totals</b>
AA Guidance	1.00	1.00	2.00	1.00	-	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	-	3.17
Classroom Aides	6.00	18.00	15.00	3.00	0.50	42.50
Clerical Aides	-	1.00	1.00	-	-	2.00
ESL	0.20	0.50	0.50	0.20	-	1.40
Gifted	0.13	0.13	0.13	0.13	-	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	-	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	-	4.00
Media Aides	1.00	1.00	1.00	1.00	-	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	-	5.00
Special Ed/Inst Spec	4.00	10.00	9.00	4.00	3.00	30.00
Testing Coordinator	0.50	1.00	1.00	0.50	-	3.00

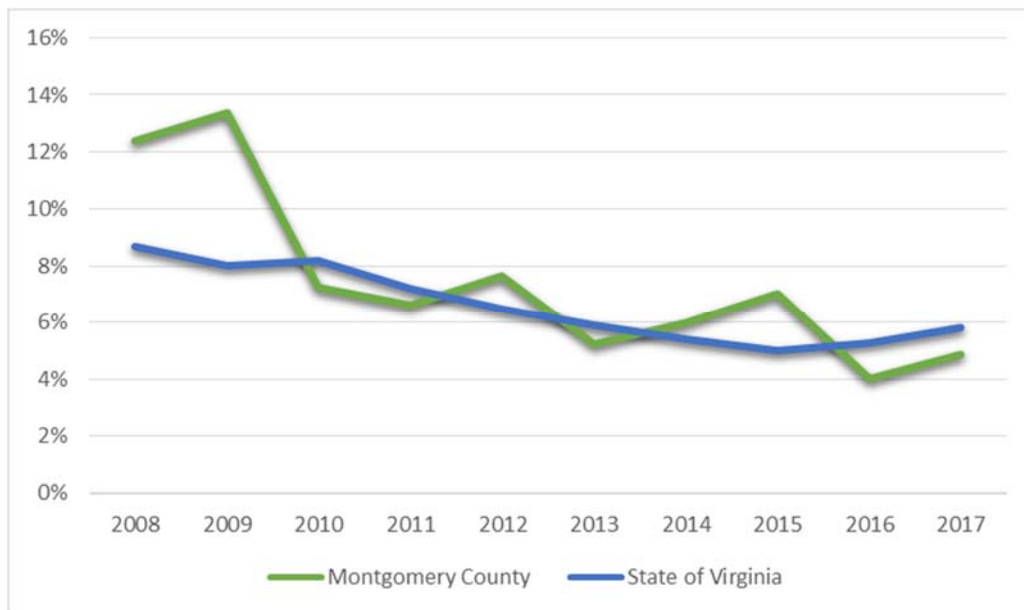
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PERFORMANCE MEASURES

DROPOUT STATISTICS

Longitudinal Drop Out Rate  
Compared to  
the State of Virginia Drop Out Rate

	Montgomery County	State of Virginia
2017	5%	6%
2016	4%	5%
2015	7%	5%
2014	6%	5%
2013	5%	6%
2012	8%	6%
2011	7%	7%
2010	7%	8%
2009	13%	8%
2008	12%	9%



## SAT TEST SCORES

Year	Student Participation	Montgomery County				Virginia	National
		Verbal	Math	Writing	Combined		
2015-16	419	551	542	522	1615	1535	1484
2014-15	390	543	531	517	1591	1533	1490
2013-14	365	544	540	518	1602	1530	1497
2012-13	371	544	544	523	1611	1528	1498
2011-12	368	537	539	520	1596	1517	1498
2010-11	366	534	522	518	1574	1516	1500
2009-10	378	537	538	518	1593	1518	1506
2008-09	340	542	541	517	1600	1517	1505
2007-08	410	539	536	520	1595	1519	1507
2006-07	397	543	537	526	1606	1517	1508

## STANDARDS OF LEARNING TEST SCORES (SOL'S)

## SOL Test Scores

School Year	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Read 3 MCPS	82	86	84	89	90	73	74	81	84	78
Math 3 MCPS	87	90	92	92	67	68	73	79	83	77
Science 3 MCPS	87	89	91	92	89	84	83			
History 3 MCPS	91	92	92	89	84	85	85			
Read 4 MCPS	88	90	87	89	94	75	73	81	82	83
Math 4 MCPS	82	90	87	90	78	76	78	86	88	84
VA Stud 4 MCPS	83	90	87	89	88	87	85	87	87	87
Read 5 MCPS	88	89	93	92	92	78	78	83	84	83
Grade 5 Writing MCPS	84	85	84	81	83	79	70			
Math 5 MCPS	88	90	91	90	72	79	77	81	82	84
Science 5 MCPS	87	88	88	89	88	77	79	86	86	82
Read 6 MCPS	83	85	88	89	92	73	79	81	81	80
Math 6 MCPS	69	73	78	78	75	78	78	85	83	78
Read 7 MCPS	88	88	87	90	89	74	80	87	87	86
Math 7 MCPS	72	62	70	76	56	56	62	69	67	75
Read 8 MCPS	81	85	87	90	89	73	72	79	80	79
Grade 8 Writing MCPS	80	86	86	88	86	68	65	74	76	76
Math 8 MCPS	79	67	67	64	38	33	42	59	66	70
Civics & Economics MCPS	83	85	79	86	80	83	80	87	88	87
Science 8 MCPS	84	89	90	91	94	80	75	82	85	78
Read EOC MCPS	92	95	90	90	93	88	90	90	90	90
EOC Writing MCPS	90	90	88	89	90	87	83	83	84	86
Algebra I MCPS	88	91	88	88	63	69	81	90	95	92
Algebra II MCPS	83	81	79	89	58	69	90	96	95	96
Geometry MCPS	88	86	85	79	65	74	78	81	82	84
Earth Science MCPS	86	84	86	86	90	81	87	87	88	89
Biology MCPS	88	89	90	92	90	83	86	88	87	86
Chemistry MCPS	93	92	94	96	94	90	94	91	95	94
US History I MCPS	73	80	79	86	79	83	90			
US History II MCPS	90	91	90	86	81	83	82			
World History I MCPS	91	90	93	75	77	77	82	81	83	83
World History II MCPS	95	94	94	82	85	87	91	88	91	91
VA & US History MCPS	92	92	92	80	78	84	86	84	84	86

Note: The 2014 ACTS of the General Assembly eliminated SOL assessments in Grade 3 History, Grade 3 History, Grade 5 Writing, US History I, and US History II.

## STANDARDS OF LEARNING COMPARISON BY SCHOOL DIVISION (2015-2016)

Course	MCPS	VA	Allegheny	Botetourt	Covington City	Craig	Danville	Floyd	Franklin	Henry	Martinsville	Patrick	Pittsylvania	Roanoke City	Roanoke County	Salem City
Grade 3 English RLR	78	75	70	82	60	73	52	75	75	69	72	84	81	73	84	81
Grade 3 Mathematics	77	75	69	82	68	68	56	77	78	76	67	84	82	74	85	83
Grade 4 VA Studies	87	87	87	91	90	89	76	87	91	90	75	94	91	85	93	87
Grade 4 Mathematics	84	81	65	90	72	88	62	83	89	85	71	93	87	83	89	88
Grade 5 English RLR	83	81	76	89	71	83	58	85	86	76	56	56	85	77	87	83
Grade 5 Mathematics	84	79	74	89	58	76	55	80	89	79	58	90	89	80	85	78
Grade 5 Science	82	79	68	88	76	75	54	76	79	76	57	88	86	76	89	79
Grade 6 Reading	80	78	73	83	67	67	47	85	81	74	60	60	78	72	84	82
Grade 6 Mathematics	75	82	87	95	77	79	60	88	85	85	75	75	88	82	93	77
Grade 7 Reading	86	82	86	93	89	67	65	82	83	81	73	73	83	77	87	88
Grade 7 Mathematics	75	71	80	91	76	<60	37	80	72	70	14	82	47	60	87	74
Grade 8 English RLR	79	76	65	87	64	78	51	72	73	75	55	77	76	71	83	81
Grade 8 English Writing	76	73	62	80	65	85	53	69	78	69	46	66	76	70	80	77
Grade 8 Mathematics	70	74	78	79	43	71	28	78	81	76	38	65	75	66	81	72
Grade 8 Civics	87	87	86	93	74	88	66	81	90	90	85	89	87	78	93	87
Grade 8 Science	78	79	70	88	66	85	51	78	84	75	66	82	86	72	84	88
End of Course English RLR	90	87	77	92	80	84	72	83	88	84	67	91	89	71	92	91
End of Course English Writing	86	84	75	87	87	75	73	78	75	77	46	82	88	83	90	87
Algebra I	91	82	57	87	72	74	50	81	79	85	87	89	86	84	92	89
Algebra II	96	90	78	93	96	91	90	89	84	96	97	82	91	96	94	98
Geometry	84	78	53	86	46	68	45	86	77	77	50	97	87	69	85	91
Earth Science	89	82	80	91	77	75	58	76	86	84	70	86	83	72	90	93
Biology	86	82	71	87	75	87	64	78	78	82	71	81	84	72	85	90
Chemistry	94	89	75	94	82	100	86	93	93	85	85	95	94	86	90	96
World History to 1500	83	85	94	90	95	66	56	<	87	80	65	88	83	80	98	93
World History from 1500	91	87	81	98	0	63	85	92	75	80	80	93	86	86	91	95

## OTHER USEFUL INFORMATION

## NUMBER OF STUDENTS RECEIVING FREE OR REDUCED LUNCH

	September 2017				
	Free	Reduced	Total	Enrollment	Percent
<b>Primary School</b>					
Christiansburg	181	28	209	467	44.75%
<b>Elementary Schools</b>					
Auburn	247	31	278	567	49.03%
Belview	131	27	158	289	54.67%
Christiansburg	178	24	202	435	46.44%
Eastern Montgomery	304	44	348	475	73.26%
Falling Branch	219	31	250	528	47.35%
Gilbert Linkous	71	13	84	373	22.52%
Harding Avenue	67	8	75	354	21.19%
Kipps	69	12	81	414	19.57%
Margaret Beeks	125	24	149	449	33.18%
Price's Fork	219	33	252	480	52.50%
<b>Middle Schools</b>					
Auburn	94	27	121	270	44.81%
Blacksburg	164	27	191	903	21.15%
Christiansburg	281	71	352	723	48.69%
Shawsville	121	23	144	223	64.57%
<b>High Schools</b>					
Auburn	115	36	151	424	35.61%
Blacksburg	189	35	224	1206	18.57%
Christiansburg	332	88	420	1047	40.11%
Eastern Montgomery	152	29	181	284	63.73%
<b>Alternative School</b>					
Montgomery Central*	27	3	30	37	81.08%
<b>September/2017 Totals</b>	<b>3286</b>	<b>614</b>	<b>3900</b>	<b>9948<sup>^</sup></b>	<b>39.20%</b>

\* Montgomery Central students are also included in the students' home school enrollment.

<sup>^</sup>School Nutrition Enrollment is different than ADM

# SCHOOL CALENDAR



## Calendar

### 2018-19 SCHOOL YEAR

## IMPORTANT DATES

**2018**

- JUL 4 . . . . . **Closed** Independence Day
- AUG 7,8 . . . . . Induction Workday for New Licensed Staff
- AUG 8 . . . . . Flex Day I for Returning Teachers
- AUG 9,10,13,14 . . . . . Teacher Workday
- AUG 15 . . . . . **First Day of School**
- AUG 31 . . . . . Collaborative Planning, K-8 Early Dismissal
- SEP 3 . . . . . **Closed** Labor Day
- SEP 28 . . . . . Early Dismissal All Students / Teacher Worktime
- OCT 12 . . . . . End of Grading Period
- OCT 22-26 . . . . . Parent Teacher Conferences
- OCT 25 . . . . . Workday/PT Conferences
- OCT 25, 26 . . . . . **Closed** Fall Break
- OCT 31 . . . . . Early Dismissal All Students / Teacher Worktime
- NOV 6 . . . . . Workday/Staff Development
- NOV 20 . . . . . Early Dismissal All Students / Teacher Worktime
- NOV 21-23 . . . . . **Closed** Thanksgiving Break
- NOV 30 . . . . . Collaborative Planning, K-8 Early Dismissal
- DEC 21 . . . . . Early Dismissal All Students
- DEC 21 . . . . . End of Grading Period
- DEC 24-31 . . . . . **Closed** Winter Break

**2019**

- JAN 1, 2 . . . . . **Closed** Winter Break
- JAN 3,4 . . . . . Teacher Workday
- JAN 21 . . . . . **Closed** Martin Luther King Day
- JAN 31 . . . . . Collaborative Planning, K-8 Early Dismissal
- FEB 18 . . . . . **Closed** President's Day
- FEB 28 . . . . . Early Dismissal All Students / Teacher Worktime
- MAR 13 . . . . . End of Grading Period
- MAR 25-29 . . . . . Parent Teacher Conferences
- MAR 29 . . . . . Early Dismissal All Students / Teacher Worktime
- APR 17-22 . . . . . **Closed** Spring Break
- APR 30 . . . . . Collaborative Planning, K-8 Early Dismissal
- MAY 27 . . . . . **Closed** Memorial Day
- MAY 31-JUN 2 . . . . . Graduation Weekend

**DAYS MISSED . . . . . LAST DAY OF SCHOOL\*\***

- 0 . . . . . May 24
- 1 . . . . . May 28
- 2 . . . . . May 29
- 3 . . . . . May 30
- 4 . . . . . May 31
- 5 . . . . . June 3
- 6 & 7 . . . . . June 4
- 8 & 9 . . . . . June 5

\*\* Early Dismissals are 2.5 hours early

■ Closed  
■ Teacher Workday  
No School for Students

■ Early Dismissal  
All Students  
 P/T Conferences

K-8 Early Dismissal  
 Possible last day of school

**JULY 2018**

S	M	T	W	Th	F	Sa
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 2018**

S	M	T	W	Th	F	Sa
				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

**SEPTEMBER 2018**

S	M	T	W	Th	F	Sa
						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						

**OCTOBER 2018**

S	M	T	W	Th	F	Sa
						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					

**NOVEMBER 2018**

S	M	T	W	Th	F	Sa
					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

**DECEMBER 2018**

S	M	T	W	Th	F	Sa
						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					

**JANUARY 2019**

S	M	T	W	Th	F	Sa
						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					

**FEBRUARY 2019**

S	M	T	W	Th	F	Sa
						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					

**MARCH 2019**

S	M	T	W	Th	F	Sa
						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					

**APRIL 2019**

S	M	T	W	Th	F	Sa
						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					

**MAY 2019**

S	M	T	W	Th	F	Sa
					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 2019**

S	M	T	W	Th	F	Sa
						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					

\* A formal announcement will be made in April designating the official last day of school.

† 2 Teacher Workdays after last student day (includes Flex Day Option 2)



**COMPOSITE INDEX**

**State Funding Formula** – Funding for 136 public school divisions is 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** – 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.

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

ADM Component =

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

$$\left[ \frac{\text{State True Value of Property}}{\text{State ADM}} \right] \left[ \frac{\text{State Adjusted Gross Income}}{\text{State ADM}} \right] \left[ \frac{\text{State Taxable Retail Sales}}{\text{State ADM}} \right]$$

Population Component =

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

$$\left[ \frac{\text{State True Value of Property}}{\text{State Population}} \right] \left[ \frac{\text{State Adjusted Gross Income}}{\text{State Population}} \right] \left[ \frac{\text{State Taxable Retail Sales}}{\text{State Population}} \right]$$

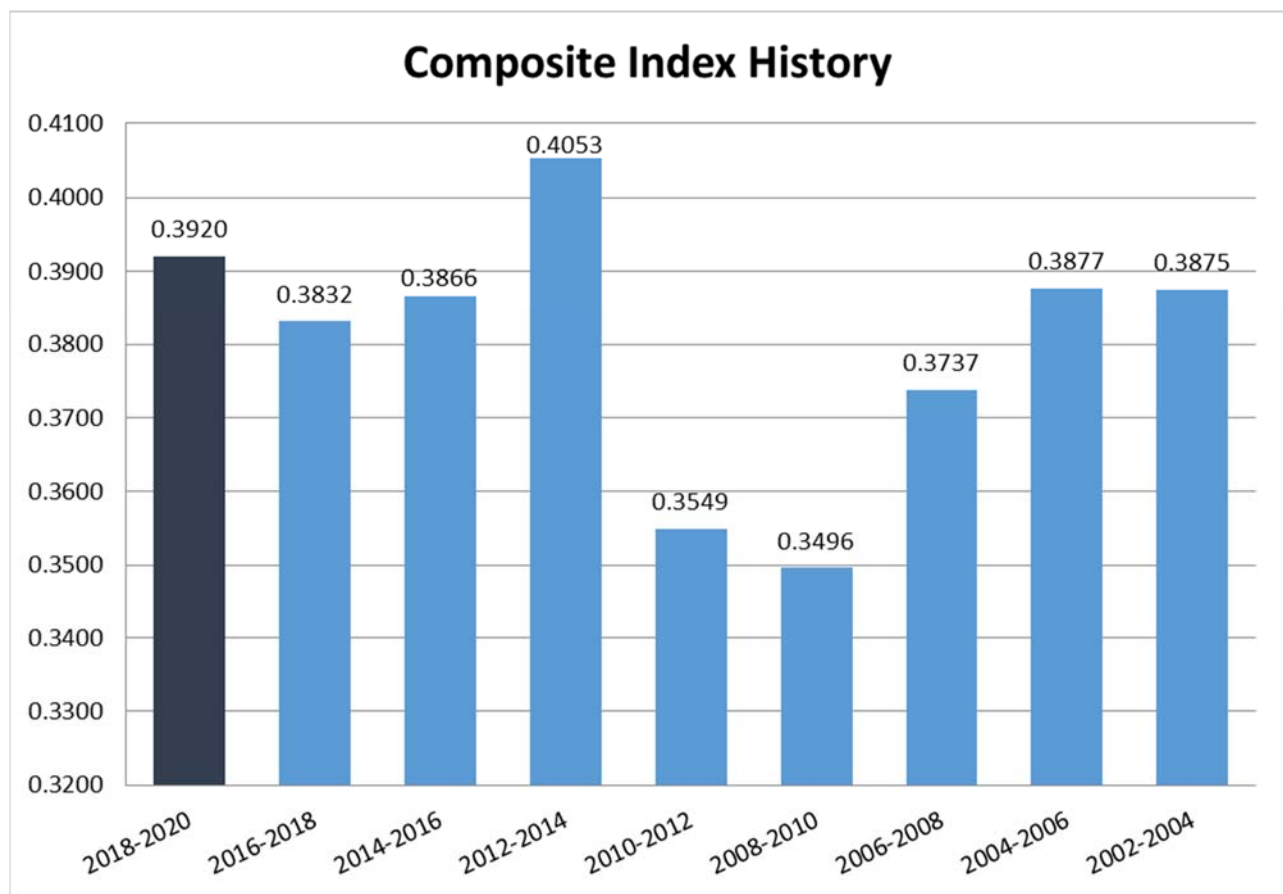
Local Composite Index =

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

### 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. The Governor’s introduced budget for the 2018–20 Biennium includes an increase in the composite index of .88%. This again equates to less state funding that the locality would have to pick up to keep education funding level.



COMPOSITE INDEX CALCULATION

060 - MONTGOMERY		Division Number:					
<b>Calculation of the 2018-2020 Composite Index for MONTGOMERY</b>		<b>060</b>					
<b>Step 1 – Calculation of the 2018-2020 Average Daily Membership Composite Index:</b>							
.5	$\left[ \frac{\text{Local True Values}}{\text{Division ADM}} \right]$	+ .4	$\left[ \frac{\text{Local Adjusted Gross Income}}{\text{Division ADM}} \right]$	+ .1	$\left[ \frac{\text{Local Taxable Retail Sales}}{\text{Division ADM}} \right]$	=	ADM Composite Index
	$\frac{\text{Statewide Total of Local True Values}}{\text{Total State ADM}}$		$\frac{\text{Total State Adjusted Gross Income}}{\text{Total State ADM}}$		$\frac{\text{Total State Taxable Retail Sales}}{\text{Total State ADM}}$		
.5	$\left[ \frac{\$8,144,236,258}{9,488} \right]$	+ .4	$\left[ \frac{\$2,042,835,618}{9,488} \right]$	+ .1	$\left[ \frac{\$1,045,664,373}{9,488} \right]$	=	ADM Composite Index
	$\frac{\$1,170,092,111,099}{1,239,781}$		$\frac{\$271,432,497,953}{1,239,781}$		$\frac{\$100,207,273,998}{1,239,781}$		
.5	$\left[ \frac{\$858,376}{\$943,789} \right]$	+ .4	$\left[ \frac{\$215,308}{\$218,936} \right]$	+ .1	$\left[ \frac{\$110,210}{\$80,827} \right]$	=	ADM Composite Index
.5	$\left[ \frac{.9095}{.9095} \right]$	+ .4	$\left[ \frac{.9834}{.9834} \right]$	+ .1	$\left[ \frac{1.3635}{1.3635} \right]$	=	ADM Composite Index
	.4548	+	.3934	+	.1364	=	<b>.9846</b>
<b>Step 2 – Calculation of the 2018-2020 Per Capita Composite Index:</b>							
.5	$\left[ \frac{\text{Local True Values}}{\text{Local Population}} \right]$	+ .4	$\left[ \frac{\text{Local Adjusted Gross Income}}{\text{Local Population}} \right]$	+ .1	$\left[ \frac{\text{Local Taxable Retail Sales}}{\text{Local Population}} \right]$	=	Per Capita Composite Index
	$\frac{\text{Statewide Total of Local True Values}}{\text{State Population}}$		$\frac{\text{Total State Adjusted Gross Income}}{\text{State Population}}$		$\frac{\text{Total State Taxable Retail Sales}}{\text{State Population}}$		
.5	$\left[ \frac{\$8,144,236,258}{98,121} \right]$	+ .4	$\left[ \frac{\$2,042,835,618}{98,121} \right]$	+ .1	$\left[ \frac{\$1,045,664,373}{98,121} \right]$	=	Per Capita Composite Index
	$\frac{\$1,170,092,111,099}{8,382,993}$		$\frac{\$271,432,497,953}{8,382,993}$		$\frac{\$100,207,273,998}{8,382,993}$		
.5	$\left[ \frac{\$83,002}{\$139,579} \right]$	+ .4	$\left[ \frac{\$20,820}{\$32,379} \right]$	+ .1	$\left[ \frac{\$10,657}{\$11,954} \right]$	=	Per Capita Composite Index
.5	$\left[ \frac{.5947}{.5947} \right]$	+ .4	$\left[ \frac{.6430}{.6430} \right]$	+ .1	$\left[ \frac{.8915}{.8915} \right]$	=	Per Capita Composite Index
	.2974	+	.2572	+	.0892	=	<b>.6438</b>

<b>Step 3 -- Combining of the Two 2018-2020 Indices of Ability-to-Pay:</b>		
(.6667 X ADM Composite Index) + (.3333 X Per Capita Composite Index)		Local = Composite Index
( .6667 X .9846 ) + ( .3333 X .6438 )		Local = Composite Index
.6564 + .2146		Local = Composite Index
<b>Step 4 -- Final Composite Index (adjusted for nominal state/local shares)</b>		
( .8710 ) X 0.45		= <b>.3920</b>
<b>Input Data:</b>		
<b>Source Data Used in the Calculation:</b>		
School Division:	MONTGOMERY	
Local True Value of Property	\$8,144,236,258	
Local AGI	\$2,042,835,618	
Local Taxable Retail Sales	\$1,045,664,373	
Division ADM	9,488	
Local Population	98,121	
State True Value of Property	\$1,170,092,111,099	
State AGI	\$271,432,497,953	
State Taxable Retail Sales	\$100,207,273,998	
State ADM	1,239,781	
State Population	8,382,993	
<b>EXCEPTIONS:</b>		
*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, <i>Code of Virginia</i> , the composite indices to be used for funding in the 2018-2020 biennium for the following divisions are:		
<b>Alleghany County:</b> .2423 (the index approved effective July 1, 2004); the 2018-2020 composite index for Alleghany County calculated based on the data elements from base-year 2015 is shown above as .2899. This lower composite index of .2423 will be used for Alleghany County in FY19 ONLY. Upon completion of the 15-year hold harmless period in FY19, the calculated .2899 value will be used in FY20.		
<b>Bedford County:</b> .3132 (the index approved effective July 1, 2013); the 2018-2020 composite index for Bedford County calculated based on the data elements from base-year 2015 is shown above as .4284. This lower composite index of .3132 will be used for Bedford County.		

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvements Program Project List was re-affirmed by the School Board on June 16, 2016.



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



## 2015 CIP PROJECT PLANNING

### Serious

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

2



## 2015 CIP PROJECT PLANNING

### Important

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

## CAPITAL MAINTENANCE PLAN

The Capital Maintenance Projects List is an ongoing list of improvements needed at all of our facilities and locations.

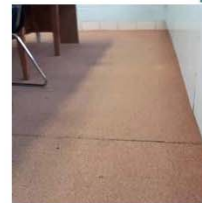
### Priority Capital Maintenance Projects



Roof Replacement Project  
Gilbert Linkous Elementary  
roof area #1



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



CES  
Replace carpeted floors and  
asbestos tile floor in  
multipurpose room



SMS, BHS  
Install canopy at main  
entrance



MBE & GLE  
Replace Fence at front



MBE & GLE  
Kindergarten Buildings  
HVAC Unit Replacements Phase II



Montgomery County  
Public Schools







AHS  
baseball field dugout  
improvements



CPS  
HVAC Unit replacements



EMHS  
handicap auto door  
openers at main entrance



HAE  
HVAC Units Replacement



CPS  
Install new  
boiler - CT



Cambria complex & Technology Center  
Pave/overlay asphalt parking lots





CPS & CES  
Playground Improvements



CES  
Additional Asphalt for parking



CES  
Replace deteriorated sidewalks



CES  
Replace Mobile units with modular units



CPS  
Replace Mobile units with modular units



CHS  
Replace Mobile units with modular units





SMS  
Replace ceiling tile and  
ACM abatement (SMS)



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



Cambria complex  
Remove and replace trees  
and fencing



CES, GLE, MBE, Kipps, SMS, FBE  
Replace stage curtains



GLE  
Paved play area



CPS, MBE, GLE, HAE  
Improve Security Fencing





SMS  
Replace floor tile



SMS  
Replace classroom, restroom, and other interior doors



KES  
Replace Stage Flooring



BEL  
Replace through-wall heating units



BEL  
Replace fogged window panes



SMS  
Replace through-wall heating units





GLE  
Replace concrete sidewalks)



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



AES  
Replace Epoxy bathroom floors



MBE  
Cut out door jams and weld new  
pieces





Multiple Schools  
Electronic signs



KES  
Replace gym carpet



SMS  
Replace handicap ramp at front



CHS  
Replace Library Windows CT



CHS  
Remove trees at tennis courts



CHS  
Replace lockers  
First floor





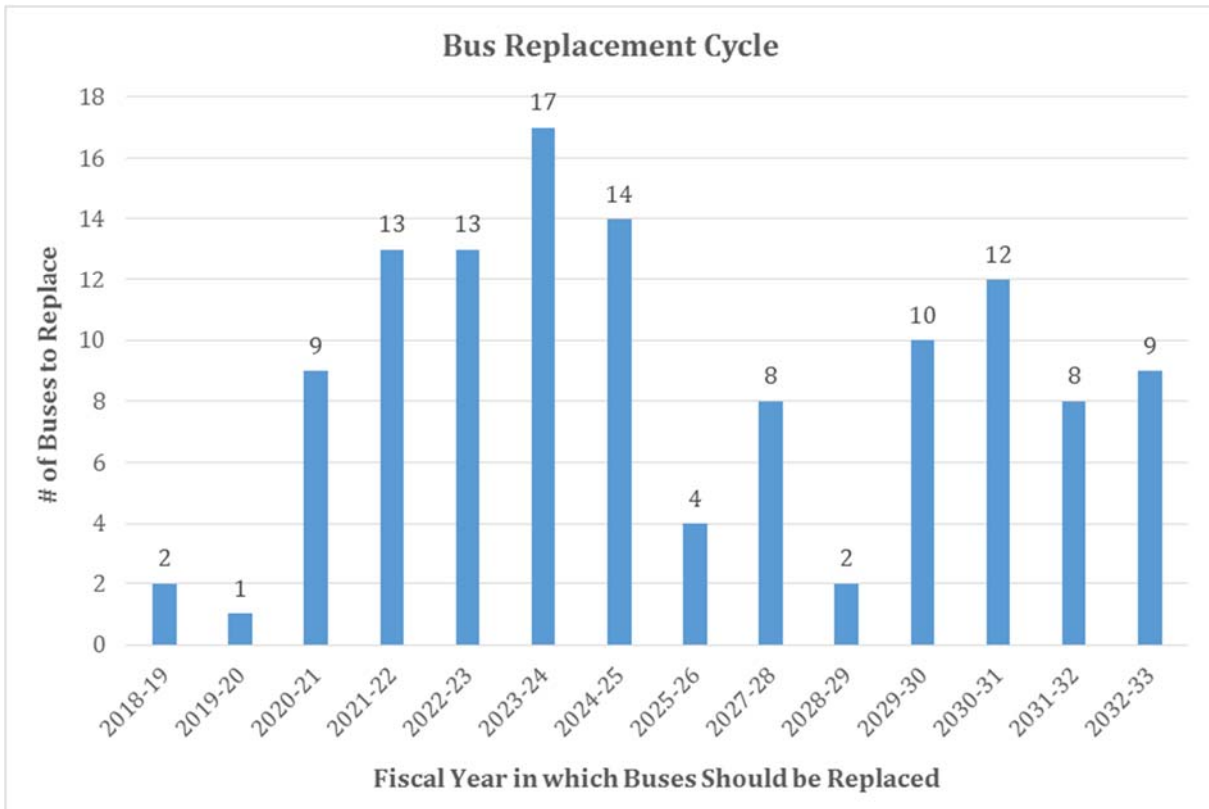
EMHS  
Replace Main office flooring



**BUS / VEHICLE FLEET**

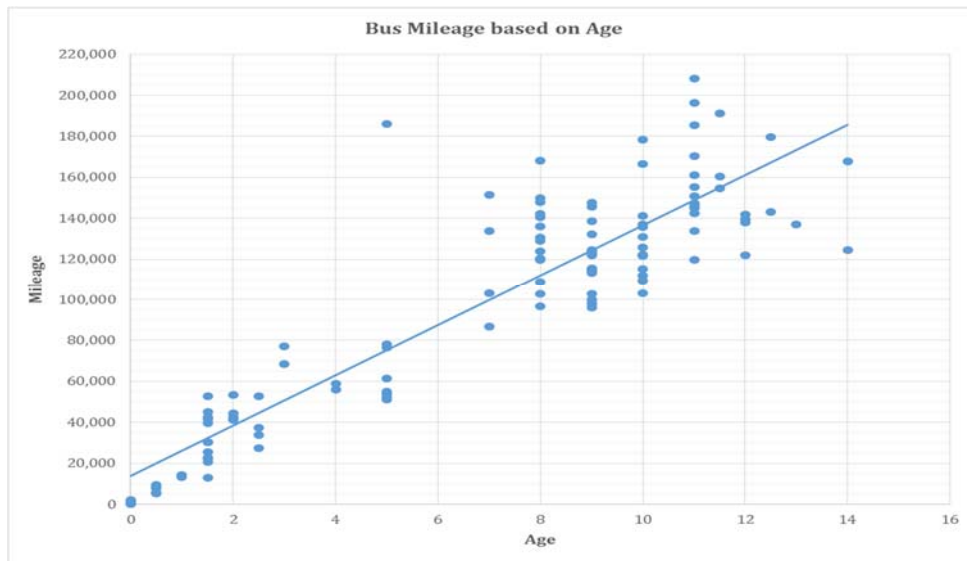
The transportation fleet includes the bus fleet to transport students and other division owned cars and trucks.

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.

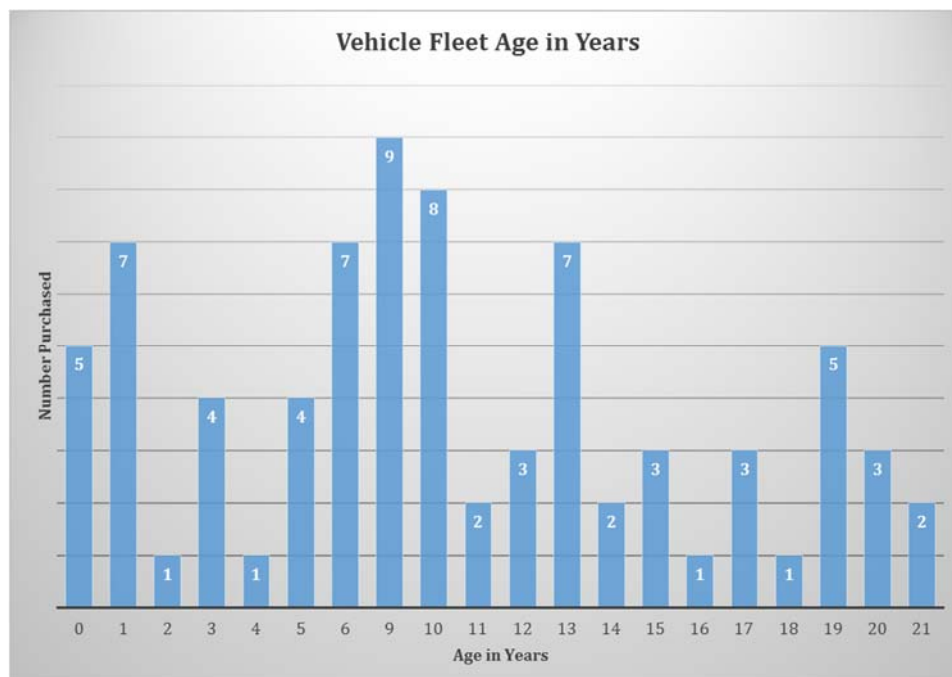




The chart below shows the current mileage for buses sorted by model year. The transportation department routinely checks the annual mileage on a bus and determines if it needs to be put on a different route to accommodate its age and/or mileage.



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.



## SCHOOL PROFILES

### PRIMARY AND ELEMENTARY PROFILES

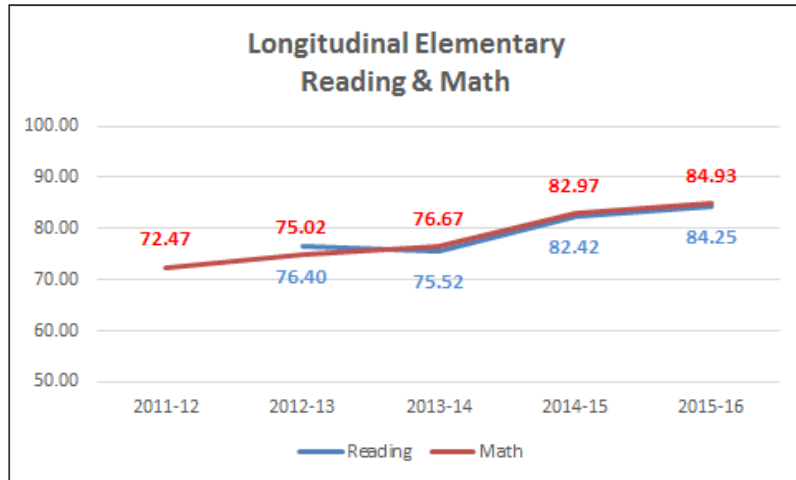
Elementary education serves approximately 4,600 students in preschool through fifth grade. Currently there are eleven elementary schools ranging in enrollment from 248 to 546 students. MCPS employs a total of 249 elementary classroom teachers in addition to specialty teachers. All elementary students 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 20% to 73%. 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. 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 Cindy Harrison lead our work on effective coaching, and John Antonetti, an expert in engagement, is working with all levels on how to increase engaging qualities in the classroom. His work with elementary schools focuses on Look2Learning Walks. In this work, the engagement cube and practical tools are utilized to increase student thinking in all subject areas. John Antonetti helps teachers consider three facets of powerful learning tasks— intellectual, academic, and emotional engagement to increase rigor.

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, 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. In 2016-2017 we were able to add back 5 of our elementary teachers cut in previous years, and also added a preschool class.

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 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” (NSDC, 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.

*“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

## CHRISTIANSBURG PRIMARY

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



### School Information

Grade Levels	PK-2
Enrollment	445
PTR	18:1
Disadvantaged	45%
Students with Disabilities	10%
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**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	3.25 hrs	3.25 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	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
Principal	1.00	1.00
Custodians	3.00	3.00

\*home school

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 23	\$ 31	\$ 25
Printing	463	461	409
Travel	388	461	440
Miscellaneous	347	461	472
Office Supplies	6,945	7,989	8,177
Instructional Supplies	20,201	25,923	26,045
Equipment	4,540	6,176	6,259
<b>TOTAL</b>	<b>\$ 32,907</b>	<b>\$ 41,502</b>	<b>\$ 41,827</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

**AUBURN ELEMENTARY**

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



**School Information**

Grade Levels	PK-5
Enrollment	564
PTR	19 : 1
Disadvantaged	49%
Students with Disabilities	12%
Fully Accredited	

**Facility Information**

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

**2016-2017 Highlights**

- Fully accredited by state standards
- 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 Gooseberry Park
- Student Presentation to the School Board about our One School, One Book program
- Boosted technology with the purchase of 45 Chromebooks
- Hosted our annual Evening of Fine Arts
- Obtained Energy Star Status

*AUBURN ELEMENTARY SCHOOL BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	5.25 hrs	5.25 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	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
Principal	1.00	1.00
Custodians	4.00	4.00

\*home school

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 25	\$ 40	\$ 32
Printing	500	607	528
Travel	414	607	568
Miscellaneous	375	607	609
Office Supplies	7,500	10,519	10,557
Instructional Supplies	22,017	34,139	33,794
Equipment	4,900	8,132	8,080
<b>TOTAL</b>	<b>\$ 35,731</b>	<b>\$ 54,651</b>	<b>\$ 54,168</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

**BELVIEW ELEMENTARY**

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



**School Information**

Grade Levels	PK-5
Enrollment	284
PTR	19:1
Disadvantaged	55%
Students with Disabilities	16%
Fully Accredited	

**Facility Information**

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

**2016-2017 Highlights**

- Fully accredited by state standards
- Met all federal accountability benchmarks
- Grades 3-5 went to Washington DC to see the monuments, Natural History Museum, and the National Zoo with help from a generous community donation.
- We gave 1 senior at CHS a \$1000 scholarship.
- 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 led by Jessica Jones and Kris Graham. They performed *The Reluctant Dragon* with help from a MCEF grant.
- Our teachers gave presentations focused on learning, instruction, and technology at multiple Google Summits, the Virginia Tech T/TAC forum, and for neighboring school divisions.



*BELVIEW ELEMENTARY SCHOOL BUDGET INFORMATION***Staffing Information**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	3.25 hrs	3.25 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	0.00	0.00
Guidance	1.00	1.00
Inst. Coach*	1.00	1.00
ITRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	5 hrs	5 hrs
Nurse	1 PT	1 PT
Principal	1.00	1.00
Custodians	2.75	2.75

\*homeschool

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 13	\$ 21	\$ 15
Printing	257	322	246
Travel	374	322	265
Miscellaneous	193	322	284
Office Supplies	3,855	5,589	4,924
Instructional Supplies	11,389	18,189	15,879
Equipment	2,520	4,321	3,768
<b>TOTAL</b>	<b>\$ 18,601</b>	<b>\$ 29,086</b>	<b>\$ 25,381</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## CHRISTIANSBURG ELEMENTARY

160 Wades Lane | Christiansburg, Virginia 24073 | ces.mcps.org | Malinda Morgan, Principal



### School Information

Grade Levels	3-5
Enrollment	435
PTR	21:1
Disadvantaged	46%
Students with Disabilities	9%
Fully Accredited	

### Facility Information

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

### 2016-2017 Highlights

- Fully accredited by state standards
- Students set the pace for Reflex math (a fluency program for basic math facts).
- Students led the division in facts mastered.
- Students participated in our annual PACK reading challenge which encouraged families to increase minutes read at home each evening.
- Chosen by the VDOE as an elementary co-teaching demonstration site for our collaborative work between general educators and special educators at CES. During the 2016-17 school year several schools visited CES to observe co-teaching classrooms.
- Students and families raised over \$5,000 for the American Heart Association in our Jump Rope for Heart event.
- Faculty and PTA received three MCEF education grants. Additional subscriptions to Pear Deck (an instructional delivery tool for engagement and assessment). The Just Run club received a grant to take participants to local athletic facilities.
- Received a grant from Virginia Tech Biological Science Honor Society.
- Students collected 671 canned food items in the Make A Difference project.
- Implemented the school-wide PBIS expectations matrix.
- The Christiansburg Public Library hosted a reception for over 80 students whose artwork was on display for the month of January.
- More than 200 CES students and staff participated in an eight week long wellness challenge.
- Students and families participated in our annual One School, One Book reading activity using *The Lemonade War*.
- Families were encouraged to attend many PTA support events including: Third grade Welcome to the Pack night, Back to School kickball game and ice cream social, annual student vs. teacher basketball game. CES joined with CPS for two events: movie night and The Magic of Reading night
- Hosted fine arts night for each grade level.

*CHRISTIANSBURG ELEMENTARY SCHOOL BUDGET INFORMATION*

**Staffing Information**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	3.5 hrs	3.5 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	0.00	0.00
Guidance	1.00	1.00
Inst. Coach*	1.00	1.00
ITRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	6.5 hrs	6.5 hrs
Nurse	1 PT	1 PT
Principal	1.00	1.00
Custodians	3.00	3.00

\*home school

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 20	\$ 31	\$ 25
Printing	404	466	400
Travel	388	466	431
Miscellaneous	303	466	461
Office Supplies	6,060	8,079	7,998
Instructional Supplies	17,693	26,102	25,534
Equipment	3,959	6,247	6,122
<b>TOTAL</b>	<b>\$ 28,827</b>	<b>\$ 41,857</b>	<b>\$ 40,971</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

**EASTERN MONTGOMERY ELEMENTARY**

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



**School Information**

Grade Levels	PK - 5
Enrollment	464
PTR	17:1
Disadvantaged	73%
Students with Disabilities	13%
Fully Accredited	

**Facility Information**

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

**2016-2017 Highlights**

- Fully accredited by state standards
- 5<sup>th</sup> Grade DARE Graduation
- Teachers tutored students both before and after school with the Mustang late bus providing transportation for our students
- EMES Science Night had some pretty awesome experiments and demonstrations
- All students and staff participated in One Book, One School. This event was kicked off by EMHS Football Coach Jordan Stewart and Varsity Football team along with the EMHS Cheerleaders
- The EMES PTO sponsored many family events, including Fall Festival, Breakfast and Build-A-Bear with Santa, Father/Daughter Dance, and Family Movie Night, Family Fit Night, Breakfast with Santa, Fine Arts Program and Concert, Winter Concert, Family Bowling Night, Family Science Night, One Book/One School, Father Daughter Dance
- EMES sponsored Lunch with Veterans, Meet Your Teacher joint event with Eastern Montgomery High School and Shawsville Middle School along with a hot dog supper for families, fall and spring parent conferences, Field Day, Kindergarten Mustang Round Up, November School Craft Fair, Winter Concert and holiday Play, Fine Arts and Spring Music program
- Our school's Walking/Running Club met each Monday morning and at the end of the year sponsored a Color Run for students and the community
- Our new school sign was installed and fully operational
- 90% of our kindergarten students were reading at or above level May 2017

*EASTERN MONTGOMERY ELEMENTARY SCHOOL BUDGET INFORMATION***Staffing Information**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	5.25 hrs	5.25 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	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	8 hrs	8 hrs
Nurse	1 PT	1 PT
Principal	1.00	1.00
Custodians	5.00	5.00

\*home school

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 25	\$ 42	\$ 29
Printing	496	628	472
Travel	414	628	508
Miscellaneous	372	628	544
Office Supplies	7,440	10,891	9,432
Instructional Supplies	21,718	35,339	30,196
Equipment	4,861	8,420	7,218
<b>TOTAL</b>	<b>\$ 35,326</b>	<b>\$ 56,576</b>	<b>\$ 48,399</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

**FALLING BRANCH ELEMENTARY**

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



**School Information**

Grade Levels	PK - 5
Enrollment	521
PTR	19: 1
Disadvantaged	47%
Students with Disabilities	11%
Fully Accredited	

**Facility Information**

Opened in 1992  
 Capacity of 446 students  
 61,682 permanent square feet, 1 mobile unit  
 21.6 acre site

**2016-2017 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.
- *FBE's Got Talent!* is our fall talent show showcasing our fourth and fifth grade students.
- This year our One School, One Book program did a Marathon of Books in the Month of November
- The second annual FBE in Words and Pictures was held in March. Our art and reading teams worked together to create a wonderful evening for FBE families to celebrate reading and art!
- CHS Drama Club students mentor our FBE Drama Club. In April, the FBE Drama Club performed *Jack and the Beanstalk*.
- The FBE Stock Market teams placed second 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**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	5.25 hrs	5.25 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	1.00	1.00
Guidance	1.50	1.50
Inst. Coach*	0.00	0.00
ITRT	0.25	0.25
Literacy Aides	1 PT	1 PT
Lunch Aides	6.25 hrs	6.25 hrs
Nurse	1 PT	1 PT
Principal	1.00	1.00
Custodians	4.00	4.00

\*home school

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 22	\$ 35	\$ 29
Printing	445	525	478
Travel	414	525	515
Miscellaneous	334	525	552
Office Supplies	6,675	9,094	9,562
Instructional Supplies	19,566	29,564	30,589
Equipment	4,363	7,031	7,318
<b>TOTAL</b>	<b>\$ 31,819</b>	<b>\$ 47,299</b>	<b>\$ 49,043</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## GILBERT LINKOUS ELEMENTARY

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



### School Information

Grade Levels	PK - 5
Enrollment	369
PTR	19 : 1
Disadvantaged	23%
Students with Disabilities	12%
Fully Accredited	

### Facility Information

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

### 2016-2017 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 programs 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
- Two GLE students won First Place for their age division in the MCEF Poetry contest
- GLE completed a comprehensive Book Room project making leveled reading instructional materials available for all reading levels
- Earned EPA's ENERGY STAR award for label year 2017



*GILBERT LINKOUS ELEMENTARY SCHOOL BUDGET INFORMATION*

**Staffing Information**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	3.25 hrs	3.25 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	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
Principal	1.00	1.00
Custodians	3.00	3.00

\*home school

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 17	\$ 21	\$ 17
Printing	348	316	277
Travel	374	316	298
Miscellaneous	261	316	320
Office Supplies	5,220	5,486	5,543
Instructional Supplies	15,242	17,884	17,818
Equipment	3,411	4,240	4,242
<b>TOTAL</b>	<b>\$ 24,873</b>	<b>\$ 28,579</b>	<b>\$ 28,515</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## HARDING AVENUE ELEMENTARY

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



### School Information

Grade Levels	K - 5
Enrollment	350
PTR	21 : 1
Disadvantaged	21%
Students with Disabilities	7%
Fully Accredited	

### Facility Information

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

### 2016-2017 Highlights

- Fully accredited by state standards
- Received the Governor's Excellence in Education Award
- Increased our number of Google Chromebooks and continued to expand our use of interactive programs with students: coding, Google Classroom, See Saw, PearDeck, Quizlet Live, Quizizz
- Increased school participation in service learning projects. Students gained a deeper understanding of the connection between academic knowledge and real-world application. Examples included:
  - o Raising money for the Greenbrier County Schools: Rupert WV., impacted by flooding
  - o Collecting almost 500 pairs of socks to donate to the homeless, 4<sup>th</sup> grade project
  - o Many Successful Make a Difference Projects in 5<sup>th</sup> grade
- We formed Co-teaching partnerships between special education teachers and general education teachers that led to a positive impact for all students
- We wrote and received a grant for two robotics kits and we started a robotics club
- Successfully organized and held our second 5K fundraiser event. Through this event we also established many new community partnerships.
- Updated our rock wall and formed a partnership with Crimpers to provide our students with a fun learning experience
- Held family-centered events after school such as: Fall Festival, Sock Hop, Spring Fling & Camp out, Family Game Night, and Fine Arts Festivals
- Continued to offer many before and after school clubs for students to participate in such as: Math, Robotics, Knit and Crotchet, Running, Computer, French, and German
- Partnered with many community organizations to provide our students with extensions to the curriculum: Virginia Tech, Blacksburg Police Department, Moss Arts Center, SEEDS Nature Center, Montgomery County Recycling and Waste Authority, Barter Theater, Blacksburg Children's Museum, Jamestown Yorktown Outreach Program, and many more
- Continued our focus on positive behavior interventions through morning meetings, staff training, creating a behavior matrix, school-wide lesson plans & rules, and discipline flow chart. We also planned a successful Stomp out Bullying Month.
- Focus on Science Technology and Mathematics through partnerships with VT. Students were involved in multiple STEM projects throughout the year.
- Invited an author to visit our school: Brett L Helquist. Students were given the opportunity to meet him and hear about his work during a school-wide assembly.
- Held a school spelling bee and participate in the regional spelling bee

*HARDING AVENUE ELEMENTARY SCHOOL BUDGET INFORMATION*

**Staffing Information**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	3.25 hrs	3.25 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	0.00	0.00
Guidance	1.00	1.00
Inst. Coach*	0.00	0.00
ITRT	0.25	0.25
Literacy Aides	0.00	0.00
Lunch Aides	4.5 hrs	4.5 hrs
Nurse	1 PT	1 PT
Principal	1.00	1.00
Custodians	2.75	2.75

\*home school

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 16	\$ 18	\$ 17
Printing	328	276	276
Travel	374	276	297
Miscellaneous	246	276	318
Office Supplies	4,920	4,784	5,512
Instructional Supplies	14,350	15,567	17,552
Equipment	3,215	3,699	4,219
<b>TOTAL</b>	<b>\$ 23,449</b>	<b>\$ 24,896</b>	<b>\$ 28,191</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## KIPPS ELEMENTARY

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



### School Information

Grade Levels	K – 5
Enrollment	402
PTR	19 : 1
Disadvantaged	20%
Students with Disabilities	12%
Fully Accredited	

### Facility Information

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

### 2016-2017 Highlights

- Fully accredited by state standards
- Met all federal accountability benchmarks
- Received the *2016 Virginia Index of Performance (VIP) Board of Education Excellence Award*.
- Kipps implemented Positive Behavioral Interventions and Supports through the development of school-wide behavioral expectations.
- Kipps Elementary partnered with Virginia Tech's College Mentor for Kids program to provide over thirty first through fifth grade students the opportunity to be mentored and participate in weekly trips to the Virginia Tech campus.
- Our parent and community involvement events included Back to School Night, Curriculum Night, Fall Festival, Evening of the Arts, Family Fit Night, and Summer Kick Off.
- The 3 o'Clock Band competed in the Music in the Parks competition in Williamsburg, Virginia and received first place in the Percussion Ensemble category, received a superior rating, and received the highest score in the competition, beating twenty-five high schools from across the east coast.
- Our music teacher Glen Chilcote was awarded the 2016-2017 McGlothlin Award.
- The 3 o'Clock Band was featured at a Virginia Tech Basketball game which was televised.
- Kipps raised \$1,200 at Fit Family Night to go towards the Casey Jones Memorial Scholarship.
- Kipps Relay Roos raised \$5,000 for Montgomery County Relay for Life.
- Captain Louie's Leaders consisting of thirty-six fourth and fifth grade students completed fourteen service projects in Montgomery County during the 2016-2017 school year.

*KIPPS ELEMENTARY SCHOOL BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	3.25 hrs	3.25 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	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
Principal	1.00	1.00
Custodians	4.00	4.00

\*home school

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 19	\$ 23	\$ 19
Printing	381	341	315
Travel	414	341	339
Miscellaneous	286	341	363
Office Supplies	5,715	5,912	6,298
Instructional Supplies	16,688	19,228	20,226
Equipment	3,736	4,570	4,821
<b>TOTAL</b>	<b>\$ 27,239</b>	<b>\$ 30,756</b>	<b>\$ 32,381</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

**MARGARET BEEKS ELEMENTARY**

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



**School Information**

Grade Levels	PK - 5
Enrollment	445
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

**2016-2017 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 5<sup>th</sup> grade

*MARGARET BEEKS ELEMENTARY SCHOOL BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	3.5 hrs	3.5 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	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	4 hrs	4 hrs
Nurse	1 PT	1 PT
Principal	1.00	1.00
Custodians	3.00	3.00

\*home school

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 22	\$ 28	\$ 23
Printing	435	414	367
Travel	388	414	395
Miscellaneous	326	414	423
Office Supplies	6,525	7,176	7,335
Instructional Supplies	19,079	23,379	23,473
Equipment	4,265	5,547	5,614
<b>TOTAL</b>	<b>\$ 31,040</b>	<b>\$ 37,372</b>	<b>\$ 37,630</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## PRICE'S FORK ELEMENTARY

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



### School Information

Grade Levels	PK - 5
Enrollment	481
PTR	20 : 1
Disadvantaged	53%
Students with Disabilities	14%
Fully Accredited	

### Facility Information

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

### 2016-2017 Highlights

- Fully accredited by state standards
- All students K-5 participated in Hour of Code Week.
- First 3D MakerBot printer purchased along with other STEM materials sponsored by our PTA.
- Increased our one to one match of Chromebooks for our upper grade students. Through library media instruction, students in Grades 3-5 joined Google Classroom and began exploring learning through this online format.
- PFES certified staff began work on Balanced Literacy Model
- We implemented Positive Behavioral Interventions and Supports through the development of school-wide behavioral expectations
- Grab-n-Go breakfast continued and average number of students eating breakfast increased
- 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. PFES students also received donations of clothing through Micah's Closet program.
- 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 Fall 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.



*PRICE'S FORK ELEMENTARY SCHOOL BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
Administrative Aide	3.5 hrs	3.5 hrs
Administrative Assistant	1.00	1.00
Assistant Principal	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
Principal	1.00	1.00
Custodians	5.00	5.00

\*home school

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 20	\$ 33	\$ 27
Printing	397	496	437
Travel	374	496	471
Miscellaneous	298	496	504
Office Supplies	5,955	8,605	8,739
Instructional Supplies	17,517	28,039	28,103
Equipment	3,892	6,651	6,689
<b>TOTAL</b>	<b>\$ 28,453</b>	<b>\$ 44,816</b>	<b>\$ 44,970</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## SECONDARY PROFILES

### Description

Secondary education serves approximately 5,100 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 39%. This rate varies widely across the secondary level ranging from 19% to 65%.

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 9<sup>th</sup>, 10<sup>th</sup> and 11<sup>th</sup> 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.

**AUBURN MIDDLE**

4163 Riner Road | Riner, Virginia 24149 | ams.mcps.org | Meggan Crowgey- Marshall, Principal



**School Information**

Grade Levels	6-8
Enrollment	270
PTR	16 : 1
Disadvantaged	45%
Students with Disabilities	13%
Fully Accredited	

**Facility Information**

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

**2016-2017 Highlights**

- Fully accredited by state
- Met all federal accountability benchmarks
- Red Ribbon Week reminds and educates students to be drug free - ends with a Red Ribbon Mini-Float Parade
- Honored grandparents during Grandparents Week
- SURFS UP Peer Mediators, service club, worked with students at Auburn Elementary School
- 8th Graders participated in trip to New York City
- During Computer Science Education Week students participated in "Hour of Code"
- Students participated in AMS Business Trip to 20 locations
- 1st Annual Career Cruise-In, Bluegrass Jamboree and Fine Arts Showcase
- Help Save the Next Girl club established at AMS
- YOVASO continued its tradition of safety promotion
- GIRL UP female empowerment project implemented
- Students heard from 18 career speakers over the course of the year
- Students "Blocked Out" Bullying by creating a block wall
- AMS donated over 1,000 items to the Montgomery County Christmas Store
- AMS donated socks to MCEAP during "sock-tober"

*AUBURN MIDDLE SCHOOL BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
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/ Instructional Aide	3.00	3.00
Custodians	4.00	4.00

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 108	\$ 158	\$ 151
Printing	203	297	283
Travel	553	396	378
Miscellaneous	136	345	329
Office Supplies	4,173	5,448	5,193
Instructional Supplies	12,750	17,970	15,262
Equipment	7,166	10,372	3,966
<b>TOTAL</b>	<b>\$ 25,089</b>	<b>\$ 34,986</b>	<b>\$ 25,562</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## BLACKSBURG MIDDLE

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



### 2016-2017 Highlights

#### School Information

Grade Levels	6-8
Enrollment	903
PTR	23 : 1
Disadvantaged	21%
Students with Disabilities	10%
Fully Accredited	

#### Facility Information

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

- Fully Accredited by state standards
- Awarded the Board of Education Excellence Award in 2017
- The BMS Technology Student Association team won nine 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> -place trophies and placed as a finalist in twenty-three events at the State competition. At National competition, they won six trophies and placed as finalists in eight additional competitions.
- BMS once again 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 Choirs and Treble Choir earned a "Superior" rating at the District Assessment Concert.
- Five Students were selected for All-State Choir and 2 students were selected for National Honor Choir.
- The BMS MathCounts team had two individual first place awards, a second and third place individual award, and second place team award at regional competition. They placed 6<sup>th</sup> at the State team competition.
- BMS pioneered a Mindfulness program for its students through a joint partnership between Life Support and the Department of Counselor Education at Radford University (RU). Through Contemplative Training, also called Mindfulness, students have learned skills that help them focus on the present moment so that they can better respond to daily stressors.
- BMS has maintained partnerships with more than 15 community organizations that provide support, opportunities, and resources related to enrichment, tutoring, teambuilding, social awareness, and other student need-based services.

*BLACKSBURG MIDDLE SCHOOL BUDGET INFORMATION***Staffing Information**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
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/ Instructional Aide	11.00	11.00
Custodians	8.00	8.00

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 320	\$ 414	\$ 436
Printing	601	776	818
Travel	590	1,034	1,091
Miscellaneous	401	900	949
Office Supplies	12,335	14,223	14,996
Instructional Supplies	35,269	44,954	43,880
Equipment	13,924	17,072	11,452
<b>TOTAL</b>	<b>\$ 63,440</b>	<b>\$ 79,373</b>	<b>\$ 73,622</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

**CHRISTIANSBURG MIDDLE**

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



**School Information**

Grade Levels	6-8
Enrollment	723
PTR	19 : 1
Disadvantaged	49%
Students with Disabilities	10%
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*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
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/ Instructional Aide	8.00	8.00
Custodians	9.50	9.50

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 305	\$ 439	\$ 412
Printing	572	823	773
Travel	590	1,098	1,031
Miscellaneous	382	955	897
Office Supplies	11,750	15,095	14,171
Instructional Supplies	35,476	49,320	41,303
Equipment	13,439	17,739	10,821
<b>TOTAL</b>	<b>\$ 62,514</b>	<b>\$ 85,469</b>	<b>\$ 69,408</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

SHAWSVILLE MIDDLE SCHOOL

4179 Old Town Road | Shawsville, Virginia 24162 | sms.mcps.org | Andrew S. Hipple, Principal



**School Information**

Grade Levels	6-8
Enrollment	223
PTR	15 : 1
Disadvantaged	65%
Students with Disabilities	13%
Accredited with Warning	

**Facility Information**

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

**2016-2017 Highlights**

- BETA Club at SMS attended the state conference and are now on compete at the national conference!  
 9 SMS students in two teams won in these categories:  
 All 9 students are attending and competing at the national conference held in Orlando, Florida in late June.  
 The SMS BETA Club received two large donations to help with expenses from the MCEF, Montgomery County Education Foundation, and from Mountain Valley Charitable Foundation.
- SMS awarded a \$500 scholarship to Sydney Rector. Sydney is a former SMS student who graduated from EMHS this year. Miss Rector will attend Ferrum College and major in art and psychology.
- The following SMS students placed in the American Mathematics Competition held at VMI:  
 Bronze - Dakota Broughman, Haley Helm, Emilie Raczynski, Silver - Elli Underwood, Jack Graves  
 Gold - Kellen Walthall
- Rodeo Club Started  
 SMS students were offered a free after school tutoring program called "The Rodeo Club." SMS teachers and VT tutors helped students after-school from 3:00-5:00 three days a week. Students who were regular participants in the Rodeo club were treated to after school field trips at no cost. The Rodeo Club was supported by MCPS.
- FEEDING AMERICA SOUTHWEST VIRGINIA  
 SMS was selected to be a Feeding America Southwest Virginia site. Students who attended Rodeo Club were able to have a snack and a dinner provided by Feeding America.
- National History Day Winners  
 Seven teams represented SMS at the National History Day competition held by MCPS. This year's theme was "Taking a Stand." SMS students researched different moments in history where citizens took a stand for their beliefs. For example, two teams researched Mohammed Ali and the Boston Tea Party. Students worked on their projects in Mr. Rudasill's class and they created tri-folds. They presented their work to judges at the competition held in Radford. The team of Jenna Gadd, Jamie Raczynski, and Honesti Sims won 2nd place and went on to represent us in the Virginia History Day competition in Richmond on April 22  
 Zachary Craighead, Angel Ramos-Mendoza, and Jami Stallard's team received an Honorable Mention award.
- SMS was awarded a grant from TTAC at Virginia Tech. The school has received funding for a reading remediation program, Fusion, and training for our reading and special education teachers.
- SMS SOL Math scores went up 16 points!  
 100% of the Algebra 1 students passed  
 100% of the Geometry students passed

*SHAWSVILLE MIDDLE SCHOOL BUDGET INFORMATION***Staffing Information**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
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/ Instructional Aide	3.00	3.00
Custodians	4.88	4.88

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 98	\$ 144	\$ 146
Printing	183	271	274
Travel	553	361	366
Miscellaneous	122	314	318
Office Supplies	3,758	4,967	5,031
Instructional Supplies	12,373	16,525	14,698
Equipment	6,822	10,004	3,843
<b>TOTAL</b>	<b>\$ 23,909</b>	<b>\$ 32,586</b>	<b>\$ 24,676</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## AUBURN HIGH

1650 Auburn School Drive | Riner, Virginia 24149 | ahs.mcps.org | Christopher Stewart, Principal



### School Information

Grade Levels	9-12
Enrollment	424
PTR	22 : 1
Disadvantaged	36%
Students with Disabilities	8%
Fully Accredited	

### Facility Information

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

### 2016-2017 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 2017*
- Received, *Claudia Dodson VHSL Sportsmanship, Ethics and Integrity Award*, and *Stay in the Game Award*
- Finished in 2nd place in the *Wells Fargo Cup Standings* for 1A schools in the entire state
- Class of 2017 earned scholarships and financial awards totaling over \$408,100
- 100% of students tested earned a Microsoft Office Specialists Certification
- State Championships in Baseball, Girls Outdoor Track, Boys Cross Country, Boys Indoor Track
- 12 State Championships in the last 4 years
- 3 students award cords for graduating as members of the National Honor Society
- 10 students (plus one class that showed a group project) participated in Youth Art Month Show at SBO.
- 26 students participated in AHS show at Montgomery Museum
- 1 student participated in Virginia Superintendent Art Competition
- 1 student has an Illustration published in *Kids 'n' Music: Thinking Beyond the Autism Spectrum*, by Dr. Dorita S. Berger, (The drawing was accepted in 2015-2016, but published in 2106-'17)
- 2 students awarded Rotary Fine Arts Scholarship
- National Art Honor Society Members painted mural for Eagle Pride Organization in AHS Stadium

*AUBURN HIGH SCHOOL BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
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

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 159	\$ 217	\$ 233
Printing	299	406	438
Travel	737	689	689
Miscellaneous	199	271	292
Office Supplies	6,269	8,667	9,338
Instructional Supplies	19,908	25,542	22,908
Equipment	16,481	20,308	11,247
<b>TOTAL</b>	<b>\$ 44,052</b>	<b>\$ 56,100</b>	<b>\$ 45,145</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

**BLACKSBURG HIGH**

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



**School Information**

Grade Levels	9-12
Enrollment	1,206
PTR	22 : 1
Disadvantaged	19%
Students with Disabilities	7%
Fully Accredited	

**Facility Information**

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

**2016-2017 Highlights**

- BHS is fully accredited by state standards.
- BHS had 23 National Merit Commended Scholars or Finalists
- 91% of the 2017 Graduates were accepted to a 2 or 4 year college.
- BHS graduates earned a record 4.1 million dollars in scholarships.
- BHS won the Wells Fargo Academic Cup.
- BHS won the Wells Fargo Athletic Cup – Tied VA record (12 Time Winner Award)
- BHS won the Claudia Dodson Sportsmanship, Ethics, and Integrity Award.
- BHS won the Blue Ribbon School Award from the Virginia Music Educators Association
- BHS is currently celebrating Year Five in their new school with a year-long Year of the Artist Celebration.

*BLACKSBURG HIGH SCHOOL BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
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

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 473	\$ 534	\$ 566
Printing	887	1,002	1,060
Travel	787	689	689
Miscellaneous	591	668	707
Office Supplies	18,617	21,369	22,620
Instructional Supplies	61,979	68,189	55,550
Equipment	29,610	30,084	31,561
<b>TOTAL</b>	<b>\$ 112,944</b>	<b>\$ 122,535</b>	<b>\$ 112,753</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

**CHRISTIANSBURG HIGH**

100 Independence Blvd | Christiansburg, Va 24073 | chs.mcps.org | Glenn Diebler, Ed.D., Principal



**School Information**

Grade Levels	9-12
Enrollment	1,047
PTR	20 : 1
Disadvantaged	40%
Students with Disabilities	9%
Fully Accredited	

**Facility Information**

Opened in 1974  
 Functional Capacity of 848 students  
 222,902 permanent square feet, 4 mobile units  
 43.6 acre site

**2016-2017 Highlights**

- Fully accredited
- 90% Pass Rate English SOLs, 87% Pass Rate for Science SOLs, 86% Pass Rate for Math SOLs, 84% Pass Rate for History SOLs
- Core Values: Blue Demons are Responsible, Respectful, & Connected
- Won 16th consecutive State Championship in Wrestling
- Began the Blue Demon Rewards Program with our own App -- which allows students to earn points and rewards for attendance and participation with school events and activities.
- Virginia Blue Ribbon School for Music



*CHRISTIANSBURG HIGH SCHOOL BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
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

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 433	\$ 538	\$ 571
Printing	812	1,009	1,070
Travel	787	689	689
Miscellaneous	542	673	713
Office Supplies	17,057	21,536	22,828
Instructional Supplies	61,891	72,307	56,128
Equipment	28,304	30,738	32,212
<b>TOTAL</b>	<b>\$ 109,826</b>	<b>\$ 127,490</b>	<b>\$ 114,211</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

**EASTERN MONTGOMERY HIGH**

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



**School Information**

Grade Levels	9-12
Enrollment	284
PTR	16 : 1
Disadvantaged	64%
Students with Disabilities	12%
Fully Accredited	

**Facility Information**

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

**2016 - 2017 Highlights**

- 58 Seniors Graduated
- 65 Awards and Scholarships were awarded to graduating Seniors
- \$346,250.00 in scholarships were awarded to graduating Seniors
- 15 Seniors received the distinction of being an Early College Scholar
- A Senior female High Jumper placed 1st for the third straight year at the Outdoor State Track and Field Meet. She also won her 1st Long Jump Championship
- EMHS received the Bronze Medal Award from the US News and World Report and finished in the top 116 high schools in the state
- EMHS won the Virginia Breakfast Challenge by significantly increasing the number of breakfasts our student purchase from the 15-16 SY
- EMHS had the best teacher attendance of any school in the division
- Our Weight Room is being expanded, basically doubling the size
- Fully Accredited

*EASTERN MONTGOMERY HIGH SCHOOL BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
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

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Purchased Services	\$ 125	\$ 182	\$ 183
Printing	234	342	343
Travel	737	689	689
Miscellaneous	156	228	229
Office Supplies	4,914	7,295	7,318
Instructional Supplies	16,001	21,745	18,071
Equipment	15,886	19,707	18,175
<b>TOTAL</b>	<b>\$ 38,053</b>	<b>\$ 50,188</b>	<b>\$ 45,008</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.



## 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 in conjunction with the 5 C's (Collaboration, Critical Thinking, Creative Thinking, Communication and Citizenship) 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, citizenship, etc., as we move deeper into the instructional model. Now is the time to continue refining our work as we incorporate new standards and requirements.

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 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, options 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.

Curriculum Administrators– This includes administrators for core curriculum areas as well as Career and Technical Education and .5 supervisors for Talent and Gifted and lead teachers 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 and the new state and federal initiatives. 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 more 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. This 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 centered around work with John Antonetti. Professional development activities were offered through an online platform, through on-site sessions, and through conferences.

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. This included adding work-based Learning Coordinators at each high school, increasing work-based learning placements from 20 to almost 300 and adding a “Work Ready” diploma seal in collaboration with Montgomery County Chamber of Commerce. The implementation of Career Cruising was completed in all middle schools and all current 9<sup>th</sup> graders started middle school with an Academic Career Plan.

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## ALTERNATIVE EDUCATION

### Description

Montgomery Central offers admission to students who are experiencing difficulty succeeding in the regular classroom. Currently, approximately forty 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*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Faculty:</b>		
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
<b>Staff:</b>		
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

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 313,228	\$ 371,072	\$ 371,072
Benefits	134,977	159,160	159,160
Purchased Services	7	43	43
Printing	13	81	81
Travel	461	84	84
Office Supplies	1,928	2,667	2,667
Instructional Supplies	2,417	4,612	4,612
Equipment	564	879	879
<b>TOTAL</b>	<b>\$ 453,595</b>	<b>\$ 538,598</b>	<b>\$ 538,598</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## 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 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
- Work based learning experiences for students

### **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*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Admin, Attend, &amp; Health</b>		
Supervisor	1.00	1.00
Admin. Assistant	0.34	0.34
<b>Instruction</b>		
Vocational	53.17	53.17

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 2,687,225	\$ 2,731,659	\$ 2,725,853
Benefits	938,439	1,035,058	896,171
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
<b>TOTAL</b>	<b>\$ 3,918,456</b>	<b>\$ 4,059,510</b>	<b>\$ 3,914,817</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## ENGLISH AS A SECOND LANGUAGE

### 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 in order to develop English language proficiency and meet challenging state 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 86 additional students.

The division, through the ESL program, is required to deliver professional development to ensure classroom teachers know how to support English learners (ELs) through meaningful participation in core curriculum, 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
- Itinerate 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 emerging from U.S. Department of Justice and the U.S. Department of Education (ESSA) requires school divisions to provide direct language assistance services to K-12 ESL students demonstrating levels 1-4 proficiency. Beginning SY 2018-19 MCPS will be required to provide indirect services to students moving to monitor status. A 4-year monitoring process will be required with students in monitor years 1-2 will have a learning plan and be provided accommodations for state testing if necessary; monitor year 3-4 students will continue to have a learning plan in place to ensure likelihood of graduation by all former EL students.

### Metrics

Newly proposed metrics from USDE and VDOE for program accountability will be in place for the 2018-19 school year. Students will be expected to:

1. Demonstrate annual progress in language proficiency based on newly defined progress measures approved at the state/ federal level.(WIDA:ACCESS 2.0)
2. Demonstrate grade level academic performance as measured by the Virginia Standards of Learning assessments required at each grade-level/course.
3. Earn a Standard or Advance Studies diploma.

*ENGLISH AS A SECOND LANGUAGE BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Instruction</b>		
Teacher	6.50	6.50

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 283,032	\$ 309,501	\$ 291,009
Benefits	102,157	131,730	131,407
Purchased Services	4,364	4,364	4,364
Travel	902	902	902
Instructional Supplies	21,964	21,964	21,964
Equipment	333	333	333
<b>TOTAL</b>	<b>\$ 412,752</b>	<b>\$ 468,794</b>	<b>\$ 449,979</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## 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**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Instruction</b>		
Preschool Teachers	11.00	11.00

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 545,566	\$ 564,376	\$ 632,719
Benefits	155,232	186,114	199,225
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
<b>TOTAL</b>	<b>\$ 742,303</b>	<b>\$ 791,995</b>	<b>\$ 873,449</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## 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
- Administrator travel
- GRT, administrator, 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 communicates appropriate services, differentiated activities, and collaborative efforts.

The Differentiation Implementation Report to Parents (DIRP) communicates the strategies, curriculum, and activities provided to students. 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 share their Google Calendars with their building principals and supervisor. These calendars provide schedules, evidence of collaborative planning and co-teaching, curriculum, and direct services for students.



*GIFTED EDUCATION BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Admin, Attend, &amp; Health</b>		
Supervisor of Gifted	0.50	0.50
Admin. Assistant	0.33	0.33
<b>Instruction</b>		
Gifted Specialist	11.00	11.00

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 634,128	\$ 652,441	\$ 616,716
Benefits	224,790	236,606	238,069
Purchased Services	9,972	9,972	9,972
Tuition	76,194	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
<b>TOTAL</b>	<b>\$ 988,174</b>	<b>\$ 1,018,303</b>	<b>\$ 984,041</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## 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*

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

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 1,038,003	\$ 1,034,504	\$ 1,022,191
Benefits	371,355	415,007	421,311
Travel	470	470	470
Instructional Supplies	112,322	142,344	142,344
Equipment	49,058	68,338	68,338
<b>TOTAL</b>	<b>\$ 1,571,208</b>	<b>\$ 1,660,663</b>	<b>\$ 1,654,654</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## 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 19.75 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. SPIRE is another program implemented for reading intervention as a Tier 3 intervention.

Secondary - The division staffs nine secondary reading teachers in the nine secondary schools. READ 180 Next Generation by Scholastic, Fusion and SPIRE are the comprehensive curriculum and assessment pull out programs 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.

Cuts in the Federal funds along with increase in teacher salaries has created a challenge to sustain the reading teachers we currently fund.

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*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Admin, Attend, &amp; Health</b>		
Supervisor of Reading	0.50	0.50
Admin. Assistant	0.75	0.75
<b>Instruction</b>		
Reading Teachers	23.50	23.50
Title I Teachers	22.25	22.25
Literacy Coaches	2.00	2.00

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 2,408,559	\$ 2,608,416	\$ 2,522,226
Benefits	624,376	706,885	721,200
Purchased Services	257,714	257,714	257,714
Instructional Supplies	10,315	10,315	10,315
<b>TOTAL</b>	<b>\$ 3,300,964</b>	<b>\$ 3,583,330</b>	<b>\$ 3,511,455</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## 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 test results and scores
- Link school faculty, staff, and community resources
- Work collaboratively with community agencies and other youth service providers
- Promote positive attitudes toward school and learning
- Connect families and students with available community resources
- Implement Character Education programming
- Track progress toward graduation
- Lead the development of Academic and Career Plans

### 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 or staff assignments within the school to assist with testing and 504 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
- Professionalism
- Program Planning and Management
- Academic and Career Counseling
- Program Services
- Communication and Collaboration

*SCHOOL COUNSELING BUDGET INFORMATION***Staffing Information**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Instruction</b>		
Guidance Counselors	30.00	30.00

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 1,886,279	\$ 1,914,127	\$ 1,971,609
Benefits	679,915	735,427	778,197
Travel	567	567	567
Instructional Supplies	9,189	11,977	2,220
<b>TOTAL</b>	<b>\$ 2,575,950</b>	<b>\$ 2,662,098</b>	<b>\$ 2,752,593</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## 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 1014 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 their home 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 school 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*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Admin, Attend, &amp; Health</b>		
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
<b>Instruction</b>		
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
<b>Non-Instruction</b>		
Parent Resource Coordinator	0.50	0.50

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 9,168,032	\$ 9,436,836	\$ 9,941,465
Benefits	2,737,561	2,967,722	3,772,245
Purchased Services	322,853	322,853	319,853
Travel/Miscellaneous	26,856	31,216	31,216
Instructional Supplies	61,726	61,726	61,726
Equipment	8,462	8,462	8,462
<b>TOTAL</b>	<b>\$ 12,325,490</b>	<b>\$ 12,828,815</b>	<b>\$ 14,134,967</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## 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
- Student Records
- Positive Behavior Intervention Supports
- Student Assistance Programming

All 20 of our schools have an active Student Assistance Program (SAP) team that is supported by three SAP coordinators and a lead coordinator, whose primary responsibilities are to assist schools in creating interventions and services for struggling students. The AWARE grant has funded two of the positions, and we are in year four of a five year grant cycle for receiving the award. The coordinator positions have been instrumental in helping the division meet the Six-Year Plan goal of implementing division-wide Positive Behavior Interventions and Supports in all schools. They have contributed to the establishment of the school-based teams and continue to offer assistance to each team as they promote the social and emotional well-being of all students.

### Resource Allocation

*Administration*-The Student Services budget does not include funding for salaries for its full time employees. It does include funding for mileage, professional development, and office supplies. One vehicle was purchased in 2016 to provide our Student Intervention Coordinators (social workers) with travel support. A division truancy coordinator was added to our Student Services team who also has travel needs as she supports families who must appear in court. Consideration should be given to purchasing an additional vehicle to be shared by our truancy officer and three social workers as they work to assist our schools in managing court and attendance-related issues.

*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, as well as travel reimbursement and office supplies. . Approximately \$4200.00 has been spent on travel from July to December, 2017 for seven Student Services employees.

### Challenges

State and Federal regulations require many of the services included under the Student Services umbrella. Several of the services, such as Section 504 and ESSA related services for attendance, 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 and offering resources that are necessary for them to be successful in both the school and community.

### Metrics

Success is measured when purposeful interventions promote academic success for failing students are implemented. It is also measured when behavioral issues are minimized by using evidence-based practices for students with challenging behaviors. Other measures of success include: students who graduate with their cohort; fewer students requiring homebound services or 504 plans because schools are utilizing universal supports; 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.

### *STUDENT SERVICES BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Adopted FY 2017-18</b>
<b>Admin, Attend, &amp; Health</b>		
Nurse Coordinator	1.00	1.00
Nurse	19.00	19.00
<b>Instruction</b>		
Supervisor of Student Services	1.00	1.00
Student Intervention Coordinators	3.00	3.00
Truancy Officer	0.00	1.00
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

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Adopted FY 2017-18</b>
Salary & Wages	\$ 1,266,500	\$ 1,303,819	\$ 1,367,457
Benefits	298,614	271,728	276,760
Purchased Services	57,577	57,577	57,577
Travel	7,435	7,435	7,435
Instructional Supplies	16,445	16,445	19,445
Equipment	2,086	2,086	2,086
<b>TOTAL</b>	<b>\$ 1,648,657</b>	<b>\$ 1,659,090</b>	<b>\$ 1,730,760</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## OPERATIONS

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### 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 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 saving 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 2017-18 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 MPCPS 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 and equipment replacement 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. The higher cost of replacement parts for our newer electronically controlled systems adds to the challenge, as does new requirements such as testing for lead in school water taps.

### Metrics

- In 2016-17, 5,600 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**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Building Services</b>		
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**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 4,830,287	\$ 5,061,792	\$ 5,080,424
Benefits	1,788,881	1,816,729	1,971,661
Purchased Services	259,213	379,917	279,917
Utilities	3,278,110	3,297,734	2,987,418
Insurance	205,649	205,649	205,649
Miscellaneous	2,062	2,745	2,745
Custodial Supplies	120,357	140,857	140,857
Maintenance Supplies	227,471	298,639	298,639
Other Supplies	3,552	7,000	7,000
Software	12,300	15,800	15,800
Equipment	215,758	130,975	26,575
<b>TOTAL</b>	<b>\$ 10,943,640</b>	<b>\$ 11,357,837</b>	<b>\$ 11,016,685</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## 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

Accounts payable 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. Purchasing processed 4,661 requisitions, 4,535 purchase orders, 19,701 invoices and 5,025 checks in the 2016-17 year. Warehouse functions are reviewed quarterly and system-wide feedback is encouraged. Payroll 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 BUDGET INFORMATION*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Admin, Attend, &amp; Health</b>		
Assistant Superintendent of Operations	1.00	1.00
Administrative Assistant to Assistant Superintendent of Operations	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

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 533,594	\$ 561,606	\$ 710,306
Benefits	189,331	215,918	263,708
Purchased Services	12,534	12,534	12,534
Postage	55,000	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
<b>TOTAL</b>	<b>\$ 797,862</b>	<b>\$ 852,461</b>	<b>\$ 1,048,951</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## TECHNOLOGY

### Description

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

- 1-to-1 Chromebook 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 1-to-1 Chromebook program.

### Resource Allocation

Resources are allocated for equipment maintenance\replacement; copiers; and software licenses. In addition, State Department of Education Grant and Bond funds are used to support the SOL Technology Initiative and the Building Security Grant. Funds applied for and received through the Federal E-rate 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 district. 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 and the implementation of the Model for Effective Instruction, we want to further explore and implement innovative approaches to creating supportive learning environments. This includes continued creation of plans to effectively incorporate the application of technology into our daily instructional programs to enhance educational skills.

### 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**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Instruction</b>		
Technology Resource Teachers	11.00	11.00
<b>Operations &amp; Maintenance</b>		
Director of Technology	1.00	1.00
Admin Assistant	1.00	1.00
Technicians	17.00	17.00

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 1,635,010	\$ 1,710,884	\$ 1,694,679
Benefits	595,313	614,089	813,771
Purchased Services	347,416	347,416	431,416
Telecommunications	506,748	590,748	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	8,733	8,733
Software	63,338	63,338	272,740
Equipment	1,775,392	1,879,792	1,815,700
<b>TOTAL</b>	<b>\$ 5,045,190</b>	<b>\$ 5,312,758</b>	<b>\$ 5,725,545</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## 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 and that has not always been feasible due to budget restraints.

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 2016/17 (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*

<b>Staffing Information</b>		
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Transportation</b>		
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

<b>Financial Data</b>			
	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 2,942,046	\$ 2,967,902	\$ 3,071,369
Benefits	949,007	983,047	980,177
Purchased Services	50,831	50,831	50,831
Insurance	82,813	82,813	82,813
Travel	1,664	1,664	1,664
Fuel	786,208	826,208	826,208
Vehicles Supplies	160,557	182,057	182,057
Other Supplies	4,989	4,989	4,989
Vehicles	29,670	29,670	-
School Buses	358,512	358,512	-
Equipment	887	887	887
<b>TOTAL</b>	<b>\$ 5,367,184</b>	<b>\$ 5,488,580</b>	<b>\$ 5,200,995</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## HUMAN RESOURCES

### **Description**

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

- Recruitment, Selection and Retention
- Compensation
- Licensure and Certification
- Safety and Wellness
- Employee Engagement
- Employee Evaluation
- Training and Development
- 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 strives consistently to ensure employees of Montgomery County Public Schools are compensated equitably while being competitive with other public school divisions. As a result of limited resources and decreases in funding many teachers did not receive raises during the recession; as such, a primary goal of the division and of the proposed operating budget is to correct teacher placements to ensure that years of experience are reflected in teacher pay. In addition, providing a level increase for all employees and maintaining employee only health benefits at the current employee contribution level are key components of the budget for the 2018-2019 school year.

### **Challenges**

In order for MCPS to recruit and retain the best and brightest employees, we must restore the steps teachers 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.

*HUMAN RESOURCES BUDGET INFORMATION***Staffing Information**

	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
<b>Admin, Attend, &amp; Health</b>		
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**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>
Salary & Wages	\$ 567,154	\$ 584,911	\$ 563,786
Benefits	183,927	220,228	223,138
Purchased Services	40,122	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
<b>TOTAL</b>	<b>\$ 822,132</b>	<b>\$ 876,190</b>	<b>\$ 857,975</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## EXECUTIVE ADMINISTRATION

### Description

The Executive Administration function of the school division consists of the Chief Executive functions of the district. 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 Executive Administration 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 School Board members, Superintendent and Deputy Superintendent in 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.

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 district level parent communication. The staff also provides for the oversight, implementation and quality control for the district 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 Programs, 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 district.



## Executive Administration Budget Information

**Staffing Information**

	<b>Adopted FY 2016-17</b>	<b>Requested FY 2017-18</b>
<b>Admin, Attend, &amp; Health</b>		
Board Members	7.00	7.00
Superintendent	1.00	1.00
Deputy Superintendent	1.00	1.00
Admin. Assistant	1.00	1.00
PIO / Clerk of the Board	1.00	1.00

**Financial Data**

	<b>Adopted FY 2015-16</b>	<b>Adopted FY 2016-17</b>	<b>Adopted FY 2017-18</b>
Salary & Wages	\$ 306,951	\$ 328,296	\$ 354,077
Benefits	105,922	128,205	137,944
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
<b>TOTAL</b>	<b>\$ 512,379</b>	<b>\$ 556,007</b>	<b>\$ 591,527</b>

The staffing information and financial data presented above will be updated with FY 2018-19 information in the final version of the adopted budget book.

## FEDERAL GRANTS

### 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 2017-2018 school year, Montgomery County was awarded \$1,760,255.64. This is a decrease of \$90,468.73 from the previous year. The fiscal year 2018-2019 award is expected to decrease again and is reflected in the amounts below.

- Personnel Services – \$1,133,004.
- Employee Benefits – \$478,108
- Purchased Contractual Services – \$28,941
- Other Charges (travel, registrations, etc.)- \$29,628
- Materials and Supplies – \$31,043

#### 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

<b>Financial Data</b>			
	<b>Adopted</b>	<b>Approved</b>	<b>Estimated</b>
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>
<b>Revenue</b>			
Federal Funding	\$ 1,868,208	\$ 1,850,724	\$ 1,700,724
<b>TOTAL</b>	<b>\$ 1,868,208</b>	<b>\$ 1,850,724</b>	<b>\$ 1,700,724</b>
<b>Expenditures</b>			
Salary & Wages	\$ 1,240,241	\$ 1,231,961	\$ 1,133,004
Benefits	449,246	478,116	478,108
Purchased Services	26,588	24,722	28,941
Other Charges	18,000	23,657	29,628
Materials & Supplies	134,133	92,268	31,043
<b>TOTAL</b>	<b>\$ 1,868,208</b>	<b>\$ 1,850,724</b>	<b>\$ 1,700,724</b>

## 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.

Allowable LEA-level activities include, but are not limited to:

- Developing and implementing strategies and activities to recruit, hire, and retain qualified and effective teachers and principals, particularly in schools with a high percentage of low-achieving students
- Providing evidence-based professional development activities that improve the knowledge of teachers and principals in content knowledge and instructional practices
- Carrying out teacher advancement initiatives that promote professional growth and emphasize multiple career paths
- Carrying out programs and activities that are designed to improve the quality of the teaching force
- Leadership development for teacher leaders, principals, and other school leaders, to include professional development to improve leadership capacity, leadership residency initiatives, leadership preparation academies, and leadership mentoring

### **Resource Allocation**

For the 2016-2017 school year, Montgomery County was awarded \$335,865. The award for 2017-18 is \$291,380. The fiscal year 2018-2019 award is expected to decrease again. The amount estimated and budgeted for FY 2018-19 is \$252,279. The estimated expenditures below are based on the budgeted amount for FY 2018-19.

- Personnel Services - \$119,873
- Employee Benefits - \$64,037
- Purchased Contracted Services - \$33,844
- Other Charges - \$12,790
- Materials and Supplies - \$21,735

### **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

<b>Financial Data</b>			
	<b>Adopted</b>	<b>Approved</b>	<b>Estimated</b>
	<b>FY 2016-17</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>
<b>Revenue</b>			
Federal Funding	\$ 343,283	\$ 302,279	\$ 252,279
<b>TOTAL</b>	<b>\$ 343,283</b>	<b>\$ 302,279</b>	<b>\$ 252,279</b>
<b>Expenditures</b>			
Salary & Wages	\$ 164,019	\$ 145,169	\$ 119,873
Benefits	67,470	63,207	64,037
Purchased Services	55,038	45,035	33,844
Other Charges	19,000	21,600	12,790
Materials & Supplies	37,756	27,268	21,735
<b>TOTAL</b>	<b>\$ 343,283</b>	<b>\$ 302,279</b>	<b>\$ 252,279</b>

## 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 2017-18 school year, Montgomery County was awarded \$26,056. We estimate a slight decrease in the award for 2018-19.

Estimated expenditures are as follows:

- Personnel Services - \$11,616
- Employee Benefits - \$886
- Purchased Contracted Services - \$5,600
- Internal Services - \$650
- Materials and Supplies - \$4,488

### **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

<b>Financial Data</b>			
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>	<b>Estimated FY 2018-19</b>
<b>Revenue</b>			
Federal Funding	\$ 24,884	\$ 23,243	\$ 23,243
<b>TOTAL</b>	<b>\$ 24,884</b>	<b>\$ 23,243</b>	<b>\$ 23,243</b>
<b>Expenditures</b>			
Salary & Wages	\$ 4,900	\$ 13,177	\$ 11,616
Benefits	424	1,008	889
Purchased Services	10,700	1,060	5,600
Internal Services	3,000	1,300	650
Other Charges	470	-	-
Materials & Supplies	5,390	6,698	4,488
<b>TOTAL</b>	<b>\$ 24,884</b>	<b>\$ 23,243</b>	<b>\$ 23,243</b>

## 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 2017-18 school year, Montgomery County was awarded \$148,023.65. 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
- \$100,023.65 – 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

<b>Financial Data</b>			
	<b>Adopted FY 2016-17</b>	<b>Approved FY 2017-18</b>	<b>Estimated FY 2017-18</b>
<b>Revenue</b>			
Federal Funding	\$ 148,655	\$ 138,387	\$ 148,024
<b>TOTAL</b>	<b>\$ 148,655</b>	<b>\$ 138,387</b>	<b>\$ 148,024</b>
<b>Expenditures</b>			
Purchased Services	\$ 17,000	\$ 17,000	\$ 17,000
Other Charges	12,000	12,000	12,000
Materials & Supplies	19,000	19,000	19,000
Equipment	100,655	90,387	100,024
<b>TOTAL</b>	<b>\$ 148,655</b>	<b>\$ 138,387</b>	<b>\$ 148,024</b>

## SCHOOL NUTRITION PROGRAM

### 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 irrefutable that, 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 27 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).

<b>Meal Rates</b>				
<b>Description</b>	<b>Approved FY 2017-18</b>	<b>Proposed FY 2018-19</b>	<b>Increase</b>	
<b>Breakfast:</b>				
Full Price Student	\$ 1.75	\$ 1.75	\$	-
Reduced Price	\$ 0.30	\$ 0.30	\$	-
Full Price Adult	Alacarte	Alacarte		
<b>Lunch:</b>				
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	\$	-
<b>Milk:</b>				
1/2 pint	\$ 0.50	\$ 0.50	\$	-

## SCHOOL NUTRITION PROGRAM BUDGET INFORMATION

Staffing Information		
	<b>Adopted</b>	<b>Approved</b>
	<b>FY 2016-17</b>	<b>FY 2017-18</b>
<b>School Nutrition Program</b>		
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

	<b>Adopted</b>	<b>Approved</b>
	<b>FY 2016-17</b>	<b>FY 2017-18</b>
<b>School Nutrition Program</b>		
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			
	<b>Adopted</b>	<b>Adopted</b>	<b>Approved</b>
	<b>FY 2015-16</b>	<b>FY 2016-17</b>	<b>FY 2017-18</b>
<b>Revenue</b>			
Local Income	\$ 2,870,746	\$ 2,730,574	\$ 2,683,181
Federal Funding	1,612,921	2,242,698	2,326,518
State Funding	68,376	56,000	51,478
<b>TOTAL</b>	<b>\$ 4,552,043</b>	<b>\$ 5,029,272</b>	<b>\$ 5,061,177</b>
<b>Expenditures</b>			
Salary & Wages	\$ 1,855,630	\$ 2,046,522	\$ 2,075,887
Benefits	407,333	693,670	696,210
Purchased Services	65,423	65,423	65,423
Printing	1,337	1,337	1,337
Travel	4,182	4,182	4,182
Miscellaneous	25,000	25,000	25,000
Office Supplies	6,364	6,364	6,364
Food Supplies	2,032,521	2,032,521	2,032,521
Other Operating Supplies	153,360	153,360	153,360
Equipment	893	893	893
<b>TOTAL</b>	<b>\$ 4,552,043</b>	<b>\$ 5,029,272</b>	<b>\$ 5,061,177</b>

	<b>Adopted</b>	<b>Adopted</b>	<b>Approved</b>
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Food Supplies	2,032,521	2,032,521	2,032,521
Other Operating Supplies	153,360	153,360	153,360
Equipment	893	893	893
<b>TOTAL</b>	<b>\$ 4,552,043</b>	<b>\$ 5,029,272</b>	<b>\$ 5,061,177</b>

## 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

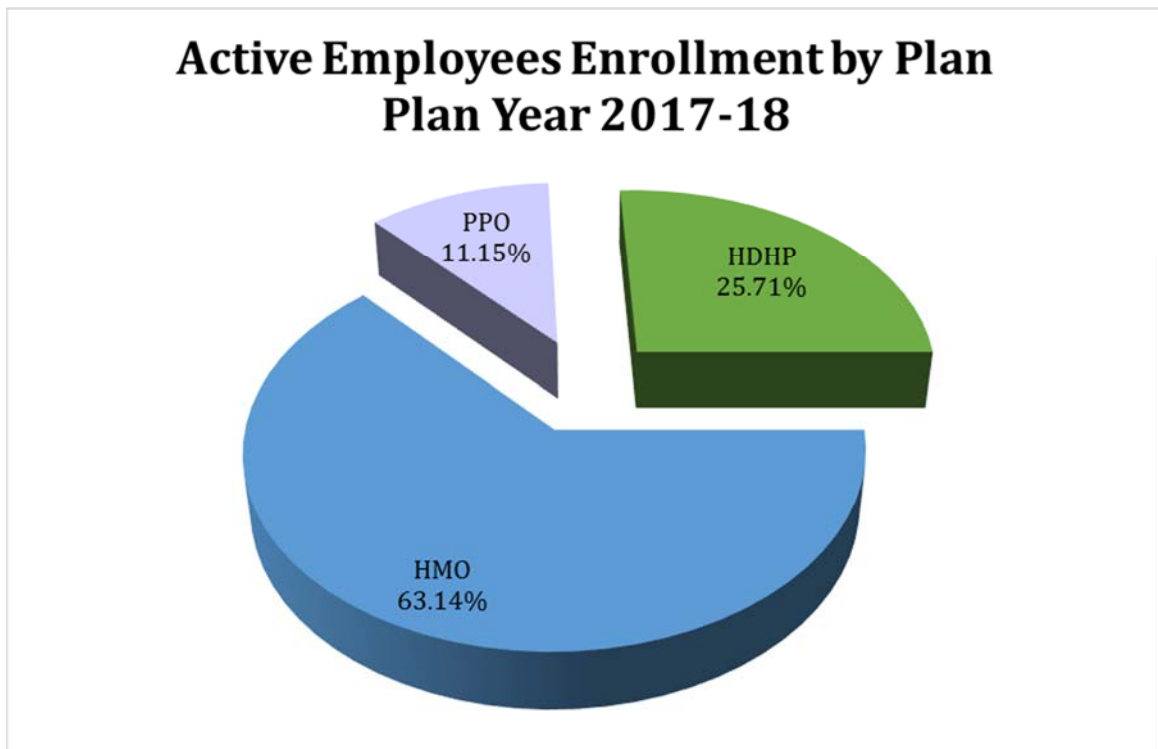
Based on these priorities, tier 2 items include increasing compensation, staffing, and professional development. First, we recognize the need for ongoing quality training and curriculum development in order for our staff to continue to increase skills, provide engaging learning environments, and continue 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
<b>Tier 2 Unfunded Requests</b>	
Salary Enhancements, average increase 3.25%	3,042,000
Increase Staffing by 14 positions, TBD	980,000
Increase in utility rates	98,344
Wi-Fi for under privileged students	50,000
School Bus Replacement (6)	703,300
Health Insurance for Bus Drivers and Aides	882,684
Supplies, materials, equipment	140,000
Vehicle replacement	29,670
<b>Total Tier 2 Unfunded Requests</b>	<b>\$ 5,925,998</b>
<b>TOTAL UNFUNDED REQUESTS</b>	<b>\$ 5,925,998</b>

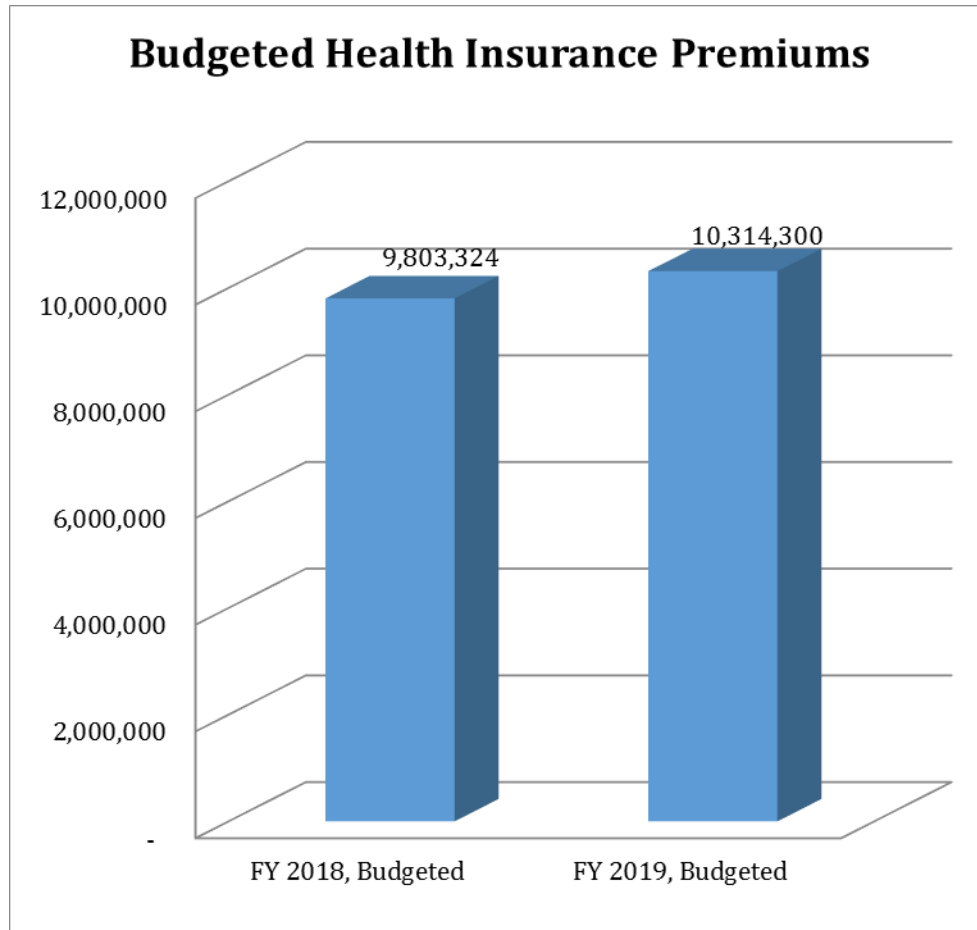
**HEALTH INSURANCE PLAN AND RATES**

Montgomery County Public Schools has a long-standing tradition of providing individual health care coverage to employees at no cost. The High Deductible Health Plan, where the division funds the deductible, is offered at no cost to the employee. Current and new employees may buy up to the HMO plan. The chart below shows the percentage of employees enrolled in each plan for the 2017-2018 plan year, which begins October 1, 2017.



**BUDGETED PREMIUMS**

In the current year, there is an estimated increase of 5.1%, this will maintain quality health insurance coverage for employees.



INSURANCE RATES



**ANTHEM HEALTH INSURANCE  
12-MONTH RATES  
2017-2018**

The School Board approved the fiscal year 2017-2018 budget, which included the renewal rates for insurance beginning October 1, 2017. The 2017-2018 monthly renewal premiums are listed below. Insurance is available to all employees regularly scheduled to work 30 or more hours a week.

**AVAILABLE TO ALL ELIGIBLE EMPLOYEES**

**1. (HSA - PPO) LUMENOS HIGH DEDUCTIBLE HEALTH PLAN**

The total amount deposited into an employee's HSA account will be \$1,320 for employee only and \$2,640 for the employee + dependent(s). MCPS will make two deposits into an employee's HSA account. The first deposit will be made in October 2017 for half of the annual allotment and the remaining HSA allotment will be deposited in April 2018.

	<b>Total Monthly Premium</b>	<b>Employee Monthly Premium</b>	<b>Monthly Health Savings Account</b>
Employee	\$ 572.82	\$ 0.00	\$ 110.00
Employee and One Child	\$ 689.14	\$ 116.32	\$ 220.00
Employee and Children	\$ 689.14	\$ 116.32	\$ 220.00
Employee and Spouse <sup>1</sup>	\$ 742.33	\$ 169.51	\$ 220.00
Employee and Family <sup>1</sup>	\$ 1,136.73	\$ 563.91	\$ 220.00
Double Share Family (2 employees + family) <sup>1</sup>	\$	\$ 0.00	

**2. (HMO) HEALTH MAINT ORG.- HEALTHKEEPERS 15**

✦ **NEW FOR 2017-2018 HMO PLAN YEAR**

\$250.00 deductible for employee/\$500.00 deductible for employee + dependent(s)  
These deductibles are per calendar year (unless co-insurance or co-pay applies) ✦

	<b>Total Monthly Premium</b>	<b>Employee Monthly Premium</b>
Employee	\$ 685.08	\$ 25.00
Employee and One Child	\$ 1,034.74	\$ 374.66
Employee and Children	\$ 1,034.74	\$ 374.66
Employee and Spouse <sup>1</sup>	\$ 1,151.12	\$ 491.04
Employee and Family <sup>1</sup>	\$ 1,754.58	\$ 1,094.50
Double Share Family (2 employees + family) <sup>1</sup>	\$	\$ 394.85

<sup>1</sup> See Important Notes



**AVAILABLE TO CURRENT PPO ENROLLEES (NO NEW ENROLLEES)**

**3. (PPO) PREFERRED PROVIDER ORG. - KEYCARE 15**

◆ CHANGE FOR 2017-2018 PPO PLAN YEAR

\$500.00 deductible for employee/\$1,000.00 deductible for employee + dependent(s)  
 These deductibles are per calendar year (unless co-insurance or co-pay applies)◆

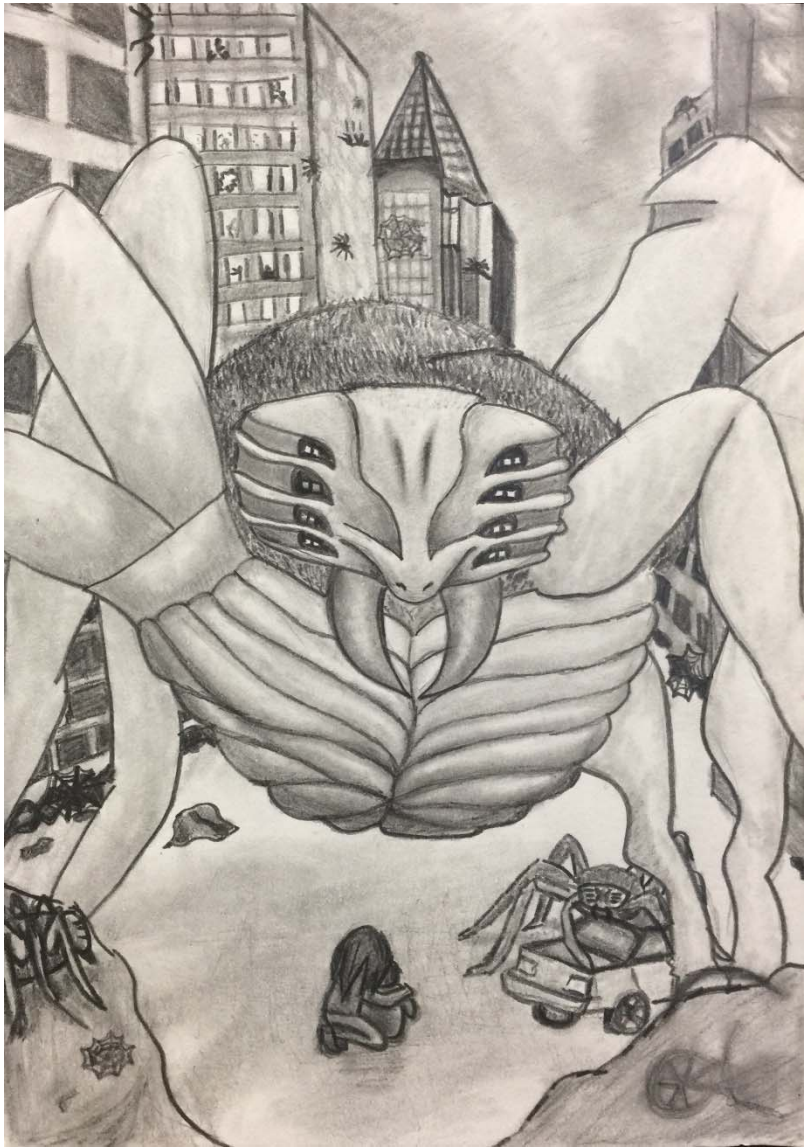
	<b>Total Monthly Premium</b>	<b>Employee Monthly Premium</b>
Employee	\$ 768.02	\$ 107.94
Employee and One Child	\$ 1,177.02	\$ 516.94
Employee and Children	\$ 1,177.02	\$ 516.94
Employee and Spouse <sup>1</sup>	\$ 1,337.20	\$ 677.12
Employee and Family <sup>1</sup>	\$ 2,043.06	\$ 1,382.98
Double Share Family (2 employees + family) <sup>1</sup>		\$ 673.33

**Current PPO members can add or remove dependents or move to a different plan.**

**IMPORTANT NOTES**

- Employee premiums are deducted 12 times from paychecks occurring September 2017 through August 2018 for insurance coverage beginning 10/01/17 through 09/30/18. The employee is responsible for reviewing health care plan options prior to making their insurance selection.
- Spousal coverage on any plan:
  - a. If your spouse is eligible for health insurance through his/her employer but you elect to have your spouse covered on your MCPS health insurance plan you will be charged a \$50 monthly surcharge in addition to the employee monthly premium listed above.
  - b. If electing spousal coverage, employees will be required to certify whether or not their spouse is eligible for health insurance through his/her employer.
- Explanation of Double Share/Family:
  - a. If husband and wife both are employed by MCPS and scheduled to regularly work 30+ hours a week and choose family coverage, each employee will have the HMO employee subscriber's premium paid toward the family premium of either the HMO or PPO plans.
  - b. If husband and wife chooses the High Deductible Health Plan (HDHP) each employee will have the employee subscriber's premiums paid and receive \$2,640.00 toward their Health Savings Account.

<sup>1</sup> See Important Notes



PAY PLAN



Montgomery County  
Public Schools

Engage! Encourage! Empower!

**Proposed**  
**Pay Plan and Pay Scales**  
**2018 - 2019**

MONTGOMERY COUNTY PUBLIC SCHOOLS

PAY PLAN

FISCAL YEAR 2019

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## MONTGOMERY COUNTY PUBLIC SCHOOLS

PAY PLAN

FISCAL YEAR 2019

## 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

## Additional Information

The pay scales 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 pay scale may be paid an amount other than the amount reflected for their pay grade.

MONTGOMERY COUNTY PUBLIC SCHOOLS

PAY PLAN

FISCAL YEAR 2019

Teacher – 10 Month Pay Scale

Years of creditable experience are based on completed, full-time, full year, contracted teaching experience at an accredited K-12 public school institution.

Grade/Step	T0 Bachelor's	T1 Bachelors's/20	T2 Master's	T3 Master's/20	T4 Doctorate
0	\$ 37,050.73	\$ 38,101.86	\$ 39,192.34	\$ 39,718.41	\$ 41,045.54
1	\$ 37,050.73	\$ 38,101.86	\$ 39,192.34	\$ 39,718.41	\$ 41,045.53
2	\$ 37,680.60	\$ 38,749.60	\$ 39,858.61	\$ 40,393.63	\$ 41,743.32
3	\$ 38,283.48	\$ 39,369.58	\$ 40,461.84	\$ 40,993.82	\$ 42,354.92
4	\$ 38,896.02	\$ 39,999.51	\$ 41,111.42	\$ 41,640.86	\$ 43,014.85
5	\$ 39,518.34	\$ 40,639.47	\$ 41,775.20	\$ 42,302.07	\$ 43,689.20
6	\$ 40,150.65	\$ 41,289.73	\$ 42,448.20	\$ 42,972.44	\$ 44,372.92
7	\$ 40,793.05	\$ 41,950.36	\$ 43,132.37	\$ 43,653.94	\$ 45,067.99
8	\$ 41,445.74	\$ 42,621.55	\$ 43,829.76	\$ 44,348.63	\$ 45,776.49
9	\$ 42,108.88	\$ 43,303.51	\$ 44,538.39	\$ 45,054.49	\$ 46,496.41
10	\$ 42,782.62	\$ 43,996.35	\$ 45,259.19	\$ 45,772.49	\$ 47,228.70
11	\$ 43,467.14	\$ 44,700.30	\$ 45,993.25	\$ 46,503.69	\$ 47,974.46
12	\$ 44,162.62	\$ 45,415.52	\$ 46,737.50	\$ 47,245.04	\$ 48,730.58
13	\$ 44,869.21	\$ 46,142.15	\$ 47,496.99	\$ 48,001.58	\$ 49,502.17
14	\$ 45,587.13	\$ 46,880.44	\$ 48,267.72	\$ 48,769.30	\$ 50,285.17
15	\$ 46,316.52	\$ 47,630.52	\$ 49,052.69	\$ 49,551.21	\$ 51,082.65
16	\$ 47,057.58	\$ 48,392.61	\$ 49,850.88	\$ 50,346.29	\$ 51,893.56
17	\$ 47,810.51	\$ 49,166.88	\$ 50,661.31	\$ 51,153.56	\$ 52,716.89
18	\$ 48,575.47	\$ 49,904.44	\$ 51,435.35	\$ 51,923.91	\$ 53,502.04
19	\$ 49,401.26	\$ 50,702.90	\$ 52,272.44	\$ 52,757.73	\$ 54,352.46
20	\$ 50,241.08	\$ 51,514.15	\$ 53,125.78	\$ 53,607.76	\$ 55,219.41
21	\$ 51,095.18	\$ 52,338.38	\$ 53,992.37	\$ 54,470.97	\$ 56,099.80
22	\$ 51,963.80	\$ 53,175.80	\$ 54,873.20	\$ 55,348.36	\$ 56,994.66
23	\$ 52,847.17	\$ 54,026.60	\$ 55,770.28	\$ 56,241.94	\$ 57,906.02
24	\$ 53,745.58	\$ 54,891.03	\$ 56,682.63	\$ 57,150.75	\$ 58,832.93
25	\$ 54,659.25	\$ 55,769.29	\$ 57,609.22	\$ 58,073.71	\$ 59,774.26
26	\$ 55,588.46	\$ 56,661.61	\$ 58,552.10	\$ 59,012.93	\$ 60,732.16
27	\$ 56,533.46	\$ 57,568.17	\$ 59,511.20	\$ 59,968.30	\$ 61,706.56
28	\$ 57,494.54	\$ 58,546.85	\$ 60,485.62	\$ 60,938.92	\$ 62,696.49
29	\$ 58,471.95	\$ 59,542.14	\$ 61,479.33	\$ 61,928.77	\$ 63,706.04
30	\$ 59,465.97	\$ 60,494.82	\$ 62,488.30	\$ 62,933.80	\$ 64,731.08
31	\$ 60,476.89	\$ 61,523.23	\$ 63,550.60	\$ 64,003.68	\$ 65,831.51

MONTGOMERY COUNTY PUBLIC SCHOOLS

PAY PLAN

FISCAL YEAR 2019

Teacher – 10½ Month Pay Scale

Years of creditable experience are based on completed, full-time, full year, contracted teaching experience at an accredited K-12 public school institution.

Grade/Step	T5 Bachelor's	T6 Bachelor's/20	T7 Master's	T8 Master's/20	T9 Doctorate
0	\$ 38,903.27	\$ 39,954.40	\$ 41,044.88	\$ 41,570.95	\$ 42,898.07
1	\$ 38,903.26	\$ 39,954.40	\$ 41,044.87	\$ 41,570.95	\$ 42,898.07
2	\$ 39,564.63	\$ 40,633.63	\$ 41,742.64	\$ 42,277.66	\$ 43,627.34
3	\$ 40,197.65	\$ 41,283.75	\$ 42,376.01	\$ 42,908.00	\$ 44,269.10
4	\$ 40,840.82	\$ 41,944.31	\$ 43,056.22	\$ 43,585.67	\$ 44,959.65
5	\$ 41,494.26	\$ 42,615.39	\$ 43,751.12	\$ 44,277.99	\$ 45,665.12
6	\$ 42,158.18	\$ 43,297.26	\$ 44,455.73	\$ 44,979.97	\$ 46,380.45
7	\$ 42,832.71	\$ 43,990.02	\$ 45,172.02	\$ 45,693.60	\$ 47,107.64
8	\$ 43,518.03	\$ 44,693.84	\$ 45,902.05	\$ 46,420.91	\$ 47,848.78
9	\$ 44,214.32	\$ 45,408.96	\$ 46,643.83	\$ 47,159.93	\$ 48,601.85
10	\$ 44,921.75	\$ 46,135.48	\$ 47,398.32	\$ 47,911.62	\$ 49,367.84
11	\$ 45,640.50	\$ 46,873.65	\$ 48,166.61	\$ 48,677.05	\$ 50,147.82
12	\$ 46,370.75	\$ 47,623.65	\$ 48,945.63	\$ 49,453.17	\$ 50,938.71
13	\$ 47,112.67	\$ 48,385.61	\$ 49,740.45	\$ 50,245.05	\$ 51,745.63
14	\$ 47,866.49	\$ 49,159.79	\$ 50,547.08	\$ 51,048.65	\$ 52,564.53
15	\$ 48,632.35	\$ 49,946.34	\$ 51,368.51	\$ 51,867.04	\$ 53,398.47
16	\$ 49,410.46	\$ 50,745.49	\$ 52,203.76	\$ 52,699.17	\$ 54,246.44
17	\$ 50,201.03	\$ 51,557.41	\$ 53,051.84	\$ 53,544.08	\$ 55,107.41
18	\$ 51,004.25	\$ 52,333.21	\$ 53,864.12	\$ 54,352.68	\$ 55,930.81
19	\$ 51,871.32	\$ 53,172.97	\$ 54,742.50	\$ 55,227.80	\$ 56,822.52
20	\$ 52,753.13	\$ 54,026.20	\$ 55,637.84	\$ 56,119.82	\$ 57,731.46
21	\$ 53,649.94	\$ 54,893.14	\$ 56,547.13	\$ 57,025.73	\$ 58,654.56
22	\$ 54,561.99	\$ 55,773.99	\$ 57,471.39	\$ 57,946.55	\$ 59,592.85
23	\$ 55,489.53	\$ 56,668.96	\$ 58,412.64	\$ 58,884.30	\$ 60,548.38
24	\$ 56,432.86	\$ 57,578.31	\$ 59,369.91	\$ 59,838.03	\$ 61,520.20
25	\$ 57,392.21	\$ 58,502.26	\$ 60,342.18	\$ 60,806.68	\$ 62,507.23
26	\$ 58,367.89	\$ 59,441.03	\$ 61,331.52	\$ 61,792.35	\$ 63,511.58
27	\$ 59,360.13	\$ 60,394.84	\$ 62,337.87	\$ 62,794.97	\$ 64,533.23
28	\$ 60,369.27	\$ 61,421.58	\$ 63,360.35	\$ 63,813.64	\$ 65,571.22
29	\$ 61,395.54	\$ 62,465.74	\$ 64,402.93	\$ 64,852.36	\$ 66,629.64
30	\$ 62,439.27	\$ 63,468.12	\$ 65,461.60	\$ 65,907.10	\$ 67,704.38
31	\$ 63,500.73	\$ 64,547.07	\$ 66,574.45	\$ 67,027.52	\$ 68,855.35

MONTGOMERY COUNTY PUBLIC SCHOOLS

PAY PLAN

FISCAL YEAR 2019

Teacher – 11 Month Pay Scale

Years of creditable experience are based on completed, full-time, full year, contracted teaching experience at an accredited K-12 public school institution.

Grade/Step	T11 Bachelor's	T12 Bachelor's/20	T13 Master's	T14 Master's/20	T15 Doctorate
0	\$ 40,755.80	\$ 41,806.94	\$ 42,897.41	\$ 43,423.49	\$ 44,750.61
1	\$ 40,755.80	\$ 41,806.93	\$ 42,897.41	\$ 43,423.48	\$ 44,750.61
2	\$ 41,448.66	\$ 42,517.66	\$ 43,626.67	\$ 44,161.69	\$ 45,511.37
3	\$ 42,111.82	\$ 43,197.92	\$ 44,290.19	\$ 44,822.17	\$ 46,183.27
4	\$ 42,785.62	\$ 43,889.11	\$ 45,001.02	\$ 45,530.47	\$ 46,904.45
5	\$ 43,470.18	\$ 44,591.30	\$ 45,727.04	\$ 46,253.91	\$ 47,641.04
6	\$ 44,165.71	\$ 45,304.79	\$ 46,463.26	\$ 46,987.50	\$ 48,387.99
7	\$ 44,872.36	\$ 46,029.67	\$ 47,211.67	\$ 47,733.25	\$ 49,147.30
8	\$ 45,590.31	\$ 46,766.12	\$ 47,974.33	\$ 48,493.20	\$ 49,921.06
9	\$ 46,319.77	\$ 47,514.40	\$ 48,749.27	\$ 49,265.37	\$ 50,707.29
10	\$ 47,060.88	\$ 48,274.61	\$ 49,537.45	\$ 50,050.75	\$ 51,506.97
11	\$ 47,813.86	\$ 49,047.01	\$ 50,339.97	\$ 50,850.40	\$ 52,321.17
12	\$ 48,578.88	\$ 49,831.78	\$ 51,153.77	\$ 51,661.31	\$ 53,146.84
13	\$ 49,356.13	\$ 50,629.07	\$ 51,983.91	\$ 52,488.51	\$ 53,989.09
14	\$ 50,145.84	\$ 51,439.15	\$ 52,826.43	\$ 53,328.01	\$ 54,843.89
15	\$ 50,948.17	\$ 52,262.17	\$ 53,684.34	\$ 54,182.87	\$ 55,714.30
16	\$ 51,763.34	\$ 53,098.37	\$ 54,556.64	\$ 55,052.05	\$ 56,599.32
17	\$ 52,591.56	\$ 53,947.93	\$ 55,442.36	\$ 55,934.61	\$ 57,497.94
18	\$ 53,433.02	\$ 54,761.98	\$ 56,292.90	\$ 56,781.45	\$ 58,359.58
19	\$ 54,341.38	\$ 55,643.03	\$ 57,212.57	\$ 57,697.86	\$ 59,292.59
20	\$ 55,265.19	\$ 56,538.26	\$ 58,149.89	\$ 58,631.87	\$ 60,243.52
21	\$ 56,204.70	\$ 57,447.90	\$ 59,101.89	\$ 59,580.49	\$ 61,209.32
22	\$ 57,160.18	\$ 58,372.18	\$ 60,069.58	\$ 60,544.74	\$ 62,191.04
23	\$ 58,131.89	\$ 59,311.32	\$ 61,055.00	\$ 61,526.66	\$ 63,190.74
24	\$ 59,120.14	\$ 60,265.59	\$ 62,057.19	\$ 62,525.31	\$ 64,207.48
25	\$ 60,125.18	\$ 61,235.22	\$ 63,075.14	\$ 63,539.64	\$ 65,240.19
26	\$ 61,147.31	\$ 62,220.46	\$ 64,110.94	\$ 64,571.77	\$ 66,291.01
27	\$ 62,186.81	\$ 63,221.52	\$ 65,164.55	\$ 65,621.65	\$ 67,359.90
28	\$ 63,244.00	\$ 64,296.30	\$ 66,235.07	\$ 66,688.37	\$ 68,445.95
29	\$ 64,319.14	\$ 65,389.33	\$ 67,326.53	\$ 67,775.96	\$ 69,553.24
30	\$ 65,412.56	\$ 66,441.42	\$ 68,434.90	\$ 68,880.40	\$ 70,677.68
31	\$ 66,524.58	\$ 67,570.92	\$ 69,598.29	\$ 70,051.37	\$ 71,879.20



MONTGOMERY COUNTY PUBLIC SCHOOLS

PAY PLAN

FISCAL YEAR 2019

Teacher – 12 Month Pay Scale

Years of creditable experience are based on completed, full-time, full year, contracted teaching experience at an accredited K-12 public school institution.

Grade/Step	T16 Bachelor's	T17 Bachelor's/20	T18 Master's	T19 Master's/20	T20 Doctorate
0	\$ 44,460.88	\$ 45,512.01	\$ 46,602.49	\$ 47,128.56	\$ 48,455.68
1	\$ 44,460.87	\$ 45,512.01	\$ 46,602.48	\$ 47,128.56	\$ 48,455.68
2	\$ 45,216.72	\$ 46,285.72	\$ 47,394.73	\$ 47,929.75	\$ 49,279.43
3	\$ 45,940.17	\$ 47,026.27	\$ 48,118.53	\$ 48,650.52	\$ 50,011.62
4	\$ 46,675.22	\$ 47,778.71	\$ 48,890.62	\$ 49,420.07	\$ 50,794.05
5	\$ 47,422.01	\$ 48,543.14	\$ 49,678.87	\$ 50,205.74	\$ 51,592.87
6	\$ 48,180.78	\$ 49,319.86	\$ 50,478.33	\$ 51,002.57	\$ 52,403.05
7	\$ 48,951.66	\$ 50,108.97	\$ 51,290.98	\$ 51,812.56	\$ 53,226.60
8	\$ 49,734.89	\$ 50,910.70	\$ 52,118.91	\$ 52,637.78	\$ 54,065.64
9	\$ 50,530.65	\$ 51,725.29	\$ 52,960.16	\$ 53,476.26	\$ 54,918.18
10	\$ 51,339.14	\$ 52,552.87	\$ 53,815.71	\$ 54,329.01	\$ 55,785.23
11	\$ 52,160.57	\$ 53,393.72	\$ 54,686.68	\$ 55,197.12	\$ 56,667.89
12	\$ 52,995.14	\$ 54,248.04	\$ 55,570.03	\$ 56,077.57	\$ 57,563.10
13	\$ 53,843.05	\$ 55,115.99	\$ 56,470.83	\$ 56,975.43	\$ 58,476.01
14	\$ 54,704.56	\$ 55,997.86	\$ 57,385.15	\$ 57,886.72	\$ 59,402.60
15	\$ 55,579.82	\$ 56,893.82	\$ 58,315.99	\$ 58,814.52	\$ 60,345.95
16	\$ 56,469.10	\$ 57,804.12	\$ 59,262.40	\$ 59,757.81	\$ 61,305.07
17	\$ 57,372.61	\$ 58,728.98	\$ 60,223.41	\$ 60,715.66	\$ 62,278.99
18	\$ 58,290.57	\$ 59,619.53	\$ 61,150.44	\$ 61,639.00	\$ 63,217.13
19	\$ 59,281.51	\$ 60,583.15	\$ 62,152.69	\$ 62,637.99	\$ 64,232.71
20	\$ 60,289.29	\$ 61,562.37	\$ 63,174.00	\$ 63,655.98	\$ 65,267.62
21	\$ 61,314.22	\$ 62,557.42	\$ 64,211.41	\$ 64,690.01	\$ 66,318.84
22	\$ 62,356.56	\$ 63,568.56	\$ 65,265.96	\$ 65,741.12	\$ 67,387.42
23	\$ 63,416.61	\$ 64,596.03	\$ 66,339.72	\$ 66,811.38	\$ 68,475.46
24	\$ 64,494.70	\$ 65,640.15	\$ 67,431.75	\$ 67,899.87	\$ 69,582.04
25	\$ 65,591.10	\$ 66,701.15	\$ 68,541.07	\$ 69,005.56	\$ 70,706.11
26	\$ 66,706.16	\$ 67,779.30	\$ 69,669.79	\$ 70,130.62	\$ 71,849.85
27	\$ 67,840.15	\$ 68,874.86	\$ 70,817.89	\$ 71,274.99	\$ 73,013.25
28	\$ 68,993.45	\$ 70,045.76	\$ 71,984.53	\$ 72,437.82	\$ 74,195.40
29	\$ 70,166.34	\$ 71,236.53	\$ 73,173.72	\$ 73,623.16	\$ 75,400.43
30	\$ 71,359.16	\$ 72,388.01	\$ 74,381.50	\$ 74,827.00	\$ 76,624.28
31	\$ 72,572.26	\$ 73,618.61	\$ 75,645.98	\$ 76,099.05	\$ 77,926.89

PAY PLAN

MONTGOMERY COUNTY PUBLIC SCHOOLS

FISCAL YEAR 2019

Classified Staff

Official Title	Pay Grade
Accounts Payable Specialist	C-J
Administrative Assistant	C-H
Administrative Assistant to Assistant Superintendent	C-K
Administrative Assistant to Deputy Superintendent	C-L
Administrative Assistant to Director	C-J
Administrative Assistant to the Superintendent's Suite/Deputy Clerk of the Board	C-N
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
Builder/Carpenter	C-I
Buildings and Grounds	C-G
Buildings and Grounds Shop Leader	C-N
Bus Aide	C-H
Bus Driver	C-M
Car/Van Driver Transportation	C-I
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
Electrician	C-L
Energy Educator/Manager	C-R
Equipment Services Shop Leader	C-N
Human Resources Specialist	C-J
HVAC, Controls, and Parts Inventory Manager	C-R
HVAC Technician	C-L
HVAC Technician/Building Systems Operator	C-L
Maintenance Shop Foreman	C-R
Office Manager/Deputy Clerk of the Board	C-M
Painter	C-G
Parent Resource Coordinator	C-M
Payroll and Benefits Specialist	C-J
Plumber	C-L
Preventative Maintenance Shop Leader	C-N
Program Manager - Construction	C-T
Program Manager - Environmental & Maintenance	C-U
Purchasing Specialist	C-J
SNP Cafeteria Assistant Manager	C-F
SNP Cafeteria Manager	C-J
SNP Cafeteria Worker	C-E
Technology - Senior Specialist	C-T
Technology - Systems Analyst	C-R
Technology - Systems Integrator	C-R
Technology - Technician	C-L
Transportation Supervisor	C-T
Vehicle Fleet Shop Foreman	C-O
Vehicle Fleet Technician	C-L
Warehouse Staff	C-G
Warehouse Supervisor	C-R

PAY PLAN

MONTGOMERY COUNTY PUBLIC SCHOOLS

FISCAL YEAR 2019

Classified Pay Band – Annual

The pay bands below are reflective of a full time, 12 month, 260 day, 8 hour/day (or 2,080 hour) position. If an employee’s contract is for less than 260 days and 8 hours per day, their salary will be calculated using an hourly rate.

BAND	Min	Max
C-A	\$ 17,470.92	\$ 30,341.88
C-B	\$ 18,431.83	\$ 32,010.69
C-C	\$ 19,445.58	\$ 33,771.28
C-D	\$ 20,515.08	\$ 35,628.70
C-E	\$ 21,643.41	\$ 37,588.28
C-F	\$ 22,833.80	\$ 39,655.63
C-G	\$ 24,089.65	\$ 41,836.69
C-H	\$ 25,414.59	\$ 44,137.72
C-I	\$ 26,812.40	\$ 46,565.29
C-J	\$ 28,287.07	\$ 49,126.38
C-K	\$ 29,842.86	\$ 51,828.32
C-L	\$ 31,484.22	\$ 54,678.89
C-M	\$ 33,215.85	\$ 57,686.23
C-N	\$ 35,042.72	\$ 60,858.96
C-O	\$ 36,970.08	\$ 64,206.21
C-P	\$ 39,003.43	\$ 67,737.55
C-Q	\$ 41,148.62	\$ 71,463.11
C-R	\$ 43,411.78	\$ 75,393.59
C-S	\$ 45,799.44	\$ 79,540.23
C-T	\$ 48,318.41	\$ 83,914.96
C-U	\$ 50,975.92	\$ 88,530.27
C-V	\$ 53,779.59	\$ 93,399.44
C-W	\$ 56,737.47	\$ 98,536.40
C-X	\$ 59,858.03	\$ 103,955.91

PAY PLAN

MONTGOMERY COUNTY PUBLIC SCHOOLS

FISCAL YEAR 2019

Professional Staff

Official Title	Pay Grade
Administrator of Alternative Education and Division Tuancy	P-P
Administrator of English/Language Arts Curriculum	P-P
Administrator of CTE Program & Business Partnerships	P-P
Administrator of Gifted Program	P-P
Administrator of Literacy Program	P-P
Administrator of Mathematics Curriculum	P-P
Administrator of Science Curriculum	P-P
Administrator of Social Studies Curriculum	P-P
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
Budget Analyst/Finance Manager	P-Q
Coordinator of Information Systems	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
Interpreter I	P-C
Interpreter II	P-D
Interpreter III	P-E
Interpreter IV	P-F
Lead Instructional Technology Resource Teacher	P-M
Lead Nurse	P-M
Occupational Therapist	P-M
Occupational Therapist Assistant	P-H
Physical Therapist	P-P
Physical Therapist Assistant	P-G
Principal - Elementary - Enrollment <500 (Inc. Pre-K)	P-P
Principal - Elementary - Enrollment >500 (Inc. Pre-K)	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 LPN	P-I
School Nurse RN	P-J
SNP Field Manager	P-E
Speech Language Pathologist	P-M
Speech Language Pathology Assistant	P-D
Supervisor of Grants and Partnerships	P-P
Supervisor of Instructional Technology	P-P
Supervisor of Payroll/Benefits	P-P
Supervisor of Personnel	P-P
Supervisor of Purchasing	P-P
Supervisor of Special Education	P-P

PAY PLAN

MONTGOMERY COUNTY PUBLIC SCHOOLS

FISCAL YEAR 2019

Professional Pay Bands – Annual

The pay bands below are reflective of a full time, 12 month, 260 days 8 hour/day (or 2,080 hour) position. If an employee’s contract is for less than 260 days and 8 hours per day, their salary will be calculated using an hourly rate.

BAND	Min	Max
P-A	\$ 32,189.18	\$ 51,623.45
P-B	\$ 33,798.64	\$ 54,204.63
P-C	\$ 35,488.58	\$ 56,914.86
P-D	\$ 37,263.01	\$ 59,760.61
P-E	\$ 39,126.16	\$ 62,748.64
P-F	\$ 41,082.46	\$ 65,886.07
P-G	\$ 43,136.59	\$ 69,180.37
P-H	\$ 45,293.42	\$ 72,639.38
P-I	\$ 47,558.09	\$ 76,271.36
P-J	\$ 49,935.99	\$ 80,084.93
P-K	\$ 52,432.79	\$ 84,089.17
P-L	\$ 55,054.43	\$ 88,293.63
P-M	\$ 57,807.15	\$ 92,708.31
P-N	\$ 60,697.51	\$ 97,343.72
P-O	\$ 63,732.38	\$ 102,210.91
P-P	\$ 66,919.00	\$ 107,321.46
P-Q	\$ 70,264.95	\$ 112,687.53
P-R	\$ 73,778.20	\$ 118,321.90
P-S	\$ 77,467.11	\$ 124,238.01
P-T	\$ 81,340.46	\$ 130,449.90
P-U	\$ 85,407.49	\$ 136,972.40
P-V	\$ 89,677.86	\$ 143,821.02

MONTGOMERY COUNTY PUBLIC SCHOOLS

PAY PLAN

FISCAL YEAR 2019

Other Pay Rates

Recognition Awards:

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
Support Staff Employee of the Year	\$100 one-time payment

	Hourly Rate	Daily Rate
ISAAP:		
Teacher/School Counselor	\$ 25.25	
Aide	\$ 13.74	
Program Coordinator- Before/After School	\$ 23.23	
Homebound Instruction Teacher (includes travel)	\$ 23.23	
SOL Remediation - Certified Teacher	\$ 24.85	
SOL Remediation Tutors - Non-Licensed	Classified Scale - Aide	
Staff Development/In-Service (prior approval required)		
Attendee		\$ 80.80
Presenter		\$ 161.60

	Hourly Rate	Daily Rate
Substitutes:		
Administrative Assistant	\$ 12.09	
Administrator		\$ 182.41
Aide	\$ 10.04	
Custodian	\$ 10.30	
Nurse LPN	\$ 22.63	
Nurse RN	\$ 23.76	
School Nutrition Worker	\$ 9.00	
Teacher		\$ 78.78
Teacher (long-term)		\$ 111.10

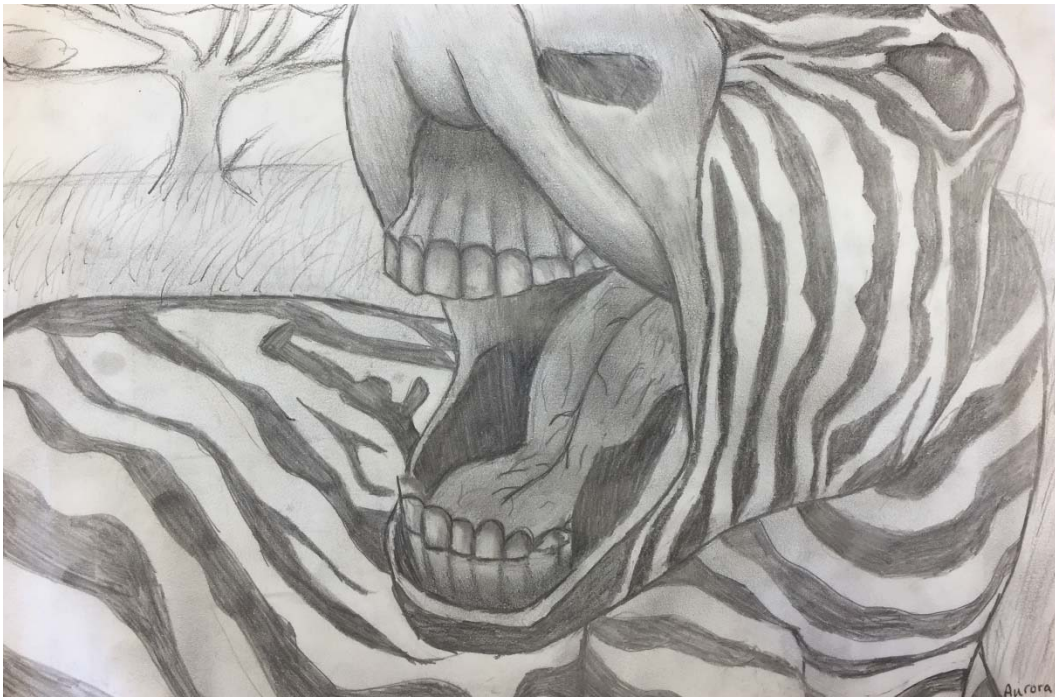
(per School Board approval on 5/17/2005, the long term sub teacher rate begins on the 16th consecutive day in the same assignment)

MONTGOMERY COUNTY PUBLIC SCHOOLS

PAY PLAN FISCAL YEAR 2019

2018 Summary Academy Pay Rates

Position	Rate
Certified Principals	\$182.41/day
Certified Teachers	\$ 20.60/hr.
Program Coordinators - Before and After School Program	\$ 20.60/hr.
Administrative Assistants	\$ 12.13 - \$20.91 /hr.
Aides	\$ 12.13 - \$20.91/hr.
Support Services - New Hires	\$ 10.33/hr.
Support Services - Returning	\$ 10.57/hr.
School Nurse LPN	\$ 22.69/hr.
School Nurse RN	\$ 23.83/hr.
School Nutrition Managers	\$ 13.46 - \$23.20/hr.
School Nutrition Workers	\$ 10.33 - \$17.80/hr.





## GLOSSARY OF ACRONYMS

### A

**AA** – Administrative Assistant  
**ACAP** – A Career and Academic Plan  
**ADM** – Average Daily Membership  
**AES** – Auburn Elementary School  
**AHS** – Auburn High School  
**AMS** – Auburn Middle School  
**AP** – Advanced Placement  
**ASBO** – Association of School Business Officials.

### B

**BEL/BES** – Belview Elementary School  
**BHS** – Blacksburg High School  
**BMS** – Blacksburg Middle School  
**BOS** – Board of Supervisors.

### C

**CES** – Christiansburg Elementary School  
**CHS** – Christiansburg High School  
**CIP** – Capital Improvement Program  
**CMS** – Christiansburg Middle School  
**COLA** – Cost of Living Adjustment  
**CPS** – Christiansburg Primary School  
**CRE** – Coordinated Federal Review Effort  
**CSA** – Comprehensive Services Act  
**CTE** – Career and Technical Education

### D

**DMAS** – Department of Medical Assistance Services  
**DSP** – Differentiated Services Plan

### E

**EL** – English Learners  
**EME** – Eastern Montgomery Elementary School  
**EMH** – Eastern Montgomery High School  
**ESEA** – Elementary Secondary Educational Act  
**ESL** – English as a Second Language  
**ESSA** – Every Student Succeeds Act

### F

**FBE** – Falling Branch Elementary School  
**FICA** – Federal Insurance Contribution Act  
**FY** – Fiscal Year  
**FTE** – Full Time Equivalent

### G

**GAAP** – General Accepted Accounting Principals  
**GASB** – Government Accounting Standards Board  
**GED** – General Education Development  
**GLE** – Glibert Linkous Elementary School  
**GRT** – Gifted Resource Teacher

### H

**HAE** – Harding Avenue Elementary School

### I

**IDEA** – Individuals with Disabilities Act  
**IEP** – Individual Education Plan  
**ISAEP** – Individual Student Alternative Education Plan  
**ISS** – In School Suspension  
**ITRT** – Information Technology Resource

### K

**KES** – Kipps Elementary School

### L

**LCI** – Local Composite Index  
**LEP** – Limited English Proficient

### M

**MBE** – Margaret Beeks Elementary School  
**MC** – Montgomery Central  
**MCPS** – Montgomery County Public Schools

### N

**NSLP** – National School Lunch Program

### O

**OPEB** – Other Postemployment Benefits

### P

**PALS** – Phonological Awareness Literacy Screening  
**PBIS** – Positive Behavior Interventions & Supports  
**PE** – Physical Education  
**PFE** – Price's Fork Elementary School  
**PIO** – Public Information Officer  
**PLE** – Paid Lunch Equity  
**PPA** – Per Pupil Amount

### S

**SAP** – Student Assistance Program  
**SAT** – Scholastic Aptitude Test  
**SBP** – School Breakfast Program  
**SMS** – Shawsville Middle School  
**SNP** – School Nutrition Program  
**SOLO** – Structure of Observed Learning Outcomes  
**SOL** – Standards of Learning  
**SOQ** – Standards of Quality  
**STEM** – Science, Technology, Engineering, & Mathematics

### U

**UAAL** – Unfunded Accrued Actuarial Liability  
**USDA** – United States Department of Agriculture

### V

**VDOE** – Virginia Department of Education  
**VPI** – Virginia Preschool Initiative  
**VPSA** – Virginia Public School Authority  
**VRS** – Virginia Retirement System

## GLOSSARY OF TERMS

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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.

### A

**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.

**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.

### B

**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.

### C

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

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

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

**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.

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

## D

**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.

## E

**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.

## F

**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.

## L

**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.

## M

**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.

## O

**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.

## P

**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.

## S

**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.”

**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 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.

**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.